



SLR-F – 1

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

Day and Date : Saturday, 12-12-2015

Max. Marks : 70

Time : 2.30 p.m. to 5.00 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 :

Mr. Alok Banerjee is the chief executive of a medium sized pharmaceutical firm in Kolkata. He holds a Ph.D. in pharmacy. However, he has not been involved in research and development of new products for two decades. Though turnover is not problem for the company, he and his senior colleagues noticed that the workers employed on hourly basis are not working up to their full potential. It is a well known fact that their filled their days with unnecessary and unproductive activities and worked only for the sake of pay cheque. In the recent past, the situation has become quite alarming as the organization began to crumble under the weight of uneconomical effort. The situation demanded immediate managerial attention and taking rectificational measures. He knew very well that only way to progress and prosper is to motivate workers to peak performance through various incentive plans.

One fine morning, Mr. Banerjee contacted the personnel manager and enquired, what is the problem with workers on hourly basis ? The wage bill shows that we pay them the highest in the industry. Our working conditions are fine. Our fringe benefits are excellent. Still these workers are motivated. What do they require really ? The personnel manager gave the following reply : I have already informed you a number of times that money, working conditions and benefits are not enough. Other things are equally important. One of the workers in that group recently gave me a clue as to why more and more workers are joining the bandwagon of “non-performers”. He felt bad that hard work and efficiency go unnoticed and unrewarded in our organization. Our promotions and benefit plans

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are tied to length of service. Even the lazy workers, accordingly, enjoy all the benefits in the organization which, in fact, according to the worker, should go to only those who work hard. Mr. Banerjee then wanted the Personnel Manager look into the problem more closely and find out a solution to the problem of workers hired on an hourly basis.

- 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) Define management and outline its essential characteristics.
  - b) Main features of theory Z and its implications for managers.
  - c) Advantages of decentralization. **14**
3. Short notes on **(any two)** :
- a) Path goal theory of leadership.
  - b) New organizational environment.
  - c) Techniques of effective coordination. **14**
4. Short notes on **(any two)** :
- a) Design of effective control system.
  - b) Importance of planning.
  - c) Ethics and social responsibility. **14**
5. Explain in detail contributions of F.W. Taylor to the development of scientific management. **14**
6. Delegation of authority is the key to organizational success. Do you agree with the statement ? How can a manager delegate his work to subordinates effectively ? **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 ? **14**
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**M.B.A. (Part – I) (Semester – I) Examination, 2015  
(New CBCS)  
ACCOUNTING FOR MANAGEMENT (Paper – II)**

Day and Date : Monday, 14-12-2015  
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

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

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

Figures to **right** indicate **marks**.

1. From the following Trial Balance of Mr. Ajay, prepare Trading and Profit and Loss A/c for year ended 31<sup>st</sup> March 2015 and the Balance Sheet as on that date after taking into account the adjustments given :

<b>Debit Balances</b>	<b>Rs.</b>	<b>Credit Balances</b>	<b>Rs.</b>
Ajay's drawings	4,500	Ajay's capital	24,000
Purchase	20,000	Sales	30,500
Return inwards	1,500	Discount	1,900
Stock (1-4-2014)	8,000	Sundry Creditors	10,000
Salary	4,200	Bills payable	2,500
Wages	1,200		
Rent	350		
Bad Debts	400		
Discount	700		
Sundry debtors	14,000		
Cash in hand	260		
Cash at bank	5,940		
Insurance	400		
Trade expenses	300		
Printing	150		
Furniture	2,000		
Machinery	5,000		
	<b>68,900</b>		<b>68,900</b>

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**Additional information :**

- a) Closing Stock was valued at Rs. 7,000.
- b) Insurance was prepaid to the extent of Rs. 60.
- c) Outstanding liabilities were, salary Rs. 200 and wages Rs. 200.
- d) Make provision for doubtful debts at 5% on sundry debtors.
- e) Calculate interest on capital 5% p.a.
- f) Depreciation is provided at 5% on machinery and 10% on furniture.
- g) Provide far discount on creditors at 1%.

14

2. A) X company purchased new machinery on 1<sup>st</sup> July, 2012 for Rs. 2,75,000 and spent Rs. 20,000 for reconditioning and Rs. 5,000 for installation. Another machine was purchased on 1<sup>st</sup> October, 2013 for Rs. 2,00,000 which includes installation charges of Rs. 10,000.

On 1<sup>st</sup> July, 2014 the first machine was sold for Rs. 1,50,000 and on the same date another machine was purchased for Rs. 1,00,000. Company follows written down value method of depreciation @ 15%. Prepare machinery account for 3 years considering that company closes its books of accounts on 31<sup>st</sup> March every year.

7

- B) From the following particulars, prepare the Stores Ledger Account showing the value of the stock under FIFO method :

<b>Date</b>	<b>Particulars</b>
2-1-2015	Purchased 4,000 units at Rs. 4 per unit
15-1-2015	Purchased 5,000 units at Rs. 5 per unit
1-2-2015	Issued 2,000 units
10-2-2015	Purchased 6,000 units at Rs. 6 per unit
18-2-2015	Issued 4,000 units
4-3-2015	Issued 2,000 units
20-3-2015	Purchased 4,500 units at Rs. 5 per unit
28-3-2015	Issued 3,000 units

7



3. A) Journalize the following transactions in the books of Mr. Mohan :

**2015**

**April**

- 02 Mohan commenced business with cash Rs. 10,000 and furniture Rs. 5,000
- 04 Took loan from Ajay Rs. 5,000
- 07 Purchased goods from Anand Rs. 7,000 and from Soham Rs. 3,000
- 11 Sold goods to Arvind for cash Rs. 2,000 and on credit Rs. 3,000
- 12 Paid Soham on account by cheque Rs. 3,000
- 15 Received a cheque from Arvind and deposited the same into bank Rs. 2,000
- 18 Commission due to Sunil Rs. 100
- 21 Drawn Rs. 500 from bank for office use
- 27 Paid salary Rs. 500, Rent Rs. 800 and Electricity charges Rs. 200
- 30 Arvind is declared insolvent and 50 paise in the rupee is received in full settlement.

7

B) Elements of cost.

7

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

14

A) Subsidiary books

B) Financial accounting Vs Cost accounting

C) Importance of Bank Reconciliation Statement.

5. The following is the extract of costing information related to X Handicraft Association for the month of March 2015 :

	<b>Rs.</b>		<b>Rs.</b>
Stock on 1-3-2015 :			
Raw materials	2,50,000	Work in progress (31-3-2015)	90,000
Finished goods	1,70,000	Stock (31-3-2015) :	
Purchased of raw material	3,00,000	Raw materials (31-3-2015)	2,60,000
Direct wages	1,70,000	Finished products	1,60,000
Work expenses	88,000	Sale of finished goods	6,70,000
Office expenses	30,000	Income tax	2,00,000
Selling and distribution expenses	40,000	Dividend	10,000
Work in progress (1-3-2015)	80,000		

Prepare a cost sheet.

14



6. Briefly discuss about various accounting concepts and conventions. **14**
7. Enter the following transaction in three column cash book with discount, cash and bank columns.
- April 01 Commenced business with Rs. 10,000 in cash
- 02 Opened a bank account and deposited Rs. 8,000
- 03 Received from Arun Rs. 490 in full settlement of Rs. 500
- 05 Bought goods for cash Rs. 1,500
- 08 Draw a cheque for personal use Rs. 200
- 10 Draw for office use Rs. 1,000
- 12 Bought goods for Rs. 1,500 and paid by cheque immediately
- 15 Received for cash sales Rs. 1,000
- 16 Received a cheque from Mr. B for Rs. 500
- 17 Paid Mr. B's cheque into the bank
- 20 Paid salaries by cheque Rs. 500
- 23 Mr. M directly paid into our bank account Rs. 1,000
- 24 Paid to Mr. N Rs. 495 in full settlement of Rs. 500
- 26 Received Commission Rs. 100
- 27 Cash withdrawn for personal use Rs. 100
- 29 Cash Rs. 600 deposited in bank
- 30 Transferred from saving account to current account Rs. 2,000. **14**
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**M.B.A. (Part – I) (Semester – I) (New – CBCS) Examination, 2015  
Paper – III : MANAGERIAL ECONOMICS**

Day and Date : Tuesday, 15-12-2015  
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 out of question no. **two to four**.  
3) Attempt **any two** questions out of question no. **five to seven**.  
4) Figures at **right** indicate marks.

1. The table below provides cost and revenue information of a firm supplying a commodity in a competitive market. The technology of the firm is such that AC and MC curves are U-shaped. Complete the table and answer following questions. **14**
- Determine Break-Even Quantity.
  - Find out optimal level of output if the price of this commodity is Rs. 200.
  - Obtain absolute profit at optimal level of output.
  - Quantity at which MC is minimum.

Q	TFC	TVC	TC	MC	AC	P	TR	Profit
0	1000	0	1000		NA	200		- 1,000
1	1000	181	1181		1181	200		- 981
2	1000	328	1328		664	200		- 928
3	1000	447	1447		482	200		- 847
4	1000	544	1544		386	200		- 744
5	1000	625	1625		325	200		- 625
6	1000	696	1696		283	200		- 496
7	1000	763	1763		252	200		- 363
8	1000	832	1832		229	200		- 232
9	1000	909	1909		212	200		- 109
10	1000	1000	2000		200	200		0
11	1000	1111	2111		192	200		89
12	1000	1248	2248		187	200		152
13	1000	1417	2417		186	200		183
14	1000	1624	2624		187	200		176
15	1000	1875	2875		192	200		125



2. Write short answers on **any two** : **14**
- 1) Why is profit maximum at level of output where  $MC = MR$ , Is profit always maximum when  $MC = MR$  ?
  - 2) Phases of Business Cycle.
  - 3) The demand function equation faced by HP for its laptops is  $P = 50000 - 4Q$ 
    - a) Write the total revenue equation.
    - b) At what price and quantity total revenue will be maximized ?
3. Write short answers on **any two** : **14**
- 1) Pricing in Capitalism and Communism.
  - 2) Describe the relationship between Average costs and Marginal cost.
  - 3) Dynamic theory of profit.
4. Write short notes on **any two** : **14**
- 1) Hawtray's theory Business Cycles.
  - 2) Price Discrimination.
  - 3) What is break-even point ? Calculate break-even output when TFC Rs. 600, Price Rs. 6, and AVC Rs. 4.5.
5. Discuss the nature and scope of Managerial Economics. How is Managerial Economics helpful in Decision Making ? **14**
6. What is meant by demand forecasting ? Discuss various methods of demand forecasting adopted in India. **14**
7. Define inflation, state causes of inflation and discuss measures to control inflation in India. **14**
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**M.B.A. – I (Semester – I) (New-CBCS) Examination, 2015  
ORGANIZATIONAL BEHAVIOUR (Paper – IV)**

Day and Date : Wednesday, 16-12-2015  
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

1. Analyze the case :

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Mr. Krishna Rao was utterly baffled. He took over office four months ago and has since initiated several changes all of which are good. His main intentions in making the changes were that the office should look more professional and the employees should be facilitated to become productive without making them work too hard. The new office now indeed looks more spacious with the new layout, and in fact, his colleagues from other departments who pass by comment on how nice and professional the office looked. Mr. Rao had put the secretaries' desk close to their bosses' cabin so that they did not have to walk up and down all the time. Previously, they were huddled together in the secretaries' pool and whenever they had to take dictation – which was several times a day-they had to walk quite a bit.

He also purchased new calculating machines for the department which are quick, efficient and accurate, so that the assistants now do their calculations without making mistakes. In fact he had just placed an order for a high speed computer which would take away the boredom and monotony of all the laborious human calculations and would be a boon to all. Actually, once computer is installed the manager's will not have to be dependent on lower level staff. Whatever statistics or information the managers need, the computer will generate the data in no time. And the computer manufacturer was going to offer free programming session

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for all those who wanted to attend them. Manuals will also be made available to all the staff. It was the best of all possible worlds for the entire department and Mr. Rao could not understand why the staff was not more enthusiastic and some actually seemed rather unhappy.

**Questions :**

- a) Identify the problems in this case. 2
  - b) What kind of changes were prescribed by Mr. Rao and why ? 2
  - c) Discuss why the changes did not produce the desired results in this situation. 5
  - d) If you were Mr. Rao, how would you have handled the situation ? 5
2. Write short notes (**any 2**) :
- 1) Factors affecting individual behavior.
  - 2) Job satisfaction.
  - 3) Team Vs group.
3. Write short notes (**any 2**) :
- 1) Types of culture.
  - 2) Functional and dysfunctional conflict.
  - 3) Reinforcement.
4. Write short notes (**any 2**) :
- 1) Strategies to improve group decision making.
  - 2) Managing stress.
  - 3) Creating effective teams.
5. Explain resistance to change. Describe management of resistance to change.
6. What is meant by organizational culture ? How organizational culture is created ?
7. Define stress. Explain in detail its sources and consequences.
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**M.B.A. – I (Semester – I) (New–CBCS) Examination, 2015  
STATISTICAL METHODS (Paper – V)**

Day and Date :Thursday, 17-12-2015

Total Marks : 70

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

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

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

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

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

1. Given below the daily wages paid to the workers in two factories X and Y. Mean of factory X is 15.15 and factory Y is 14.71.

Wages	No. of workers	
	Factory X	Factory Y
12 – 13	15	25
13 – 14	x	40
14 – 15	44	60
15 – 16	60	35
16 – 17	30	12
17 – 18	14	x
18 – 19	07	05

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

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

A) Mean, Median and Mode.

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B) Find upper and lower quartile from given data.

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

C) Find the Association between literacy and Unemployment from the following figures :

Total Adults	10000
Literates	1290
Unemployed	1390
Literate unemployed	820

Comment on the result.

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

A) Probability distribution.

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

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

C) Calculate coefficient of correlation from following data.

X	78	89	99	60	59	79	68	61
Y	125	137	156	112	107	136	123	108

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

A) Permutation and combinations.

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

Class	0 – 4	4 – 8	8 – 12	12 – 16	16 – 20
Frequency	4	6	8	5	2



- C) A company uses a selling aptitude test in the selection of salesman. Past experience has shown that only 70% of all persons applying for a sales position achieved a classification “dissatisfactory” in actual selling whereas the remainder was classified as “satisfactory”, 85% had scored a passing grade on the aptitude test. Only 25% of those classified unsatisfactory had passed the test on the basis of this information. What is the probability that a candidate would be a satisfactory salesman given that he passed the aptitude test ?
5. Draw the histogram and superimpose polygon on following data and present the mode by graphical and calculation method also.

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

6. Find two regression equations for following two series, what is most likely value of X, when Y = 20 and most likely value of Y when X = 22.

<b>X</b>	35	25	29	31	27	24	33	36
<b>Y</b>	23	27	26	21	24	20	29	30

7. Obtain the Rank correlation coefficient between the variables X and Y from the following pairs of observed values.

<b>X</b>	50	55	65	50	55	60	50	65	70	75
<b>Y</b>	110	110	115	125	140	115	130	120	115	160

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**M.B.A. (Part – I) (Semester – I) (CBCS) Examination, 2015  
MANAGERIAL COMMUNICATION – I (Paper – VI) (New)**

Day and Date : Friday, 18-12-2015  
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, 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 :**

Sarika hails from Kerala and works at the Maharaja Elite Towers in Mumbai as a supervisor cum trainer in the Housekeeping department. Sarika was well known for her accountability to train all new staff in general housekeeping skills in the department. Few day's back she started training to a new staff member Seema, about how to work on cleanliness maintain the rooms clean and fine. Seema who has just recently arrived from Madhya Pradesh finds that Sarika's pronunciation as well as pace is quite difficult to understand. She has again and again asked Sarika to repeat her instruction for cleaning and housekeeping, and she is still unable to understand her. Finally Seema decided to complete the task her way. She repeated the same thing for many times for many rooms. After Seema has completed her assigned task, Sarika checks to see that the tasks were completed to job specification or not.

Sarika quickly discovered that Seema has not performed her job as per the specifications and instructions given to her in training session. Sarika wondered how this thing has repeated even after repeated instructions to Seema. Sarika caught Seema when she was about to leave home and asked her to redo the cleaning, housekeeping and the mini bars. Seema started arguing that why should



she to do this again, when the afternoon housekeeping staff is now on duty. She told Sarika that she is unable to stay back tonight and she has to go home now. Sarika surprised after hearing to Seema and told her that she must finish her job before she goes home, and if she doesn't do this, then she will report her to the House Keeping Manager and Human Resource Manager.

- a) Analyze the case. 5
  - b) Identify the problem. 2
  - c) How can communication be improved between Seema and Sarika ? 5
  - d) What methods should Sarika have used to check for understanding ? 2
2. Write short notes on **(any two)** : **(2×7=14)**
- a) Discuss body language in communication.
  - b) Distinguish between hearing and listening.
  - c) Explain the role of paralanguage in communication.
3. Write short notes on **(any two)** : **(2×7=14)**
- a) Elaborate the term extempore speech
  - b) Kinds of feedback
  - c) Explain the contents of notice of meeting.
4. Write short notes on **(any two)** : **(2×7=14)**
- a) Explain types of listening.
  - b) Preparation of speech.
  - c) How Agenda of meeting plays a important role in communication ?
5. Discuss in detail use of modern means of communication by business organizations with special reference to use of E-mail, Internet, Fax, Video-conferencing etc. **14**
6. "Miscommunication originates at the level of sender or receiver". Discuss with reference to the different barriers to communication and also the remedies to overcome the barriers. **14**
7. Discuss in detail types of reports and also the structure of a formal report. **14**
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**M.B.A. (Part – I) (Semester – I) (New CBCS) Examination, 2015**  
**Paper – VII : LEGAL ASPECTS OF BUSINESS**

Day and Date : Saturday, 19-12-2015

Total Marks : 70

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

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

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

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

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

- 1) Ram and Radha contract to marry each other. Before the time fixed for marriage Ram dies. State the legal effect of this fact on the contract.
- 2) A promises to give Rs. 5,000/- to his wife B on their marriage anniversary. A fails to keep up the promise. Can B sue A in the court of justice ?
- 3) A agrees to sell to B "My Black Axtiva for 20,000/- or 25,000/-. Is the agreement between A and B valid ?
- 4) Rama a young lady lost her husband in an accident. The relatives of the husband compelled her to adopt a child saying that they would not handover the dead body to her for further rituals unless she completes the adoption procedure. Rama gave her consent for adopting the child. Is the consent valid ?
- 5) A mother and a son were the only members of the private company. They both met with an accident and died. Will the company come to an end ?
- 6) X sold his business to Y but this fact was not known to an old customer Z. Z placed an order for certain goods to X by name. Y supplied the goods to Z. Is there a valid contract ?

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

**14**

- 1) Promissory Note
- 2) Shares and Debentures
- 3) Central Consumer Protection Council.

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3. Attempt **any 2** short notes : **14**
    - 1) Defects and deficiencies
    - 2) Oppression and mismanagement
    - 3) IT Act, 2000.
  
  4. Distinguish between **(any two)** : **14**
    - 1) Cheque and Bills of exchange
    - 2) Company and partnership
    - 3) Agreement and contract.
  
  5. Define industrial dispute. Explain strikes and lockouts and state the provisions related to strikes and lockouts. **14**
  
  6. Write an explanatory note on free consent. **14**
  
  7. Explain in detail memorandum of association and article of association. **14**
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**M.B.A. – I (Semester – I) (New-CBCS) Examination, 2015  
IT FOR MANAGEMENT (Paper – VIII)**

Day and Date : Monday, 21-12-2015  
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

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

14

The idea to connect rural areas of developing countries through Wi-Fi by using the existing transportation infrastructure was conceived by Amir Alexandar Hassan, founder and CEO of united villages. As per Amir “We are looking to leverage existing transportation infrastructure in rural areas of the county to create a zero cost, store and forward, driven by Wi-Fi network that can bridge the digital divide and provide two billion villagers with a digital identity in a commercially viable way.” Under this innovative scheme the villagers access the service through a village Kiosks that is run by local entrepreneur who is trained in using PC and deliver the services. The Kiosk operator needs to either have some grid based electricity or solar panels and a UPS power backup.

The proprietor 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 operate Kiosks installed with Wi-Fi Antennas along the vehicle routes where villagers can go to send and receive e-mails, SMSM, voice mails, web searches and other services. “When the vehicle with MAP drives past with each kiosk, it automatically picks up all the kiosk outgoing data and drops off all incoming data and drops off all incoming data at a 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 data for an from the kiosk to and from the internet. This technological innovation is already benefitting thousands of villages in India, Cambodia, and Rwanda. Currently in India, it is being pilot tested in villages of Orissa. The company has plans to set up 90000 service providers in India by 2012.

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2. Write short notes on **(any 2)** : **14**
    - 1) Application of MS-Word in Business.
    - 2) Introduction to SAP.
    - 3) RDBMS.
  
  3. Write short notes on **(any 2)** : **14**
    - 1) Computer security.
    - 2) World Wide Web.
    - 3) Applications of MS-Excel.
  
  4. Write short notes on **(any 2)** : **14**
    - 1) System software.
    - 2) Hardware and software.
    - 3) Application of Power Point.
  
  5. Define ERP. Explain benefits and implementation of ERP in details. **14**
  
  6. Do you think that there is needs of information system at every levels of organization ? Justify your answer. **14**
  
  7. Define E-commerce and M-commerce. What are the applications of e-commerce and m-commerce ? **14**
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**M.B.A. – I (Semester – I) Examination, 2015**  
**Paper – I : PERSPECTIVES OF MANAGEMENT (Old)**

Day and Date : Saturday, 12-12-2015  
Time : 2.30 p.m. to 5.30 p.m.

Max. Marks : 70

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

**Q. 1 Case****14**

Silver Technology Limited (STL), a software development company, was promoted by its present managing director Vishal Joshi. Vishal almost hates bureaucracy and believes in the autonomy of people at the workplace. There are about 450 employees with the company. All the employees are free to come to office at their own convenient time. Similarly, they can leave the office at any time and can work up to any time including past mid-night. The idea is that an employee should work only at that time when he feels that he is the most productive. Workplace remains open for twenty-four hours. There are no set policies regarding various types of leave like sick leave, paid holidays, or any other leave. Vishal believes that fixing a fixed number of days for sick leave is arbitrary because an employee may require more number of days or not a single day as sick leave. While hours of work and leave policies are quite flexible, employees frequently put in at least 50 hours a week. In addition, regardless of number of hours, worked, every employee is required to be accessible via e-mail, cell phone, instant messaging, or laptop.

Every employee sets his weekly and monthly production target in consultation with management. Every employee is given plenty of autonomy to achieve the target and his performance is measured in terms of this target. Those who are on target achievers are counselled to improve themselves.



On non-improvement, services of non-achievers are terminated. In one year, about 6 per cent of non-achievers were fired. STL is doing quite well with about 33 per cent annual growth rate with commensurate profitability.

In the process of selecting employees, care is taken that only those candidates are selected who believe in autonomy and have sufficient internal motivation to get the things done. They are trained to imbibe company's work culture. At the interview level, applicants are encouraged to ask any question about the company and its work pattern. Comment on kind of approach has been adopted by STL in designing structure. Do you think whether this pattern will remain effective if the company grows larger ?

- 1) Analyse the above case
  - 2) Identify problem in this case
  - 3) Suggest alternative solutions
  - 4) Identity best alternative.
2. Write short notes on (attempt **any two**) : **14**
- a) Goal Setting
  - b) Ethics and Social Responsibility
  - c) Path-goal Approach.
3. Write short notes on (attempt **any two**) : **14**
- a) Virtual Organizations
  - b) Quality – Dynamic Engagement Approach
  - c) MBO.
4. Write short notes on (attempt **any two**) : **14**
- a) Culture and Multiculturalism
  - b) Matrix type structure
  - c) Management by Exception.
5. Explain Planning Process and its importance in Management of Organizations. **14**
6. Explain Directing as a function of Management and also discuss difference between Direction and Supervision. **14**
7. Define Management and explain contribution made by F.W. Taylor. **14**
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**M.B.A. (Part – I) (Semester – I) Examination, 2015  
ACCOUNTING FOR MANAGEMENT (Paper – II) (Old)**

Day and Date : Monday, 14-12-2015  
Time : 2.30 p.m. to 5.30 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** question from Q. No. 5 to Q.No. 7.  
4) Figures at **right** indicate marks.

1. From the following Trial Balance of Premier Traders, prepare Trading and Profit and Loss Account for the year 31<sup>st</sup> March, 2012 and Balance Sheet as on that date. **14**

<b>Particulars</b>	<b>Debit (Rs.)</b>	<b>Credit (Rs.)</b>
Capital		25,000
Sales		35,000
Debtors	9,650	
Wages	7,000	
Salaries	3,000	
Discount allowed	1,200	
Creditors		4,000
Purchase returns		2,000
Dividend received		3,000
Plant and machinery	13,000	
Purchases	18,000	
Loans		5,000
Buildings	17,000	
Travelling expenses	750	
Freight	200	
Insurance	300	
Bill payable		5,000
Commission	100	
Cash in hand	100	
Bank	1,600	
Rent	500	



Interest on loans	600	
Opening stock	6,000	
Total	<b>79,000</b>	<b>79,000</b>

**Additional information :**

- 1) Closing stock is Rs. 8,000.
  - 2) Depreciation on plant and machinery at 15% and 10 % on building.
  - 3) Provision for doubtful debts Rs. 500
  - 4) Prepaid insurance is Rs. 50
  - 5) Outstanding rent Rs. 100
2. A) On 1<sup>st</sup> April, 2010, a firm purchased a machinery from Rs. 2,00,000. On 1<sup>st</sup> October, 2010, additional machinery costing Rs. 1,00,000 was purchased. On 1<sup>st</sup> October, 2011, the machinery purchased on 1<sup>st</sup> April, 2010 was sold for Rs. 90,000. On 1<sup>st</sup> October, 2012 a new machinery was purchased for Rs. 2,50,000, while the machinery purchased on 1<sup>st</sup> October, 2010 was sold for Rs. 85,000 on the same day.

The firm provides depreciation on its machinery @ 10 percent per annum on original cost. It closes its books of accounts on 31<sup>st</sup> March every year.

You are required to show machinery account and depreciation account for three accounting years ending on 31<sup>st</sup> March, 2013. 7

- B) From the following particulars, prepare the Stores Ledger Account showing the value of the stock under FIFO method.

Date	Particulars
1-12-2013	Opening stock 1,000 units at Rs. 26 each
5-12-2013	Purchased 500 units at Rs. 24.5 each
7-12-2013	Issued 750 units
10-12-2013	Purchased 1,500 units at Rs. 24 each
12-12-2013	Issued 1,100 units
15-12-2013	Purchased 1,000 units at Rs. 25 each
17-12-2013	Issued 500 units
18-12-2013	Issued 300 units
25-12-2013	Purchased 1,500 units at Rs. 26 each
29-12-2013	Issued 1,500 units. <span style="float: right;">7</span>

3. A) Journalize the following transactions in the books of Mr. Abhishek. 7

Date	Particulars
------	-------------

**May, 2014**

- |    |  |
|----|--|
| 1  | Commenced business with cash Rs. 50,000                      |
| 4  | Purchased goods for cash Rs. 30,000                          |
| 5  | Paid Rs. 2,000 as freight charges                            |
| 8  | Sold goods of Rs. 13,000 to Mr. Rajnikant                    |
| 12 | Rent of Rs. 5,000 and stationery of Rs. 1,000 paid by cheque |



- 15 Cash received from Ranbir Rs. 15,400 after allowing discount of Rs. 600
- 19 Cash of Rs. 10,000 deposited into bank account
- 24 Paid Rs. 4,000 as insurance premium on office building
- 26 Goods of Rs. 5,000 taken for personal use
- 29 Akshay, a customer having debts of Rs. 10,000 declared insolvent and fifty paise in the rupee received from his estate.
- 30 Paid salary of Rs. 8,000 from the bank account.

B) On 31<sup>st</sup> March, 2014, the cash book of Mr. Rohit Kumar showed bank balance of Rs. 48,000, however, his pass book showed credit balance of Rs. 45,000 as on the same date. A detailed comparison of entries revealed the following :

- a) Customers cheques amounting to Rs. 9,500 had not been collected and credited by the bank as on 31-3-2014.
- b) Certain cheques amounting to Rs. 6,000 had not been presented for payment as on date.
- c) Bank charges of Rs. 500 and interest on investment of Rs. 3,000 collected by the bank appear in pass book only.
- d) A customer had paid into bank directly a sum of Rs. 6,000 on 30-3-2014. This was not recorded in the cash book.
- e) A cheque of Rs. 8,000 returned from a customer and deposited with bank had been dishonoured. Entry for dishonour had not been recorded in the cash book.

Prepare Bank Reconciliation Statement.

7

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

14

- A) Subsidiary books
- B) Computerized accounting system
- C) Users of accounting information.

5. From the following information of Super Co. Ltd., for the year 2013, you are required to prepare Cost Sheet.

14

<b>Particulars</b>	<b>Rs.</b>
Stock of raw material (1-1-2013)	50,000
Indirect material	1,000
Depreciation on plant	3,000
Salesman salary	4,000
Salary to office supervisor	5,000
Other factory expenses	11,400
Purchase of raw material	1,70,000
Stock of raw material (31-12-2013)	80,000
Indirect wages	20,000
Office rent and rates	1,000





General Manager's remuneration :

Office	4,000
Factory	8,000
Sales department	12,000
Other selling expenses	2,000
Traveling expenses of salesman	2,200
Sales	5,00,000
Advertisement expenses	4,000
Other office expenses	1,800
Factory rent and rates	10,000
Depreciation on office furniture	200
Carriage inward	10,000
Direct wages	1,80,000

6. Briefly discuss about various accounting concepts and conventions. 14

7. Following transactions is provided by Mr. Raj, who has started the business from June, 2014.

**Date**

**Particulars**

- 1 Commenced business with cash in hand Rs. 1,50,000 and cash in bank Rs. 2,00,000.
- 2 Incurred expenses of Rs. 5,000 on account of audit fees.
- 3 Paid into bank account Rs. 35,000.
- 7 Paid to Rohit by cheque 64,500 after receiving discount of Rs. 500.
- 10 Brought furniture of Rs. 10,000 and payment made through bank.
- 11 Received cheque from Vinay Rs. 23,600 after allowing discount of Rs. 400.
- 13 Sold goods of Rs. 40,000 to Sachin.
- 15 Cash sales of Rs. 25,000 made by Raj.
- 18 Deposited a cheque of Rs. 20,000 received from Aniket.
- 19 Purchased goods of Rs. 15,000 and payment done through bank.
- 22 Withdrawn Rs. 20,000 from bank account for office use.
- 23 Received commission of Rs. 1,500.
- 25 Paid advertisement expenses of Rs. 12,000.
- 26 Rs. 10,000 deposited into bank account.
- 27 Received cheque from Sachin after allowing discount of 1%.
- 28 Salaries paid through bank Rs. 80,000.
- 29 Paid Rs. 5,000 as rent and Rs. 2,000 as printing and stationery.
- 30 Rs. 10,000 withdrawn from bank for personal use.

Prepare Cash Book with Bank and Discount Column.

14



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

Day and Date : Tuesday, 15-12-2015  
Time : 2.30 p.m. to 5.30 p.m.

Total Marks : 70

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

1. The following table gives the information regarding the units produced, TR and TC of production of a Lotus Organic Ltd. Complete the table and answer following questions :

14

- a) Determine the profit maximizing output level  
b) Is profit maximum where total revenue equals total cost ? Explain in brief.

Total Profit (Rs.)	Marginal Profit (Rs.)	Unit of Output	Total Revenue (Rs.)	Marginal Revenue (Rs.)	Total Cost (Rs.)	Marginal Cost (Rs.)
		250	1,000		752	
		251	1,004		753	
		252	1,008		755	
		253	1,012		758	
		254	1,016		762	
		255	1,020		767	
		256	1,024		773	
		257	1,028		780	



2. Write short answers on **any two** : **14**
- 1) Break even analysis.
  - 2) Features of oligopoly.
  - 3) Short run cost curves.
3. Write short answers on **any two** : **14**
- 1) Meaning and scope of managerial economics.
  - 2) Determinants of price elasticity of demand.
  - 3) Schumpeter's theory of profit.
4. Write short notes on **any two** : **14**
- 1) Economies of scale.
  - 2) Techniques of demand forecasting.
  - 3) Cost plus pricing.
5. What do you mean by inflation ? Discuss the causes and measures to control inflation. **14**
6. State and explain the theory of law of variable proportions. **14**
7. Explain how an individual firm attains equilibrium in the short and long run under conditions of perfect competition. **14**
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**M.B.A. – I (Semester – I) Examination, 2015  
ORGANISATIONAL BEHAVIOUR (Old) (Paper – IV)**

Day and Date : Wednesday, 16-12-2015  
Time : 2.30 p.m. to 5.30 p.m.

Max. Marks : 70

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

1. Analyze the following case :

14

Prem was the son of a village school master. His upbringing had been in a home environment where it was instilled in his mind about the two aspects of values  
1) Always display reverence and respect to senior people 2) There is no substitute for hard work. Being a highly intelligent person Prem was able to obtain the AMIE degree with flying colors. Very soon he was appointed as an engineer in the R & D department of Streamline Technology Ltd. Streamline designed, developed and manufactured televisions for commercial purposes.

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



Within a few days after joining Streamline, Kamal introduced a few changes. He saw no value in encouraging employees to mingle freely with each other. He also insisted that any modifications or suggestion have to be brought to him rather than discussing it with co-workers. Prem being new to the Job continued working very hard. He also suggested few more changes in the design. Kamal out rightly rejected the suggestions and used strong language to tell Prem to work hard and not waste time in bringing in new ideas. Prem kept quite and went back to work in the R & D department . Once Prem fell sick and remained absent for two days. On reporting for duty after his sick leave, Prem was once again made the target of Kamal's anger. Prem also found him wrongly accusing and not prepared to listen to his explanation for the absence. The employees very soon found out that Kamal could not accept any of his sub-ordinates to be more intelligent or knowledgeable than him. And if found to be so, he would behave similarly with them.

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

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

- 1) Factors affecting individual behaviour
- 2) Teams V/S Group
- 3) Cultural Artifacts.



3. Write short notes **(any 2)** : **14**
    - 1) Group Cohesiveness
    - 2) Forces for Change
    - 3) Levels of Conflict.
  
  4. Write short notes **(any 2)** : **14**
    - 1) Why do people join groups ?
    - 2) Types of Attitude
    - 3) Classical and Operant conditioning.
  
  5. Define stress. Explain the potential sources of stress and how to manage stress ? **14**
  
  6. Define Perception. Explain the Perceptual Process in detail. **14**
  
  7. Define Organisational Change. Explain why do people resist change and how to manage resistance to change. **14**
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**M.B.A. – I (Semester – I) (Old) Examination, 2015**  
**STATISTICAL METHODS (Paper – V)**

Day and Date : Thursday, 17-12-2015  
Time : 2.30 p.m. to 5.30 p.m.

Max. Marks : 70

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

1. The mean and standard deviation of monthly salary (in Rs.) are given below for two factories A and B.

Factory	No. of employees	Average monthly salary	Standard deviation of monthly salary
A	100	2500	200
B	120	2800	250

- i) Find the combined mean and standard deviation.  
ii) Which factory has better consistent salary structure ?
2. Write a short note on (**any two**) :
- A) Mean, Median and Mode.  
B) Father with dark eyes and sons with dark eyes : 1040  
Father with dark eyes and sons with not dark eyes : 106  
Father with not dark eyes and sons with dark eyes : 180  
Father with not dark eyes and sons with not dark eyes : 120  
From above data calculate Yule's Coefficient of association and coefficient of colligation.



C) Compute Quartile Deviation and its coefficient from following data :

<b>Wages</b>	0 – 10	10 – 20	20 – 30	30 – 40	40 – 50	50 – 60	60 – 70	70 – 80
<b>No. of Workers</b>	20	45	85	160	70	55	35	30

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

A) Probability Distribution.

B) Find the missing frequency of given data whose mean is 12.58 :

<b>x</b>	8	12	15	18	20	25	30
<b>f</b>	12	16	20	p	16	8	4

C) Calculate coefficient of correlation for the following pairs of values of x and y.

<b>X</b>	1	3	4	5	7	8	10
<b>Y</b>	2	6	8	10	14	16	20

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

A) Permutation and Combinations.

B) Find the mean deviation about mean for the sample observations on the weight of certain products

9, 12, 10, 11, 8, 13, 11, 12, 10, 11, 12, 11, 8, 11, 16.

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

<b>Wages</b>	0 – 20	20 – 40	40 – 60	60 – 80	80 – 100
<b>No. of Workers</b>	41	51	64	38	7

5. The marks obtain by the students in physics and mathematics are as follows, compute the ranks in two subjects and coefficient of correlation of rank.

<b>Physics Marks</b>	35	23	47	17	10	43	9	6	28
<b>Mathematics Marks</b>	30	33	45	23	8	49	12	4	31





6. Find the two lines of regression from the following data and estimate Y, when X = 63.

<b>X</b>	57	58	59	59	60	61	62	64
<b>Y</b>	67	68	65	68	72	72	69	71

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

<b>Expenditure (Rs.)</b>	<b>No. of Workers</b>
100 – 150	25
150 – 200	40
200 – 250	33
250 – 300	28
300 – 350	30
350 – 400	22
400 – 450	16
450 – 500	08

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**M.B.A. (Part – I) (Semester – I) Examination, 2015**  
**Paper – VI : MANAGERIAL COMMUNICATION – I (Old)**

Day and Date : Friday, 18-12-2015  
Time : 2.30 p.m. to 5.30 p.m.

Max. Marks : 70

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

**1. Case Study :**

Akshay a B.E.(Civil) with a first class division. Akshay applied for the position of Assistant Engineer for Building and Construction department Mill to Avon Textile Mills owned by Mr. Rameshwar, a well known business family in Rajasthan. Akshay was very excited to attend the interview, and decided if selected he will accept the job offer. During the interview Akshay was surprised to see the members of selection committee, they were old, semi literate. The chief engineer, project manager, supervisors were either diploma holders or non matriculates. Committee members were highly experienced with practical knowledge of construction. The chief supervisor asked many technical questions in Rajasthani. When Akshay answered in English, the interviewer kept moving their head downward and upward, to say yes approval. Behavior of chief engineer was also same. He also said “yes yes” and “thank you” When Akshay answered. Finally Mr. Rameshwar asked Akshay whether he would be able to live in a village. Akshay told him that he was a person of simple living and would have little difficulty in staying in rural place. Mr. Rameshwar appreciated Akshay’s positive attitude and asked the chief engineer to show him the construction site.

Akshay saw the mill it was very big and had hundreds of workers in various sections. Akshay was very much impressed by the Building and construction department. Mr. Rameshwar told Akshay about the close relations with the workers. The mill was 30 years old most of the employees were men working



from the beginning. It was like a family. They have worked through experience and looked down upon modern technical education and engineering degrees. They believed in practical knowledge of chief engineer who was diploma holder. And they admired the management skills of their estate supervisor, who could not even sign his name in English, but know how to plan and get work done.

Akshay was selected and joined the mill, he was the first employee who had formal educational qualification. On first day, workers looked at Akshay indifferently as he went around introducing himself as new chief engineer. Later whenever he tried to talk with the workers they did not respond. He found that the supervisors would ignore the suggestions regarding any change given to them in their job. Akshay was realizing that it was very difficult to be accepted by the people in mill.

One day in a meeting when Akshay wanted to support the plan of the chief engineer, the workers and supervisors did not allow him to speak. When he tried to speak the workers interrupted and distracted with noise. At the end of the meeting the supervisor sitting next to Akshay purposefully stood up in such a way that Akshay's cup of tea fell onto his lap, hot tea spread all over him. Supervisor left the room in a very casual way, as if he is not aware what he had done.

1. Analyse the case. 5
2. Identify the problem. 2
3. Alternative solutions. 5
4. Best solution. 2
2. Attempt **any two**. 14
  - a) What are the 7 C's of communication ?
  - b) What are the advantages and disadvantages of E-mail, Videoconferencing ?
  - c) As a speaker what are the techniques to be used for effective speeches ?



3. Attempt **any two**. **14**
- a) What is meant by non verbal communication. Explain gestures and postures.
  - b) Define feedback. What are the kinds of Feedback ? How one can improve the feedback ?
  - c) Draft a Notice and Agenda for the 2<sup>nd</sup> Board of Directors meeting to be held on 20<sup>th</sup> November 2014 at Hyderabad.
4. Write short notes on (**any two**). **14**
- a) Vote of thanks
  - b) Blogs
  - c) 10 Golden rules of meeting.
5. What are the barriers to communication. Explain the guidelines to overcome the barriers. **14**
6. What is the difference between hearing and listening ? What are the different types of listening ? Which type of listening is essential for managers. **14**
7. a) What is a report ? Explain the format of report. **14**
- b) Assume that you are the students trip coordinator, write a trip report to your principal.
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**M.B.A. – I (Semester – I) Examination, 2015**  
**LEGAL ASPECTS OF BUSINESS (Paper – VII) (Old)**

Day and Date : Saturday, 19-12-2015  
Time : 2.30 p.m. to 5.30 p.m.

Max. Marks : 70

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

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

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

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

- 1) 'X' a minor executed a mortgage for sum of Rs. 80,000/- out of which the mortgagee paid Rs. 20,000/- to 'X'. 'X' instituted a suit against mortgagee to set aside the mortgage. Mortgagee claims for refund of Rs. 20,000/- paid to 'X'. Will mortgagee succeeds in this case ?
- 2) 'X' and 'Y' who were the only members of a private company died in an accident. Does company comes to an end ?
- 3) 'A' having advanced money to his son 'B' during his minority, upon B's coming of age. Obtains by misuse of parental influence, a bond from 'B' for a bigger amount than the sum due in respect of the advance. Is 'B' bound by the bond ?
- 4) 'X' agrees with 'Y' to draw two parallel lines in such a way that, they will intersect each other. Is agreement valid ?
- 5) A agrees with B that, if Indian cricket team wins a World Cup, A will pay B Rs. 500/- and if India loses, B will pay A the same amount. Is agreement valid ?
- 6) A falsely represents to B that, his piece of land produces 20 bags of rice and thereby induces B to buy the land. Is the contract voidable at the option of B ?

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

- 1) Kinds of company
- 2) Fraud
- 3) State Commission.

**SLR-F – 15**



3. Attempt **any two** short notes : **14**
- 1) Void agreement
  - 2) Winding up of a company
  - 3) Promissory note.
4. Attempt **any two** short notes : **14**
- 1) Importance of I.T. Act
  - 2) Company distinguished from partnership
  - 3) Strikes and lockouts.
5. Define 'contract' and explain essential elements of a valid contract. **14**
6. What is Memorandum of Association ? State its various clauses and explain its alteration. **14**
7. Explain Central Consumer Protection Council and state Consumer Protection Council. **14**
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**M.B.A. (Part – I) (Semester – I) Examination, 2015  
IT FOR MANAGEMENT (Old) (Paper – VIII)**

Day and Date : Monday, 21-12-2015  
Time : 2.30 p.m. to 5.30 p.m.

Total Marks : 70

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

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

In 1990, with a handful of programmers and a few thousand dollars in workstations and servers, Jeff set out to change the retail world when he created ABC.com. In July 1995, ABC opened its Web site for sales. Using heavily discounted book prices (20 to 30 percent below common retail prices); ABC advertised heavily and became the leading celebrity of the Internet and e-commerce. ABC made its initial mark selling books, and many people still think of the company in terms of books. However, almost from the start, the company has worked to expand into additional areas-striving to become a global retailer of almost anything. Some of the main events include : 1995 books, 1998 music and DVD/Video, 1999 auctions, electronics, toys, zShops/MarketPlace, home improvement, software, and video games [1999 annual report]. By the end of 1999, the company had forged partnerships with several other online stores, including Ashford.com, Audible, Della.com, drugstore.com, Gear.com, Green-light.com, HomeGrocer.com, Kozmo.com, living.com, NextCard.com, Pets.com, and Sothebys. Of course, most of those firms and Web sites later died in the dot-com crash of 2000/2001.

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





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

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

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

2. Write short notes on **(any two)** : **(2×7=14)**
    - 1) SDLC
    - 2) Animation in Powerpoint
    - 3) E-commerce.
  3. Answer **any two** of the following : **(2×7=14)**
    - 1) Describe AVERAGE, SUMIF functions in Excel.
    - 2) What are the various types of Database Management Systems ?
    - 3) Define Information System. Discuss in detail the components of IS ?
  4. Answer **any two** of the following : **(2×7=14)**
    - 1) Explain the structure and parts of web address.
    - 2) Describe basic computer organization.
    - 3) What is an Operating System ? List the different types of OS.
  5. Explain operational information system for finance management. **14**
  6. What is ERP ? Discuss the various steps in the ERP implementation cycle. **14**
  7. Describe in detail the various input and output devices. **14**
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**M.B.A. Part – I (Semester – II) Examination, 2015**  
**Paper – IX : MARKETING MANAGEMENT**

Day and Date : Thursday, 26-11-2015

Total Marks : 70

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

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

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

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

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

**1. Case study :**

When Club Paradise entered the country two years ago, it was with its eye set on the Superrich. Unfortunately it assumed greater similarities between every member in this segment than is the case, ignoring the socio geographic – and by extension the psychographic differences and offered a standardized product in every city. Its a belief that every member of the superrich wanted to travel to the same destination – South East Asia and would be willing to pay as much as the budget traveler in the US does. What Club Paradise did not realize was that the superrich consumer in Mumbai, for instance is well travelled and has a global world view and resembles his counter part in London or New York more than the superrich say in Calcutta. Thus he travels in luxury, not on a budget and he would prefer to holiday in the cultured climes (climate) of Europe, not on the vacation beaches of Asia. These miscalculation meant that the effective target audiences for each of Club Paradise’s products was actually for smaller than the dimensions of the superrich would suggest. It picked up a bare 900 bookings in its first year and opted out of the Indian market after the number rose to only 1600 despite a repositioning targeting other consumer classes-in the second.

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



2. Write short notes on (**any two**) : **14**
- a) Meaning and Nature of Marketing Research.
  - b) Consumerism.
  - c) Determinants of consumer behavior.
3. Write short notes on (**any two**) : **14**
- a) Extended 7Ps for services.
  - b) Retailing.
  - c) Concept of Market Potential and Market Share.
4. Write short notes on (**any two**) : **14**
- a) Concept of positioning.
  - b) Network Marketing.
  - c) Micro Environment.
5. Define marketing. What is its nature ? Explain the core concepts of marketing. **14**
6. What do you mean by segmentation ? Explain the bases of segmentation. **14**
7. Define product. What is the product life cycle ? Explain the new product development process. **14**
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**M.B.A. (Part – I) (Semester – II) Examination, 2015**  
**Paper – X : FINANCIAL MANAGEMENT**

Day and Date : Friday, 27-11-2015  
Time : 2.30 p.m. to 5.30 p.m.

Total Marks : 70

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

1. A company is considering an investment proposal to install new milling controls at a cost of Rs. 50,000. The facility has a life expectancy of 5 years and no salvage value. The tax rate is 35 per cent. Assume the firm uses straight line depreciation and the same is allowed for tax purposes. The estimated cash flows before depreciation and tax (CFBT) from the investment proposal are as follows :

14

Year	CFBT Rs.
1	10,000
2	10,692
3	12,769
4	13,462
5	20,385

Compute the following :

- Pay Back Period
- Average Rate of Return
- Net present value at 10 per cent discount rate
- Profitability Index at 10 per cent discount rate.

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

14

- Scope of financial management
- Determinants of dividend policy
- Bonus shares.

P.T.O.

3. Attempt **any two** :

14

- a) Organization of finance function
- b) Distinction between Domestic and International Financial Management.
- c) The sales and profit figures of two years are given below :

Year	Sales Rs.	Profit Rs.
2012	1,50,000	20,000
2013	1,70,000	25,000

You are required to calculate :

- i) P/V ratio
- ii) Break Even Point
- iii) The sales required to earn a profit of Rs. 40,000
- iv) The profit made when sales are Rs. 2,50,000.

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

14

- a) Assumptions and limitations of CVP Analysis
- b) Foreign Exchange Markets
- c) Venture Capital.

## 5. While preparing a project report on behalf of a client you have collected the following facts. Estimate the net working capital required for that project. Add 10 per cent to your computed figure to allow contingencies :

Particulars	Amount per unit
Estimated cost per unit of production :	
	<b>Rs.</b>
Raw material	80
Direct labour	30
Overheads (exclusive of depreciation, Rs. 10 per unit)	60
Total cash cost	<u>170</u>



**Additional information :**

Selling price Rs. 200 per unit

Level of activity : 104,000 units of production per annum

Raw materials in stock, average 4 weeks

Work in progress (assume 50 per cent completion stage in respect of conversion costs and 100 per cent completion in respect of materials), average 2 weeks

Finished goods in stock, average 4 weeks

Credit allowed by suppliers, average 4 weeks

Credit allowed to debtors, average 8 weeks

Lag in payment of wages, average 1.5 weeks

Cash at bank is expected to be Rs. 25,000

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

14

6. You are provided with the following information of PQR Ltd. :

14

**Trading and Profit and Loss A/c for the year ended 31<sup>st</sup> March 2013**

	Rs.		Rs.
To opening stock	1,20,000	By cash sales	1,20,000
To cash purchases	60,000	By credit sales	4,80,000
To credit purchases	3,20,000	By closing stock	80,000
To gross profit	1,80,000		
	<b>6,80,000</b>		<b>6,80,000</b>

**Profit and Loss A/c**

	Rs.		Rs.
To general expenses	40,000	By gross profit	1,80,000
To depreciation	20,000		
To income tax	30,000		
To net profit	90,000		
	<b>1,80,000</b>		<b>1,80,000</b>

**Balance Sheet**

<b>Liabilities</b>	<b>Rs.</b>	<b>Assets</b>	<b>Rs.</b>
Share capital	3,00,000	Fixed assets	1,70,000
General reserve	60,000	Investments	1,00,000
P&L A/c	1,10,000	Stock	80,000
Creditors	80,000	Debtors	1,60,000
Bills payable	20,000	Cash	60,000
	<b>5,70,000</b>		<b>5,70,000</b>

**Compute :**

- a) Current Ratio
- b) Acid-Test Ratio
- c) Stock Turnover Ratio
- d) Debtors Turnover Ratio
- e) Debtors Velocity
- f) Gross Profit Ratio
- g) Net Profit Ratio.

7. What is long term financing ? Explain various sources of long term financing.

**14**

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

Day and Date : Saturday, 28-11-2015

Total Marks : 70

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

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

2) Attempt **any two** from Question No. 2 to 4.

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

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

1. Solve **Case Study** :

**14**

Bob Williamson is the manager of the Men’s Furnishing group at the Dukes and Noble’s Northridge Mall Store. Bob managed about 20 employees in four units. One of the Bob’s unit supervisors is Pat Dekkar. Pat is about 15 years older than Bob and has about that much more experience in retail sales than Bob. Bob went into Management Associates program directly after graduating from college.

About six months ago, Dukes and Noble began a “systems migration”, during which the antiquated computer and information system would be replaced by a more integrated, state-of-the-art system that allowed a number of functions to be carried out at one spot. This system linked all the different departments in Dukes and Noble system to headquarters on a “real time” basis. The new system made profound changes in all the jobs in the company. For example, every sales associate now could make direct entries regarding virtually every product, customer, or financial transaction.





As the kick-off for the new system neared, all employees were brought in for a comprehensive four-day training program, with managers and supervisors trained first. Bob Pat attended one of the early programs together. Bob felt that the training, while not perfect, was generally very comprehensive and helpful. Participants received a notebook. Pat approached the training with enthusiasm, although he had never worked with computers before.

It has been a month since the new system started. While all the other employees have now achieved a level of mastery, Pat has not. He shows repeatedly that he is not comfortable nor proficient in doing certain transactions. His poor performance with the system is now affecting customers as they wait for him to complete routine transactions.

Bob is sensing that Pat is becoming frustrated too. Pat seems to be hiding his discomfort from Bob. Bob would like to deal with this problem but feels that Pat does not want to discuss it. Still, the problems are mounting, and unless there is progress soon, Bob may be forced to take actions he would rather not take.

**Questions :**

- 1) Analyse the case.
  - 2) Find the problem.
  - 3) Give alternative solution.
  - 4) Find the best solution.
2. Write short notes (**any two**) :
- i) Dual Career Groups.
  - ii) Types of wages.
  - iii) Flexible job environment.



3. Write short notes (**any two**) : **14**
- i) Difference between Personnel Management and Human Resource Management.
  - ii) Career Planning.
  - iii) Induction and Placement.
4. Write short notes (**any two**) : **14**
- i) Human Resource Audit.
  - ii) Virtual organisation.
  - iii) Methods of job design.
5. Define training. Explain the objectives and various methods used in training. **14**
6. Define Human Resource Management. Give its significance with managerial and operative functions. **14**
7. What is recruitment and selection ? Define selection process in detail. **14**
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**M.B.A. – I (Semester – II) Examination, 2015  
PRODUCTION AND MATERIALS MANAGEMENT  
(Paper – XII)**

Day and Date : Monday, 30-11-2015  
Time : 2.30 p.m. to 5.30 p.m.

Max. Marks : 70

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

1. Analyse the case

14

“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 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 examination of its operations in an attempt to measure and quantifies quality. Nineteen processes are studied, including room-service delivery, guest reservation and registration, message deliver and breakfast service. This period of study included statistical measurement of process work and cycle times for areas ranging from room service delivery times and reservations to valet par’ 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 an educated and informed employee is in a better position to make decisions in the best interest of organisation.

- 1) Analysis of the case.
  - 2) Identification of the problem
  - 3) Suggest alternative solution.
  - 4) Select best solution.
2. Short notes on **(any two)** : **14**
- a) Objectives of maintenance.
  - b) Principles of efficient stores layout.
  - c) Continuous production process.
3. Short notes on **(any two)** : **14**
- a) Just In Time technology
  - b) Interface of production department with other functional areas.
  - c) Product layout.
4. Short notes on **(any two)** : **14**
- a) Explain the various steps involved in drawing up a CPM network.
  - b) Benefits of total quality management.
  - c) Supply chain management.
5. What is production planning and controlling ? Explain in detail the functions of production planning and controlling. **14**
6. Define materials management. Describe in detail objectives and scope of materials management. **14**
7. Define inventory management. Compare and contrast fixed order quantity inventory system with fixed order period inventory system. **14**
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**M.B.A. (Part – I) (Semester – II) Examination, 2015  
ECONOMIC ENVIRONMENT FOR BUSINESS (Paper – XIII)**

Day and Date: Tuesday, 1-12-2015

Total Marks: 70

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

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

**1. Case Study**

**14**

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 in to 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 Iranian Company for the acquisition in October 1998, oil prices were at rock bottom (\$ 11 per barrel-100 litters) 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 represent by the Reserve Bank of India and the finance and commerce ministries. By the time the government gave the clearance for the acquisition in December 1999 (i.e. more than a year after the application was made), the prices had bounced back to \$ 24 per barrel. And the Elf of France had virtually taken away the deal from under IOC’s nose by acquiring the Premier Oil.



The RBI, which gave the IOC 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.

**Questions :**

1. Discuss internal, domestic and global environments of business revealed by this case.
2. Discuss whether the domestic or global environment that hinders the globalization of Indian business.
3. Even if Elf had not acquired Premier Oil, what would have been the impact of the delay in the clearance on IOC ?
4. What would have been the significance of the foreign acquisition to IOC ?
5. What are the lesions of this case ?

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

**14**

1. "EEC is not a trade block" comment.
2. Interdependence of industry and agriculture.
3. Reforms in banking sector.

3. Short note (**any two**)

**14**

1. RBI and its monetary policy.
2. MNCS and industrial development.
3. IBRD



4. Short note (**any two**) **14**
1. Industrial Sickness
  2. WTO
  3. Role and problems of SSI
5. What do you mean by international liquidity ? What are the steps taken by IMF to solve the problem ? **14**
6. Explain balance of payments, its kinds of disequilibrium and its causes and measures. **14**
7. Describe the composition and direction of Indian's foreign trade. What measures would you suggest to increase our export ? **14**
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**M.B.A. (Part – I) (Semester – II) Examination, 2015**  
**Paper – XIV : MANAGERIAL COMMUNICATION – II**

Day and Date : Wednesday, 2-12-2015  
Time : 2.30 p.m. to 5.30 p.m.

Total Marks : 70

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

**1. Case study :**

At UP institute of Technology and Science a number of professors in the engineering and science department and a chief librarian from the Massachusetts Institute of Technology in the US worked as a visiting faculty under the MIT-Ford Foundation-UPTIS collaboration of 2 years. The Indian faculties and their families were happy to have the guest on the campus. There were frequent parties and family get-togethers which resulted in many friendships among the host and the visitors.

One day, professor and head of the Mech. Dept, Dr. Shastri, went to the central library to discuss the possibility of procuring certain international books and journals for UPTIS with the visiting German Library Chief, James Wandel. Dr. Shastri reached about a half hour late than the prearranged time. The door was shut, but he opened it and walked in, pulled a chair to move it closer, sat down, leaned over the desk, extended his hand and said, “how are you Jammy this morning” ?

Dr. Shastri was surprised to see a frown on James face and felt further confused to hear the question, “By the way are you my Boss?”

“No” said Dr. Shastri.

“Then please know my name is James”

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

James quite annoyed harshly asked “Yes what do you want?”

“Nothing” replied Dr. Shastri and left James office completely puzzled and disappointed.

**Questions :**

- 1) What went wrong in his exchange ? **5**
  - 2) Was Mr. James Wandel right in his reaction ? **4**
  - 3) What can one learn from this case about business and professional interactions ? **5**
  2. Write short notes on **(any two)** : **14**
    - 1) Types of Interview.
    - 2) Principles of effective writing.
    - 3) Video conferencing.
  3. Answer the following **(any two)** : **14**
    - 1) Explain the nature and characteristics of Group Discussion.
    - 2) State the problems of cultural differences occurring in communication in global context.
    - 3) Twice within last six months you have received bill for goods for which you had paid cash. Write complaint to the supplier.
  4. Answer the following **(any two)** : **14**
    - 1) Explain in brief about press release and internet press release.
    - 2) What is business Etiquettes ? Brief out the Telephone Etiquettes.
    - 3) Define Memo. Differentiate between letter and memo. Explain the characteristics of effective memo.
  5. State the role of Business Presentation. Explain in brief the advantages and disadvantages of oral presentation. **14**
  6. Give a quotation for colored magic crayons. Also further place an order for 300 boxes of colored magic crayons subject to manufacturer's agreeing to pack them in specially designed boxes for Diwali presentation for no additional charge. **14**
  7. Define Interview. What are its characteristics ? Explain in brief the pre-interview preparation techniques. **14**
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**M.B.A. – I (Semester – II) Examination, 2015**  
**RESEARCH METHODOLOGY (Paper – XV)**

Day and Date : Thursday, 3-12-2015

Max. Marks : 70

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

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

1. Solve the following case study : **14**

‘Bakers King’ was famous for providing baking products and a leader in Kolhapur city. The owner Mr. Abhay Patil is hard worker and objective minded person working with four functional managers and four working teams at different four places in the same city. The graph of turnover of this company was rising up to 2011. But after that the sale of this company was decreased by 25% and the profit was went down. Mr. Abhay Patil was serious about the performance and down turn. He tried to visit different customers for finding out the real problem behind decreasing demand for products of Bakers King. He found some problems with company’s services.

Mr. Abhay Patil wants to take survey for knowing the problem at root level. Help Mr. Abhay Patil to form title, selection of area and sampling and prepare questionnaire related to customer satisfaction.

2. Write short answers (Attempt **any two**) : **14**

- a) Qualitative research and Quantitative research  
b) Management question and Research question  
c) Features of a good research design.



3. Write short answers (Attempt **any two**) : **14**
- a) Validity and Reliability
  - b) Primary and secondary data
  - c) Personal interviews.
4. Write short answers (Attempt **any two**) : **14**
- a) Observation method
  - b) Hypothesis
  - c) Levels of measurement.
5. What is Research ? Explain process of research. **14**
6. Define sampling and explain its types in detail. **14**
7. What is research design ? Explain types of research design. **14**
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**M.B.A. – I (Semester – II) Examination, 2015**  
**Paper – XVI : OPERATIONS MANAGEMENT**

Day and Date : Friday, 4-12-2015  
Time : 2.30 p.m. to 5.30 p.m.

Max. Marks : 70

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

1. Global Corporation manufactures two products – P<sub>1</sub> and P<sub>2</sub>. The profit per unit of the two products is Rs. 50 and Rs. 60 respectively. Both the products require processing in three machines. The following table indicates the available machine hours per week and the time required on each machine for one unit of P<sub>1</sub> and P<sub>2</sub>. Formulate this product mix problem in the linear programming form and solve to maximize profit by graphical method.

14

Machine	Product		Available Time (in machine hours per week)
	P <sub>1</sub>	P <sub>2</sub>	
1	2	1	300
2	3	4	509
3	4	7	812
Profit	Rs. 50	Rs. 60	

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

- a) What is simulation ? Explain various steps in Monte Carlo simulation technique.

7



- b) Find optimal strategies for each firm A and B and value of the game.

7

	B1	B2	B3	B4
A1	30	65	25	5
A2	30	20	15	0
A3	40	50	0	10
A4	55	60	10	15

- c) The Sunny Toys Company has four men available for work on four separate jobs. Only one man can work on any one job. The cost of assigning each man to each job is given in the following table. The objective is to assign men to jobs in such a way that the total cost of assignment is minimum.

7

	Job			
Person	1	2	3	4
A	20	25	22	28
B	15	18	23	17
C	19	17	21	24
D	25	23	24	24

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

- a) You need to buy some filing cabinets. You know that Cabinet X costs Rs. 100 per unit, requires six square feet of floor space, and holds eight cubic feet of files. Cabinet Y costs Rs. 200 per unit, requires eight square feet of floor space, and holds twelve cubic feet of files. You have been given Rs. 1,400 for this purchase, though you don't have to spend that much. The office has room for no more than 72 square feet of cabinets. How many of which model should you buy, in order to maximize storage volume ? Formulate as an LPP.

7



- b) Decide a course of action for following pay-off matrix using decision making under risk. Also find expected value of perfect information. 7

	A1	A2	A3	A4
S1 (0.4)	-20	40	-50	12
S2 (0.2)	60	50	100	15
S3 (0.15)	30	35	45	15
S4 (0.25)	-5	0	-10	10

- c) What is decision making ? Describe the steps involved in decision making process. 7

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

- a) Find initial basic feasible solution for following transportation problem by using Least cost method. 7

	A	B	C	Supply
1	10	12	7	180
2	14	11	6	100
3	9	5	13	160
4	11	7	9	120
Demand	240	200	220	

- b) Find optimal assignments to minimize the total cost. 7

Territory				
Salesman	I	II	III	IV
A	20	25	22	28
B	15	18	23	17
C	19	17	21	24

- c) Explain the nature and scope of Operations Research. 7



5. Find optimal solution for the following transportation problem to minimize total cost. Use Vogel's Approximation method for initial solution.

14

Destination					
Origin	1	2	3	4	Supply
1	20	22	17	4	120
2	24	37	9	7	70
3	32	37	20	15	50
<b>Demand</b>	60	40	30	110	240

6. What is Operations Research ? Explain the phases and applications of O.R.

14

7. ABC Bank is considering opening a drive in window for customer service. Management estimates that customers will arrive at the rate of 15 per hour. The teller whom it is considering to staff the window can service customers at the rate of 20 per hour.

Assuming Poisson arrivals and exponential service find :

- 1) Average number of customers in the waiting line
- 2) Average number of customers in the system
- 3) Average waiting time in line
- 4) Average waiting time in the system
- 5) Probability that there are no customers
- 6) Utilisation factor
- 7) Probability that there are exactly 3 customers in the system.

14

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

Day and Date : Saturday, 12-12-2015  
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 :

14

Doordarshan was launched in 1959 by information and Broadcasting Ministry. It was having Monopoly and around 480 million viewers in 1990. As a part of Liberalization policy, private TV channels were allowed to operate in India and cable TV entered. By early 1990, there were numerous private TV stations in India, competing with Doordarshan. It started losing its number 1 position and overall viewers, especially with high purchasing power. Star News – the first private independent channel was launched in 1998. Advertising rates were also double than private channels. Advertisers also started to prefer private channels and Doordarshan revenue started to drop.

In 1997, Prasar Bharti was created as statutory body to be the public service broadcaster of the country. In 2002, K.S. Sharma appointed as CEO of Prasar Bharti who considered as revenue generation as top priority. Doordarshan started focusing on FMCG manufacturers for advertisement and broadcasting of one day matches to increase profitability. Mr. Sharma believed that Doordarshan programs were excellent and can be watched by family by sitting together. Mr. Sharma realized that people don't watch Doordarshan. The problem he felt was awareness about programs and for that they had tie up with newspaper – Indian Express and Outlook. They also spent on hoardings in Mumbai. He worked on Conditional Access System (CAS) for direct transmission of programs which improved picture quality due to set-top boxes. In 2004, CAS was approved by Parliament and Doordarshan launched Direct to Home (DTH) venture. While several private firms were also introducing DTH services, the prospects for Prasar Bharti seemed bright, because it was the only free-to-air DTH service available in the country. There were no monthly charges and subscriber had to invest only for Dish and set-top box. It got good response from the viewers.

P.T.O.



In spite of this, financial position of Doordarshan remained poor. They wanted to introduce new activities but how funds will come ? Many new initiatives failed due to inadequacy of funds. They needed resources quickly for digitizing entire chain of operations.

Do you think Doordarshan should have been privatized ? How would you go about changing the strategy of Doordarshan ?

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

2. Write short note on **(any two)** : **14**
    - a) Mission and Objectives
    - b) Strategic Advantages Analysis
    - c) GE – 9 Cell Model.
  
  3. Answer the following **(any two)** : **14**
    - a) Why liquidation is considered as undesirable strategy ?
    - b) Explain concept of Tailoring Strategy to specific Company and Situation.
    - c) Comment on 'Mergers and Acquisitions gained popularity in India'.
  
  4. Write short note on **(any two)** : **14**
    - a) Porter's Five Forces Model of Competition
    - b) Operational Control
    - c) Strategies for Competing in Globalised Market.
  
  5. How can strategic leaders match Leadership style to requirement of Strategy being implemented ? Explain with the help of various Leadership styles. **14**
  
  6. Explain in detail Integration Strategy. What are the conditions in which company adopts integration strategy ? **14**
  
  7. Discuss Strategy implementation process in detail and discuss barriers for it. **14**
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**M.B.A. (Part – II) (Semester – III) Examination, 2015**  
**MANAGEMENT ACCOUNTING (Paper – XVIII)**

Day and Date : Monday, 14-12-2015

Total Marks : 70

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

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

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

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

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

14

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

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



2. From the following information, calculate : **14**
- i) Labour Cost Variance
  - ii) Labour Rate Variance
  - iii) Labour Efficiency Variance
  - iv) Labour Mix Variance.

**Standard**

**Actual**

Workman A-20 Hrs. @ Rs.3/-

Workman A-30 Hrs. @ Rs. 4/-

Workman B-20 Hrs. @ Rs.7/-

Workman B-30 Hrs. @ Rs. 6/-

3. Write notes on (**any two**) : **14**
- a) Differentiate between financial accounting and cost accounting.
  - b) Objectives of Reporting.
  - c) Scope of Management Audit.
4. “The aim of management Accounting is to define, analyse and interpret the financial results of business to the management for taking further decisions”. Discuss. **14**
5. From the following information relating to ABC Ltd., you are required to find out : **14**
- i) Contribution
  - ii) P/V Ratio
  - iii) Break-even point in units
  - iv) Margin of safety
  - v) Profit
- Total fixed cost - Rs. 4,500/-
- Total variable costs - Rs. 7,500/-
- Total sales - Rs. 15,000
- Units sold - 5,000 units.
- vi) Also calculate the volume of sales to earn a profit of Rs. 6,000/-



6. A company manufacturing two products furnishes the following data for a year : **14**

<b>Product</b>	<b>Annual output (units)</b>	<b>Total machine hours</b>	<b>Total number of Purchase orders</b>	<b>Total number of set-ups</b>
A	5,000	20,000	160	20
B	60,000	1,20,000	384	44

The annual overheads are as under :

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

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

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

7. Explain management control system. Discuss the management control system in service organisation in detail. **14**

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

Day and Date : Tuesday, 15-12-2015  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

1. Case study :

Ajay, a Pune University graduate, recently joined a sales job for a company. He is part of a team that qualifies sales opportunities. After talking to potential customers, Ajay decides whether or not they are quality leads. If they are, he refers them to an Account Executive (AE) to close the deal, saving the company precious time and money in avoiding low probability contracts. If not, he will not pass them on and the sales opportunity is not pursued. Account executives expect prescreening of potential leads in order to maximize their time. Each referral Ajay passes to the AE is added to a tally that counts toward his target monthly total, and there is a monetary bonus for all sales staff members who reach their monthly quota.

This creates some controversy among Ajay's team members, who are faced with conflicting incentives; pass on low quality leads to hit your quota, or focus on quality and risk missing the monthly target. The pressure to "hit your number" comes from both the monetary incentive and management, who benefit when their sales team hits their quotas. To further complicate matters, since each sales representative self-reports how many leads they passed along, they can inflate their numbers in order to reach the monthly target goal: a common occurrence among Ajay's co-workers.

As Ajay tries to adjust to his new job, he is finding it difficult to balance his own moral compass with the pressure of hitting his monthly number.

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

P.T.O.



2. Write short notes on **(any two)** : **14**
- a) Ozone depletion.
  - b) Personal values and organizational rules.
  - c) Responsive Management.
3. Write short notes on **(any two)** : **14**
- a) Social responsibility and profitability.
  - b) Business Ethics and Media.
  - c) Factor affecting business ethics.
4. Write short notes on **(any two)** : **14**
- a) Morality and Rationality in Organisation.
  - b) Nature and need for business ethics.
  - c) Waste Management.
5. Define Values. What are its characteristics ? Explain the importance of values. **14**
6. What is an Ethical Decision ? Explain the models of ethical decision making. **14**
7. What do you mean by corporate governance ? What are the importance and prerequisites of corporate governance ? **14**
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**M.B.A. (Part – II) (Semester – III) Examination, 2015**  
**Group – A : MARKETING MANAGEMENT**  
**Product and Brand Management (Paper – I)**

Day and Date : Wednesday, 16-12-2015  
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 :

14

Indra Pharmaceuticals is purely Indian company which is facing tough competition from multinational companies. The company survived in competition with effective strategies. Management stressed on need for diversification and addition of new products to its existing product range. Company had launched brand 'Treptin', a high protein biscuit brand and it was successful in market. Then looking at its success, company decided to work on new product development of biscuits rich in proteins, minerals and vitamins. Advisors suggested that since most of the people in the country were suffering from protein deficiency, the product, enriched with protein, would be desirable and should be big success, specially with a view of its competing brand having a high price. The Marketing Research Department of the company also gave green signal to the project after conducting brief survey.

The company launched its biscuits with 'Triple Plus Protein' brand name in 400 gm. Packet consisting of 60 biscuits and priced at Rs. 75 i.e. Rs. 150 per kg. The product was heavily advertised in the newspapers, health magazines, radio and television. The target audience was middle class, who, it was believed, suffered from protein deficiency and can afford Triple Plus Protein biscuits. The ordinary biscuits were available in the market at the rate of Rs. 30 to 40 per Kg. The trust of Triple Plus Biscuits in the campaign was that these biscuits contain 3 times more protein and have additional minerals and vitamin value.

The product was promoted through doctors and medical representatives. They gave discount coupons to doctors for passing on to their patients for buying biscuits. Despite heavy advertisement and canvassing by medical representatives, the product was unable to attract customers. There was no effect on the sale of 'Treptin' brand. The company could not achieve target I the first year sales remained almost static for the next year.

Analyse the case, identify problem, suggest alternative solutions and give best alternative for the company.





2. Write short notes (**any two**) : **14**
    - a) Product Life Cycle
    - b) Brand Ambassadors
    - c) Conjoint analysis.
  
  3. Answer the following (**any two**) : **14**
    - a) Explain role of BCG matrix in product portfolio management.
    - b) What is the brand management process ?
    - c) Explain packaging and various factors affecting packaging.
  
  4. Write short notes (**any two**) : **14**
    - a) Brand extension
    - b) Product Mix and Product Line Decisions
    - c) Brand Personality.
  
  5. What is Product Planning ? Discuss new product development process in detail. **14**
  
  6. What is Brand Equity and Customer Based Brand Equity ? **14**
  
  7. Explain concept of Branding with need, benefits and significance to consumers and firms. **14**
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**M.B.A. (Part – II) (Semester – III) Examination, 2015**  
**INDIAN FINANCIAL SYSTEM**  
**Group – B : Financial Management (Paper – I) (Paper – XIX)**

Day and Date : Thursday, 17-12-2015

Max. Marks : 70

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

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

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

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

*Figures at **right** indicate **marks**.*

1. Case study :

14

A complaint was received from the director of a securities firm stating that there was an unauthorized execution of a call option resulting in a loss to the complainant. The complainant company was dealing in sale and purchase of shares on behalf of clients. As a broker of the stock exchange they were providing trading facilities of the equity and futures and options markets to their sub-brokers/high net worth individual clients. This was done at the clients' premises through ISDN lines/normal telephone lines/VPN with predefined passwords and user IDs on their trading terminals. As per the complaint a fraudulent trade was executed by selling a call option by using the user ID and password provided to one of the complainant's client. An interesting aspect was that this call option was the most inactive for trading purposes and no trade had taken place except for the fraudulent trade.

**Investigation**

The stock exchange provided the details of the trade log for call option of buyer and seller. The user ID that was used to book the order could be traced from the information provided. Some of the information that was provided was :

Date – Buy Client Name / Address

- Trade Number – Sell Member Code
- Trade Time – Sell Trading Member Name
- Trade Quantity – Sell Client Code / Name / Address



The complainant's client was examined who stated that they had not executed this trade. The data of the computer installed at their premises was scrutinized for system error log, access log, event log and broadcast server log. The analysis of the logs revealed that the computer system of the client was not logged during the days when the fraudulent trades were executed. The configuration indicated that for executing the transaction through the internet, access to the network was imperative. Such access was authorized by the firewall installed at the network of the complainant.

**Questions :**

- 1) What is E-Trading ? What are the pros and cons of E-Trading ?
  - 2) Analyze the above case in the light of the frauds taking place in E-trading.
2. Write short notes (**any two**) : **14**
    - a) Features of general insurance.
    - b) SEBI.
    - c) Rolling settlement.
  3. Write short notes (**any two**) : **14**
    - a) International Capital Market.
    - b) NBFC.
    - c) IRDA.
  4. Write short notes (**any two**) : **14**
    - a) Schemes of Mutual Fund.
    - b) E-banking.
    - c) Order types.
  5. Explain the concept of money market. Briefly discuss about various money market instruments along with its features. **14**
  6. Explain the concept of public issue, right issue and private placement. State the role of various agencies in public issue. **14**
  7. State the overview of Indian Financial System. Explain components of the formal financial system. **14**
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**M.B.A. – II (Semester – III) Examination, 2015**  
**Group E : Production and Material Management (Paper – XIX)**  
**Paper – I : PURCHASING AND INVENTORY MANAGEMENT**

Day and Date : Thursday, 17-12-2015

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.

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

In the eighties, Kirloskar's innovative idea was to develop a diesel engine with no need for a cooling system. Thus the crucial issue for the project was to develop sustainable ceramic components. Kirloskar started its selection process of finding appropriate suppliers for developing the ceramic. A great deal of visits and communications with different suppliers were held. One of the companies that came to attention was the Japanese producer of ceramic Acers.

However, during the early phase of project the conditions for Kirloskar changed, due to research proved that redesign of the engine could be made in order to achieve energy efficiency. The ceramics could also be used other functions due to its new discovered wear resistant. Kirloskar now initiated R & D program for exhibiting a solution. The research showed that silicon nitride was the material that was needed to perform the operation. Kirloskar started a new evolution process of potential suppliers. At the end of this process Acers was the most suitable company because they had the same way of working and common objectives and attitudes.

After executive negotiations, both companies decided to consider a joint relationship. It was also agreed on a common working plan with the same time table etc. Acers and Kirloskar created a common project team consisting of people from each of the companies. Although, the intension was to jointly decide which components that were essentially to go with for development. The wear



resistant components were preceded and tested from both companies. After successful technical development and cost minimization of the components of the engine, Acers was appointed for the manufacturing part of engine and Kirloskar for the design. At this time, there were great deals of technical uncertainties in regards to the result of the new engine.

In early 1987, the team had managed to achieved adequate performance data, but with no customers. At the same moment, Kirloskar had experienced some major components wear problems, which required redesign of the components. Kirloskar decided to consider a field test with about 60 engines and by this in the end of 1989 that managed to get rid of the problem. They could now equip all the engines with correct ceramic components that were found the field test. At this time the relationship and thereby the cooperation between Acers and Kirloskar was so successful that they formed a joint venture named “Engineering Ceramic Technologies” (Eneratec) in the US.

Finally, there were two reasons why “Enceratec” was founded. At first the both companies felt that they had developed a joint unique competence together. The second reason was that Acers had an unoccupied capacity in its production and thereby a need to cover the unoccupied capacity. From Kirloskar point of view, the interest of reducing production cost of purchased components was one of the underlying backgrounds to the joint venture with Acers.

- |  |           |
|--|-----------|
| a) Analyze the case.                                 | <b>5</b>  |
| b) Identify the problem.                             | <b>2</b>  |
| c) Find out the alternatives solution.               | <b>5</b>  |
| d) Give the best solution.                           | <b>2</b>  |
| <b>2. Write short notes on (any two) :</b>           | <b>14</b> |
| a) Negotiation and price determination               |           |
| b) Objectives of Purchasing and Inventory Management |           |
| c) Purchase cycle.                                   |           |
| <b>3. Write short notes on (any two) :</b>           | <b>14</b> |
| a) Purchasing of capital equipment                   |           |
| b) Classification of Inventory                       |           |
| c) Master production schedule.                       |           |



4. Write short notes on (**any two**) : **14**
    - a) Material handling equipment
    - b) Order preparation and follow up
    - c) Purchase order.
  
  5. What are the objectives of forecasting ? Explain its qualitative and quantitative forecasting methods in detail. **14**
  
  6. Discuss the following points in detail : **14**
    - a) Store equipment
    - b) Store Layout.
  
  7. What are the major factors influencing make or buy decision ? How decisions are on make or buy analyzed ? **14**
-



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**M.B.A. – II (Semester – III) Examination, 2015**  
**Group – C : HUMAN RESOURCE MANAGEMENT**  
**Paper – I : Strategic Human Resource Management (Paper – XIX)**

Day and Date : Friday, 18-12-2015  
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

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

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

1. Analyse the following case :

14

Mr. Raj an Indo-Malaysian established Star Pharmacy Limited in Malaysia in 1991 to import and sell medicines. He had strategic alliance with Stop-n-Shop the existing department store in various cities in Malaysia. The alliance includes the Stop-n-Shop provides space for Star Pharmacy on rent and the latter should not sell the products that the former sells. The Stop-n-Shop was in red during 2005 and the Star Pharmacy Limited acquired the merchandise of the Stop-n-Shop and changed the name of the company to SPL Limited and currently runs the businesses of Stop-n-Shop and Star Pharmacy as two portfolios.

The company employs the human resources from Australia, New Zealand, India, Philippines and Malaysia. Employees from Australia and New Zealand are at the strategic positions and are experts in retail business. Indians are mostly in second level of the organisational hierarchy and are experts in retail business, accounting, purchase and human resource management. Filipions are mostly appointed as Pharmacists and are Branch Managers of various branches. The Malaysians are appointed also to work as Pharmacists and Branch Managers.



Highest level of salaries and benefits including car, luxury apartments, are provided to Australians and New Zealanders followed by Indians. Salaries provided to Filipinos are very less compared to the first two categories. Three to four Filipino employees are placed in the same apartments and they are provided with pick-up and drop-off facility only. The company offered salaries and benefits based on hierarchy and national expatriate basis. But the employees from Malaysia particularly pharmacists, feel that they are discriminated and they are paid less even though they do the same job like pharmacists from Philippines.

Filipino employees have a strong feeling that they are also discriminated against Indian employees. In fact, they contribute the lions' share of the profits of the company as pharmacists and branch managers. Employees from other countries like India, New Zealand and Australia feel that salaries are not based on the nationality of the employee, but based on the job and the significance of the duties.

Mr. Raj strategically employed people from various countries based on the cost of employees and skills available from various countries. The skill and cost factors, though, contributed to the profits and growth of the company, the dissatisfaction among various ethnic groups of employees particularly Filipino and Malaysians has been mounting up.

In Fact, the CEO of the company Mr. Raj adapts most modern techniques of human resource management like managing by walking around, employee empowerment, the CEO provides conducive environment that results in autonomy and freedom, open communication and open-book management. He alone meets with the employees of different ethnic groups and listens to their problems by taking them to nearby island resorts for a day or two.

The CEO knows pretty well that the salary discrimination is essential to attract the qualified people for different jobs as well as keep the cost of staff as low as possible in view of competition and adaptation to low cost strategy. Management of the company is very much concerned about the strategies of the company and cultural variations, employee expectations, job levels and descriptions.





2. Write short notes on **(any two)** : **14**
    - 1) Traditional HR Vs Strategic HR
    - 2) Individual Pay System
    - 3) Role of Line and HR manager in selection.
  
  3. Write short notes on **(any two)** : **14**
    - 1) Delphi method
    - 2) Succession planning
    - 3) Elements in redesigning work system.
  
  4. Write short notes on **(any two)** : **14**
    - 1) Strategic dimension of performance appraisal
    - 2) Barriers to SHRM
    - 3) Cross cultural training.
  
  5. Explain in brief the internal and external factors affecting environment of HRM. **14**
  
  6. Explain the role of strategic Human Resource Management. How to link Company and HR strategy ? **14**
  
  7. Define HRP. Explain in brief the factors affecting HRP. **14**
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**M.B.A. (Part – II) (Semester – III) Examination, 2015**  
**Gr.F : AGRICULTURE AND CO-OPERATIVE MANAGEMENT (Paper – I)**  
**Paper – XIX : Fundamentals of Agriculture and**  
**Co-operative Management**

Day and Date : Friday, 18-12-2015

Total Marks : 70

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

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

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

**1. Case study :**

**14**

The Cooperative of South Konkan unites around 380 rice producers. The Cooperative was created in the 1960s and at that time it was managed by the state services. In the 1980s, after the liberalisation of markets and cooperatives, the cooperative and its producers tried several solutions aiming at selling the rice by themselves. At the end of the 1990s, after several failures, the producers embarked on reorganising their cooperative and developing services to facilitate marketing and improve sales. For some time, the cooperative of South Konkan tried to sell rice directly in urban markets (Sindhudurga and neighbouring towns), bypassing intermediaries. However, members were dissatisfied with the results and thus this system was abandoned. Today, producers sell their paddy themselves, thus receiving their revenues directly.

The farmers sell their rice directly to local women (who are often their own wives). The women process the paddy into white rice (parboiled) and sell it to traders who come from outside the village. It is important to note that, as a matter of policy of the cooperative, no paddy can be sold outside the village (the objective is to increase added value at local level).

The prices for paddy are negotiated at the cooperative level (taking into account the national price variations). After the processing, all the local women sell the processed rice on the local market at one locality. The objective of this is to gather all suppliers, for more transparency on the market.

**P.T.O.**



The cooperative does not buy rice. However, it does get rice from farmers in return for services provided such as input supply, irrigation tax and weight control. The cooperative uses this to rice to balance the supply on the market.

- 1) Analyse the case. 5
  - 2) Identify the problem. 2
  - 3) Explain Causes and Consequences of the Change in cropping pattern. 5
  - 4) Explain the alternatives from agricultural point of view. 2
  2. Write short notes on **(any two)** : 14
    - 1) Land Development Banks
    - 2) Principles of Co-operation
    - 3) General body of members.
  3. Write short notes on **(any two)** : 14
    - 1) Primary Co-operative Credit Societies
    - 2) Marketing Co-operatives
    - 3) Self help group.
  4. Write short notes on **(any two)** : 14
    - 1) Soil Erosion
    - 2) Manures and fertilizers
    - 3) DCC Banks.
  5. Explain importance of improved seeds. What are the effective plant protection measures ? 14
  6. Describe in detail Natural Environment in India with its significance in utilization for agriculture. 14
  7. Define agricultural labour. Explain in detail various programmes for agricultural labour. 14
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**M.B.A. – II (Semester – III) Examination, 2015**  
**Group – G : INTERNATIONAL BUSINESS (Paper – I)**  
**International Business Environment (Paper – XIX)**

Day and Date : Saturday, 19-12-2015  
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

1. Analyze the following case :

14

Coca cola is the largest selling soft drink in the world but sales vary by market or countries. For example, the US consumes almost 30 gallons of Coke annually; in contrast, Europe drinks less than half this volume and in some countries, such as France, Italy and Portugal, the average is in the range of 10 gallons. In an effort to increase its European sales, the company has been working on a number of strategies. One of the strategies has been to replace local franchisees who have become too complacent with more active, market-driven sellers. In France, for example, Pernod, a Coca-Cola franchisee, forced to sell some its operations back to the company which appointed a new marketing manager for the country. As additional measures, Coke's price was lowered and advertising was intensified. As a result, per capita consumption in France has been going up. In England, Beecham and Grand metropolitan-company's national bottlers so far-have now been replaced by Cadbury Schweppes, most famous for its Schweppes Mixers. The latter immediately started a series of marketing programmes which resulted in sales tripling within three years.

In Germany, the face has been even faster. Beginning in the early 1990s, the company identified East Germany as one of its primary targets and began building a distribution network there for both packaging and selling Coke locally. Meanwhile, throughout the entire country, the company has taken even bolder steps including replacement of a inefficient bottling network there for both packaging Coke locally. Meanwhile, throughout the entire country, the company has taken even bolder steps including replacement of an inefficient bottling network and the institution of a new, well-financed marketing campaign. As a result, Germany is now Coca

P.T.O.



Cola's largest market in Europe. Some government agencies and companies have, however, expressed concern about the company's overriding emphasis on cost control and market growth and its willingness to push out those who are unable to meet these goals. EU's Competition Directorate has been asked to investigate possible anti-competitiveness tactics of the company. In the UK, the British Monopolies and Mergers Commission has investigated the Coca-Cola's company regarding its joint venture with Schweppes; and San Pellegrino, the mineral water company, has filed a complaint with Commission of the European Communities, contending that the company abused its dominant position by giving discounts to Italian retailers who promised to stock only Coke.

However, none of these actions has stopped Coca-Cola's company's efforts to establish a strong foothold in Europe. As the EU continues to eliminate all internal tariffs, it will be possible for a chain store with operations in France, Germany, Italy and the Netherlands to buy soft drinks from the lowest-cost supplier in the continent and not have to worry about paying import duties for shipping them to the retail stores. So low cost and rapid delivery are going to be key believes that its current strategy puts it in ideal position to win this battle, although recent developments have cast some doubts on whether the company will be as successful as it is contemplating. The company, however, has had a number of setbacks in recent years. Worldwide market growth has been flat and the company's effort to develop innovative, non carbonated products has not proved very successful. The company knows that its future growth is going to depend heavily on its ability to supplement its current product line with new offerings such as calcium-fortified waters, vitamin-enriched drinks and perhaps coffee and tea offerings.

A few years ago, the company began centralizing control and encouraging consolidation among its bottling partners. The Coca-Cola Company believed that, by making all key operating decisions in Atlanta, it could increase profitability. Unfortunately, at the same time the regional markets began demanding that the company be more responsive to local needs. In short, the Coca-Cola Company was going global while the market wanted it to go local. The company is now trying to turn things around. In particular, the firm is now implementing three principles that are designed to make locally responsive. First, the company is instituting a strategy of 'think local, act local' by putting increased decision making in the hands of local managers. Second, the firm is focusing itself as a pure marketing company and pushing its brands on regional basis and local basis rather than on a worldwide basis. Third, the Coca-Cola Company is now working to become model citizen by reaching out local communities and getting involved in civic and charitable activities.



- a) Analyze the case study
  - b) Identify the problem
  - c) Generate possible alternatives
  - d) Chose the best alternative.
2. Write short note **(any two)** : **14**
- a) Advantages and disadvantages of licensing.
  - b) Recruitment and selection of managers for international assignments.
  - c) The recent globalization trends and their impact on world economies.
3. Write short note **(any two)** : **14**
- a) Functions and role of IMF.
  - b) The role of technology and technology transfer in the international business environment.
  - c) Global strategy issues and ethics.
4. Write short note **(any two)** : **14**
- a) Commodity agreements.
  - b) European Union.
  - c) WTO agreements.
5. How does international competition differ from domestic competition ? Critically examine role of FDI in building export competitiveness. **14**
6. Explain in detail role and importance of economic factors in the international business environment. **14**
7. Explain in detail different entry strategies in global business environment. **14**
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**M.B.A. – II (Semester – III) Examination, 2015  
Management Information System (Paper – XIX)  
Group-D : SYSTEMS MANAGEMENT (Paper – I)**

Day and Date : Monday, 21-12-2015  
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

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

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

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

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





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

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

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

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

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

- a) Financial Information System.
- b) Group decision support system.
- c) Role of ICT in knowledge management.



3. Answer **any two** of the following : **14**
    - a) Explain the role and importance of information system.
    - b) Discuss the role of information as a strategic resource.
    - c) Discuss the impact of IT on knowledge management.
  
  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 Production Management Information System along with associated sub-systems and the input elements, analysis and reports expected from it. **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. Explain organization of data in traditional and modern database environments. Compare each of these in terms of respective advantages. **14**
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**M.B.A. – II (Semester – III) Examination, 2015**  
**Gr.A : MARKETING MANAGEMENT (Paper – II)**  
**Sales and Strategic Marketing (Paper – XX)**

Day and Date : Tuesday, 22-12-2015  
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 **two** from 5, 6 and 7.  
3) Figures to the **right** indicate **full marks**.

1. Case study :

14

Mr. Vishal Julka works in a company that manufactures quality writing pens called Victoria and markets them in India through its own sales force and retail channels. It is already 7 p.m. but he is still in his office typing up loose ends of his work hoping for best future.

He is the regional sales manager of the company and looks after the Western India market. He has to see a few files and answer a few phone calls that have come over the day and he has not been able to respond due to his office work. He wonders whether, being a middle level manager, it is his job to promote sales, travel a lot and also plan for the sales staff. He has to meet his clients and also talk to regional distributors regarding market expansion.

Today is not an exception to any of the days in office. He went early to office to meet Sandeep Singh, the regional sales manager of South India, to finalise a joint sales forecast that they are planning to prepare for the coming year. Working with Mr. Sandeep is not an easy job. He is a hard task master and does not compromise a bit in his work. He also called up the Production managers of the plants located in Goa to find out the reasons for delay in the supply of the new range of pens to the West Indian market. The production people are not normally responsive to the market demands without realizing the retail outlets have to keep inventory level high in June 15 as education institutions are going to open in Western India.



The new product lines were test marketed last December and showed a big promise for the market. The phone calls were taking more than normal time but he was able to speak to the production people by 11 a.m. Vishal was able to concentrate on the major projects he had planned for the day. After a week he was able to collect the sales call report of the sales representatives of his area for calculating total sales to find the profitability and productivity.

He has a strong feeling that sales productivity of salesperson can be improved by redesigning territories and adjusting quota of each salesperson to travel less and attend to the retailers more often than in the previous design.

Vishal went out of the office to the nearest Domino's Pizza point for a longer than the normal lunch break. When he came back to the office, he found a long list of phone calls to attend to immediately including a phone call from Vice President (sales). When he called the Vice President sales he came to know that he had to allocate a major part of the next day's time to present a new incentive programme at the area sales officer's meeting to be held at Hotel Taj, Mumbai.

He started to think he has to travel a lot to reach to Hotel Taj from heavy traffic and still he has to prepare presentation which will take near about one hour even after Vice-President promised that every required material would arrive at his table before evening. He attended a few phone calls, meeting with one area sales manager and collected the daily market report from his two sales managers.

Mr. Vishal looked at his watch and write-up on the wall. The write up read 'so much to do, so less time' He took a breather and closed his eyes for a moment. It was 7 p.m. and he realised that there was no point in making official calls to the warehouse people as it was too late.

The whole day slipped out of his hand and he remembered that he had promised his wife to take her for dinner today as he missed her birthday which was in the last week, and today also it was not possible for him to fulfil the promise given to his wife as still he has to work on the next day's presentation.

He had to find out the way to motivate the field force through the reward system for additional sales for new product line. He was thinking what else plan can be done for the better results. He was thinking to say sorry to her wife.

It had been more than three weeks and he had not been able to take her wife out for dinner. He thought that the only time he really had no work when he went to pizza corner across the road for his lunch. Many a days he feels so tired that he sleeps without dinner and latest health report says that his cholesterol levels are alarmingly high.



Questions :

- 1) Analyse the case.
  - 2) Find the problem in the case.
  - 3) Give alternative solutions to the case.
  - 4) Suggest the best solution.
2. Write short note (**any two**) : **14**
- a) e-Business.
  - b) Identification of attractive market.
  - c) Offensive competitive strategies.
3. Write short note (**any two**) : **14**
- a) Special characteristics of a successful salesman.
  - b) Need for sales organisations structure.
  - c) Green marketing.
4. Write short note (**any two**) : **14**
- a) Role of sales management in Marketing.
  - b) Sales Presentation.
  - c) Porter's three generic strategies.
5. What is personal selling ? Elaborate all steps of Personal Selling in detail. **14**
6. Give sales force objectives and explain sales training to company products and industry. **14**
7. Define Sales Forecasting. Explain different methods of sales forecasting. **14**
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**M.B.A.(Part – II) (Semester – III) Examination, 2015**  
**STRATEGIC FINANCIAL MANAGEMENT**  
**Financial Management (Group – B) (Paper – II) (Paper – XX)**

Day and Date : Wednesday, 23-12-2015  
Time : 10.30 a.m. to 1.30 p.m.

Total. Marks : 70

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

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

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

1. From the following Balance Sheet of M/S Patil Ltd. As on 31<sup>st</sup> March 2013 and 2014. You are required to prepare. 14

1) Statement of source and application of fund.

2) Schedule of changes in working capital.

Liabilities	31/3/2013	31/3/2014	Assets	31/3/2013	31/3/2014
	Rs.	Rs.		Rs.	Rs.
Share Capital	2,00,000	2,50,000	Land and Building	2,00,000	1,90,000
General Reserve	50,000	60,000	Plant	1,50,000	1,69,000
P & L A/C	30,500	30,600	Furniture	40,000	45,000
12% Debentures	70,000	–	Stock	1,00,000	74,000
Creditors	1,50,000	1,35,200	Debtors	80,000	69,200
Provision For Tax	30,000	35,000	Cash	500	600
Outstanding Expenses	5,000	3,000	Bank	–	8,000
Proposed Dividend	40,000	45,000	Preliminary Expenses	5,000	3,000
	<b>5,75,500</b>	<b>5,58,800</b>		<b>5,75,500</b>	<b>5,58,800</b>

**Additional information :**

- 1) Income tax provision made during the year was Rs. 33,000.
- 2) Depreciation written off on Plant Rs. 14,000, Land and Building Rs.10,000 and Furniture Rs. 5,000.
- 3) Furniture purchased during the year Rs. 20,000.

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2. Write short notes (**any two**) : **14**
- a) 9-S model of SFM.
  - b) Economic Value Added Approach.
  - c) Need of Compensation Management.
3. Write short notes (**any two**) : **14**
- a) Types of Leases.
  - b) Cost of Equity and Preference Share Capital.
  - c) EBIT-EPS analysis.
4. Write short notes (**any two**) : **14**
- a) Lease financing v/s Hire purchase financing.
  - b) Cost of Debt.
  - c) The XYZ Ltd. wants to acquire ABC Ltd. By exchanging its 1.6 shares for every share of ABC Ltd. It anticipates maintaining the existing P/E ratio subsequent to merger also. The relevant financial data are as follow.

<b>Particulars</b>	<b>XYZ Ltd.</b>	<b>ABC Ltd.</b>
EAT	15,00,000	4,50,000
Number of equity Shares	3,00,000	75,000
MPS	35	40

Calculate :

- 1) Pre Merger EPS of XYZ Ltd. and ABC Ltd.
  - 2) Pre Merger P/E ratio of XYZ Ltd. and ABC Ltd.
  - 3) Post merger EPS of XYZ Ltd.
5. Explain the different types of mergers with the help of examples from Indian industry. What are legal and procedural aspects of merger ? **14**
6. Define Supply Chain Management. Explain in details Financial Aspects of Supply Chain Management. **14**





7. The Well Established Company's most recent balance sheet is as follows. 14

<b>Liabilities</b>	<b>Amount</b>	<b>Assets</b>	<b>Amount</b>
Equity capital (Rs. 10 per share)	60,000	Net fixed assets	1,50,000
10% long-term debt	80,000	Current assets	50,000
Retained earnings	20,000		
Current liabilities	40,000		
	<b>2,00,000</b>		<b>2,00,000</b>

The company's total assets turnover ratio is 3, its fixed operating cost is Rs. 1,00,000 and the variable operating cost ratio is 40 percent of sale. The income tax rate is 35 percent.

- a) Calculate all the three types of leverages
- b) Determine likely level of EBIT if EPS is
  - i) Rs. 1
  - ii) 3 and
  - iii) zero.

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**M.B.A. – II (Semester – III) Examination, 2015**  
**Group E : PRODUCTION AND MATERIALS MANAGEMENT (Paper – II)**  
**Paper – XX : Logistics and Supply Chain Management**

Day and Date : Wednesday, 23-12-2015  
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

1. XYZ Pharmaceuticals was established in 1977 in the Emirate of Dubai as agents to Pharmaceutical and Medical equipment/consumable manufacturers. With a reputation for excellence, it distributes for many multinational manufacturers specializing in a wide range of pharmaceutical, consumer, veterinary and medical supplies and equipment. XYZ employs 91 persons including sales and technical personnel. It has offices and warehousing facilities in Abu Dhabi and Dubai, as well as its own retail pharmacy operation. The company has undertaken aggressive expansion plans that will spread its already strong presence regionally.

The main issue regarding the company is to find ways to improve the warehousing operations and warehouse cycle times through reorganization of order processing and materials handling activities. In order to accomplish these objectives it is important to know the different warehousing activities; the order processing time; and how can warehouse resources and space be allocated between different product categories in order to optimize material handling efficiency.

Competition is the biggest challenge in the Pharma Industry in UAE. In UAE Pharma Market there are as many as 400 to 500 companies are registered, which includes, local generics, branded generics etc. The local generic companies are mainly focusing on the Pharmacy oriented business; they pour a lot of free goods to customers and also they promote their product to doctors by providing sponsorship and gifts to the Doctors. The local generics are usually cheap in price.

At times raw materials needed for manufacturing are not delivered for weeks this internally leads to delay in manufacturing the medicines for which the order has been given. Delay in manufacturing for weeks will lead to production delays for months since the medicines are sent by batches. The shelf life of the medicines,



which depends on the climatic zone of the country, also plays a role in causing delay in production.

As every product has a shelf life, it is the companies responsibility to keep a close look on the expiry date and see that there is enough time for the product to be sold before it gets expired. In order to maintain good relations with the pharmacy and hospital sales representatives provide sales credit for the sale amount of the expired product.

Other issues faced by the company were huge transportation costs, damages, promoting new products and costs, inaccurate forecasting.

- |   |           |
|---|-----------|
| a) Analyze the case.  | <b>5</b>  |
| b) Identify the problem.  | <b>2</b>  |
| c) Find out alternative solutions.  | <b>5</b>  |
| d) Give the best solution.  | <b>2</b>  |
| <b>2. Write short notes on (any two) :</b>  | <b>14</b> |
| a) Characteristics of Lean Supply Chain systems.  |           |
| b) Transportation cost strategies.  |           |
| c) Importance of IT in supply chain.  |           |
| <b>3. Write short notes on (any two) :</b>  | <b>14</b> |
| a) Service Driven Logistics Systems.  |           |
| b) Steps to be followed in designing a layout of a warehouse.                                       |           |
| c) Logistical functions of packaging.   |           |
| <b>4. Write short notes on (any two) :</b>  | <b>14</b> |
| a) Objectives of Logistics.   |           |
| b) Principles of Supply Chain Management.   |           |
| c) Various elements of transportation cost.   |           |
| <b>5. What are the emerging IT technologies that help expedite the flow of goods in logistics ?</b> | <b>14</b> |
| <b>6. List and describe in brief the economic factors that drive transportation.</b>                | <b>14</b> |
| <b>7. Describe role of packaging and material handling equipments used in warehouses.</b>           | <b>14</b> |
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**M.B.A. – II (Semester – III) Examination, 2015**  
**Group – C : HUMAN RESOURCE MANAGEMENT**  
**Paper – II : Training and Development (Paper – XX)**

Day and Date : Saturday, 26-12-2015  
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

Mr. Suhas is the Manager of Directory Services at Hutch. He is responsible for a staff of eight supervisors and near 100 directory assistance operators. If you lived in Mumbai and called “149” for directory assistance, you would find yourself talking with one of Hutch employees.

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

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



- 2. Write short answers (**any 2**) : **14**
    - 1) Managerial Grid
    - 2) Stages of training
    - 3) Promotions and Transfer.
  
  - 3. Write short answers (**any 2**) : **14**
    - 1) Expatriate training.
    - 2) Cost benefit analysis
    - 3) Career Anchors.
  
  - 4. Write short answers (**any 2**) : **14**
    - 1) Electronic Performance support system
    - 2) Kirkpatrick design
    - 3) Cross Cultural Training.
  
  - 5. Define Management Development. Elaborate the objectives and techniques to Management Development. **14**
  
  - 6. Explain principles and areas of training. Discuss the various methods to training. **14**
  
  - 7. Explain the various stages to evaluation of training programme. **14**
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**M.B.A. – II (Semester – III) Examination, 2015**  
**Group - F : AGRICULTURE AND CO-OPERATIVE MANAGEMENT (Paper – II)**  
**Paper – XX : Agricultural Marketing**

Day and Date : Saturday, 26-12-2015  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

1. Case study :

14

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

There is nothing great, everybody had heard enough about neem toothpaste. In India currently only 18 percent of the population use toothpaste, while about 30 percent uses toothpowder. Further in retail market, the penetration of toothpaste is just 44 percent. The company wanted to increase the market size itself. Sona Vajradanti commands an overall market share of 35.4 percent in the oral care market. With Aim, Sona Vajradanti planned to increase its market share and compete with other toothpaste, in India.

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



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

- 1) Analyse the case
- 2) Identify the problem
- 3) Recommend alternative solution
- 4) Suggest the best solution.

2. Write short note **(any two)** : **14**
    - 1) Rural distribution
    - 2) Farmers markets
    - 3) Contract marketing.
  3. Write short note **(any two)** : **14**
    - 1) Market structure
    - 2) Regulation of agricultural marketing
    - 3) Rural communication.
  4. Write short note **(any two)** : **14**
    - 1) State trading
    - 2) Marketing of agricultural and manufactured goods
    - 3) Classification of market.
  5. What do you mean by marketing of farm inputs ? Discuss marketing pattern and price policy of chemical fertilizers and seeds in detail. **14**
  6. Define marketing channel. Explain available marketing channel for cereals, oilseeds and pulses in India. **14**
  7. What do you mean by agricultural marketing ? Discuss various functions of agricultural marketing. **14**
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**M.B.A. – II (Semester – III) Examination, 2015**  
**INTERNATIONAL BUSINESS (Group – G) (Paper – II)**  
**International Trade Procedures and Documentation (Paper – XX)**

Day and Date : Monday, 28-12-2015  
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. 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

**Human Rights Protection**

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

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

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

2. Write a short note on following (**any two**) : **14**
    - A) SEZ
    - B) Duty Exemption Schemes
    - C) Income Tax Benefits.
  
  3. Write a short note on following (**any two**) : **14**
    - A) FEMA
    - B) INCO Terms
    - C) Customs Tariff Act, 1974.
  
  4. Write a short note on following (**any two**) : **14**
    - A) EDI
    - B) Export Credit Insurance
    - C) Convertibility of Rupee.
  
  5. What is the term EXIM ? Explain the nature and characteristics feature of EXIM documents. **14**
  
  6. What is ECGC ? Explain various covers issued by ECGC. **14**
  
  7. What is letter of credit ? Explain in detail process and types of letter of credit. **14**
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**M.B.A. (Semester – III) Examination, 2015  
ERP AND SPD (Paper – XX)  
Group D – Paper – II : System Management**

Day and Date : Tuesday, 29-12-2015  
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 and 7.*  
3) *All questions carry equal marks (14 marks).*

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

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

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



With ABC going global, the need of the hour was a robust IT infrastructure and an efficient information system in place.

The company short listed Oracle and SAP, but found that the SAP solutions were exactly in line with its requirements.

The introduction of an integrated solution across the organization has brought many benefits for ABC. A single unified data platform and standardized business processes have eliminated data entry redundancy and saved valuable data in real-time, which enables them to execute their tasks more efficiently. While enhancing overall efficiency across the organization, the centralized system ensures that information across the business is available to management, not just as raw data, but also as detailed reports. Reports can be quickly produced and without logistical headaches. Moreover, access to accurate information enables the company to evaluate options and make well-informed decisions, on a timely basis.

The most striking benefit has been complete visibility leading to better planning and improved coordination across the organization. The company enjoys full visibility into stock across all its sites.

2. Write short notes on (**any two**) : **(2×7=14)**
- 1) Objective of Package Evaluation Process
  - 2) Implementation Team Training
  - 3) Tools for System Design.
3. Answer **any two** of the following : **(2×7=14)**
- 1) What is ERP ? What are the advantages of ERP ?
  - 2) Describe in detail Supply Chain Management.
  - 3) Describe in detail the process of designing forms and reports.



4. Answer **any two** of the following : **(2×7=14)**
- 1) Describe the evolution of ERP.
  - 2) What is a business process ? Describe in detail BPR.
  - 3) Describe in detail the various fact finding methods.
5. What are the various phases of ERP implementation life cycle ? Describe in details each phase. **14**
6. Describe the roles and skills required by a software engineer and software project manager. **14**
7. Describe in detail – DFD, Decision tree and Decision tables. **14**
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**M.B.A. – II (Semester – IV) Examination, 2015**  
**Paper – XXVI : ENTREPRENEURSHIP DEVELOPMENT AND PROJECT  
MANAGEMENT**

Day and Date :Thursday, 26-11-2015

Max. Marks : 70

Time : 10. 30 a.m. to 1.30 p.m.

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

**1. Case study :**

**14**

Mr. Subhash Bagaria began his career managing a tea machinery manufacturing and exporting business in Assam, India. In the early 1980s, he moved to Bangalore to almost start afresh and to search for biotech and pharma opportunities world wide. In order to do so, he decided to travel extensively in Europe, USA and Japan, making cold -calls and encouraged only by his belief in himself. After all, in the early 1980s, hardly any biotech products were in the market and in fact, research had just begun in the filed . In fact, the Indian biotech industry was minimal to non-existent. Owing to his young enthusiasm and dedication, Subhash managed to win contracts to be an Indian affiliate of some leading tools and services providers to world-renowned companies in research. Even though these alliances were made, the Indian import regulations in those days made business very difficult to run and customs duties were almost unaffordable. In spite of such hurdles, Subhash was able to persevere and continue to support the biotech research in India.

Once Subhash managed to convince the then Chairman of Millipore to invest in Millipore India, and finally Millipore India was created as a 60-40% venture between Subhash Bagaria and Millipore Corp, USA, respectively. Millipore India's operations have been growing at a healthy rate of 25-30% over the last few years as the biotech and pharma market in India has been growing substantially. For



even further growth, Subhash has constantly pushed Millipore Corp. to consider India for outsourcing manufacturing of its high-tech products.

Along with following his passion for biotechnology, Subhash also bought over Kemwell Pvt. Ltd., a Bangalore-based pharmaceutical company, in 1985. At that time, the company's operations included manufacturing and marketing finished pharmaceutical products and an API production plant. The company was also making a substantial loss each year. Subhash realized that the only way to turn the company around was to take some bold decisions and he closed down the pharmaceutical marketing business completely, changing track to become a 100% contract manufacturing company. Subhash realized early that though the large pharmaceutical companies had captive manufacturing facilities then, their high cost structures would soon drive them to start outsourcing their manufacturing requirements.

While Subhash tried to continuously improve Kemwell's systems and facilities, most Indian manufacturing companies failed to achieve true international standards and were thus unable to win over any new companies to outsource from India. After twenty years of operating in the domestic market, Subhash decided it was time for Kemwell to go global. Studying the trends of outsourcing in various industries, Subhash realized that the pharmaceutical industry world wide would also have to start outsourcing to increase profitability. It was Subhash's vision to construct India's largest contract manufacturing facility for exporting tablets with a capacity of 5 billion tablets.

- 1) Analyse the case. 5
- 2) How Mr. Subhash became entrepreneur ? 5
- 3) Discuss entrepreneurial skills you find in Mr. Subhash ? 4
2. Write short notes on (**any two**) : 14
  - 1) X-Efficiency Theory by McClelland.
  - 2) Comparative Study of Entrepreneur and Intrapreneur.
  - 3) Angel Capitalist.



3. Write short notes on **(any two)** : **14**
- 1) Entrepreneurial culture
  - 2) Woman entrepreneurship
  - 3) Role of IDBI.
4. Answer in brief **(any two)**. **14**
- 1) Explain role of DIC in entrepreneurship development.
  - 2) Write a note on entrepreneurial traits.
  - 3) Explain the various feasibility reports in project management.
5. Explain the concept and need of entrepreneurship development for national growth. **14**
6. What is Social Entrepreneurship ? Explain with example the impact of social entrepreneurship on the society. **14**
7. Explain the role and tools of Central Government and State Government in promoting entrepreneurship. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2015  
EXCELLENCE FOR MANAGEMENT (Paper – XXVII)**

Day and Date : Friday, 27-11-2015

Total Marks : 70

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

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

1. Solve the following case study :

14

Dhiraj Sharma is working Managing Director in Agri Excel Ltd. from last 10 years with enthusiastic style and became a successful leading person for profitable organization. In 10 years Agri Excel extended its 5 branches in other states and the head quarter is at Pune. Under Sharma's guidelines this company achieved its goal with in 5 years. Now in remarkable agricultural organizations Sharma has name to lead agricultural market with production of organic fertilizers.

Suresh Patil is the owner of this company and always motivates to his human resource for achieving objectives settled by time to time. In all branches five thousand workers were working with their excellent performance. Dhiraj Sharma was handling all branches with his own rules and regulations. He assumed that he is the only person who leads this organization towards excellence. The controlling method of Sharma was always demotivated to his followers. But due to the guidance by Suresh Patil all people were working with involvement. The cause behind Suresh Patil's motivation was his emotional intelligence.

One day Sharma has confusion with his 5 assistant managers due to the heavy work. According to all managers, Sharma should understand their role but, Sharma was stick with his rule and regulations. So, due to the confusion all managers resigned their jobs.



2. Write short notes (**any two**) : **14**
- A) Foundations of Excellence
  - B) 5 S concept
  - C) Six Sigma.
3. Write short notes (**any two**) : **14**
- A) Transformational Leadership
  - B) E-commerce
  - C) Knowledge Management Strategies.
4. Write short notes (**any two**) : **14**
- A) Charismatic Leadership
  - B) Emotional Literacy
  - C) TQM.
5. Define excellence and explain necessary skills to achieve excellence. **14**
6. What is leadership ? Explain role of individual leaders in creating excellence. **14**
7. Define Emotional Intelligence. Explain importance of emotions in creating excellence. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2015**  
**Group A : MARKETING MANAGEMENT (Paper – III)**  
**Integrated Marketing Communications and Consumer Behaviour**

Day and Date : Saturday, 28-11-2015  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

**1. Case Study :**

Madhavan Raj (Madhavan), a professor in an engineering college, had recently upgraded to a new and more spacious car. He had spent a lot of time researching the various cars in that range before zeroing in on the Maruti Suzuki Ritz. However, barely a few months after the purchase, there was a drop in the price of the model he had bought. Madhavan then began to wonder whether he had made the right choice...

- 1) Analyse the case. 4
- 2) Discuss in detail the buying decision process that Madhavan went through before purchasing his new car ? What actions can marketers take to influence the buyer decision process ? 5
- 3) Does Cognitive Dissonance exist in the case of Madhavan ? If so, why ? What methods do consumers like Madhavan follow to reduce the same and what actions can marketers take to reduce the dissonance ? 5

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

- a) Direct marketing
- b) Media process
- c) Client Servicing-client Agency relationship.



3. Write short notes on **(any two)** : **14**
- a) AIDA model
  - b) Consumer delight
  - c) Cognitive dissonance.
4. Write short notes on **(any two)** : **14**
- a) Process of Integrated Marketing Communications
  - b) Buyer's and seller's rights
  - c) Family life cycle.
5. Define sales promotion ? What are the different types of sales promotion. **14**
6. Define consumer behavior. Explain its concept. What are its characteristics ? **14**
7. What is Diffusion of innovations ? Explain the diffusion process. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2015**  
**PROJECT PLANNING AND WORKING CAPITAL MANAGEMENT**  
**Group – B : Financial Management (Paper – III)**

Day and Date : Monday, 30-11-2015  
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

1. A company is having the investment proposal which requires cash outflow of Rs. 40,000. This proposal is expected to have 2 years of economic life without any salvage value.

In the first year 0.4 is the probability of having cash flow after tax Rs. 25,000 along with the respective cash flow after tax and its probability for second year.

<b>CFAT</b>	<b>Probability</b>
12000	0.2
16000	0.3
22000	0.5

At the same time 0.6 is the probability of having cash flow after tax Rs. 30,000 in the first year along with the respective cash flow after tax and its probability for second year :

<b>CFAT</b>	<b>Probability</b>
20000	0.4
25000	0.5
30000	0.1

The risk free rate is at 10% which refers that the discounting factor for first year is 0.909 and 0.826 is for the second year.

You are required to perform the following :

- 1) Construct decision tree for the proposal.
- 2) Calculate the NPV of the best outcome for this proposal along with its probability.
- 3) State your opinion about the acceptance of the proposal on the basis of expected NPV.



2. Write short notes (**any two**) : **14**
- a) Motives of holding cash
  - b) Inventory control techniques
  - c) SICOM.

3. Attempt **any two** of the following : **14**
- a) From the following particulars calculate :
    - i) Maximum stock level
    - ii) Minimum stock level
    - iii) Reorder level
    - iv) Average stock level.

Normal consumption	600 units per week
Maximum consumption	840 units per week
Minimum consumption	480 units per week
Reorder quantity	7200 units
Reorder period	10 to 15 weeks
Normal reorder period	12 weeks.

- b) Technical analysis.
- c) Star Company Limited provides following information about the debtors policy. The company wants you to evaluate the best credit policy.

<b>Particulars</b>	<b>Present Policy</b>	<b>Plan I</b>	<b>Plan II</b>
Average collection period	90 days	45 days	135 days
Credit sales	25 lakhs	15 lakhs	75 lakhs
Required rate of return	20%	20%	20%
Bad-debts	5%	2.5%	10%
Selling price per unit (Rs.)	500	500	500
Variable cost per unit (as % of sales)	85%	85%	85%

The average cost per unit incurred by the company is Rs. 450. You can assume 360 days in a year for the purpose of calculation.



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

a) A company is expecting to have Rs. 2,50,000 cash in hand on 1<sup>st</sup> April 2015 and it requires you to prepare a cash budget during the three months, April to June 2015.

<b>Month</b>	<b>Sales (Rs.)</b>	<b>Purchases (Rs.)</b>	<b>Wages (Rs.)</b>	<b>Expenses (Rs.)</b>
February	7,00,000	4,00,000	80,000	60,000
March	8,00,000	5,00,000	80,000	70,000
April	9,20,000	5,20,000	90,000	70,000
May	10,00,000	6,00,000	1,00,000	80,000
June	12,00,000	5,00,000	1,20,000	90,000

It is to be considered that period of credit allowed by the suppliers is two months. 25% of sale is for cash and the period of credit allowed to customer for credit sale is one month. There is delay in payment of wages and expenses is one month. Income tax of Rs. 2,50,000 is to be paid in June 2015.

b) Costs in receivables management.

c) Working capital finance.

5. Explain venture capital. Briefly discuss its features and the various stages of venture capital financing. **14**

6. A proforma cost sheet of SK Company Limited provides following particulars : **14**

<b>Elements of cost</b>	<b>Rs. Per Unit</b>
Raw material	80
Direct wages	30
Manufacturing overheads	60
Total cost	170
Profit	30
Selling price	200

**Additional information :**

Raw materials are in stock, on an average of 1 month.

Production process will take the period of half a month.

Finished goods will be in stores for 1 month.

Lag in payment of wages is 1 and 1/2 month.

Lag in payment of overheads is 1 month.

Suppliers of raw material are allowing credit period of 1 month.

One fourth of the output is sold against the cash.

Average cash balance is Rs. 25,000.

Credit period allowed to customers is 2 months.

Safety margin is to be maintained at 20%.

In the production process all required materials are charged fully but wages and overheads are considered up to 50%.

You are required to prepare a statement showing the working capital needed to finance a level of activity of 104000 units of production.

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

**14**

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**M.B.A. – II (Semester – IV) Examination, 2015**  
**Group E : PRODUCTION AND MATERIAL MANAGEMENT**  
**Industrial Engineering (Paper – III)**

Day and Date : Monday, 30-11-2015  
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. 2, Q. 3 and Q. 4.  
3) Attempt **any two** questions from Q. 5, Q. 6 and Q. 7.

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

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

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

It is wrong to assume that the production employee were causing the waste and to blame them for it without giving them the tools to deal with the problem would have been a bigger mistake. Under such conditions, production employee was afraid to report defects in products produced and the scrap was being disposed off to scrap yard during the third shift. The management felt that it was necessary to train the operators in quality control and more attention to be given to operator, machine repair and redesign and to measurement and reporting techniques that tracked result, focused on responsibilities and establish up and down communications.

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



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

**Questions :**

- |  |    |
|--|----|
| a) Analyze the case.   | 5  |
| b) Identify the problem.   | 2  |
| c) Find out alternative solution.  | 5  |
| d) Give the best solution.   | 2  |
| 2. Short notes ( <b>any 2</b> ) :  | 14 |
| a) Kinds of productivity measures.   |    |
| b) Types of Allowances.  |    |
| c) BPR in productivity improvement.  |    |
| 3. Short notes ( <b>any 2</b> ) :  | 14 |
| a) Objectives of Work Study.   |    |
| b) Multiple Activity Chart.  |    |
| c) Production System.  |    |
| 4. Short notes ( <b>any 2</b> ) :  | 14 |
| a) Factors in Ergonomics   |    |
| b) Performance System  |    |
| c) Flow Chart Process.   |    |
| 5. Define Business Process Re-engineering. Explain the process of Business Process Re-engineering in detail. | 14 |
| 6. Define Method Study. Enumerate the steps involved in basic Method Study Procedure.                        | 14 |
| 7. Differentiate between Production and Productivity. Discuss various factors affecting productivity.        | 14 |



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**M.B.A. (Part – II) (Semester – IV) Examination, 2015**  
**Gr. C : HUMAN RESOURCE MANAGEMENT (Paper – III)**  
**Industrial Relations and Labour Regulations**

Day and Date : Tuesday, 1-12-2015

Total Marks : 70

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

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

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

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

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

**1. Case Study.**

**14**

Hindustan Finance Ltd., Mumbai based company is a well known financial house. After being successful the field of finance company decided to set an engineering unit. The new technical unit of engineering was named as 'Pioneer Engineering Ltd.', at Solapur. Everything in the system was centralised on a personal level as they were following the traditional management system. Though the company was with traditional management system, in view of the various factors like distance, time etc., and the unit was allowed to develop an autonomous lines. Mr. Patil an engineer trained in UK was put in charge.

Considering the various factors, the unit was developing well. But due to lack of adequate attention on the labour and industrial relations side, a strike developed. It generated tensions and fears among the executives both on the production side and otherwise. Several engineering and executives left their jobs including the labour Officer who left self-doubting due to the indecisiveness and interference of the top management.

Finally the strike was resolved. But some workers were charge sheeted. Their cases were conducted by the new Labour Officer who had been employed by the company sometime during the middle of the strike. One day Mr. Patil received a call from the Director asking him to dismiss the new Labour Officer immediately.



Mr. Patil solicited reasons to at least justify his action, but to no benefit and the order for dismissal was re-emphasized. In fact, before long the Director came personally to the Solapur Unit, went to the Labour Officer directly and gave him the dismissal letter. As the Labour Officer had been recruited by the Factory Manager Mr. Patil, he went to Mr. Patil for an explanation but Mr. Patil could explain to nor assist him in any way.

- |   |    |
|---|----|
| 1) Analyse the case.  | 5  |
| 2) Identify the problem.  | 2  |
| 3) How can the original position be restored ?  | 5  |
| 4) Will Mr. Patil feel demoralized ? Will this affect his relationship with other executives ?  | 2  |
| 2. Write short notes on <b>(any two)</b> :  | 14 |
| 1) The Employees' Pension Scheme 1995.  |    |
| 2) Duties and liabilities of registered trade union.  |    |
| 3) Fixation and revision of wages.  |    |
| 3. Write short notes on <b>(any two)</b> :  | 14 |
| 1) The Maternity Benefit Act, 1961.   |    |
| 2) Aims and objective of workers participation.   |    |
| 3) Duties and responsibilities of Labour Welfare Officer.                                       |    |
| 4. Write short notes on <b>(any two)</b> :  | 14 |
| 1) Trade Union Act, 1926.   |    |
| 2) Explain the concept of Grievance and its causes.   |    |
| 3) Prerequisites of effective collective bargaining.  |    |
| 5. Define Industrial Dispute. Discuss its causes and remedial measures.                         | 14 |
| 6. Define industrial relations. Explain in detail various approaches to Industrial Relations.   | 14 |
| 7. Discuss in detail labour legislation. Growth and development of labour legislation in India. | 14 |
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**M.B.A. (Part – II) (Semester – IV) Examination, 2015**  
**GR.F : AGRICULTURE AND CO-OPERATIVE MANAGEMENT (Paper – III)**  
**Agricultural Production Management**

Day and Date : Tuesday, 1-12-2015  
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**

Mr. Patil has perfected the technique of worm composting. Under the humid tropical climate earthworms eat up solid organic waste. The result is black humus after only six weeks, which is the perfect medium to enrich soil for organic agriculture. Mr. Patil has thus started market gardening of vegetables to make use of the ten tonnes of vermicompost he produces every month. After investing in a 6 hectars vegetable farm, he has contracted with five farmers, including four very poor landless farmers, with a total area of 5 hectars and trained them in using vermicompost. As a result he has found himself at the head of a small group of organic vegetable producers with three tonnes of produce in need of a market every week.

Mr. Patil and his group supply the biggest vegetable category manager for the largest retailing chain in Maharashtra. The chain would like Mr. Patil to deliver organic vegetables for its twelve outlets but the group can only produce enough vegetables for three outlets. Mr. Patil and his group thus have an expanding national market to continue developing production of their vermicompost and their organic vegetables.



Mr. Patil is also the marketing outlet for the farmers. He purchases all the produce grown by them. Purchase orders are sent to Mr. Patil on his mobile phone by SMS. Mr. Patil buys the produce at 50 to 70 percent of his own sales price, depending on the product. Therefore, the producers have an assured market and a fixed price for their produce. Mr. Patil only rejects items that are under-sized or of awkward shape. A few holes in leafy vegetables are actually a visible sign of an organic produce for discerning consumers. Mr. Patil also has his own direct marketing outlet in Solapur.

Mr. Patil has helped the poorest of his contract farmers to start their organic farming by supplying the vegetable seeds and vermicompost free of charge, deducting the price of the inputs when the farmers sell their produce to him. This pump-priming usually lasts around a year before farmers become financially independent.

He also trains his farmers on vermicomposting and organic pest control.

Mr. Patil's truck collects the produce from the farms; his staff members weigh and prepare the produce for delivery to town and send notice back to producers of weighed produce, rejects and sales amount to be paid.

1. Analyse the case. 5
  2. Explain efforts of the Mr. Patil's initiative from agricultural view. 2
  3. Suggest means for further business expansion. 5
  4. Comment on quality vegetables to tap higher value niche market. 2
2. Write short note (**any two**) : 14
- a) Farm inventory
  - b) Occupational structure
  - c) Demand for agricultural products.



3. Write short notes (**any two**) : **14**
    - a) Special features of agricultural and industrial production
    - b) Problems on cost estimation
    - c) Irrigation management.
  
  4. Write short note (**any two**) : **14**
    - a) Land tenure systems
    - b) Factor-factor decision
    - c) Farm records.
  
  5. Explain in detail Co-operative farming, Capital farming and Corporate farming with suitable examples. **14**
  
  6. Explain agricultural production and productivity trends with causes for low productivity. **14**
  
  7. What do you mean by new farm technology ? Explain in detail its effects to farm yield. **14**
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**M.B.A. (Semester – IV) Examination, 2015**  
**RELATIONAL DATABASE MANAGEMENT SYSTEM**  
**Group – D : System Management (Paper – III)**

Day and Date : Wednesday, 2-12-2015  
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. **Case study :**

A general hospital consists of a number of specialised wards such as Maternity, Pediatric, Oncology etc. Each ward hosts a number of patients, who were admitted on the recommendation of their own General Practitioner and confirmed by a consultant employed in the hospital. On admission, the personal details of every patient is recorded. A separate register is maintained to store the information of tests undertaken and the prescribed treatment. A number of tests may be conducted for each patient. Each patient is assigned to one leading consultant. Doctors are specialist in some branch of medicine and may be leading consultants for number of patients, not necessarily from the same ward.

- a) Identify various entities (at least 4) in the database and their attributes. **8**  
b) Write SQL commands to insert data in each of the entity. **6**

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

- a) Compare between Relational and Hierarchical Database Systems.  
b) Discuss the advantages and disadvantages of Normalization.  
c) Explain the Components of entity relationship diagram.



3. Write short notes on **any two** of the following : **14**
- a) Normalization.
  - b) Types of SQL commands.
  - c) Parts of Report writing.
4. Answer in brief on **any two** of the following : **14**
- a) Discuss different operators in databases.
  - b) Discuss SELECT statement with various clauses in detail.
  - c) Write note on the role of Data Base Administrator.
5. Discuss Codd's rules with respect to RDBMS. **14**
6. Discuss various SQL Command types with Syntax of various statements. **14**
7. Describe RDBMS with its architecture, advantages and limitations. **14**
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**M.B.A. – II (Semester – IV) Examination, 2015**  
**GROUP G. INTERNATIONAL BUSINESS**  
**Paper – III : International Marketing**

Day and Date : Wednesday, 2-12-2015

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 No. 7.

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

1. Analyze the case, identify problem, state various alternatives and provide best alternative.

The Brindavan Incenses is a tiny unit located in Mysore, manufacturing and selling agarbathies. It is owned and managed by Mr. Devappa, who has had only high school education. Through lot of experiments Devappa had developed a blend of incense that has been widely liked. During the last four years of existence of the Brindavan Incenses, the two brands of agarbathi, *Bhagya* and *Sowbhagya*, have earned a very good reputation. Initially it introduced just one brand, *Bhagya*. *Bhagya* clicked well in the market. Though the product was regarded as very good, the price of 'Bhagya' was a bit lower than that of the popular branch of established manufactures. By selling at lower price, Devappa hoped to generate more sales. Use of cheaper packaging and lower overheads enabled him to sell at lower but sufficiently remunerative price. Labeling was done in Kannada and English. The Brindavan Incenses have not had any aggressive marketing programme. At the beginning free samples were supplied to some house-holds in residential localities. Slides were also exhibited in certain cinema theaters. The dealers were offered attractive terms. Initially, the product was sold only in and around Mysore city. Encouraged by its success in Mysore, sale of *Bhagya* was extended to all over Karnataka and the consumer response was favorable.



On the advice of Mr. Sham, a close friend of Mr. Devappa and who was doing his M.B.A. course, the Brindavan Incenses introduced a premium brand, *Sowbhagya*. The ingredients and quality of the new brand were not significantly different from that of *Bhagya*. Instead of the rectangular package of *Bhagya*, a tubular package was used for *Sowbhagya*. The new brand also' got good market acceptance.

Devappa was thinking of expanding his market to outside Karnataka also. There was no problem to get additional workers to roll agarbathies; nor was there any problem of input availability. The problem was organizational. The Brindavan Incenses was managed all alone by Mr. Devappa. The distribution to dealers was done by agents who worked on commission basis.

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

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

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

14

- A) International distribution logistics inventory management.
- B) International marketing management process.
- C) Emerging trends in international marketing.



3. Write a short note on the following (**any two**). **14**
    - A) Ecological concerns and international marketing ethics.
    - B) Scope and complexities of marketing research.
    - C) Trade fairs and exhibitions.
  
  4. Write a short note on following (**any two**). **14**
    - A) Challenges and opportunities in International Marketing.
    - B) Factors affecting international price Determination.
    - C) Warehousing and insurance.
  
  5. What is Marketing Environment ? Explain in detail the international marketing environment. **14**
  
  6. What is International Marketing ? What are the different entry strategies in international market ? **14**
  
  7. Describe the international product life cycle with new product development process. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2015**  
**MARKETING MANAGEMENT**  
**Retail and Rural Marketing (Paper – IV) (Group – A)**

Day and Date : Thursday, 3-12-2015  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

**1. Case study :**

**14**

Hindustan Motors commercial vehicles are known for their reliability. The Hindustan Motors champion brand, therefore, is an emotional brand at a functional price. Seven out of every 10 trucks on Indian roads proudly carry the Hindustan Motors logo. However, the smallest vehicle it manufactured was a four-tonner that was too big to be economically deployed in large numbers in small towns. The requirement was for an optimal vehicle that could economically carry smaller loads and reach out into small towns and villages. Issues such as purchase price with cost of operation and reliability were critical.

The company targeted customers largely from semi-urban and rural areas, who fell into the two bottom layers of the pyramid that cover 85 per cent of the market. The rural customer is not too aware of features and benefits and is found more at the lowest end of the pyramid. The educated, urban customer lies at the second level. The challenge, as competition increases, is to bring out products that provide the benefits of one segment at the price point of the lower segment. The company learnt five attributes reliability, durability, safety, comfort and a business proposition.

The company realized the entry level between a three-wheeler and a pick-up truck. The team put together to develop the new model came out with the Hindustan Champion in 2014. A sturdy vehicle that can carry loads up to 1.5 tonnes over distances up to 300 km. The Hindustan Champion's USP is its low product life-cycle cost. Using the metaphor of an elephant the Champion was simply called the baby elephant.



The Hindustan Motors extended its reach through a unique concept called 1S outlets that handle only sales. At over 300 such outlets across India, within 50-100 km of their village. Apart Hindustan has tied up with local garages for servicing and has also organized training programmes to enhance their service skills. A mobile service van supplements their reach.

Questions to answer :

- 1) Analyse the case. 5
  - 2) Evaluate the marketing strategy of Hindustan Motors. Are there any gaps in their launch strategy ? 5
  - 3) Do you have suggestions to offer ? 4
  2. Short notes **(any two)** : **(7×2=14)**
    - a) Foreign Direct Investment (FDI) in India.
    - b) Role and responsibilities of Merchandiser.
    - c) Effective retail space management.
  3. Short notes **(any two)** : **(7×2=14)**
    - a) e-Rural marketing.
    - b) Marketing of agricultural inputs.
    - c) Need of paradigm shift in strategic perspective of rural marketing strategies.
  4. Short notes **(any two)** : **(7×2=14)**
    - a) 4 A's of rural marketing mix.
    - b) Buying for single store and non-store retailers.
    - c) Rural marketing mix.
  5. Explain the importance of retail formats and write different kinds of formats. 14
  6. What do you mean by Market Segmentation ? Explain in detail various approaches to segmentation with reference to rural marketing. 14
  7. What are the challenges and opportunities for retailing in India and also specify Indian Vs Global retailing scenario ? 14
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**M.B.A. (Part – II) (Semester – IV) Examination, 2015**  
**INVESTMENT MANAGEMENT**  
**Group B : Financial Management (Paper – IV)**

Day and Date : Friday, 4-12-2015

Max. Marks : 70

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

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

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

*Solve **any two** from Q. No. 5 to Q. No. 7.*

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

1. Mr. Vinayak Patil aged about 28 years is a production manager in Textile Company. His take home pay is around Rs. 40,000 per month. His family consists of his wife and one child aged 6 years. He believes the philosophy of “living for today and that tomorrow will take care of itself”. Therefore, he does not have any investment plan and not much saving also.

His wife manages the house and takes tuitions for school children and earn about Rs. 6,000 a month. She is very saving oriented and she believes in philosophy of more saving and less expenses.

Suppose you are financial consultant and Mr. and Ms. Patil approach you to prepare financial portfolio for their family. As a financial consultant how you will prepare financial portfolio for them ?

**14**

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

**14**

- 1) Types of risk
- 2) CAPM
- 3) Portfolio Management Process.

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

**14**

- 1) Random walk theory
- 2) Mutual fund as an investment tool
- 3) Technical analysis.





4. Attempt **any two** of the following : **14**
- 1) Return and risk measurements for investments.
  - 2) How the investment plan for retirement stage is different from young married stage ?
  - 3) Debenture.

5. Explain the fundamental analysis as a tool for investment analysis. **14**

6. Calculate expected rate of return, variance and standard deviation with the help of following information : **14**

<b>Period</b>	<b>Return in percentage (%)</b>	<b>Probability</b>
1.	15	0.20
2.	12	0.10
3.	20	0.20
4.	-10	0.20
5.	14	0.20
6.	09	0.10

7. Distinguish between investment and speculation. Explain different avenues of investment. **14**
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**M.B.A. – II (Semester – IV) Examination, 2015**  
**Group E : Production and Material Management (Paper – IV)**  
**QUALITY MANAGEMENT**

Day and Date : Friday, 4-12-2015

Total Marks : 70

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

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

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

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

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

Shruti and her husband have a small, highly successful firm that serves a narrow niche of medical applications of laser technologies. The firm has only four customers, but each is a leading player in the emerging medical-electronics technology markets. Each firm has told shruti that it is pleased with her product, service and ability to provide leading edge technology.

Shrutis problem begins in the form of a memo from one of her major customers Who has just decided to seek ISO 9000 certification to effectively compete in international markets. Shruti understands this logic of her customer. As part of the ISO 9000 certification process, the customer expects each of his key suppliers to become ISO 9000 certified. What little shruti knows about ISO 9000 certificate is that this new requirement would pose enormous problems for Advanced Laser Technology which has only five employee including Shruti and her engineer husband. How will Advance Laser technology Inc., be able to document all that it did. It seems to be a catch 22 situation. If Shruti and her husband divert their attention to document all the 20 aspects of section 4 pf ISO 9000, then the firm risks losing its competitive edge in this fast changing technological field. If ALT hires a consultant to help with this certification process, it risks diverting both management attention and critical cash resources to the certification process. As she reflects on this dilemma, Shruti wonders “ How does this add value to ALT ?”



Questions :	
a) Analyze the Case.	5
b) Identify the problem.	2
c) Find out alternative solution.	5
d) Give the best solution.	2
2. Short Notes ( <b>any 2</b> ) :	14
a) Objectives of ISO 9000.	
b) Cost of Quality.	
c) Importance of Quality Policy.	
3. Short Notes ( <b>any 2</b> ) :	14
a) Benefits of Control Chart.	
b) Quality Audit.	
c) Crosby's Philosophy.	
4. Short Notes ( <b>any 2</b> ) :	14
a) Concept of six Sigma.	
b) Importance of Reliability in TQM.	
c) Stastical Process Control.	
5. Define Total Quality Management. Explain principle and elements of TQM in detail.	14
6. Explain the 10 steps involved in Juran's Quality Improvement.	14
7. Discuss various elements of Quality Assurance System with proper diagram.	14

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**M.B.A. (Part – II) (Semester – IV) Examination, 2015**  
**HUMAN RESOURCE MANAGEMENT**  
**Performance Management & Compensation**  
**Group C : Paper – IV**

Day and Date : Saturday, 5-12-2015

Total Marks : 70

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

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

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

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

1. Solve the following case study.

14

Suresh, a machine operator, worked as a mechanist for Mahesh, the Supervisor. Mahesh told Suresh to pick up some trash that had fallen from Suresh's work area and Suresh replied, "I won't do the janitor's work".

Mahesh replied, "when you drop it, you pick it up". Suresh became angry and abusive, calling Mahesh a number of names in a loud voice and refusing to pick up the trash. All employees in the department heard Suresh's comments.

Mahesh had been trying for two weeks to get his employees to pick up trash in order to have cleaner workplace and prevent accidents. He talked to all employees in a weekly departmental meeting and to each employee individually atleast once. He stated that he was following the instructions of the General Manager. The only objection came from Suresh.

Suresh has been with the company for five years and in this department for six months. Mahesh had spoken to him twice about excessive alcoholism, but otherwise his record was good. He was known to have quick temper.

This outburst by Suresh hurt Mahesh badly. Mahesh told Suresh to come to the office and suspended him for one day for insubordination and abusive language to a Supervisor. The decision was within company policy, and similar behaviours had been punished in other departments.

After Suresh left Mahesh's office, Mahesh phoned the HR Manager, reported what he had done and said that he was sending a copy of the suspension order for Suresh's file.



2. Write short notes (**any two**) : **14**
    - A) Challenges to remuneration.
    - B) Sales Quotas.
    - C) Advantages of Job Evaluation.
  
  3. Write short notes (**any two**) : **14**
    - A) Piece Work Plan.
    - B) Incentives for Managers and Executives.
    - C) Assessment Centre.
  
  4. Write short notes (**any two**) : **14**
    - A) Essential characteristics of effective appraisal system.
    - B) Employee Security.
    - C) Incentives for sales people.
  
  5. What are the fringe benefits ? Explain types of fringe benefits. **14**
  
  6. What is job evaluation ? Explain the methods for job evaluation. **14**
  
  7. What do you mean HR accounting ? Explain its benefits with methods. **14**
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**M.B.A. – II (Semester – IV) Examination, 2015**  
**Group – F : AGRICULTURE BUSINESS MANAGEMENT (Paper – IV)**  
**Agro-Processing Industries and Rural Industrialization**

Day and Date : Saturday, 5-12-2015

Max. Marks : 70

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

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

1. Case study :

14

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

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



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

- 1) Analyze the case.
  - 2) Identify the major issues.
  - 3) Recommend alternative solution.
  - 4) Suggest the best solution.
2. Write short note **(any two)** : **14**
- 1) Management of spinning mills.
  - 2) Role of Financial Institutions in Agro Processing Industries.
  - 3) Dairy cooperatives.
3. Write short note **(any two)** : **14**
- 1) Problems of agro-processing cooperatives.
  - 2) Importance of cottage industries.
  - 3) Promotional measures of KVIC.
4. Write short note **(any two)** : **14**
- 1) WTO and its impact on Agro-based industries.
  - 2) Agreement on agriculture.
  - 3) Sugar industries transition from partial decontrol to total decontrol.
5. Describe in detail Cooperative Sugar Industry in Maharashtra. **14**
6. Explain in detail cooperative floriculture development in Maharashtra. **14**
7. Explain the role of performance of cottage and small scale industries in Indian economy. **14**
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**M.B.A. (Semester – IV) Examination, 2015  
SECURITY & CONTROL INFORMATION SYSTEM  
Group D : System Management (Paper – IV)**

Day and Date : Monday, 7-12-2015  
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. VJSBL is a Cooperative Bank having various branches all over the town. One such branch has a following setup :

14

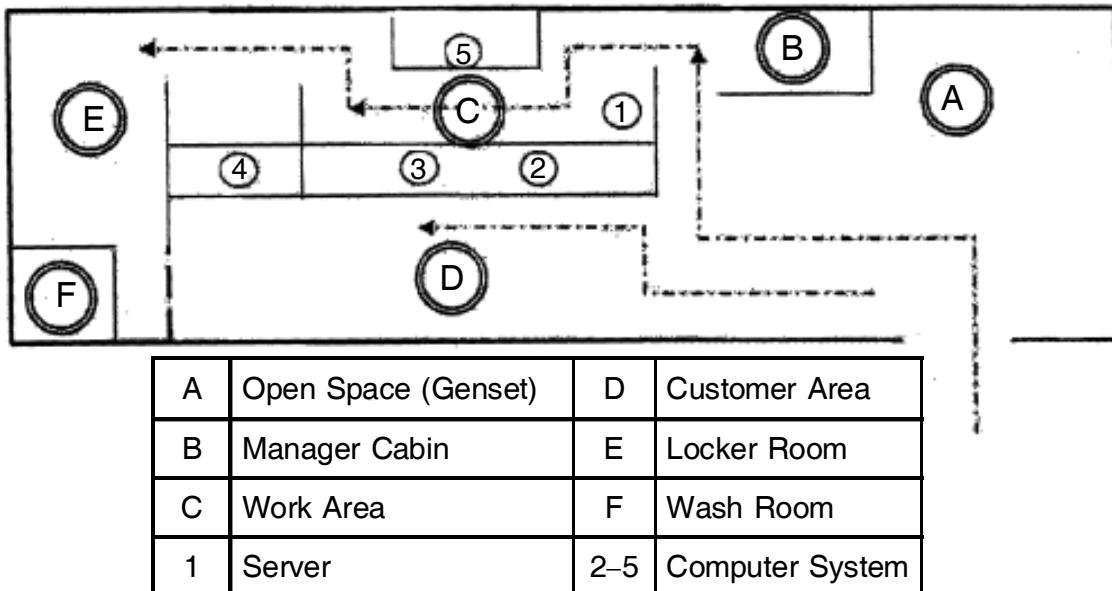


Fig. 1 : Layout of the Bank

As one enters a bank, there is 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.

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.

- 1) Analyse the various risk into the bank with respect to data security. 7
- 2) Suggest changes in layout and working for better security. 7
2. Answer **any two** of the following : 14
  - a) Explain personal security in detail.
  - b) Discuss the concept of Public Key encryption.
  - c) What is data security ? Discuss the threats to data security.
3. Write short notes on **any two** of the following : 14
  - a) Secret Key Cryptography.
  - b) Internet Security.
  - c) Security Policy.



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 Security audit ? Discuss elements of security audit. **14**
  
  6. What do you mean by Cryptography ? Discuss different types of cryptography techniques. **14**
  
  7. Discuss the concept of security of information resources along with different types of security risks. **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2015**  
**INTERNATIONAL FINANCIAL SYSTEMS AND MARKETS**  
**Group – G : International Business (Paper – IV)**

Day and Date : Monday, 7-12-2015

Max. Marks : 70

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

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

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

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

Figures at **right** indicate marks.

1. The foreign exchange market is all set to welcome the FX portals that are sure to revolutionize the way forex trading would take place in future their viability would depend on the way to participate would embrace them and on the competition that would ensue. By providing a sufficient range of currencies to the players to allow ease of execution and by giving access to a range of prices from different sources at all times, these portals are aiming to garner liquidity. Instead of being in a win lose situation, a win-win scenario could emerge if both the systems would work in tandem and manage to capture a large enough portion of the growing foreign exchange market pie. Forex trading itself is expected to zoom because of growing B2B transaction over internet as the investors are going global and holding greater foreign securities in their portfolios. Therefore, a more price sensitive and web-enabled foreign exchange market would emerge, which in turn would result in transactions that are complex to liquidate and time consuming to settle. For the automated marketplace where information need looms large, lies the answer in the form of such portals.

The success of these platforms would depend on a host of factors such as their automatic execution, the method of providing prices to the users, the number of partnership agreements that the portal has, the number of banks it caters to etc. the other important feature will be their pricing engines. The quality of the pricing engine, its ability to handle huge volume of transactions and the quality of transaction services, such as ease of settlement, pre-trade information etc. will all determine their fate. However, from the users point, the problem that emerges is would the cost of settling with multiple counter parties come in the way of using a multiple price service ? But the customers have been working on integration with a single bank for long; these FX platforms should be attractive, as they will only have to make one investment to access multitude of dealers.



However, for such electronic trading to gather momentum, users need to shift from telephone-based to screen based trading which would be a tough task. Then they are to be persuaded to move to a single dealer channel from the multi-dealer channel, which would not be very difficult once the initial step is taken. When the traditional and clerical jobs are automated by these electronic exchanges, sales desk officers/client relationship managers would be left with more time to spend on value added activities-delivering advice and information. Hence, these platforms could go a long way in lowering cost and improving service quality.

- 1) Analyze the above case.
  - 2) Do you think that a web-enabled foreign exchange market would revolutionize the forex trading practices in the future ? **14**
  2. Write short notes (**any two**) : **14**
    - a) International Bond Market
    - b) Commercial Borrowings
    - c) Problem of Debt Servicing.
  3. Write short notes (**any two**) : **14**
    - a) Role of Financial Intermediaries
    - b) India's Forex Scenario
    - c) Portfolio Balance Approach.
  4. Write short notes (**any two**) : **14**
    - a) International Monetary System
    - b) Financial Decision Issues in Multinational Firm
    - c) Integration of Financial Markets.
  5. What is Foreign Exchange and Exchange Rate Mechanism ? Discuss foreign exchange market activities in detail. **14**
  6. What is international financial management ? Briefly explain various phases of international monetary system. **14**
  7. What is exchange rate determination in spot and forward market ? Briefly discuss about factors affecting on exchange rates. **14**
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**M.B.A. – II (Semester – IV) Examination, 2015**  
**Group – A : MARKETING MANAGEMENT (Paper – V)**  
**International Marketing**

Day and Date : Tuesday, 8-12-2015  
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. 2, Q. 3 and Q. 4.  
3) Attempt **any two** Questions from Q. 5, Q. 6 and No. 7.  
4) **All** questions carry **equal** marks.

1. Analyze following case, identify problem and suggest alternative solutions :

**DIFFERENT FOR GAMBLE**

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

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

The Indian detergents and personal care products market was dominated by Hindustan Lever Ltd. (HLL). In some segments of the personal care products market the multinational Johnson & Johnson has had a strong presence. Tata



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

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

China on the other hand, with business worth several times than in India in less than 12 years, has emerged as a highly promising market for P & G. When the Chinese market was opened up, P & G was one of the first MNCs to enter. Prior to the Liberalization, Chinese consumers had to content with shoddy products manufactured by government companies. Per capita income of China is substantially higher than India's and the Chinese economy was growing faster than the Indian. Further, the success of the single child concept in China means higher disposable income. Further it is also pointed out that for a global company like P & G, understanding Chinese culture was far easier since the expat Chinese in the US was not very different from those back home where as most Indian expats tended to adapt far more to the cultural nuances of the immigrant country. One of P & G's big bets in India was the compact technology premium detergent brand Ariel. After an initial show Ariel, however, failed to generate enough sales.

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



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

Thereafter, one thing led to another. Ariel's strategy of introducing variants was a smart move to flank Lever at every price point by cleverly using the brand's halo effect. And by supporting the brand in mass media and retaining the share of voice. By 1996, it had become clear that Ariel's equity as a high-performance detergent had begun to take a beating. Its equity as a top-of-the-line detergent was getting eroded.... Nowhere in P & G's history had a concept like Super soaker been used to gain volumes..... It was decided that Super Soaker would no longer be supported, nor would Ariel bar be supported in media. Discuss the reasons for the initial failure of P & G in Japan. Where did P & G go wrong (if it did) in the evaluation of the Indian market and its strategy ? Discuss the reasons for the differences in the performance of P & G in India and China.

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

14

- A) International Product life cycle.
- B) Factors influencing international pricing decisions.
- C) Channel strategy for new market entry.



3. Write a short note on following **(any two)** : **14**
- A) Global media decisions.
  - B) Foreign trade policy.
  - C) Regulation and Promotion of Foreign trade.
4. Write a short note on following **(any two)** : **14**
- A) Challenges and opportunities in International Marketing.
  - B) Indo-Sri Lanka Free Trade Agreement.
  - C) Global Market Segmentation and Targeting.
5. What is marketing environment ? Explain in detail the international marketing environment.
6. What is International Marketing ? What are the different entry strategies in International market ?
7. Describe the term export ? Explain in detail the important steps in export procedure.
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**M.B.A. (Part – II) (Semester – IV) Examination, 2015**  
**GROUP B : FINANCE MANAGEMENT (Paper – V)**  
**International Finance**

Day and Date : Wednesday, 9-12-2015

Max. Marks : 70

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

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

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

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

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

1. X 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
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 year \$ 1 = Rs. 62

After 5 year \$ 1 = Rs. 65



You are required to evaluate this proposal on the basis of :

- i) Payback period method
  - ii) NPV (at 10% discounting factor). **14**
2. Write short notes (**any two**) : **14**
- a) International Bond Market
  - b) PPP Theory
  - c) Convertibility.
3. Attempt **any two** : **14**
- a) Scope of International Finance
  - b) FEDAI
  - c) Convert the following rates into outright rates and indicate their spreads :
- |        | Spot        | 1-month | 3-months | 6-months |
|--------|-------------|---------|----------|----------|
| FFr/\$ | 5.2321/2340 | 25/20   | 40/32    | 20/26    |
| Rs/£   | 55.2200/35  | 40/30   | 50/35    | 55/42    |
4. Write short notes (**any two**) : **14**
- a) Future and Forward Market
  - b) ECGC
  - c) Characteristics of International Business.
5. Define globalization. Explain India's financial sector reforms in detail. **14**
6. In January, the one year interest rate is 4 percent on Deutschmark and 6 percent on pound sterling. The spot exchange rate is £ 0.4322 = \$1. **14**
- If the future spot rate is likely to rise to £ 0.4700, what would happen to UK interest rate ?
7. Discuss various techniques of covering Risk in international business. **14**



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**M.B.A. – II (Semester – IV) Examination, 2015**  
**Group E : PRODUCTION AND MATERIAL MANAGEMENT (Paper – V)**  
**World Class Manufacturing**

Day and Date : Wednesday, 9-12-2015  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

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

L&T Inc., the world's largest producer of earth-moving and machinery had a product line including tractors, loaders, off highway and pipe layer. L&T also made diesel and turbine engines and lift trucks. Sales in 1994 were forecast to be \$ 15.5 billion, 55 percent of them being international sales.

L&T fiercest global rival throughout the 1980s had been Komatsu Ltd. of Japan. Komatsu's 1945 global construction equipment sales were fore cast at \$ 8.5 billion. Komatsu's objective was to catch up to L&T and surpass it in the global market place. Komatsu advantage over L&T in the 1981s was its lower cost labor.

In the mid 1980s Komatsu's US market share was close to 16 percent. In 1988 Komatsu started a joint venture in US with Dresser Industries for manufacturing and distribution in L&T backyard. The combine Komatsu-Dresser US market share jumped to 22 percent while the US market share of L&T was 36 percent. It appeared that Komatsu-Dresser might over take L&T. In the face of such growing international competition, what could L&T do ?

Instead of retreating in the face Japanese Completion, L&T has fought back hard on at least three fronts :

- 1) L&T had made a dramatic investment in and commitment to quality. Also part of L&T commitment to quality included educating its suppliers in the quality improvement method at L&T quality institute.



2) L&T kept a lid on its costs so that Komatsu did not achieved a substantial competitive cost advantage. L&T also kept is suppliers costs low by educating its suppliers to use quality control techniques as a way to reduce the cost of manufacturing.

3) L&T kept its dealer network strong to provide prompt services to its customers.

L&T recognized the importance of suppliers and dealers as part of L&T system to provide value to the customer. “Providing value to the customer” was a large part of L&T competitive strategy.

Komatsu decided to diversify away from construction equipment, with only half of its sales in the mid 1980s in construction equipment. “Komatsu is not only for bull-dozer any more” was the statement of executive managing director of Komatsu’s international operation.

L&T concentrated on its construction equipment business with quality, cost control and networks of suppliers and dealers. Its strategy of providing value to its customer becomes part of its competitive strategy. This helped Komatsu answer the corporate-strategy question of what business it was in by diversifying away from construction equipment.

### Questions :

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

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

- a) Human resource as a factor of value addition to an organization.
- b) Technology as strategic tool for world class excellence.
- c) Benefits of JIT in manufacturing.



3. Short notes on (**any 2**) : **14**
    - a) Kanban System
    - b) Cellular Manufacturing System
    - c) Role of IT in WCM.
  
  4. Short notes (**any 2**) : **14**
    - a) Group Technology
    - b) World class performance
    - c) Globalization of business and its challenges.
  
  5. What are the characteristics of WCM ? Discuss the role of human resource management in WCM. **14**
  
  6. What do you mean by Environment Pollution ? Discuss its factors causing pollution and effect on human health. **14**
  
  7. Define the term Total Preventive Maintenance (TPM). What are the activities involved in TPM ? **14**
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**M.B.A. (Part – II) (Semester – IV) Examination, 2015**  
**HUMAN RESOURCE MANAGEMENT**  
**Global Human Resource Management (Group – C) (Paper – V)**

Day and Date : Thursday, 10-12-2015

Total Marks : 70

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

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

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

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

1. Solve the following **case study** :

14

Shri. Pandurang Chemicals and Fertilizers established well name in growing grapes with effective fertilizers and security management in Maharashtra. There is a great demand to this company in Afghanistan for its products and guidance to develop grape agriculture. Mr. Dhanesh Shah a manager and owner of this organization is working with 50 chemical engineers had came together in last month. Mr. Shah said that they had an opportunity to start new branch in Afghanistan. He had plenty of financial resources with good human resource. He discussed with his people for starting new branch and offered job at foreign land but, no one was ready to join new assignment.

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

14

- A) Off-shoring
- B) Diffusibility of employment practices
- C) Headhunting.

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3. Write short notes (**any two**) : **14**
- A) Selecting expatriate managers
  - B) Sending women managers abroad
  - C) Criteria for recruitment and selection.
4. Write short notes (**any two**) : **14**
- A) Terrorism – safety and global HR
  - B) Knowledge management and knowledge transfer
  - C) Employee leasing and applicability.
5. What is international staffing ? Explain different international staffing policies. **14**
6. What is CSR ? Explain Corporate Social Responsibility in Indian companies. **14**
7. What is knowledge management ? Explain knowledge management in MNC's. **14**
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**M.B.A. – II (Semester – IV) Examination, 2015**  
**Group F : AGRICULTURE BUSINESS MANAGEMENT (Paper – V)**  
**International Trade and Agriculture**

Day and Date : Thursday, 10-12-2015

Total Marks : 70

Time : 10.30 a.m. to 1.30 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**

Papaya has been identified as a crop with the potential to be very profitable for smallholder and commercial farmers in Fiji. However, small farmers have been facing several constraints in this chain : highly restricted quarantine regulations/ requirements, food safety and quality requirements, expensive inputs, small dispersed land holdings with difficult access to the road network, competition from larger countries, and poor communication and information sharing among value chain actors.

Nature's Way Cooperative (Fiji) Ltd. (NWC) was formed in 1995 to undertake mandatory quarantine treatment on behalf of Fiji's fruit export industry. The company has over 120 shareholders, made up of growers and exporters. The vast majority of the shareholders are small farmers who, without the services provided by NWC, would not have access to export markets.

While papaya farming has traditionally been considered a domestic garden activity in Fiji it is now emerging as an important export commodity, offering the opportunity for sustainable income and employment in the rural areas. In addition, a domestic market for the Fiji red papaya has emerged that works through sales channels such as hotels, restaurant, market vendors and supermarkets.





Based on the increasing demand for papaya, NWC managed to mobilize stakeholders along the value chain, including input suppliers, growers (11 larger papaya farmers and 100 small farmers), transport agents and exporters (4 major export companies). In addition, a number of domestic buyers compete with exporters for the produce.

NWC owns and operates a quarantine treatment facility. The customers of NWC's quarantine treatment services are its shareholders - the exporters and growers of fresh for export. Without this service they could not export.

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

- 1) Analyze the case
  - 2) Identify the major issues
  - 3) Recommend alternative solution
  - 4) Suggest the best solution.
2. Write short note (**any two**) : **14**
- 1) Strategies to Boost Exports.
  - 2) SDR.
  - 3) AGMARK.
3. Write short note (**any two**) : **14**
- 1) IBRD
  - 2) IDA
  - 3) GATT.
4. Write short note (**any two**) : **14**
- 1) Multilateral Trade
  - 2) Transfer of technology
  - 3) IMF.
5. Discuss in detail importance of tariffs & quota in international trade. **14**
6. What do you mean by international trade ? Explain theory of comparative advantages with suitable examples. **14**
7. Discuss in detail use of Internet in agri-market development. **14**
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**M.B.A. (Semester – IV) Examination, 2015**  
**Programming Concepts and Advanced Excel**  
**Group – D : SYSTEM MANAGEMENT (Paper – V)**

Day and Date : Friday 11/12/2015  
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 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 and PF (12% of Gross), PT (Rs. 250 fixed) and TDS (10% of Gross) as deductible components of the Salary. The program should accept Total Basic Salary 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) Differentiate between BREAK and CONTINUE statements during loop execution.
  - c) Discuss the use of GOAL SEEK feature in Excel.
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 difference between Local and Global variables.
  - b) Differentiate between structured and Object Oriented Programming.
  - c) Define function. Discuss the purpose of function and use of RETURN statement in a function.
5. Discuss various data types and their usage in programming. Also define ASCII code and its significance in computer programming. **14**
6. What is Object Oriented Programming ? Discuss the basic features of Object Oriented Programming. **14**
7. Write a program to compute factorial of a number passed as parameter to a recursive function. **14**
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**M.B.A. – II (Semester – IV) Examination, 2015**  
**INTERNATIONAL BUSINESS**  
**Group – G : International Logistics (Paper – V)**

Day and Date : Friday, 11-12-2015  
Time : 10.30 a.m. to 1.30 p.m.

Max. Marks : 70

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

1. Analyze the case :

14

Amazon.com (Amazon), the pioneer in online shopping has seen its sales grow through the years. According to a *Fortune* report, Amazon's competitors like Barnes & Noble had been making efforts to imitate the features of Amazon's website but were not able to capture the market as efficiently as Amazon did. This was evident from the sales figure of Barnes & Noble, which stood at \$425 million in 2003 as against \$5.26 billion of the Amazon for the same year. Launched in 1995, Amazon had the advantage of being one of the first online shopping sites. In the first month of its operations, Amazon shipped books to 45 different countries. In May 1997, Amazon became a public limited company. Between 1997 and 2001, Amazon's revenue grew from \$147 million to \$3.1 billion. It offered a wide variety of products to its customers. Over the years, the products offered on the website included a host of articles in the categories of apparels, shoes, kitchenware, accessories, jewelry, baby care products, cameras, tools, health care, CDs and DVDs, personal care products, cellular telephones, and toys. Amazon.com also established the 'Amazon.com's Seller Market place', where it allowed third party sellers to offer their products to the customer base of

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the company. This strategy helped the company in offering its customers a wide range of products at low prices. The third party sellers who sold through Amazon also contributed to the basket of products offered on the website. It was observed that the best among the list of products the company offered were the variety of books offered by it. The range of books offered was such that customers could order virtually any book through the company's website. Thus Amazon remained a leader in retail book selling.

The strategies that Amazon adopted helped in its growth as the most reputed online shopping site. In the words of Jeffrey Preston Bezos (Bezos), founder and CEO of Amazon.com, "the core value propositions of Amazon are price, convenience, selection, and service." Amazon, which was the first online book retailing company, provided a platform for individuals, or rather, participants, to make contributions such as book reviews, links to the, company's website, recommendations, etc. It was thus able to establish an online community with the help of these participants. Such participatory networks helped the company in offering value added services to its online customers. For instance, the book reviews helped the customers choose the product that best suited their preferences. Amazon adopted a low-price strategy in order to attract customers, its kept the overhead costs low by maintaining low inventory levels. However, the company had a strong distribution channel to deliver those products for which no inventory was maintained. The distribution network also enabled it to deliver products to customers on time. Thus the company was able to reduce its inventory costs and offer products at fairly low prices.

To facilitate online shopping for its customers, the company's website offered features such as 'shopping cart', "I-click", 'wish-lists', etc. Customers could select the product they wanted to buy and click on the 'add to shopping cart' button on the particular product's detail page. If the customer wanted to buy



more products, s/he could click the 'continue shopping' button. The 1-click feature was provided to existing customers of the company. Customers could buy the selected product just by clicking the '1-click' button generally present on the navigation bar of the web page. Company maintained a database of customer's preferred shipping method, credit details, addresses for various shipping addresses, etc., to facilitate the '1-click' me of shopping. There was also a provision where customers could make 'wish-list articles they wanted to buy in future.

Amazon provided its customers a variety of services. Correspondence through e-mails, product recommendations, product reviews, and associate-programs helped in providing quality customer services. Amazon also made personalized recommendations in accordance with the interests of the customers by making optimum utilization of the data-mining engine. Bezos believed that getting individualized knowledge and building relationships ensured loyal customers, and thus increased sales. Amazon implemented the 'Amazon's Associate Programs' in 1996, with a view increasing its customer base. Through this program, the company entered in to tie with various other websites. Accordingly, the sites featured certain content contained links to one or more products offered by Amazon.com. In case a Vii clicked on the links and purchased the product, Amazon.com paid 15 percent on purchase value of the product to the site that featured the link to the product. All these strategies ensured that Amazon provided a wonderful shopping experience to its customers. By further innovation and continuous upgradation of its features, it is possible for Amazon.com to become the world's biggest shopping store.

**Questions for Discussion :**

- 1) Discuss the various features on Amazon's website which helped it to retain increase its customer base over the years.
- 2) Do you think Amazon can sustain the competition due to its first mover advantage in the business ? Justify your answer.



2. Short notes on **(any two)** : **14**
- a) Trends in international supply chain management.
  - b) Dimensions of performance metric.
  - c) IT solutions for supply chain management.
3. Short notes on **(any two)** : **14**
- 1) Warehousing location strategies.
  - 2) How to determine safety stock for service level ?
  - 3) Customer service strategy.
4. Short notes on **(any two)** : **14**
- 1) Performance measurement and evaluation in global supply chains.
  - 2) Key tasks of logistics and supply chain managers.
  - 3) Objectives and functions of warehousing.
5. What are the strategies to achieve coordination ? How to build strategic partnership and trust in supply chain ? **14**
6. How to plan the global supply chain ? Explain its role and importance of IT in supply chain management. **14**
7. What is international logistics and supply chain management ? Substantiate its importance in global economy. **14**
-