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**MBA – I (Semester – I) (CBCS) Examination, 2017  
PERSPECTIVES OF MANAGEMENT (Paper – I)**

Day and Date : Thursday, 4-5-2017  
Time : 2.30 p.m. to 5.00 p.m.

Total 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.

Raju was maintenance supervisor for Hyderabad Products Company (HPC), producer of plastic pipe and fittings. In early December, 2000, he was told by plant manager to make plans to refurbish the number 4 extruding machine. This was to be done before January 13 and 14. The extruding machine was an important part of HPC. Raju had been keeping a checklist of needed repairs. But, carrying out repairs had not been possible because the machine had not been shut down for a single day since August. Raju stayed on the job late that evening to inspect the machine and update his checklist. He checked the stores section to see whether all the spares are readily available or not. The next day, Raju held a meeting with maintenance workers so that they would get ready. Over the next several days, he looked at each repair item and prepared a written task assignment schedule. He assigned each task to the worker, he considered most competent to do it. Raju knew that after machine was shut down, he would encounter some unexpected repairs and help the workers when needed.

When the workers returned from Pongal holidays, Raju handed over each person a list of that person's repair task for the machine. On January 16, he held a final meeting to prepare for the shutdown. Raju worked some extra hours that weekend. But because everything was planned well, the machine was back on line in good condition on Monday morning.

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



2. Short notes on **(any two)**.
    - a) Leadership styles.
    - b) Forms of organization structures.
    - c) Culture and multiculturalism. **14**
  
  3. Short notes on **(any two)**.
    - a) Staffing as management function.
    - b) Virtual organization.
    - c) Pyramid concept. **14**
  
  4. Short notes on **(any two)**.
    - a) Process of management.
    - b) Span of management.
    - c) Globalization and management. **14**
  
  5. “Theory X and theory Y are concerned with the nature of people”. How does the job situation affect the application of this theory ? What are its implications ? **14**
  
  6. What are the various situational factors in Fielder’s contingency model of leadership ? How do they affect leadership styles ? **14**
  
  7. What is controlling ? What are the various steps involved in controlling ? How to design an effective control system ? **14**
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**M.B.A. – I (Semester – I) (CBCS) Examination, 2017**  
**Paper – II : ACCOUNTING FOR MANAGEMENT**

Day and Date : Friday, 5-5-2017  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

1. From the following particulars prepare Trading and Profit and Loss A/c for the year ended 31<sup>st</sup> March 2004 and a Balance Sheet as on that date of Mr. Rajan. **14**

**Trial Balance as on 31-03-2004**

<b>Particulars</b>	<b>Debit (Rs.)</b>	<b>Credit (Rs.)</b>
Drawings	45,000	–
Goodwill	90,000	–
Capital	–	1,60,000
Bills Payable	–	33,800
Land and Building	60,000	–
Plant and machinery	40,000	–
Creditors	–	70,000
Purchase Returns	–	2,650
Loose Tools	3,000	–
Bills receivable	3,000	–
Sales	–	2,18,000
Stock (1-4-2003)	40,000	–
Purchases	51,000	–
Wages	20,000	–
Carriage Outwards	500	–
Carriage Inward	1,000	–
Coal	5,800	–
Salaries	35,000	–
Rent, Rates and Taxes	2,800	–
Discount	1,500	–
Cash at Bank	25,000	–



Cash in hand	400	-
Sundry Debtors	45,000	-
Repairs	1,800	-
Printing and stationary	500	-
Bad Debts	1,200	-
Advertisement	3,500	-
Sales Returns	2,000	-
Furniture	1,200	-
General expenses	5,250	-
<b>Total</b>	<b>4,84,450</b>	<b>4,84,450</b>

**Additional Information :**

- 1) Closing Stock on 31<sup>st</sup> March 2004 was Rs. 35,000
  - 2) Depreciate Plant and Machinery and Furniture by 10%.
  - 3) Provide Rs. 1,500 for wages outstanding.
  - 4) Advertisement prepaid are Rs. 500.
  - 5) Provide 5% on Debtors against bad debts.
  - 6) Charge 5% interest on Capital.
2. A) Textile Trading Company purchased a Machinery on 1<sup>st</sup> October 2015 for Rs. 90,000 and incurred Rs. 10,000 on its erection expense. On 1<sup>st</sup> April 2016 another Machinery was purchased for Rs. 1,50,000.
- On 1<sup>st</sup> October 2017, it sold of the first Machinery for Rs. 80,000. Depreciation is to be charged at 10% p.a. under Straight Line Method on 31<sup>st</sup> March every year. Prepare Machinery Account for four years. 7
- B) Journalise the following transactions in the books of K.Singh. 7

**March 2011**

- 1 K. Singh started business with cash Rs. 80,000.
- 4 Paid into bank Rs. 4,000.
- 7 Goods purchased from Prasad & Co. for Cash Rs. 30,000.
- 9 Goods sold for Cash Rs. 12,000.
- 12 Bought furniture from Kapur & Co. for Rs. 10,000 and paid by cheque.
- 15 Goods sold to Sethi & Co. for Rs. 8,000
- 17 Goods purchased from Gupta & Co. for Rs. 20,000
- 21 Damaged goods returned to Gupta & Co. Rs. 10,000
- 24 Cash received from Sethi & Co. 7,880 in full settlement.
- 28 Withdraw goods for personal use Rs. 2,000.
- 29 Paid cash to Gupta & Co. in full settlement of Rs. 9,800.
- 30 Paid salary to office staff Rs. 4,000.



3. A) From the following particulars prepare store Ledger on FIFO basis : 7  
**July 2010**
- 1 Opening Stock 1000 Units @ Rs. 5 each
  - 3 Purchased 900 units @ Rs. 6 each
  - 7 Issued to Job No. 137, 1200 units vide M.R. No. 034
  - 11 Purchased 800 units @ Rs. 6.20 each
  - 13 Purchased 300 units @ Rs. 6.40 each
  - 15 Issued to Job No. 140, 400 units vide M.R. No. 042
  - 17 Issued to Job No. 147, 600 units vide M.R. No. 048
  - 19 Purchased 200 units @ Rs. 6.50 each
  - 25 Issued to Job No. 137, 900 units vide M.R. No. 072
- B) Explain Bank Reconciliation Statement. 7
4. Write short notes (**any two**) : 14
- 1) Elements of Cost.
  - 2) Computerized Accounting System.
  - 3) Financial Accounting Vs Cost Accounting.
5. What do you mean by financial accounting ? Explain accounting concepts and conventions in detail. 14
6. Enter the following transactions in three column each book of Mr. Sitaram for January 2011. 14
- Jan. 1 Sitaram Commences his business with cash Rs. 30,000
  - Jan. 2 He pays into bank current account Rs. 20,000
  - Jan. 3 He receive cheque from Kulwant Rai Rs. 1,000
  - Jan. 7 He pays Kulwant Rai's cheque into bank Rs. 1,000
  - Jan. 10 He pays Radha Sharan by cheque Rs. 1,980 and receive discount Rs. 20
  - Jan. 11 He receive cheque from Wasim Rs. 970 and allow him discount Rs. 30
  - Jan. 15 He makes sales for cash Rs. 2,000
  - Jan. 17 Cash deposited into bank Rs. 3,000
  - Jan. 19 He purchased a motor car by cheque Rs. 6,500
  - Jan. 20 He purchased goods by cheque Rs. 1,500
  - Jan. 22 He pays Sushant Traders in cash Rs. 2,000 and receives discount Rs. 100



- Jan. 29 He withdraws from bank for office use Rs. 500  
 Jan. 30 He withdraws from bank for personal use Rs. 1,200  
 Jan. 30 Cheque received from Sham endorsed to Ram Rs. 5,000.

7. From the following information of Manasi & Co., for the year 2014 you are required to prepare

14

	a) Material Consumed	b) Prime Cost	c) Work Cost
	d) Cost of Production	e) Cost of Goods Sold	f) Net Profit
	<b>Rs.</b>		
Stock of Raw Materials (1-1-2014)			50,000
Purchase of Raw Materials			1,70,000
Stock of Raw Materials (31-12-2014)			80,000
Carriage Inward			10,000
Direct Wages			1,50,000
Indirect Wages			20,000
Other Direct Charges			30,000
Office Rent and Rates			1,000
Factory Rent and Rates			10,000
Indirect consumption of material			1,000
Depreciation on Plant			3,000
Depreciation on Office Furniture			200
Salesman salary			4,000
Salary to office Supervisor			5,000
Other factory expenses			11,400
Other Office expenses			1,800
General Managers Remuneration :			
Office			4,000
Factory			8,000
Selling Department			12,000
Other selling expenses			2,000
Travelling expenses of salesman			2,200
Carriage and Freight Outward			2,000
Sales			5,00,000
Advertisement			4,000

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

Day and Date : Saturday, 6-5-2017  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

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

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

1. a) The table below shows the demand for a particular brand of razor in a shop for each of the last nine months. 7

<b>Month</b>	1	2	3	4	5	6	7	8	9
<b>Demand</b>	10	12	13	17	15	19	20	21	20

- i) Calculate a three month moving average for months three to nine.  
ii) What would your forecast be for the demand in month ten ?

- b) Identify the equilibrium level of output and profit from the given data using the 'Marginal Revenue and Marginal Cost' approach. 7

<b>Output</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Total Revenue (Rs.)	8	15	21	26	30
Total Cost (Rs.)	8	13	19	27	36

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

- a) Features of managerial economics.  
b) Process of business decision making.  
c) Long run cost function.

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

- a) Selling Costs.  
b) Cost plus pricing.  
c) Cross elasticity of demand.



4. Write short notes (**any two**) : **14**
- a) Cobb Douglas production function.
  - b) Effects of inflation.
  - c) Phases of Business cycle.
5. What is discriminating monopoly ? Under what conditions is it possible and what are the degrees ? **14**
6. Explain the Law of Variable proportions. **14**
7. Discuss any two theories of profit in details. **14**
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**M.B.A. (Part – I) (Semester – I) Examination, 2017  
(CBCS)  
Paper – IV : ORGANISATIONAL BEHAVIOUR**

Day and Date : Monday, 8-5-2017  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

1. Analyze the following case :

14

Raju and Kirti have been friends since their school days. After completion of their college education, Raju (son of a businessman) joined his father's business CDB firm and Kirti completed his CA and joined a well known accounting firm KPL Associates. Being good in his job, Kirti slowly established a name for himself in the business circles.

Meanwhile, under Raju, CDB firm started growing and went on to become a large organization. CDB firm was looking for competent accountants to fill up two vacancies. Tina (another competent Chartered Accountant) and Kirti were short listed and finally hired by the CDB firm. Like a lot of successful professionals, both Kirti and Tina were confident about themselves and also about giving their best to the organization.

After some time, to keep pace with the organization's growth, CDB went on to bring about new team structure changes. One day the General Manager (HRD) Shirish had an opportunity to meet Raju and during the course of reviewing the structural changes said "Sir, both Kirti and Tina have similar backgrounds, they are both talented and good and seem to enjoy working with us and yet have reacted in different ways to our new team structure".

When asked to explain, the General Manager (HRD) Shirish said "Last week, a new approach was created for the AD Audit because it was felt that we didn't have



much experience with that type of audit". Tina has responded very well to the changed procedures, but Kirti seems not to be very happy about them. In a short time, he's gone from being one of the most pleasant employees to being very difficult to get along with. At times some of the subtle ways of managing people surprise me. We have employees facing the same set of circumstances and yet get such very different reactions from them. I simply don't understand, why there exist differences in behavior among such employees.

2. Write short answers **(any 2)** :
    - 1) Types of teams.
    - 2) Reasons for group formation.
    - 3) Classical and operant conditioning.
  3. Write short answers **(any 2)** :
    - 1) Approaches to OB.
    - 2) Personal and Interpersonal conflict.
    - 3) Cognitive dissonance theory.
  4. Write short answers **(any 2)** :
    - 1) Team Vs Group.
    - 2) Strategies for sustaining culture.
    - 3) Resistance to change.
  5. Define groups. State various types of groups along with stages of group formation.
  6. Define stress and state the various factors causing stress along with ways of managing stress.
  7. Explain perceptual process along with factors affecting perception.
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**MBA – I (Semester – I) (CBCS) Examination, 2017**  
**STATISTICAL METHODS (Paper – V)**

Day and Date : Tuesday, 9-5-2017  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

- Instructions :** 1) Question No. 1 is **compulsory**.  
2) Attempt **any two** questions from Q. 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. Particulars regarding income of two villages are given below :

	Village	
	A	B
No. of People	600	600
Average Income	175	186
Variance of Income	100	
SD of Income		9

- In which village is the variation in income greater ?
- What is the average income of the people of both the villages put together ?
- What is the combined standard deviation ?

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

A) Mean, Median and Mode.

B) Calculate coefficient of correlation from following data :

X	12	9	8	10	1	13	7
Y	14	8	6	9	11	12	3



- C) Eighty eight residence of an Indian city, who were interviewed during a sample survey and classified below according to their smoking and tea drinking habits. Calculate Yule's coefficient of Association and comment on its value.

	Smokers	Non-smokers
Drinking tea	40	33
Non-drinking	3	12

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

A) Probability Distribution

- B) The following table gives the distribution of daily wages of 900 workers. However the frequency of 40-50 and 60-70 classes are missing. Find the missing frequency if median is 59.25.

x	30-40	40-50	50-60	60-70	70-80
f	130	?	200	?	185

- C) Find upper and lower quartile and calculate quartile deviation from given data.

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

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

A) Permutation and Combinations.

- B) Calculate coefficient of mean deviation from the median from following data :

Size of Item	4	6	8	10	12	14	16
Frequency	2	1	3	6	4	3	1



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.

Score (mid-value)	Frequency	Score (mid-value)	Frequency
60	1	85	5
65	2	90	3
70	6	95	2
75	9	100	1
80	7		

6. Find two regression equations from following data :

<b>Age of Husband</b>	25	22	28	26	35	20	22	40	20	18
<b>Age of Wife</b>	18	15	20	17	22	14	16	21	15	14

Hence Estimate :  
 i) The age of Husband when the age of wife is 19 and  
 ii) The age of wife when the age of husband is 30.

7. The competitors in a test are ranked by three judges in the following order. Use the rank correlation coefficient to discuss which pair of judges has the nearest approach in test.

<b>Entry</b>	1	2	3	4	5	6	7	8	9	10
<b>Judge I</b>	1	5	4	8	9	6	10	7	3	2
<b>Judge II</b>	4	8	7	6	5	9	10	3	2	1
<b>Judge III</b>	6	7	8	1	5	10	9	2	3	4



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

Day and Date : Friday, 12-5-2017  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

Tourism and hospitality is a diverse sector comprised of workers from varied cultures, backgrounds, ages and languages. This is one of the reasons our industry is so unique. But with this diversity, comes its challenges.

In the case of a large hotel, where a housekeeping department is comprised of workers from all over the world, training can sometimes be a challenge due to language barriers. And although many corporate properties have developed strong training programs, it's not always fully understood by each person in the room.

Knowing this, what types of tools, methods and practices can an employer use to ensure proper training has been provided ?

- a) Analyze the case. 3
- b) Make a list of different training techniques you can use when trying to overcome a language barrier. 4
- c) At the end of the training, what methods can you use to determine whether or not the worker understood ? 5
- d) How effective are visual aids when it comes to training and why ? 2

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2. Write short notes on (**any two**). **14**
    - a) Distinguish between hearing and listening.
    - b) E-mail.
    - c) Techniques of effective speech.
  
  3. Write short notes on (**any two**). **14**
    - a) Ten thumb rules of good listening.
    - b) Kinds of feedback.
    - c) Minutes of meeting.
  
  4. Write short notes on (**any two**). **14**
    - a) Teleconferencing.
    - b) Agenda.
    - c) Process of communication.
  
  5. What is meant by the term 'Communication' ? Explain in detail various barriers to communication which block the flow of communication from sender to receiver with remedies to overcome. **14**
  
  6. Explain in detail non-verbal communication with suitable examples. **14**
  
  7. Explain various types of reports also draft a formal report to CEO of your company regarding decline in the sale of cycles in Maharashtra. **14**
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**M.B.A. (Part – I) (Semester – I) Examination, 2017  
(CBCS)  
Paper – VII : LEGAL ASPECTS OF BUSINESS**

Day and Date : Saturday, 13-5-2017  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

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

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

1. Attempt the following problems giving the reasons for your answers (**any 4**) : **14**
- 1) A agrees to sell to B his Black Horse for 2,000/- or 2,200/-. Is the agreement between A and B valid ?
  - 2) A young lady lost her husband in an illness. The relatives of the husband compelled her to adopt a child saying that they would not hand over the dead body to her for further rituals unless she completes the adoption procedure. The lady gave her consent for adopting the child. Is the consent valid ?
  - 3) 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 ?
  - 4) A sold his business to B but this fact was not known to an old customer C. C placed an order for certain goods to A by name. B supplied the goods to C. Is there a valid contract ?
  - 5) A enters into a contract with an alien to import prohibited goods. For this purpose he borrows money from B who is aware of the purpose of loan. Is the agreement void ?
  - 6) Over a cup of tea in a restaurant Raju invites Sanju to a dinner at his house on Sunday. Sanju reaches the house of Raju at the given time but Raju failed to keep up the promise. Can Sanju recover any damage from Raju ?





2. Attempt **any 2** short notes. **14**
    - 1) Promissory Note.
    - 2) Characteristics of company.
    - 3) Central consumer protection council.
  
  3. Attempt **any 2** short notes : **14**
    - 1) Prospectus.
    - 2) Void agreement.
    - 3) Information Technology Act 2000.
  
  4. Distinguish between (**any two**) : **14**
    - 1) Shares and debentures.
    - 2) Promissory note and bills of exchange.
    - 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) (CBCS) Examination, 2017  
IT FOR MANAGEMENT (Paper – VIII)**

Day and Date : Monday, 15-5-2017  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

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

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

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

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



While deploying the Information System, it was observed that production manager, Mr. Murthy, was not able to use computers at all. He continued using the legacy method of keeping the information about the daily production. There was no time for the parallel run and the entire system was deployed without testing.

After going live, it was found that some changes were required in the software. Raju frantically asked for additional budget to carry out modification in the system. Mr. Shah did not sanction additional budget. Users could not use the system. Head of Departments were happy using traditional method to manage day-to-day activity. They did not cooperate with Mr. Raju. This was brought to notice of the President. Mr. L. Prasad was busy with foreign tours and could not even open the email sent by Mr. Raju.

2. Write short notes on (**any two**) of the following : **14**
    - a) RDBMS.
    - b) Application software.
    - c) World Wide Web.
  
  3. Answer **any two** of the following : **14**
    - a) Explain different components of information system.
    - b) Application of MS-Word in Business.
    - c) Ethics and crime in Information System.
  
  4. Write short notes on (**any 2**) : **14**
    - a) Application of MS-Power Point.
    - b) Modules of ERP.
    - c) Describe input device and explain in detail the working of any 3 input devices.
  
  5. Define E-commerce and M-commerce. What are the applications of e-commerce and M-commerce. **14**
  
  6. Describe the concept of Data, Information and Information technology and explain in detail the applications of Information Technology in Management. **14**
  
  7. Explain in detail the major types of information system. **14**
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**M.B.A. (Semester – II) (CBCS) Examination, 2017**  
**Paper – IX : MARKETING MANAGEMENT**

Day and Date : Wednesday, 17-5-2017  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

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

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

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

**1. Case Study :**

Packers Pvt. Ltd. was in the business of manufacturing packaging materials made of biodegradable thermocol for the last six years. It was thinking of entering into a new product. With nuclear families increasing in numbers, consisting of more number of working women, coupled with the difficulty in finding domestic help. Food can be ordered from outside but cleaning up after the party is not easy. The available crockery range can extend from expensive Chinaware to inexpensive disposable paper crockery. However, most housewives are reluctant to use their Chinaware for large gatherings in view of breakages and other problems like washing up.

That leaves them with the option of disposable crockery/cutlery especially for large parties, children's parties, etc. The quality of disposable plates/glasses, etc. available in the market is not very good. In this context, the product concept that Packers Pvt.Ltd. brought out was of disposable designer crockery made of thermocol. A pack size of 12 includes 12 dinner plates, 12 bowls, 12 glasses, 3 serving bowls, 3 serving spoons and 12 spoons. This would be made up of microwave-safe thermocol. Spoons would be made up of plastic. Three pack sizes, viz., 12 plates, 20 plates and 25 plates were envisaged.



Also, the company was wondering whether the pack should include designer disposable, matching, high quality paper napkins, a matching table cloth (disposable) along with the napkins or simply the crockery. A preliminary exploratory survey had indicated that consumer is willing to spend Rs. 125-250 for the purpose of party crockery which is disposable.

- |   |           |
|---|-----------|
| a) Analyse the case.  | <b>4</b>  |
| b) Whether such new product idea will be accepted by customers ?                              | <b>3</b>  |
| c) Are there any problems/drawback of the product ?   | <b>3</b>  |
| d) Suggest alternatives.  | <b>4</b>  |
| <b>2. Write short notes (any two) :</b>   | <b>14</b> |
| a) Customer Relationship Management.  |           |
| b) Direct Marketing.  |           |
| c) Consumerism.   |           |
| <b>3. Write short notes (any two) :</b>   | <b>14</b> |
| a) Buying Process.  |           |
| b) Applications of Marketing Research.  |           |
| c) Network Marketing.   |           |
| <b>4. Write short notes (any two) :</b>   | <b>14</b> |
| a) New Product Development.   |           |
| b) Holistic Marketing Orientation.  |           |
| c) Socio-cultural Environment.  |           |
| <b>5. Define the term Marketing and its scope. What are core concepts of Marketing ?</b>      | <b>14</b> |
| <b>6. What is meant by market segmentation ? What are the bases for market segmentation ?</b> | <b>14</b> |
| <b>7. Define Promotion. Explain in detail elements of Promotion Mix.</b>                      | <b>14</b> |



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**M.B.A. – I (Semester – II) (CBCS) Examination, 2017**  
**FINANCIAL MANAGEMENT (Paper – X)**

Day and Date : Thursday, 18-5-2017

Total Marks : 70

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

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

1. A choice is to be made between two competing projects which require an equal investment of Rs. 50,000 and expected to generate net cash flow as under.

Year	Project - I	Project - II
1	25,000	10,000
2	15,000	12,000
3	10,000	18,000
4	Nil	25,000
5	12,000	8,000
6	6,000	4,000

The cost of the capital of the company is 10%. With the help of the above given information you are required to calculate and recommend which proposal is to be preferred.

- a) Pay Back Period.  
b) NPV at 10%.  
c) PI

(PV factor - 1 – 0.909, 2 – 0.826, 3 – 0.751, 4 – 0.683, 5 – 0.621, 6 – 0.564) **14**



2. Write notes on **(any two)** : **14**
- a) Debentures.
  - b) Bonus Shares.
  - c) Foreign Exchange Market.

3. Write notes on **(any two)** : **14**
- a) Venture Capital.
  - b) Dividend Policy.
  - c) Operating Cycle.

4. The following is the Balance Sheet of a company as on 31-12-2014. **14**

<b>Liabilities</b>	<b>Rs.</b>	<b>Assets</b>	<b>Rs.</b>
Equity Shares	3,00,000	Fixed Assets	10,80,000
10% Preference Share Capital	60,000	Less Depreciation	3,00,000
Reserves and Surplus	2,40,000	Cash	30,000
10% Debentures	4,20,000	Short-term Investment	90,000
Creditors	36,000	Stock	1,80,000
Bills Payables	60,000	Debtors	1,20,000
Outstanding Expenses	6,000		
Taxation Provision	78,000		
	<b>12,00,000</b>		<b>12,00,000</b>

Other Information :

- 1) Net Sales Rs. 18,00,000
- 2) Cost of Goods sold Rs. 15,48,000
- 3) Net Income Before Tax Rs. 1,20,000
- 4) Net Income After Tax Rs. 60,000

Calculate :

- 1) Current Ratio
- 2) Acid Test Ratio
- 3) Debt-Equity Ratio
- 4) Gross Profit Ratio
- 5) Net Profit Ratio
- 6) Operating Ratio
- 7) Return on Shareholders Funds
- 8) Stock Turnover Ratio
- 9) Debtors Turnover Ratio
- 10) Working Capital Turnover Ratio.



5. Mahindra Ltd. has prepared the following budget estimates for the year 2012-2013. 14
- Sales in units 21,000  
Sales in Rs. 2,10,000  
Fixed Cost Rs. 30,000  
Variable Cost per unit Rs. 7  
You are required to calculate
- 1) PV Ratio, Break Even Point, Margin of Safety.
  - 2) Calculate Revised PV Ratio, Break Even Point, Margin of safety in each of the following cases.
    - a) Increased of 10% in selling price.
    - b) Decrease of 10% in variable cost.
    - c) Increase of sales volume by 2500 units.
6. From the following information you are required to prepare forecast of working capital requirement. 14
- Output : 10000 units per annum.
- |                      |                        |
|----------------------|------------------------|
| Raw Material         | Rs. 6 per unit         |
| Direct Labour        | Rs. 4 per unit         |
| Overheads            | Rs. 5 per unit         |
| <b>Total Cost</b>    | <b>Rs. 15 per unit</b> |
| Profit               | Rs. 3 per unit         |
| <b>Selling Price</b> | <b>Rs. 18 per unit</b> |
- Additional Information :**
- i) Raw materials are kept in stock on an average of one month.
  - ii) Work in process is on an average of 14 days.
  - iii) Finished goods are in stock on an average of one and half month.
  - iv) Credit allowed to debtors is two months.
  - v) Credit allowed by creditors is one month.
  - vi) Wages are in next month of accrual.
  - vii) Lag in payment of overheads  $\frac{1}{2}$  month.
7. Define Financial Management. Explain the functions of Finance in detail. 14
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**M.B.A. – I (Semester – II) (CBCS) Examination, 2017**  
**HUMAN RESOURCE MANAGEMENT (Paper – XI)**

Day and Date : Friday, 19-5-2017

Total Marks : 70

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

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

1. Analyse the following Case.

14

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

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

1) Analyse the following case.

5

2) Identify the problem.

2

3) Identify the alternative solutions.

5

4) Best Solution.

2

P.T.O.



2. Write short notes (**Any 2**) : **14**
    - 1) Moonlighting by employees.
    - 2) Methods to job evaluation.
    - 3) Factors affecting wage and salary levels.
  
  3. Write short notes (**Any 2**) : **14**
    - 1) Job description and specification.
    - 2) Induction.
    - 3) Flex work and Flex time.
  
  4. Write short notes (**Any 2**) : **14**
    - 1) Career stages.
    - 2) Modern methods to appraisal.
    - 3) Virtual organisations.
  
  5. Define HRM. State the various functions of HR Manager. **14**
  
  6. Selection is a process of scanning the employees. Explain in detail. **14**
  
  7. State need for training and explain the various methods to training. **14**
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**M.B.A. – I (Semester – II) (CBCS) Examination, 2017**  
**Paper – XII : PRODUCTION AND MATERIALS MANAGEMENT**

Day and Date : Saturday, 20-5-2017  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

**1. Analyse the case :**

**14**

Preeti 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 leading player in the emerging medical electronics technology markets. Each firm has told Preeti that it is pleased with her product, service and ability to provide leading edge technology.

Preeti's 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. Preeti understands this logic of her customer. As part of ISO 9000 certification process, the customer expects each of his key suppliers to become ISO 9000 certified. What she knows about ISO 9000 certification is that new requirement would pose enormous problems for Advanced Laser Technology which has only five employees including Preeti and her engineer husband. How will advance Laser Technology Inc., (ALT) be able to document all that it did ? It seems to be a catch 22 situation. If Preeti and her husband divert their attention to document all the 20 aspects of section 4 of ISO 9000, then the firm risks losing its competitive edge ion 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, Preeti wonders "How does this add value to ALT ?"

- 1) Analysis of the case.
- 2) Identification of the problem.

P.T.O.



- 3) Suggest alternative solution.
  - 4) Select best solution.
  - 2. Short notes on **(any two)**. **14**
    - a) Cellular layout.
    - b) Activities of supply chain management.
    - c) Define the term production function. Discuss its importance in modern business.
  - 3. Short notes on **(any two)**. **14**
    - a) Differentiate between process and product layout.
    - b) Advantages of intermittent production process.
    - c) Just in time technology.
  - 4. Short notes on **(any two)**. **14**
    - a) Objectives of material management.
    - b) How does breakdown maintenance differ from preventive maintenance ?
    - c) Importance of critical path method.
  - 5. What is inspection ? How is it different from quality control ? How is total quality management important in business concerns ? **14**
  - 6. Define inventory management. Explain in detail different methods of inventory management. **14**
  - 7. “First plan your work, then work your plan”, explain this piece of advice given to the department of production planning and control, describe in detail the main functions involved in production planning and control. **14**
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**M.B.A. (Part – I) (Semester – II) (CBCS) Examination, 2017  
ECONOMIC ENVIRONMENT FOR BUSINESS (Paper – XIII)**

Day and Date : Monday, 22-5-2017  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

1. Read the following case and answer the questions given at the end : **14**

Mr. Alex and Mr. Murthy are planning to start a business in Mumbai ; Mr. Alex wants to invest Rs. 3 crore and Mr. Murthy Rs. 2 crore in the business. Mr. Murthy is a resident of India ; Mr. Alex is a resident of USA. They want to start the business in partnership, but Mr. Alex wants to buy his own land for business purpose in Mumbai. For this he is ready to invest more than 50 lakh. Mr. Murthy suggest to Mr. Alex that it is not easy to buy land in Mumbai in the latter's name. It would be better to buy the land all assets required for the business in his, Mr. Murthy's name because RBI may prohibit any borrowing or lending in rupees between a person resident in India and person resident outside India and under Section 6 of FEMA, RBI may by regulation, prohibit, restrict or regulate the establishment in India of a branch office, or other place of business by a person resident outside India, for carrying on any activity relating to such branch, office or other place of business. Therefore Mr. Murthy suggests that Mr. Alex just invest the money. Whatever assets they will buy be owned by Mr. Murthy alone. Mr. Alex does not agree with this suggestion of Mr. Murthy. He says, "We will buy all assets in partnership as we are starting a business in partnership".

**Case questions.**

- a) Do you support the suggestion of Mr. Murthy ? Do you think the suggestion of Mr. Murthy is correct ?
- b) Give correct suggestions to Mr. Alex to start a business in India.

**P.T.O.**



2. Write short answers on **any two**. **14**
- 1) Merits and demerits of fixed and flexible exchange rates.
  - 2) Agricultural price policy.
  - 3) Core banking.
3. Write short answers on **any two**. **14**
- 1) The exchange rate of the rupee on January 1, 2014 was \$ 1 = Rs. 60. On January 1, 2015 the exchange rate is \$ 1 = Rs. 65. Can we say that the rupee is depreciated on January 1, 2015, on compared to January 1, 2014. Why or why not ?
  - 2) Constituents of Balance of Payments Accounts.
  - 3) Need of Foreign Capital.
4. Write short notes on **any two**. **14**
- 1) Distinguish between Foreign Direct Investment (FDI) and Foreign Portfolio Investment (FPI).
  - 2) Industrial sickness.
  - 3) Special Drawing Rights (SDRs).
5. State the importance of structural composition of GDP of an economy. Bring out the important changes in the composition of GDP of India that have taken place over the last six and half decades. **14**
6. Explain the challenges before Indian agriculture, point out the major steps required to meet these challenges. **14**
7. What do you mean by the term monetary policy framework ? Examine the effectiveness of various monetary policy instruments resorted by the RBI to achieve various objectives of monetary policy. **14**
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**M.B.A. (Part – I) (Semester – II) (CBCS) Examination, 2017  
MANAGERIAL COMMUNICATION – II (Paper – XIV)**

Day and Date : Tuesday, 23-5-2017  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

- 2) Attempt **any two** questions from Q. No. 2, 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. Arvind Patil recently joined Sujay Dairy Ltd., as a production manager three months ago. He has 25 years work experience with another reputed Dairy Unit Amit Dairy Ltd., operating in the area of especially milk powder. He was well known for his working style with no excuse. He started facing problems related to communication especially getting information from top management to lower management. There used to be lacunas in forwarding messages even in oral also. Once a very important message was given in oral when the importance for written communication. Mr. Arvind Patil urged the concerns at least pass on a SMS to get the information. But no way it was improved every day there used to be a communication gap and the problem used to arise.

He was supposed to attend a routine departmental heads meeting last Wednesday at 4.00 p.m, which was presided over by the managing director of the company. He did not attend the meeting as there was no formal or informal communication to him, the managing director didn't like his absence as there were many important items to be discussed regarding production department. Mr. Arvind Patil was called by the managing director on the next day and asked explanation for not attending the meeting. Mr. Arvind Patil replied that there was no information. He also added that in the previous organization the communication used to be very strong in the form of SMS' and Notices counter signed by respective persons and no communication gap could take place.



The MD called the secretary and asked why this has happened. The secretary said that it was a routine meeting and as such information was not sent to any departmental head. But all other heads, except Mr. Arvind Patil, attended the meeting.

- |  |                 |
|--|-----------------|
| a) Analysis the case.  | 5               |
| b) Identify the problem.   | 2               |
| c) Discuss the alternatives.   | 5               |
| d) Suggest the best solution.  | 2               |
| <b>2. Write short notes on (any two) :</b>   | <b>(2×7=14)</b> |
| a) Explain Types of Interviews.  |                 |
| b) Discuss Telephone Etiquettes.   |                 |
| c) What do you mean Bio-data and Curriculum Vitae ?  |                 |
| <b>3. Write short notes on (any two) :</b>   | <b>(2×7=14)</b> |
| a) Purpose of effective writing.   |                 |
| b) Characteristics of job interview.   |                 |
| c) Visual aids for Business Presentation.  |                 |
| <b>4. Write short notes on (any two) :</b>   | <b>(2×7=14)</b> |
| a) Distinguish between Letters v/s memo.   |                 |
| b) Characteristics of successful Group Discussion.   |                 |
| c) What is a Press Conference meant for communication ?  |                 |
| <b>5. Explain in detail various steps in planning and also which things you will keep in mind in organizing the presentation.</b>                      | <b>14</b>       |
| <b>6. Explain concept of culture. Also explain direct and indirect communication styles with problems of cultural differences.</b>                     | <b>14</b>       |
| <b>7. a) Write a letter of enquiry to Maharashtra Enterprises, Mumbai asking for quotation to purchase steel furniture for your office at Solapur.</b> | <b>7</b>        |
| b) In response to the enquiry write a letter of quotation on behalf of Maharashtra Enterprises.  | 7               |
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**M.B.A. (Semester – II) (CBCS) Examination, 2017  
(Paper – XV) : RESEARCH METHODOLOGY**

Day and Date : Wednesday, 24-5-2017  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

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

‘Bakers Palace’ is a famous name in food and bakery products in Solapur city since 2008. This is a small scale business having one manufacturing unit at Akkalkot road Solapur and three outlet shops at different locations of Solapur city. Mr. Dhanesh Chaudhari is the owner and manager of this firm. He is working with 2 chefs, 4 skilled helpers, 2 sweepers and 6 sales persons.

Due to the quality products and quick services this firms business was boomed in 2013 and 2014. ‘Bakers Palace’ provides quick service last year but now the shops are delaying the order for birthday cakes due to the demand from out of city. The heavy demand caused to think expansion of firm in Mohol, Pandharapur, Akkalkot and Barsi.

Mr. Dhanesh Chaudhari is suspicious about fare business in such small cities and taluka places. He wants to check the preferences of people for bakery products. Help Mr. Dhanesh Chaudhari to conduct market survey in Mohol, Pandharapur, Akkalkot and Barsi.

- a) Prepare a title for research. **1**
- b) Suggest objectives. **3**
- c) Suggest research method. **2**
- d) Prepare questionnaire/interview schedule. **8**

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

- a) Characteristics of a good sampling.
- b) Descriptive research design.
- c) Hypothesis Testing Process.



3. Write short answers (Attempt **any two**) : **14**
- a) Experimental Design.
  - b) Levels of measurement.
  - c) Questionnaire.
4. Write short answers (Attempt **any two**) : **14**
- a) Hypothesis.
  - b) Objectives and utility of research.
  - c) Research Design.
5. What is research ? Explain research process in detail. **14**
6. What is research report ? Explain its various components in detail. **14**
7. Define sampling and explain different sampling techniques in detail. **14**
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**M.B.A. – I (Semester – II) (CBCS) Examination, 2017  
OPERATIONS MANAGEMENT (Paper – XVI)**

Day and Date : Thursday, 25-5-2017  
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

- Instructions :**
- 1) Question No. 1 is **compulsory**.
  - 2) Attempt **any 2** questions from Q. 2, Q. 3 and Q. 4.
  - 3) Attempt **any 2** questions from Q. 5, Q. 6 and Q. 7.
  - 4) **Use** of ordinary calculate is **allowed**.
  - 5) **Use** of graph paper **whenever** required.

1. A construction company wants to transfer the construction materials from warehouse to the project site; using two special trucks A and B. Truck A carry 1 ton of cement and 4 tonnes of steel in one trip and truck B carries 2 tonnes of cement and 3 tonnes of steel at a time. The construction work needs 6 tonnes of cement and 12 tonnes of steel daily. Due to limited number of drivers only 10 trips can be made to site daily. The cost of one trip of A and B is Rs. 500 and Rs. 700 respectively. How many trips for each truck be planned daily so as to minimize transportation cost. Formulate the problem as L.P.P. and solve using graphical method for maximum profit. **14**
  
2. Solve **any two** of the following : **14**
  - a) Suggest the decision under Laplace criterion for the following matrix where the figures indicate estimated gain in Rs.

Strategies	I	II	III	IV
<b>A</b>	50,000	25,000	- 25,000	- 45,000
<b>B</b>	70,000	30,000	- 40,000	- 80,000
<b>C</b>	30,000	15,000	- 1,000	- 10,000



- b) A self-service store employs one cashier at its counter. Nine customers arrive on an average every 5 minutes while the cashier can serve 10 customers in 5 minutes, Assuming Poisson distribution for arrival rate and exponential distribution for service rate. Find
- i) Average number of customers in the system.
  - ii) Average number of customers in the queue.
  - iii) Average time a customer spends in the system.
- c) What do you mean by Markov chain ? Explain the concept with its applications.

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

14

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

		<b>X</b>				
		1	2	3	4	5
<b>Y</b>	1	9	3	1	8	0
	2	6	5	5	6	7
	3	-2	4	3	3	8
	4	5	6	2	2	1

- b) Write a note on Queuing cost with diagrammatic representation.
- c) What do you mean by Operations Management ? Explain the various Phase of Operations Management.

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

14

- a) Use the graphical method to solve the following Linear Programming Problem.

$$\text{Maximize } Z = 15x_1 + 10x_2$$

$$\text{Subject to } 4x_1 + 6x_2 \leq 360$$

$$3x_1 \leq 180$$

$$5x_2 \leq 200$$

$$\text{where } x_1, x_2 \geq 0$$



- b) A computer centre has three expert programmers. The centre wants three (P1, P2, P3) application programmes to be developed. The head of the computer centre, after studying the programmes to be developed, estimates the computer time in minutes required by experts for application programmes.

	Programmers			
		A	B	C
Programes	P1	120	100	80
	P2	80	90	110
	P3	110	140	120

Assign programmers (A, B, C) to the programmes (P1, P2, P3) such that the total computer time is minimum. Use Hungarian method.

- c) Write short notes on Monte Carlo Simulation.
5. A dairy firm wants to determine the quantity of butter it should produce to meet the demand. Past records has shown the following records.

14

Quantity Required (kg)	Probability
15	0.03
20	0.07
25	0.10
30	0.40
35	0.20
40	0.15
50	0.05

The stock levels are restricted to the range of 15 to 50 kg due to inadequate storing facilities. Butter costs Rs. 40 per kg and sold at Rs. 50 per Kg.

- i) Construct a conditional profit table.
- ii) Determine EMV.



6. Solve following transportation problem by using VAM method. Check its Optimality by using MODI method.

14

	D1	D2	D3	D4	Supply
P1	5	3	6	4	30
P2	3	4	7	8	15
P3	9	6	5	8	15
Demand	10	25	18	7	

7. A certain equipments need 5 repair jobs which have to be assigned to 5 machines. Determine the minimum assignment time.

14

	J1	J2	J3	J4	J5
M1	7	5	9	8	11
M2	9	12	7	11	10
M3	8	5	4	6	9
M4	7	3	6	9	5
M5	4	6	7	5	11

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

Day and Date : Thursday, 4-5-2017

Total Marks : 70

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

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

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

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

1. Case :

14

In 2006-07 PTC Food Division decided to enter the fast growing (20-30% annually) snacks segment, an altogether new to it. It had only one national competitor – Trepscio's Trito. After a year its wafer snack brand Ringo, fetched 20% market share across the country. Ringo's introduction was coincided with the cricket world cup. The wafer snacks market is estimated to be around Rs. 250 Crores.

The company would take the advantage of its existing distribution network and also source potatoes from farmers easily. Before the PTC could enter the market a cross-functional team made a customer survey through a marketing research group in 14 cities of the country to know about the snacks of eating habits of people. The result showed that the customers within the age group of 15-24 years were the most promising for the product as they were quite enthusiastic about experimenting new snack taste. The company reported to its chefs and the chefs came out with 16 flavors with varying tastes suiting to the targeted age – group.

The company decided to target the youngsters as primary target on the assumption that once they are lured in, it was easier to reach the whole family.



Advertising in this category was extremely crowded. Every week two-three local products in new names were launched, sometimes with similar names. To break through this clutter the company decided to bank upon humor appeal.

The Industry sources reveal that PTC spent about Rs. 50 Crores on advertisement and used all possible media print and electronic, both including the creation of its own website, Ringoringowingo.com with offers of online games, contests etc. mobile phone tone downloading was planned which proved very effective among teenagers. The site was advertised on all dotcom networks. Em TV, Bee TV and other important channels were also used for its advertisement along with FM radio channels in about 60 cities with large hoardings at strategic places.

Analysts believe that Ringo's success story owes a lot to PTC's widespread distribution channels and aggressive advertisements. Humour appeal was a big success. The 'Ringo' was made visible by painting the Railway bogies passing across the states. It has also been successful to induce Lovely Brothers' Future Group to replace Trito in their big Bazaar and chain of food Bazaars. PTC is paying 4% higher margin than Trepsico to Future Group and other retailers.

Ringo to giving Trepsico a run for its money. Trito's share has already been reduced considerably. Retail tie-ups regional flavours, regional humor appeals have helped PTC. But PTC still wants a bigger share in the market and in foreign markets also, if possible.

### Questions :

- |   |           |
|---|-----------|
| 1) Analyse the case.  | <b>4</b>  |
| 2) Identify strengths and weaknesses of Ringo.                            | <b>5</b>  |
| 3) What type of strategy should be formulated and implemented for Ringo ? | <b>5</b>  |
| <b>2. Write short notes on (Attempt any two) :</b>                        | <b>14</b> |
| a) BCG Matrix.  |           |
| b) Modernization.   |           |
| c) Integration.   |           |





3. Write short notes on (Attempt **any two**) : **14**
    - a) Environment scanning.
    - b) New Business Models and strategies for Internet Economy.
    - c) Strategic Decision Making.
  
  4. Write short answers (Attempt **any two**) : **14**
    - a) Define Strategic Entrepreneurship.
    - b) Explain importance of Strategy Evaluation.
    - c) Explain Mckinsey's 7s Framework.
  
  5. Explain different structures with reference to strategy implementation. **14**
  
  6. Define strategy and explain various elements in the strategic management process. **14**
  
  7. Define corporate level strategy and explain various types of alternatives at corporate level. **14**
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**M.B.A. (Part – II) (Semester – III) (New) (CBCS) Examination, 2017**  
**Paper – XVIII : MANAGEMENT ACCOUNTING**

Day and Date : Friday, 05-05-2017

Total Marks : 70

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

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

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

1. Paints Private Ltd. Co. manufactures a single product is facing severe competition in selling it Rs. 50 per unit. The company is operating at 60% level of capacity at which level the sales are Rs. 12,00,000 and variable costs are Rs. 30 per unit. Semi-variable costs may be considered as fixed at Rs. 90,000 when output is nil and variable element at present level is Rs. 15,000 and thereafter the variable element is Rs. 250 for each additional 1% level of activity. Fixed costs are Rs. 1,50,000 at the present level of activity. But at 80% level of activity or above, these costs are expected to increase by Rs. 50,000.

The cope with the competition, Management of the company is considering a proposal to reduce the selling price by 5%. You are required to prepare a statement showing the operating profit at level of activity of 60%, 70%, 80% and 90% assuming that :

- a) Selling Price remains at Rs. 50/-
- b) The selling price reduced by 5%.



2. The following set of information is presented to you by your client AB Ltd. Producing 2 products X and Y.

Particulars	X	Y
Direct Material per Unit (Rs.)	20	18
Direct wages per Unit (Rs.)	06	04
Sales Price per Unit (Rs.)	40	30
<b>Proposed Sales Mixes</b>		
Units	100	200
Units	150	150
Units	200	100

- Fixed expenses during the period are expected to be Rs.1600/-
- Variable expenses are allocated to products at the rate of 100% of direct wages.

You are required to present to the management of AB Ltd. the following :

- 1) The unit marginal cost and unit contribution.
  - 2) The total contribution and resultant profit from each of the above mentioned sales mixes.
  - 3) The proposed sales mixes to earn a profit of Rs. 300 and Rs. 600 with the total sales of X and Y being 300 units.
3. Attempt (**Any 2**) :
- 1) From the following data, prepare a production budget for the Sunlight Co. Ltd.

Product	As on 1 <sup>st</sup> Jan. 2015 Units	As on 30 <sup>th</sup> June 2015 Units
A	80,000	1,00,000
B	90,000	80,000
C	1,20,000	1,40,000

Requirement to fulfill sales programme

A = 6,00,000 Units

B = 5,00,000 Units

C = 8,00,000 Units

Normal Loss in production on sales A = 4%, B = 2% and C = 6%.



- 2) Difference between Traditional costing and Activity based costing.
- 3) Types of Report.
- 4. The Standard materials cost to produce a tone of Chemical X is  
300 Kg of material A @ Rs. 10 per Kg.  
400 Kg of material B @ Rs. 5 per Kg.  
500 Kg of material C @ Rs. 6 per Kg.  
During a period, 100 tonnes of mixture X was produced from the usage of :  
35 tonnes of Material A at a cost of Rs. 9,000 per tonne  
42 tonnes of Material B at a cost of Rs. 6,000 per tonne  
53 tonnes of Material C at a cost of Rs. 7,000 per tonne  
Calculate the Material price, Material usage, Material mix and Material yield variance.
- 5. Explain Management Control system. Explain the application of Management Control System in Health Care Organization and Financial Organization.
- 6. ABZ Co. Ltd. produces three products A, B and Z for which the standard cost and quantities per unit are as follows :

Particulars	Product		
	A	B	Z
Output (units)	10,000	20,000	30,000
Direct Material Per Unit (Rs.)	50	40	32
Direct Labour Per Unit (Rs.)	30	40	48
Labour hours Per Unit (hours)	3	4	5
Machine hours Per Unit (hours)	4	4	7
No. of Purchase requisitions	600	900	1000
No. of Machine Set-ups	120	130	150

Production Overhead Split by department

Dept. X = Rs. 12,00,000

Dept. Y = Rs. 15,00,000

Total = Rs. 27,00,000



Department X is labour intensive and Y is Machine intensive.

Total Labour hours in Dept. X = 2,00,000

Total Machine hours in Dept. Y = 5,00,000

Production overhead split by activity :

Receiving and inspection = Rs. 14,00,000

Production Scheduling/Set-up = Rs. 13,00,000

Total = Rs. 27,00,000

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

- 1) Traditional method of charging overheads.
  - 2) Activity Based Costing Method.
7. Explain meaning of Audit. Also explain different types of Audit.

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**MBA – II (Semester – III) Examination, 2017**  
**Paper – XVIII : BUSINESS ETHICS (New) (CBCS)**

Day and Date : Saturday, 6-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Total 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.

Most businesses have to consider the impact of their activities on stakeholders. Coca-Cola is no exception but their operations in the southern Indian state of Kerala have caused widespread concern and a string of claim and counterclaim by residents of the local community and the company.

In 1998 Coca-Cola set up a bottling plant in Perumatti in the southern state of Kerala. Since it opened, local villagers have complained about the fall in the amount of water available to them and have blamed the fall in supplies on Coca-Cola who, they claim, use upto a million litres per day at the plant. Coca-Cola claims that the shortage in the water is due to the lack of rains in the region. Coca-Cola even sends round tankers of water to the region to help the local community. Local farmers are claiming that their livelihood has been destroyed since the building of the plant and that the number of people working on the land has dropped considerably because they cannot survive.

Coca-Cola has become one of the most popular drinks in India. Following the cleaning of the bottles, a waste sludge is produced that Coca-Cola have been disposing off on the land of the local farmers claiming it was a useful fertilizer. Following a BBC Radio 4 programme, samples of the sludge were analyzed by scientists at Exeter University in the South West of England and found to contain toxic chemicals including lead and cadmium- both of which can be harmful to humans and further suggested that there was little or no benefit of the sludge as a fertilizer. Recent tests by the local state laboratories found that the levels of toxic chemicals is within safety levels but that it should not be used as a fertilizer.

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In a separate development, sales of Coca-Cola have been hit by suggestions that its drinks produced in India contained higher levels of pesticide residues than was healthy ! A large number of bodies have joined in the campaign for the local community demanding the plant be closed down and that tests be carried out on Coca-Cola to assess its safety. A lawsuit to this effect was thrown out in August which prompted Coca-Cola to issue an angry comment claiming that the reports were scurrilous, unnecessarily scared large numbers of Coca-Cola's customers and put thousands of jobs in its plants throughout India at risk. Coca-Cola claims to employ in excess of 5,000 people in the country not to mention the many thousands that are linked in some way to the product.

- 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) Principles of business ethics.
  - b) Individual influences on ethical decision making.
  - c) Ozone depletion. 14
3. Short notes on **(any two)**.
- a) Social responsibility and profitability.
  - b) Corporate governance in India.
  - c) Corporate values. 14
4. Short notes on **(any two)**.
- a) Waste management.
  - b) Discuss in brief ethical issues involved in IT.
  - c) Forces inducing social responsibility. 14
5. What is business ethics ? Describe its nature and factor affecting business ethics. 14
6. Discuss in detail ethical issues involved in human resource management. 14
7. Discuss a suitable framework for ethical decision making in business. What are the most important issues to be tackled in the process ? 14
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**M.B.A. (Part – II) (Semester – III) Examination, 2017**  
**Group – A : Marketing Management (New) (CBCS)**  
**Paper – XIX : PRODUCT AND BRAND MANAGEMENT (Paper – I)**

Day and Date : Monday, 8-5-2017

Total Marks : 70

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

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

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

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

1. Case study :

Maggie noodle did not earn enough profit because of the low price kept by Nestle. However, due to the popularity of Maggie “2 minute” noodles, the Maggie had established itself as a strong brand. Due to this, Nestle decided to enter the ketchup market with Maggie tomato ketchup and sauce around 1985. Kissan was the brand leader with 65% of market share when the total market size was 4000 tons. There were a large number of local brands which supplied ketchup in bottles as well as aluminum foil sachets. Kissan sold its ketchup in 5000 gm bottle. Maggie decided to launch its product in 80 cities all over the country. The main points of advertisement were : the ketchup does not contain pumpkin; it is real tomato; it is different. Other variants of the ketchup were :

- Tomato chilli : hot and sweet with Priety Zinta being the brand ambassador.
- Chilli garlic.

In 2000, the total ketchup market exceeded 16,000 tons, Nestle had become brand leader with 48% market share. This goes to show that while Maggie noodles paved the way through brand building, it was Maggie ketchup which bought dividends to the company. The power of ‘brand equity’ as a driver of financial gains in the 21<sup>st</sup> century is proved by the Maggie brand.





**Questions :**

- a) Analyze the case. 4
  - b) Why Nestle decided to go for brand extension ? 5
  - c) Which product paved way for brand extension ? 5
  
  - 2. Write short note (**Any two**) : 14
    - a) Brand life cycle.
    - b) Customer based brand equity.
    - c) Product levels.
  
  - 3. Write short note (**Any two**) : 14
    - a) Brand Ambassadors.
    - b) Co-branding.
    - c) BCG Matrix.
  
  - 4. Write short note (**Any two**) : 14
    - a) Steps in brand building.
    - b) Brand positioning.
    - c) Product life cycle.
  
  - 5. Techniques of measuring brand equity. 14
  
  - 6. Define brand extension. What are advantages and disadvantages of brand extension. 14
  
  - 7. Define product. Explain various product mix decisions with examples. 14
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**M.B.A. (Part – II) (Semester – III) (New CBCS) Examination, 2017**  
**Group – B : FINANCIAL MANAGEMENT (Paper – 1)**  
**Paper – XIX : Indian Financial System**

Day and Date : Tuesday, 9-5-2017

Total Marks : 70

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

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

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

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

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

**1. Case Study**

Personal Details :

Age	35 years
Retirement Age	60 years
Dependents	Only Spouse
Income	Rs. 1,30,000 per month
Expenses	Rs. 50,000 per month
Financial Goal	Retirement

Mr. Ram a 35 year old married individual wanted to plan for his Retirement at the age of 60 years. He had a decent monthly income of Rs. 1,30,000 and his expenses were just Rs. 50,000 per month. So he could easily have a monthly surplus of Rs. 80,000. Moreover, he had a long term time horizon of 25 years for his retirement goal. Now let us have a look at his assets.



Type of Assets	Amount (Rs.)
Equity Mutual Funds	275,000
Fixed Deposits	5,000,000
PPF	600,000
Gold Mutual Funds	100,000
Residential Flat	10,000,000
Cash in Bank	300,000
<b>Total</b>	<b>16,275,000</b>

- 1) Analysis the Present Investment Profile of Ram.
  - 2) Is Ram's investment appropriate with his financial goal ?
  - 3) If yes Justify or Prepare suitable asset allocation of Mr. Ram for his financial goal.
2. Attempt (**Any 2**) :
- 1) Core banking.
  - 2) Rolling and Settlement Cycle.
  - 3) Types of orders on stock exchange.
3. Attempt (**Any 2**) :
- 1) Book Building.
  - 2) E-Trading.
  - 3) BSE.
4. Attempt (**Any 2**) :
- 1) Functions of RBI.
  - 2) Schemes of Mutual Funds.
  - 3) Merchant Bank.
5. Write in detail about Overview of IFS (Post Independence, Pre & Post 1991 Period).
6. Explain the Principal steps in Public issue.
7. What is money market ? Explain the various instruments traded on money market ?
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**M.B.A. – II (Semester – III) (New CBCS) Examination, 2017**  
**Group – E : PRODUCTION AND MATERIALS MANAGEMENT (Paper – I)**  
**Purchasing and Inventory Management (Paper – XIX)**

Day and Date : Tuesday, 9-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

- Instructions:** 1) Question number is **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

Trans India Freight Services Pvt. Ltd., is an Indian arm of Allcargo Global Logistics and has designed on 40 foot equivalent unit high-cube containers for transportation of cars. These containers will be moved primarily on rails. Currently around 98 per cent of cars' transport operations are carried on by roadways and the remaining is by railways. The road sector for car transport is highly fragmented. When carrying automobiles on road the speed of the carrier is 20-40 km/hr and they do not travel at night. For example, Delhi to Mumbai takes six to nine days, which results in holding up of an inventory. The high-multiple handling results into 10 per cent of the cars getting damaged during transportation. With the new logistical packaging for car transportation on rail there will be significant reduction in-transit times and in-transit damages to the cars. In the beginning the cost of transportation will be comparable to road transportation. However, with full-fledged operation, the cost will go down by 5 per cent and with double stacking the cost reduction will be 20 per cent. In the new packaging system, the cars are placed on to 'trans-rak', which is a simple, fixed-frame system. It is fitted into 20 ft., 40 ft., 45 ft., 53 ft. and pallet wide ISO containers ensuring safe, simple and secure transportation of vehicles in containers. It ensures total security in shipping cars directly from the factory to arrive in perfect condition inside and out at destination. The trans-rak are free from theft, dirt and weathering; no knocks, dents or scratches; no road, rail, roro or quayside handling, simple to operate for

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containerizing the cars with no special skills. Trans-rak adjusts for all car shapes and are lifted and lowered with a hand-held drill. This was not the first attempt to carry automobiles by rail. Indian Railways has tried it earlier. A few passenger trains were converted into car carriers. However, the venture was financially unviable because carriers did not get returned load. The success of this packaged transportation depends on the rail infrastructure with dedicated freight corridors.

- 1) Explain the term 'Logical packaging' with regard to automobile industry.
  - 2) What is the novel pancaking solution offered by Trans India and why ?
  - 3) How is 'trans-rak' enhancing the performance of auto logistical system ?
2. Short notes on **(any two)** : **14**
- a) Qualitative factors favouring outsourcing decision.
  - b) What is master production scheduling ? What are its objectives ?
  - c) Cost reduction techniques.
3. Short notes on **(any two)** : **14**
- a) Zero inventory concepts.
  - b) Distinguish between routine follow-up and field expediting.
  - c) Legal aspects of purchasing.
4. Short notes on **(any two)** : **14**
- a) Manufacturing Resource Planning (MRP-II).
  - b) Quantitative and qualitative methods of forecasting.
  - c) Describe in brief agencies responsible for standardization.
5. What is stores layout ? Explain in detail about stores equipments and preservation of materials. **14**
6. What is vendor rating ? How the performance of supplier is evaluated ? **14**
7. What is "Bills of Materials" ? What is its relevance in materials planning ? **14**
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**MBA (Part – II) (Semester – III) (New) (CBCS) Examination, 2017**  
**Paper XIX : Group – C : HUMAN RESOURCE MANAGEMENT**  
**Paper – I : Strategic Human Resource Management**

Day and Date : Friday, 12-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

**1. Case Study.**

Royal Engineering designs, develops, manufactures and sells high-quality specialized electronic goods using technology that has been created in-house. Approximately 60 per cent of the company's operating revenue is derived from export markets. The company is a 'first-mover' in its field; it is not an imitator. Given its small size relative to other global firms, Royal has adopted a niche strategy, marketing to certain groups interested in the unique products it offers.

Because of the company's commitment to innovation, management has placed strategic importance on the employment of R & D engineers as the drivers of new products. Speed to market is vital to ensure that the firm would be the first to release new products. R & D engineers are vital in this process. There are 57 engineers out of the total of 520 employees. They are much in demand by competitors but because of the interesting work and career prospects, labour turnover is not too high-last year six of them left. The company is expanding steadily and recruits three or four engineers straight from university every year but relies quite extensively on external recruitment to obtain more experienced people. Five qualified engineers have been recruited in the last six months and at present there are four unfilled vacancies.

However, the Director of Engineering is not satisfied with the quality of the new recruits. They are not up to the standards expected and are not setting down. He has left final selection to his three departmental heads, although the head of HR (who reports to the Managing Director) has been responsible for the initial recruiting process and submitting candidates to the departmental heads, who draw up shortlists and conduct interviews.

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The Director of Engineering called in the Head of HR to explain why this situation had arisen. The latter used the excuses that good engineers were difficult to find and that the departmental managers had made poor selections. He had been present at some interviews, although, because he was not an engineer, he had not taken an active part. He had observed that they were distinctly lacking in interviewing skills, having no idea how to structure an interview and were prone to making subjective judgements based on personal prejudices. He was thinking about what should be done about it but had not got around to taking any action yet. The Director of Engineering would have none of this. He said in no uncertain terms that this was the Head of HR's responsibility. He couldn't just 'sit in' and observe. He couldn't just 'sit back' and let events take their course. This was gross dereliction of duty. He had to do something about it and fast. If the departmental heads were not good at selecting people, it was up to him (the Head of HR) to ensure that they improved significantly. The achievement of the business goals of the company depended on getting and keeping good engineers.

Somewhat chastened, the Head of HR retreated to consider what he should do. He had to admit to himself that he had left it mainly to the specialists and he knew that his future with the company was in danger if he didn't deliver the goods – the Director of Engineering was the key player in the firm and would have no difficulty in convincing the Managing Director that the Head of HR wasn't up to the job. The Head of HR had to reach conclusions on what approach to the selection of engineers should be adopted and what he should do about the departmental managers' interviewing skills.

- |  |           |
|--|-----------|
| a) Analyse the case.                                   | 5         |
| b) Identify the problem.                               | 2         |
| c) Alternative solutions.                              | 5         |
| d) Best solution.                                      | 2         |
| <b>2. Write short notes on (any two) :</b>             | <b>14</b> |
| a) Traditional job design.                             |           |
| b) Integrating HR strategies with business strategies. |           |
| c) Balance score card.                                 |           |
| <b>3. Write short notes on (any two) :</b>             | <b>14</b> |
| a) Competency Mapping                                  |           |
| b) Generic approach to strategic compensation          |           |
| c) Selection instruments in manpower acquisition.      |           |



4. Write short notes on **(any two)** : **14**
    - a) Cross cultural training.
    - b) Location based employee market segmentation.
    - c) Strategic dimensions of performance appraisal.
  
  5. Explain in detail process of Human Resource Planning and with factors affecting HRP. **14**
  
  6. Enumerate in detail changing environment of HRM with reference to various HR practices and internal and external environment. **14**
  
  7. Explain in detail various steps in strategic management process and distinguish between traditional HR and strategic HR. **14**
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**M.B.A. (Part – II) (Semester – III) (CBCS) Examination, 2017  
(Paper – XIX) (Gr. F) : AGRICULTURE AND CO-OPERATIVE  
MANAGEMENT (Paper – I) (New)  
Fundamentals of Agriculture and Co-Operative Management**

Day and Date : Friday, 12-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

**1. Case study.**

**The Farmers**

Tony de Castro has perfected the technique of worm composting. Under the humid tropical climate earthworms eat up industrial quantities of solid organic waste. The result is black humus after only six weeks, which is the perfect medium to enrich soil for organic agriculture. Tony has thus started market gardening of vegetables to make use of the ten tonnes of vermin compost he produces every month. After investing in a 6 ha vegetable farm, he has contracted with five farmers, including four very poor landless farmers, with a total area of 5 ha and trained them in using vermin compost. 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.

**The market**

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

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### The linkages

Tony is also the marketing outlet for the farmers. He purchases all the produce grown by them. Purchase orders are sent to Tony on his mobile phone by SMS. Tony 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. Tony 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. Tony also has his own direct marketing outlet in Metro Manila.

- |   |    |
|---|----|
| a) Analyze the case.  | 5  |
| b) Explain training and support services.                         | 2  |
| c) Discuss the result.  | 5  |
| d) Highlight lessons and distinct features.                       | 2  |
| 2. Write short notes on <b>(any two)</b> .                        | 14 |
| a) Soil erosion.  |    |
| b) Regional rural banks.  |    |
| c) Co-operative movement in India.                                |    |
| 3. Write short notes on <b>(any two)</b> .                        | 14 |
| a) Irrigation system.   |    |
| b) Unique features of Co-operative Management.                    |    |
| c) Land development bank.   |    |
| 4. Write short notes on <b>(any two)</b> .                        | 14 |
| a) National Housing Bank.   |    |
| b) District Central Co-operative Banks.                           |    |
| c) Cropping pattern.  |    |
| 5. Define agricultural labour. Highlight the characteristics.     | 14 |
| 6. Discuss agri and non-agricultural Co-operatives in India.      | 14 |
| 7. Discuss in detail improved seed and plant protection measures. | 14 |
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**M.B.A. – II (Semester – III) (CBCS) Examination, 2017**  
**Group – G : INTERNATIONAL BUSINESS (New) (Paper – XIX)**  
**International Business Environment (Paper – I)**

Day and Date : Friday, 12-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

1. Analyze the following case :

Cultural barriers is one of the most talked about in international business problems. It is, however, very interesting to note that cross-border transmission of culture is very rampant. Many politicians, sociologists and others are highly critical of the invasion of the Western culture in the developing countries. The export of American culture is interpreted as means to spread American imperialism. The Coca Cola culture or the corn flakes culture or the pop culture, the term which has come to be very broadly used to include, besides the pop music and associated thing, the Western products and styles such as foreign jeans, cola drinks, fast foods, Hollywood movies and like the youth, particularly, are crazy about, has fast spread to the developed and developing countries. The emergence of culture as economic goods that can be traded-crafts, music, films, TV programmes, software, books, tourism etc.-has contributed very substantially to the globalization of culture.

A UNESCO study shows that world trade in goods with cultural content-printed matter, literature, music, visual arts, cinema and photographic, radio and television equipment-has grown tremendously. For the United States the largest single export industry is flot aircraft, computers or automobiles-it is entertainment, in films and television programmes. Hollywood films grossed more than \$30 billion worldwide in 1997, and in 1998 a single movie, *Titanic*, grossed more than \$1.8 billion. As the *Human Development Report* 1999 points out, the vehicles for this trade in cultural goods are the new technologies. Satellite communications technology from the mid-1980s gave rise to a powerful new medium with a global reach and to such global media networks as CNN. The development of the Internet is also spreading culture around the world, over an expanded telecommunications infrastructure of fiber optics and parabolic antennas.



The Report referred to above points out that the global market for cultural products is becoming concentrated, driving out small and local industries. At the core of the entertainment industry-film, music and television-there is a growing dominance of US products, and many countries are seeing their local industries wither. Although India makes the most films each year, Hollywood reaches every market, getting more than 50 per cent of its revenues from overseas, up from just 30 per cent in 1980. It claimed 70 per cent of the film market in Europe in 1996, up from 56 per cent in 1987 and 83 per cent in Latin America and 50 per cent in Japan. By contrast, foreign films rarely make it big in the United States, taking less than three per cent of the market there. In the light of the above account, evaluate the view that culture is a highly difficult barrier to international business. What are the implications of the spread of pop culture for business ? What could be the reasons for the adoption, particularly by the youth, of the pop culture ? Can pop culture encourage achievement motivation ? Discuss the social implications of the pop culture.

- a) Analyze the case study.
  - b) Identify the problem.
  - c) Generate possible alternatives.
  - d) Choose the best alternative.
2. Write short note (**any two**) :
- a) Differences between international business and national business.
  - b) Non-Tariff Barriers.
  - c) The recent globalization trends and their impact on world economies.
3. Write short note (**any two**) :
- a) Countertrade.
  - b) Global strategy issues and ethics.
  - c) Differences between licensing and franchising.
4. Write short note (**any two**) :
- d) Functions and role of World Bank.
  - e) Advantages and risks of mergers and acquisitions.
  - f) Recruitment and selection of managers for international assignments.
5. How does international competition differ from domestic competition ? What is the role of FDI in building export competitiveness ?
6. Reasons for growing dominance of MNCs. Discuss the role of MNCs in India.
7. Define international business. Discuss the scope of international business activities in evolving new world economic order.
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**M.B.A. (Semester – III) (New CBCS) Examination, 2017**  
**Group – D : Systems Management (Paper – I)**  
**Paper – XIX : MANAGEMENT INFORMATION SYSTEM**

Day and Date : Friday, 12-5-2017

Total Marks : 70

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

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

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

UDFL manufacturers different types of packaged foods and drinks. The range consists of more than 50 items and 200 packaging units. The company is popular and well known throughout the country for its quality products. Some products are produced and distributed throughout the year, some are produced seasonal but distributed all the year and some are produced and supplied seasonally. The company has its processing plants in various parts of the country viz. J & K, MP, Himachal, Maharashtra and Kerala. It has a wide network of distributors and dealers who deal with all types of customers and the company reaches over 50000 rural and urban retail points through this network.

The business for UDFL is assured if it produces products as per the demand pattern. Having established strong distributor network, the success lies in appropriate decisions in purchase of fruits, vegetables, cereal and pulses ; processing and packaging them and dispatching to distributor locations.

The company has a policy to launch at least one new product each year which has paid rich dividends in terms of its image. The customers look forward and wait for such announcement and the company uses different advertising media such as newspapers, hoardings, magazines, sample tests and TV well in advance for announcing and promoting its new launches. The selection of media is based on the product positioning in the range and the target market segment.



Inspite of all the above strengths, the company has failed in launching new products and meets the demand due to inadequate raw material purchases, wastages of raw material, unavailability of processing plant either due to maintenance or due to other manufacturing occupancy, etc. It also faces problems of high seasonal inventory which becomes non-moving or non-saleable inventory if not disposed in time.

2. 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.
  
  3. Write short notes on **any two** of the following : **14**
    - a) Human Resource Management Information System.
    - b) Decision Support System.
    - c) Knowledge Management.
  
  4. Answer **any two** of the following : **14**
    - a) Describe data resource management and advantages of database management system.
    - b) Discuss principal causes of Information System failure.
    - c) Explain role and importance of information systems.
  
  5. Explain in detail the Production Management Information System along with associated sub-systems and the input elements, analysis and reports expected from it. **14**
  
  6. Discuss various types of support systems that enhance management decision making. **14**
  
  7. Discuss modern database environments, logical and physical view of data and advantages of database management system. **14**
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**SLR-M – 27**

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**M.B.A. – II (Semester – III) Examination, 2017**  
**Paper – XX : Group – A : Marketing Management (Paper – II)**  
**SALES AND STRATEGIC MARKETING (New CBCS)**

Day and Date : Saturday, 13-5-2017

Total Marks : 70

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

**1. Case Study :**

**14**

**What Cost Motivation ?**

Shri Kamat owns a successful departmental store in Madras. Situated in a posh shopping street, the store enjoys a big customer base. The store stocks almost all consumer durables. Shri Kamat has, over the years, set up an organisational structure on sectional lines. Eight sections made on lines of different product categories deal with the entire merchandise offered by the store. All display and sales are independently looked after by each section for the product category being handled by it. Each section is headed by a manager. Shri Bhalla is one such manager heading the consumer durables section. However, Shri Kamat has noticed a difference in the capabilities of these eight managers. While Shri. Ratnam, one of the managers, is efficient and hardworking, Shri Bhalla is of exactly the opposite types. He lacks in the habit of hardwork and commitment. He is used to putting forward lame excuses for not completing jobs assigned to him and always tries to create an impression of being overworked.

Shri Kumar firmly believes that Shri. Bhalla can be improved through proper positive motivation. He therefore, goes out of his way in praising Shri. Bhalla. Given undue importance in meetings Shri. Bhalla is also never refused a leave. A request for time off from. Shri. Bhalla is invariably accepted. On the other hand efficiency of Shri Ratnam is never recognised. Shri Kumar feels that Shri. Ratnam does not require any motivation since he is already efficient.

The situation has come to such a turn that Shri. Kamat has been regularly losing efficient people over the past two years with the result that while talent seems to flow out inefficient employees are left back with the store.

**P.T.O.**



While this has already started reflecting on the performance of the store Shri Ratnam, being fed up with such a treatment has tendered his resignation upon finding a lucrative alternative. Shri Kamat is totally perplexed and does not know what to do ?

- 1) Evaluate the motivational techniques of Shri Kumar.
- 2) What changes, if any, should Shri Kumar bring about in his motivational technique ?
- 3) What do you feel should Shri Kumar do in the case of Shri Ratnam ?

2. Write short notes on **(any two)** : **14**
    - a) Salesmanship.
    - b) Concept of E-business and e-markets.
    - c) Market niche strategies.
  3. Write short notes on **(any two)** : **14**
    - a) Specific characteristics of a successful salesman.
    - b) Need for sales organisation.
    - c) Personal Selling and Relationship management.
  4. Write short notes on **(any two)** : **14**
    - a) Ambush marketing.
    - b) Green Marketing.
    - c) Types of sales organisation structure.
  5. Explain sales training to company products and industry trend knowledge. **14**
  6. Define sales forecasting. Explain various methods of forecasting. **14**
  7. What is personal selling and explain various steps included in personal selling in detail. **14**
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**M.B.A. (Part – II) (Semester – III) (New CBCS) Examination, 2017**  
**Group – B : FINANCIAL MANAGEMENT**  
**Paper – XX : Strategic Financial Management (Paper – II)**

Day and Date : Monday, 15-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

1. Following are the summarized Balance Sheet of Paras Ltd. As on 31/12/2010 and 2011.

14

<b>Liabilities</b>	<b>2010</b>	<b>2011</b>	<b>Assets</b>	<b>2010</b>	<b>2011</b>
	<b>Rs.</b>	<b>Rs.</b>		<b>Rs.</b>	<b>Rs.</b>
Share capital	2,00,000	2,50,000	Land and Buildings	2,00,000	1,90,000
General Reserve	50,000	60,000	Machinery	1,50,000	1,68,000
Profit and Loss A/c	30,500	30,600	Stock	1,00,000	74,000
Bank Loan (Long term)	70,000	–	Debtors	78,000	64,000
Creditors	1,40,000	1,30,000	Pre-paid insurance	1,800	1,200
Outstanding Exp.	10,000	5,200	Cash	700	600
Provision of Tax	30,000	35,000	Bills Receivable	–	8,000
			Goodwill	–	5,000
	<b>5,30,500</b>	<b>5,10,800</b>		<b>5,30,500</b>	<b>5,10,800</b>

**Additional information :**

- 1) Dividend of Rs. 20,000 was paid.
- 2) Following assets were purchased from another company stock-10,000 machine-35,000, cost was paid by issue of shares of Rs. 50,000.
- 3) Depreciation written on Machinery Rs. 15,000.
- 4) Loss on sale of Machinery Rs. 600 was charged to general reserve.
- 5) Income tax provided during the year Rs. 32,000.

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



2. Write short note on **(any two)**. **14**
- Types of Leases.
  - Cost of Debt.
  - Concept of Economic Value Added Approach.

3. Attempt **any two**. **14**
- VRS.
  - Hire Purchase Financing.
  - A company has the following capital structure on 31/12/2003.

<b>Particulars</b>	<b>Rs.</b>
Equity shares (20000 shares)	10,00,000
10% preference shares	2,50,000
14% debentures	7,50,000
	<b>20,00,000</b>

The Company's share is currently selling at Rs. 20. Next year's expected dividend is Rs.2 per share, that will grow at 6% forever. The company is in the tax bracket of 50%. You are required to calculate :

- WACC based on the existing capital structure.
  - New WACC if the company raised an additional Rs. 5,00,000 debt by issuing 15% debenture. This will increase the existing dividend by Re.1 but leave growth rate unchanged, and the price of share will fall to Rs.15.
4. Attempt **any two**. **14**
- Vendor Management.
  - Cost of Equity and Preference share capital.
  - ABC Ltd. Wishes to acquire XYZ Ltd. on the basis of an exchange ratio of 0.8. Other relevant financial data is as follows :

<b>Particulars</b>	<b>ABC Ltd.</b>	<b>XYZ Ltd.</b>
Earnings after taxes	Rs. 1,00,000	Rs. 20,000
Equity shares outstanding	50,000	20,000
Earnings per share	Rs.2	Re.1
Market price per share	Rs.20	Rs.8



- 1) Determine the number of shares required to be issued by ABC Ltd. for acquisition of XYZ Ltd.
- 2) What would be the exchange ratio if it is based on the market prices of shares of ABC Ltd. and XYZ Ltd. ?
- 3) What is the current price-earnings ratio of the two companies ?
- 4) Assuming the earning of each firm remains the same, what is the EPS after the acquisition ?
  
- 5. What are legal and procedural aspects of merger ? Explain the different types of mergers with the help of examples from Indian Industry. 14
  
- 6. Define Supply Chain Management. Explain in details financial aspects of Supply Chain Management. 14
  
- 7. The Techno 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% of sale. The income tax rate is 35%.

- 1) Calculate all the three types of Leverages.
- 2) Determine likely level of EBIT if EPS is
  - a) Re.1
  - b) 3 and
  - c) Zero.

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

Day and Date : Monday, 15-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

1. Analyse the case.

14

Gati Ltd. started in 1989 as a cargo management company and has emerged as a leading express cargo company and a pioneer in distribution and supply chain management solutions in India and Asia Pacific regions. Gati had a professional strength of 6400 dedicated employees and a turnover of INR 5679 crores in the year 2006-07. It is well ahead in identifying the segmental logistics needs of Indian markets and providing value-added services to its demanding customers in retail and other sectors. Integration of the latest and best technological innovations in the service and support network comprises the business philosophy of Gati. It has headquarters in Secunderabad, Andhra Pradesh and an office in Singapore. Recently, Gati has also ventured into cold-chain network. In a span of 18 years, Gati has explored various ways of providing premium value to the customers, thereby setting benchmarks in service quality and customer satisfaction with the help of value-added logistics solutions.

Gati Air Express specializes in delivering shipments across major locations on the very next day of the order, even during the business hours. Some of the prime locations get delivery of the order even before the noon sets in. A fleet of dedicated freighters (cargo planes) that fly during the night and a seamless multimodal network that goes down to the last mile to ensure that shipments arrive on time make this task possible. Gati has promised to its customers that freight would be refunded if the assured timelines are not met by the company.



Gati is equipped with over 4000 vehicles on road covering 594 out of 608 districts in India. It also has mechantronic as well as warehousing facilities of 1.5 million sq.ft. across all major cities. This helps them in offering world class single-window solutions to the customers. In 1996, Gati tied up with Indian Airlines to facilities speedier delivery of shipments. This 12-year-old relationship has now been further strengthened with the launch of the co-branded (Air India Gati) air cargo and courier service leading to delivering value services to the customers from the synergies of the two majors in air and surface networks.

Gati was first to run the 'Millennium Parcel Express' train in October 2001 between Mumbai and Kolkata with 10 VPUs (Parcel Van Unit). Unfortunately, in the year 2003, this initiative was discontinued. Now once again Gati has taken the initiative to run the parcel express train between Kalyan (Mumbai) and Guwahiti (Assam). The parcel train is a classic example of Public Private Partnership (PPP).

Gati's advantage of seamless connectivity across air, road, ocean and rail has resulted in a plethora of offerenigs to the customer, which are unmatched in the industry. Besides having a strong network in India, Gati also has a strong market presence in the Asia Pacific region and SAARC countries. Today, Gati has officers in China, Singapore, Japan, Dubai, Hong Kong, Thailand, Nepal and Sri Lanka and have plants to foray into other markets.

Through its nationwide logistics network GATI AIR EXPRESS promises next day before noon delivery to certain locations, particularly the metro cities and national business centres. However, in other locations the services are for next day delivery.

- 1) What are the value additions that Gati offered in its logistics services to customers ?
- 2) How could Gati get a seamless connectivity in its logistics activities ?
- 3) Discuss the role of partnership in enhancing the effectiveness of logistics system.

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

- a) Discuss the relevance of various components of logistics in a lean supply chian.
- b) Warehousing layout.
- c) Importance of warehousing.



3. Short notes on (**any two**). **14**
    - a) Importance of logistics and supply chain in business.
    - b) Critical tasks of logistics and supply chain managers.
    - c) Materials requirement planning as tool to control dependent demand inventory.
  4. Short notes on (**any two**). **14**
    - a) Material handling equipment used in warehouses.
    - b) Supply chain security.
    - c) Principles of supply chain management.
  5. “Logistics is key to success of the supply chain of a business firm”. Explain. **14**
  6. What is e-commerce ? How do the logistics requirements for e-commerce business differ from those of traditional businesses ? **14**
  7. What is third-party logistics ? Comment on that “fourth party logistics is an extension of third-party logistics with value addition.” **14**
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**M.B.A. (Part – II) (Semester – III) (New-CBCS) Examination, 2017**  
**Paper – XX : Group – C : HUMAN RESOURCE MANAGEMENT**  
**Paper – II : Training and Development**

Day and Date : Tuesday, 16-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

1. Analyse the following Case. 14

Rajeev Dixit has been employed for six months in the accounts section of a large manufacturing company. You have been his supervisor for the past three months. Recently you have been asked by the management to find out the contributions of each employee in the Accounts section and monitor carefully whether they are meeting the standards set by you. A few days back you have completed your formal investigation and with the exception of Rajeev, all seem to be meeting the targets set by you. Along with numerous errors. Rajeev's work is characterized by low performance often he does 20 percent less than the other clerks in the department. As you look into Rajeev's performance review sheets again, you begin to wonder whether some sort of remedial training is needed for people like him.

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

- 1) Promotions and transfer.
- 2) Survey feedbacks.
- 3) Out bound training programme.

3. Write short answers (**any 2**) : 14

- 1) Cost benefit analysis.
- 2) Computer based training.
- 3) Assessment of training.



4. Write short answers (**any 2**) : **14**
- 1) Cross Cultural training.
  - 2) Career anchors.
  - 3) Stages of training.
5. Define career. Explain career stages and career development. **14**
6. Explain the need for evaluation. State Kirkpatrick's evaluation model and stages of evaluation. **14**
7. Define Management Development. Elaborate the objectives and techniques to Management Development. **14**
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**M.B.A. (Part – II) (Semester – III) (New-CBCS) Examination, 2017**  
**Gr.F : AGRICULTURE AND CO-OPERATIVE MANAGEMENT (Paper – II)**  
**Paper – XX : Agricultural Marketing**

Day and Date : Tuesday, 16-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

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

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

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

**1. Case Study.**

E-Choupal is a novel initiative of ITC Limited (ITC), an Indian conglomerate, to improve its marketing channel in agriculture. It has its roots in Project Symphony – a pilot project launched in 1999 to organise ITC's agri business. The business model was designed to accommodate farmers, intermediaries in the traditional model and the company through information technology. The main objective of e-Choupal is dissemination and disintermediation of price information. E-Choupal deals with various products – feed ingredients, food grains, edible nuts, processed fruits and marine products. It has extended the basket to horticulture and spices. As of 2007, e-Choupal operates in the Indian states of Madhya Pradesh, Haryana, Uttaranchal, Karnataka, Andhra Pradesh, Uttar Pradesh, Maharashtra, Kerala and Rajasthan. By 2012, ITC has planned to expand the project to 15 states in India reaching 100,000 villages. ITC has launched Choupal Sagar, a multi-purpose retail outlet in the rural areas with plans to open 700 such rural malls by 2012. ITC-IBD has initiated a new store format Choupal Fresh Cash and Carry Stores for retailing fresh fruits and vegetables across major Indian cities. ITC has piloted a project with a three-part combo module to manage the entire value chain. It is harnessing the technology platform for improvement. The biggest test for ITC is the aggressive scaling up of its operations to successfully reach its vision.



- a) Analyze the case. 5
- b) Discuss the structure of the e-Choupal network. 2
- c) Is e-Choupal network beneficial to farmers ? 5
- d) Highlight the future of the e-Choupal in terms of scalability. 2
2. Write short note (**any two**) : 14
- a) Rural marketing and rural consumer.
- b) Directorate of marketing and inspection.
- c) Rural distribution and rural communication.
3. Write short note (**any two**) : 14
- a) AGMARK.
- b) Marketing agencies.
- c) Marketing institutions.
4. Write short note (**any two**) : 14
- a) Marketing pattern of important farm inputs.
- b) Price policy of important farm inputs.
- c) State trading.
5. Explain need and scope of agricultural marketing. Also explain differences in marketing of agricultural goods. 14
6. What is meant by market structure ? Explain its components. Also give classification of market. 14
7. What is marketing function ? Give its classification. Explain packaging and its types. Explain transportation in brief. 14
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**M.B.A. – II (Semester – III) (New – CBCS) Examination, 2017**  
**Group – G : International Business (Paper – II)**  
**INTERNATIONAL TRADE PROCEDURES AND DOCUMENTATION**  
**(Paper – XX)**

Day and Date : Tuesday, 16-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

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

More than measuring up to Indian standards :

Shaw Moisture Meters has a long and illustrious history of exporting to India where its ultra precision instruments have long been prized for their quality. It began exporting to India 30 years ago and the country remains one of its top six worldwide markets.

The firm, whose dew point meters measure in parts per billion, was originally set up to test the moisture content of wool in the Yorkshire textile industry in the immediate post-war years. Since then, Shaw Moisture Meters has specialized in measuring trace moisture in gases and compressed air and its products have found applications in numerous industries. In India the firm sells too many industrial companies including compressed air, electronics manufacture and power generation applications. The company operates in India using a long-standing representative, although managing director Tim Peters has regular contact with both the representative and end customers to maintain all-important relationships. He stresses the importance of keeping those on the ground up to date with as much information and support as possible to retain close ties with customers.



“It’s a growth market and we are seeing increasing levels of business,” he says. “We have a strong presence there and it’s improving. We have a massive plus in India because of our pedigree. “Our history of being an established British manufacturing company stands us in good stead. Our reputation for a quality product and excellent levels of service is complemented by being in business for 60 years”.

As many other exporters have discovered, having close ties with those whom you deal with is all important in India – and very different from doing business in European countries.

Mr. Peters cautions that one of the downsides of doing business in India is the amount of bureaucracy which is often involved.

“Many organizations seem to have taken British bureaucracy and tripled it,” he adds. “We do more Letters of Credit for India than anywhere else and it is the preferred option for most of the nationalized industries. The extra paperwork creates a lot of additional work with the order processing and payments procedures”.

“In India, more than any other country in the world, paperwork is done in triplicate and there are a lot of stages in the purchasing process. But if you get it right, Indian companies are happy to deal with you again”.

2. Write a short note on following (**any two**) : **14**
    - A) FEMA
    - B) INCO Terms
    - C) EDI.
  3. Write a short note on following (**any two**) : **14**
    - A) Export Credit Insurance
    - B) Convertibility of Rupee
    - C) Import of Capital Goods.
  4. Write a short notes on following (**any two**) : **14**
    - A) Foreign Trade Act, 1992
    - B) Export Promotion Council
    - C) Export in India.
  5. State the concept export and import. Explain current trends of Indian Import and Export in global trade. **14**
  6. What are export payment terms ? Explain in detail main features of payment terms. **14**
  7. What is the term EXIM ? Explain the nature and characteristics feature of EXIM documents. **14**
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**M.B.A. (Semester – III) (New-CBCS) Examination, 2017**  
**ERP AND SPD**  
**Paper – XX : Group D – System Management (Paper – II)**

Day and Date : Tuesday, 16-5-2017  
Time : 10.30 p.m. to 1.00 p.m.

Total 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. Read the following case carefully and answers the questions below. 14

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

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

With ABC going global, the need of the hour was a robust IT infrastructure and an efficient information system in place. The company short listed Oracle and SAP, but found that the SAP solutions were exactly in line with its requirements.



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

- a) Analysis the case.
- b) Discuss ABC issues with the old ERP system and how SAP solved those issues.
- c) Discuss various reasons why ABC succeeds in its ERP implementation.

2. Write short notes on **any two** of the following. **14**
    - a) Customer Relationship Management.
    - b) Common ERP myths.
    - c) Entity Relationship Diagrams.
  3. Answer **any two** of the following : **14**
    - a) Describe the general guidelines for structuring data entry fields.
    - b) What is implementation team training and how is it conducted ?
    - c) What is problem definition and list the various fact finding methods ?
  4. Answer **any two** of the following : **14**
    - a) Describe Customer Relationship Management in detail.
    - b) Describe the process of designing interfaces and dialogues.
    - c) Describe in detail Decision Trees.
  5. What is ERP ? What are the various phases of ERP implementation life cycle ? **14**
  6. Describe four traditional techniques for collecting information during analysis. When might one be better than another ? **14**
  7. Discuss the concept of Business Process Engineering. Explain linkage between BPR, IT and ERP. **14**
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**M.B.A. (Part – II) (Semester – III) Examination, 2017**  
**CORPORATE PLANNING AND STRATEGIC MANAGEMENT (Old)**  
**Paper – XVII**

Day and Date : Thursday, 4-5-2017

Total Marks : 70

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

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

1. Case :

14

Mr. Amar is the Chief Executive Officer working with Shiram Group of Business. The Shiram Group of Business setup in the year 2000. This group of business runs different types of businesses like manufacturing of engineering products, food products and hotel business in the various corners of the India.

The top management of Shiram Group of Business decided to set up number of shops with large scale as retail marketing principle in different cities all over India, which implementation of this decision of top management require huge amount of capital investment. The top management require huge amount of capital investment. The top management also fix up the name of their determined large scale shop is Shiram Bazar. The Shiram Group of Business already set up their Shiram Bazar at one hundred places at all over India, the places of Shiram Bazar are located at ten k.m. away from the cities, where approximately 50 employees are working in each Shiram Bazar. The management already started trading transactions of all their Bazars. The daily sale of goods and services of all the Bazars is in between Rs. 20,000/- to 40,000.

The existing sales turnover is very low. The management has started their Shiram Bazars to make profit but due to the low sales turnover it is very difficult to the management to make profit. The other competitors already start up their shops at the central places of these cities and also they are running in success.

- |                                   |   |
|-----------------------------------|---|
| 1) Analyse the above case.        | 5 |
| 2) Identify problem in this case. | 2 |
| 3) Suggest alternative solutions. | 5 |
| 4) Identify best alternative.     | 2 |

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2. Write short notes on (Attempt **any two**) : **14**
- a) Functional structure.
  - b) Approaches to strategic decision making.
  - c) Diversification.
3. Write short notes on (Attempt **any two**) : **14**
- a) Characteristics of a good mission statement.
  - b) SWOT Analysis.
  - c) Merger.
4. Write short answers (Attempt **any two**) : **14**
- a) Explain Inter-relationship between strategy formulation and implementation.
  - b) Define strategic choice. Explain various steps in the process of strategic choice.
  - c) Mention the steps followed in organizational design.
5. Define Strategy. Explain with examples the different levels at which strategy operate. **14**
6. Explain concept of environment and its various components. **14**
7. Define strategic leadership and explain its role in implementation and various leadership styles. **14**
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**MBA (Part – II) (Semester – III) (Old) Examination, 2017  
MANAGEMENT ACCOUNTING (Paper – XVIII)**

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

Total Marks : 70

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

1. A department of X attains sale of Rs. 6,00,000 at 80% of the normal capacity and its expenses are given below :

Particulars	
<b>Administration Expenses :</b>	
Office Salaries	90,000
General expenses	2% of Sales
Depreciation	7,500
Rates & Takes	8,750
<b>Selling Costs :</b>	
Salaries	8% of Sales
Travelling Expenses	2% of Sales
Sales Office	1% of Sales
Other expenses	1% of Sales
<b>Distribution costs :</b>	
Wages	15,000
Rent	1% of Sales
Other Expenses	4% of Sales

Draw up a flexible budget for administration, selling and distribution cost operating at 90% and 100% and 110% of normal capacity.



2. The sales and profit during the two periods are given as follows :

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

**Calculate :**

- 1) P/V Ratio
  - 2) Fixed Cost
  - 3) BEP
  - 4) Sales to earn a profit of Rs. 5,00,000/-
  - 5) Profit when sales are Rs. 40,00,000/-
  - 6) Margin of Safety at a profit of Rs. 4,50,000/-
  - 7) Variable cost in 2005.
3. Attempt (**any 2**).
- 1) Master Budget.
  - 2) Reporting needs at different levels on management.
  - 3) Activity Based Costing.

4. The standard cost card for a product shows :

Material Cost 2 Kg. at Rs. 2.50 each Rs. 5 Per Unit.

Wages 2 hours at Rs. 10 each Rs. 20 per unit.

The actual which have emerged from business operations are as follows :

Production 8,000 units

Material consumed 16,500 kg. at Rs. 2.40 each Rs. 39,600/-

Wages paid 18,000 hours at Rs. 8 each Rs. 1,44,000

**Calculate :**

- 1) Material cost variance.
- 2) Material price variance.
- 3) Material usage variance.
- 4) Labour cost variance.
- 5) Labour rate variance.
- 6) Labour efficiency variance.



- 5. Explain the meaning of Management Control System. Explain the implementation of Management Control System in Service organization and Non-profit organization.
- 6. ABC Co. manufacturing two products, furnishes the following data for the year 2015.

Product	Annual Output (Units)	Total Machine Hours	Total number of purchase order	Total number of set ups
A	5,000	20,000	160	20
B	60,000	1,20,000	384	44

The annual overheads are as under :

Volume related activity cost	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 :

- A) Traditional method of charging overheads.
  - B) Activity Based Costing Method.
- 7. Explain the meaning of Audit. Explain the internal audit and financial audit in detail.

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**M.B.A. – II (Semester – III) Examination, 2017**  
**Paper – XVIII : BUSINESS ETHICS (Old)**

Day and Date : Saturday, 6-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total 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.

Prescription drugs are drugs that can be obtained by a patient only with or under the orders of a physician. The reason for the restriction is that the drugs contain side effects, are not considered safe for casual use, and should be taken under a doctor's supervision. Some such drugs, after many years of safe use with few side effects, are allowed to become over-the-counter drugs and can be purchased and used with a doctor's prescription.

In the United States, until 1985, prescription drugs could not be advertised directly to consumers. That year the U.S. Food and Drug Administration (FDA), which has responsibility for safety regulations governing drugs, passed a ruling that allowed direct market to consumers on the condition that a great deal of warning information was provided about side effects and other dangers. This allowed for advertising the drugs in magazines, for instance, in which the manufacturer could include the necessary information in small print on several pages following the main part of the ad for the product in question. The large amount of information that had to be supplied, or not it was read, precluded any direct TV advertising of drugs. That changed in 1997 when the FDA ruled that TV ads containing just the major dangers of the drug were permissible. The result was a deluge of direct-to-consumer TV ads for prescription drugs. One study showed that for each dollar of direct-to-consumer advertising on TV by the pharmaceutical company during 1999-2000 resulted in a return of \$4.20 for each dollar spent. In 2005, the pharmaceutical spent \$1.19 billion on TV ads.

The United States and New Zealand are the only two developed nations that allow direct-to-consumer advertising of pharmaceutical drugs. Why are nations and people divided on the appropriateness of direct-to-consumer pharmaceutical drug



advertising ? The drug industry claims that such advertising benefits consumers in a variety of ways. It educates them about a variety of illnesses and informs them of possible drugs to treat them. It thus encourages people to contact their doctors if they have the symptoms described, and facilitates an open conversation between them. Informed patients are better able to pursue their health care options than uninformed ones. Seeing the ads on TV increases their trust in them when they are prescribed by their doctors, and simple name recognition makes the drugs more acceptable. In the end, it is the doctors who are the gatekeepers and must prescribe or withhold prescriptions. Hence, the good achieved outweighs any bad that might result.

Opponents, however, reply with reasons and concerns of their own. It is because drugs have potentially serious side effects that they require a doctor's prescription. As such it should be upto the doctor to decide on and prescribe what he or she deems appropriate and best for each individual patient. Broadcast advertising creates false impressions about effectiveness and downplays possible adverse effects. Such advertising leads to self-diagnosis. Patients pressure their doctors for the drugs advertised, whether they are the best for their treatment or the most cost effective. Often a variety of drugs are available for a given condition-such as for high blood pressure. Doctors can choose from among the large variety available. The newer ones are the ones advertised and are usually among the more expensive. They are not necessarily more effective than older and less expensive ones. Yet, since they are acceptable, doctors often yield to the patient's pressure or choice, even though it is not a well-informed choice. TV ads do not claim the advertised drugs to be the best or that they are a certain percent more effective than older drugs, nor do they compare the cost of the advertised drug with available generic drugs of the same class. Even though a patient's health insurance may pay for the more expensive drug when a less expensive one would do as well, the cost of prescription drug insurance goes up for all. The cost of the ads, moreover, drives the cost of drugs even higher. The claimed educational value of the ads, is not the real reason for the industry's spending all it does on ads. The real reason is the increase in purchases of the new drugs. Yet, if they were as good as advertised, they would be adopted and prescribed by doctors without the direct-to-consumer ads and the industry could spend its money on truly educational TV ads. The calculation made by the critics yields more harm than benefit from such ads and hence many hold them not only inappropriate but unethical. Based on this reaction, a large number of bills have been introduced into the U.S. House and Senate and into state legislatures curtailing the direct-to-consumer pharmaceutical drug ads on TV. Some have passed on the state level.



- 1) Analysis of the case.
  - 2) Identification of the problem.
  - 3) Suggest alternative solution.
  - 4) Select best solution. 14
2. Short notes on **(any two)** : 14
- a) Business values.
  - b) Need for business ethics.
  - c) Relationship of values, norms, beliefs and standard.
3. Short notes on **(any two)** : 14
- a) What is an ethical dilemma ? When does it arise in an organization ?
  - b) Corporate culture.
  - c) Factor affecting business ethics.
4. Short notes on **(any two)** : 14
- a) Managing by values.
  - b) Corporate social performance.
  - c) Ethics and information technology.
5. Explain in detail ethics in finance and accounting. 14
6. What is environment pollution ? Explain in detail different types of pollution. 14
7. What is social responsibility ? Explain in detail social responsibilities of business organization. 14
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**M.B.A. (Part – II) (Semester – III) Examination, 2017**  
**Paper – XIX – Group – A : MARKETING MANAGEMENT (Old)**  
**Product and Brand Management (Paper – I)**

Day and Date : Monday, 8-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

1. Analyse the Case.

14

The Apple product life cycles indicates just how big the iPhone and the iPad will be over the next few years. It took the iPod five years to break the thirty million units per annum mark. The iPhone got there in four and the iPad will make it in year two of launch. As for the Sony Walkman it never made it, it took over ten years to top out, the iPod topped out within eight years of launch. Apple product Life Cycles are moving faster and higher sooner than ever before.

iPod sales may have peaked in 2008 at just under 55 million units and may fall to around 45 million units this year but the iPhone is set to sell just under 70 million units and the iPad is chasing fast behind. It all adds up to an exciting phase of growth for Apple over the next four years with revenues set to rise over \$ 100 billion in 2011.

Students of corporate strategy and business theory are familiar with the concept of the Product Life Cycle. Generally the life cycle is perceived to have four specific stages, introduction, growth, maturity and decline generally plotted with volumes a function of time.



In the introduction phase, costs are high, sales volumes are slow, there may be little or no competition and customers have to be stimulated to action. Profits are limited and the product is cash extensive as marketing costs are substantial. Key customers tend to be innovators and early adopters.

In the growth phase, unit costs are reduced as volumes increase, advertising is amortised over greater volume, market awareness increases beyond the early adopters, to the “early majority”, competition increases with more competitors entering the market and price levels may begin to fall. Profits increase but the product remains cash extensive as greater investment in marketing or working capital is required.

In the maturity stage, costs are lowered further as volumes have increased, the market becomes more competitive and alternative products begin to date the initial product offering. The product remains profitable and begins to generate cash. The innovators, early adopters and early majority are joined by the “late majority”.

In the saturation and decline phase, sales volumes decline, profits margins are maintained and the product becomes remains cash generative. The laggards and luddites still do not enter the market.

Either way for Apple, four years of strong growth are evident from products already in the lineup, both the iPhone and the iPad are set to hit the one hundred million units per annum mark in 2012 and 2014. Despite the march of the Androids, the Apple growth story will continue.

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





2. Write short note (**Any two**) : **14**
    - a) Product Hierarchy.
    - b) Product planning.
    - c) Multiple branding.
  
  3. Write short note (**Any two**) : **14**
    - a) Product classification.
    - b) Significance of branding to consumers and firms.
    - c) Conjoint analysis.
  
  4. Write short note (**Any two**) : **14**
    - a) Holistic methods.
    - b) Brand Hierarchy.
    - c) Packaging and labelling.
  
  5. What is a new product ? Explain the new product development process. **14**
  
  6. Explain the strategic brand management process. **14**
  
  7. What is meaning of brand extension ? Explain its types and need. **14**
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**M.B.A. (Part – II) (Semester – III) (Old) Examination, 2017**  
**Group – B : Financial Management (Paper – I)**  
**Paper – XIX : INDIAN FINANCIAL SYSTEM**

Day and Date : Tuesday, 9-5-2017  
 Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

**1. Case study :**

Mr. Sham is conservative investor he likes to invest only in Fixed deposits, Post office and PPF and also he has less knowledge regarding investment in share market and mutual funds. But he heard from his friend that Mutual Funds offer good returns and they are also considered as one of the better option before directly investing in share market. So Mr. Sham wants to know all things about mutual funds investment and he is consulting you as Financial Planner or investment advisor.

You as Investment advisor explain to Mr. Sham.

- 1) Concept of Mutual Fund.
- 2) Mutual Fund Structure and Constituent.
- 3) Types of Mutual Funds Schemes.
- 4) Concept of SIP and One time Investment.
- 5) 5 advantages of investing in mutual funds.

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

- 1) Core banking.
- 2) Underwriters.
- 3) Types of orders on stock exchange.

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

- 1) BSE.
- 2) Types of Life Insurance Policy.
- 3) Concept of SIP, STP, SWP and NAV.



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

- 1) NPA.
- 2) Innovations in E-Banking.
- 3) Functions of IRDA.

5. State and explain components of the formal Financial System.

6. What is money market ? Explain the various instruments traded on money market.

7. Explain in detail Rolling and Settlement cycle in India.

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**M.B.A. – II (Semester – III) (Old) Examination, 2017**  
**Group – E : PRODUCTION AND MATERIALS MANAGEMENT (Paper – I)**  
**Purchasing and Inventory Management (Paper – XIX)**

Day and Date : Tuesday, 9-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

- Instructions:** 1) Question number is **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

Trans India Freight Services Pvt. Ltd., is an Indian arm of Allcargo Global Logistics and has designed on 40 foot equivalent unit high-cube containers for transportation of cars. These containers will be moved primarily on rails. Currently around 98 per cent of cars' transport operations are carried on by roadways and the remaining is by railways. The road sector for car transport is highly fragmented. When carrying automobiles on road the speed of the carrier is 20-40 km/hr and they do not travel at night. For example, Delhi to Mumbai takes six to nine days, which results in holding up of an inventory. The high-multiple handling results into 10 per cent of the cars getting damaged during transportation. With the new logistical packaging for car transportation on rail there will be significant reduction in-transit times and in-transit damages to the cars. In the beginning the cost of transportation will be comparable to road transportation. However, with full-fledged operation, the cost will go down by 5 per cent and with double stacking the cost reduction will be 20 per cent. In the new packaging system, the cars are placed on to 'trans-rak', which is a simple, fixed-frame system. It is fitted into 20 ft., 40 ft., 45 ft., 53 ft. and pallet wide ISO containers ensuring safe, simple and secure transportation of vehicles in containers. It ensures total security in shipping cars directly from the factory to arrive in perfect condition inside and out at destination. The trans-rak are free from theft, dirt and weathering; no knocks, dents or scratches; no road, rail, roro or quayside handling, simple to operate for

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containerizing the cars with no special skills. Trans-rak adjusts for all car shapes and are lifted and lowered with a hand-held drill. This was not the first attempt to carry automobiles by rail. Indian Railways has tried it earlier. A few passenger trains were converted into car carriers. However, the venture was financially unviable because carriers did not get returned load. The success of this packaged transportation depends on the rail infrastructure with dedicated freight corridors.

- 1) Explain the term 'Logical packaging' with regard to automobile industry.
  - 2) What is the novel pancaking solution offered by Trans India and why ?
  - 3) How is 'trans-rak' enhancing the performance of auto logistical system ?
2. Short notes on **(any two)** : **14**
- a) Qualitative factors favouring outsourcing decision.
  - b) What is master production scheduling ? What are its objectives ?
  - c) Cost reduction techniques.
3. Short notes on **(any two)** : **14**
- a) Zero inventory concepts.
  - b) Distinguish between routine follow-up and field expediting.
  - c) Legal aspects of purchasing.
4. Short notes on **(any two)** : **14**
- a) Manufacturing Resource Planning (MRP-II).
  - b) Quantitative and qualitative methods of forecasting.
  - c) Describe in brief agencies responsible for standardization.
5. What is stores layout ? Explain in detail about stores equipments and preservation of materials. **14**
6. What is vendor rating ? How the performance of supplier is evaluated ? **14**
7. What is "Bills of Materials" ? What is its relevance in materials planning ? **14**
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**M.B.A. (Part – II) (Semester – III) Examination, 2017**  
**Group – C : Human Resource Management (Paper – I)**  
**Paper – XIX : STRATEGIC HUMAN RESOURCE MANAGEMENT (Old)**

Day and Date : Friday, 12-5-2017

Total Marks : 70

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

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

**1. Case study :**

**14**

Given the current labor market, the costs of recruiting and hiring are becoming more apparent than over to organizations. After going through the difficulty of attracting and hiring talented people, business do not want to lose them to competitions. Difficulty is staffing has created an emphasis on retaining human resouces.

APA Technologies, a Cleveland-based business, has taken steps to reduce turnover. Specifically, they have made self-fulfillment-the process of helping each person reach their full potential a central value in the organization. According to CEO Mr. Garry Churchill, the company knows its self-fulfillment mission as important as salary and benefits in motivating talented employees. He attributes a doubling in revenues over the past 8 years and a turnover rate below the industry average to the self-fulfillment program. Here is a summary of Applied Industrial's self-fulfillment strategy.

- The company commits to 40 hours of training each year a significant amount.
- APA conducts regular leadership and personality testing. The test results art used to identify areas for personal improvement and to measure growth.
- The company offers reading lists of management books.
- Employees are reimbursed for education expenses.

**Questions :**

- 1) What according to you is the problem in the case ? **4**
- 2) What other actions could APA Technologies take to improve this program ? **5**
- 3) Is self-fulfillment program a retention tool or Recruitment Tool ? Justify. **5**



2. Write short notes on **(any two)** : **14**
    - 1) Organizational Design.
    - 2) Individual Pay System.
    - 3) Strategic Dimension of Performance Appraisal.
  
  3. Write short notes on **(any two)** : **14**
    - 1) Role of strategic Human Resource Management.
    - 2) Selection Instruments.
    - 3) Balance Score Card.
  
  4. Write short notes on **(any two)** : **14**
    - 1) ESOPs.
    - 2) Job Design.
    - 3) Strategic Issues in Training and Development.
  
  5. Define Human Resource Planning. Explain the techniques used for forecasting the Manpower. **14**
  
  6. Define Strategic Human Resource Management. What are the challenges to HRM ? Also explain the Barriers to SHRM. **14**
  
  7. Brief out the changing Environment of Human Resource Management with the help of Internal and External Factors affecting HRM. **14**
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**M.B.A. (Part – II) (Semester – III) (Old) Examination, 2017  
(Gr. F) Agriculture and Co-operative Management (Paper – I)  
Paper – XIX : FUNDAMENTALS OF AGRICULTURE AND  
CO-OPERATIVE MANAGEMENT**

Day and Date : Friday, 12-5-2017

Total Marks : 70

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

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

**1. Case Study :**

**The farmers :**

The Mango Farmers' Association and The Union of Farmer Groups in Java, Indonesia, worked with a mango exporter to supply mangoes to international markets. The majority of mango farmers in the Association were large farmers and some of them also worked as fruit traders. In contrast, the Union of Farmer Groups gathered small-scale farmers, some of whom were also informal village leaders. The exporter was still a new player in the mango business but already had lots of experience in importing fruits.

**The market :**

Mangoes were exported through distributors to Middle Eastern countries.

**The linkages :**

Before the intervention, the farmers had not been selling mangoes directly to an exporter. However, some of the larger farmers had been exporting mangoes through large traders in their village. The formation of mango supply chains direct to the exporter was mediated by the local governments who also acted as controllers of these relationships. The exporter hired a local manager to assist farmers to meet the export requirements, administer prices for various mango qualities and also reject products of too low quality.



**The results :**

After only one mango season, the supply chains collapsed and the exporter decided not to continue the relationships. Only a few mangoes had been supplied to the exporter and some mangoes had been returned by the exporter due to their low quality. The following factors contributed to this failure.

- Exclusion of local traders : The farmers' decision to sell mangoes to the exporter was conditioned by comparing benefits of this new type of supply chain and the traditional one.

The new supply chains, however, attempted to exclude the traders and this increased the level of resistance. The traders have had significant roles in sustaining the traditional supply chains through the provision of financial assistance to farmers, coordination of suppliers and buyers, accumulating produce and transportation to the central locations, taking market risks and adding value to product through grading process. They had set up flexible systems to maintain their capacity to respond to market disruptions by managing inventory and picking the fruits directly from farmers using their own transportation, and accepting various quality of mangoes. Hence, the traders' strategies made the supply chains more resilient compared to the new mango supply chains. The latter applied practices which were different to those practices particularly in financing, distributing and product requirements.

- The supply chain was set-up with unrealistic supply and sales targets for the farmers which was based on false and insufficient information on supply and market. The exporter and the mango group leaders assumed that the farmers could meet the supply target. They expected many farmers would be interested in being involved in the supply chains. In fact, only a small percentage of mango farmers supplied to the exporter. Also, the exporter and the group leaders failed to consider the resistance of other players (traders).
- Some farmer groups tried to supply the exporter with lower quality of mangoes. The farmer group leaders took a benefit for themselves by acting as traders for their own group and modified a quality rule to meet the target of mango supply particularly at peak mango season.

Linkages failed with both the Farmer Association and the Union of Farmer Groups. However, the latter could learn better from the failure. They were still working in a group to market their mango after the chain collapsed. The group leaders acted as traders for the groups.



- a) Analyze the case. 5
  - b) Identify the problem. 2
  - c) Discuss alternative solutions. 5
  - d) Best solution. 2
2. Write short notes on **(Any two)** : 14
- a) Improvement in landless labour.
  - b) Self help group.
  - c) Types of chemical fertilizers.
3. Write short notes on **(Any two)** : 14
- a) Regional Rural Banks.
  - b) National Seed Corporation.
  - c) Marketing Co-operatives.
4. Write short notes on **(Any two)** : 14
- a) Fundamentals of agriculture.
  - b) Plant protection measures.
  - c) Soil erosion.
5. Discuss need, role and development of irrigation system. 14
6. Explain classification of land, cultivated area and cropping pattern. 14
7. Define agricultural labour. Highlight the characteristics. 14
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**M.B.A. (Semester – III) (Old) Examination, 2017  
MANAGEMENT INFORMATION SYSTEM (Paper – XIX)  
Group D : Systems Management (Paper – I)**

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

Total 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 Website 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/MarketPalce, 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. Ofcourse, 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 : **14**
    - 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 importance of Knowledge Management.
    - b) Explain the Strategic role of information system.
    - c) Discuss tools for interaction with MIS.
  
  4. Answer **any two** of the following : **14**
    - a) Explain logical and physical view of data.
    - b) Explain the factors of Success of information system implementation.
    - c) Discuss the uses of management information systems.
  
  5. Explain in detail the Production Management Information System along with associated sub-systems and the input elements, analysis and reports expected from it. **14**
  
  6. Explain in detail the role of DSS, GDSS and ESS in enhancing management decision making. **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, 2017**  
**Group – A : Marketing Management (Paper – II)**  
**Paper – XX : SALES AND STRATEGIC MARKETING (Old)**

Day and Date : Saturday, 13-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

1. **Case.**

14

Maruti Udyog Ltd. was initially set up as a joint venture between Suzuki Motor Corporation of Japan and government of India. It brought out its car on Indian roads in 1983. Today MUL is the leader in the Indian passenger car industry.

Offering fuel efficient and trouble free cars, they also set up distribution and service network all over India. Starting with 80 cc Model for small car segment, MUL introduced different models to suit different segments. Omni offers space benefit; Gypsy is the ideal terrain vehicle. Zen as a technological advanced compact car, Esteem as a luxury and Baleno as a super luxury cars.

But the scenario completely changed since 1991, with delicensing and liberalization, a number of global car Giants are entering India. They include GM, Ford, Daewoo/Hyundai, Honda and the list seems to be never ending. Alas ! Now even imports of second hand cars are also much easier and cheaper. As a counter strategy MUL reduced the prices of certain models, provided Auto-finance, reduced the delivery time, improved service network and also developed export market. But MUL still face more challenges like competitors from compact car manufactures like Hyundai's Santro, Daewoo's Maitz and Telco's Indica. The new entrants adopt aggressive pricing strategy. Then came the MUL employees strike. Thus problems seems to be increasing.

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

P.T.O.



2. Write short notes on **(any two)** : **14**  
a) Market Niche strategies  
b) Sales Meeting  
c) Sales Budget.
3. Write short notes on **(any two)** : **14**  
a) Sales Manager’s Functions and Responsibilities.  
b) Sales training.  
c) Personal selling.
4. Write short notes on **(any two)** : **14**  
a) Importance of sales forecasting.  
b) Offensive strategy.  
c) Explain porter’s generic strategies.
5. Define sales organization. Explain the different structures of organization. **14**
6. Define the term sales management. Explain role of sales management in marketing. **14**
7. Explain recent trends in marketing by considering virtual marketing and ambush marketing. **14**
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**M.B.A. (Part – II) (Semester – III) (Old) Examination, 2017**  
**Group – B : Financial Management (Paper – II)**  
**Paper – XX : STRATEGIC FINANCIAL MANAGEMENT**

Day and Date : Monday, 15-5-2017

Total Marks : 70

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

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

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

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

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

1. The Balance Sheet of M/s Tanishka Ltd. As on 31<sup>st</sup> December 2003 and 2004 are as under :

14

<b>Liabilities</b>	<b>2003</b>	<b>2004</b>	<b>Assets</b>	<b>2003</b>	<b>2004</b>
	<b>Rs.</b>	<b>Rs.</b>		<b>Rs.</b>	<b>Rs.</b>
Share capital	2,50,000	3,50,000	Land & Building	40,000	60,000
General Reserve	25,000	35,000	Plant and Machinery	2,50,000	4,00,000
Profit & Loss A/c	50,000	80,000	Investment	40,000	45,000
Creditors	76,500	95,000	Stock	50,000	37,500
Bills Payable	20,000	25,000	Debtors	75,000	80,000
Outstanding Expenses	3,500	2,500	Cash	10,000	10,000
Provision for Tax	40,000	45,000			
	<b>4,65,000</b>	<b>6,32,500</b>		<b>4,65,000</b>	<b>6,32,500</b>

**Additional Information :**

- 1) Depreciation charged on Plant and Machinery during 2004 amounted to Rs. 25,000.
- 2) Tax paid during the year Rs. 38,000.





3) A Machinery costing Rs. 2,500 was sold for Rs. 4,000 during 2004.

4) Investment costing Rs. 10,000 were sold for Rs. 5,000.

5) Dividend paid during the year Rs. 12,500.

Prepare Funds flow Statement.

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

a) Modigliani-Miller approach.

b) Lease Financing V/s Hire Purchase Financing.

c) EBIT-EPS Analysis.

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

a) Vendor Management.

b) Cost of Equity and Preference Share Capital.

c) Operating Leverage and Financial Leverage.

4. Attempt **any two** : **14**

a) Market Value Added Approach.

b) 9-S Model of SFM.

c) Consider the following information for Ram Enterprises.

EBIT            1,120 (Rs. In Lakhs)

PBT            320

Fixed cost    700

**Calculate :**

1) Degree of Operating Leverage.

2) Degree of Financial Leverage.

3) Degree of Combined Leverage.

4) Calculate percentage change in earnings per share if sales increased by 5%.



5. Prime Co. Ltd., wishes to take over Anand Co. Ltd. The financial details of the two companies are as under : 14

Particulars	Prime Co. Ltd.	Anand Co. Ltd
	Rs.	Rs.
Equity Share (Rs. 10 per share)	1,00,000	50,000
Share Premium account	–	2,000
Profit and Loss account	38,000	4,000
Preference Shares	20,000	-
10 % debentures	15,000	5,000
	<b>1,73,000</b>	<b>61,000</b>
Fixed Assets	1,22,000	35,000
Current Assets	51,000	26,000
	<b>1,73,000</b>	<b>61,000</b>
Maintainable annual profit after tax for equity shareholders	24,000	15,000
Market Price per Equity share	24	27
P.E.Ratio	10	9

- a) What offer do you think Prime Co. Ltd. could make to Anand Co. Ltd. in terms of exchange ratio based on ?
- i) net asset value
  - ii) earnings per share
  - iii) market value of share.
- b) Which method would you prefer from Prime Co. point of view ?

6. What is Corporate structuring ? Explain the legal and procedural aspects of merger. 14

7. Define Supply Chain Management. Explain in details financial aspects of Supply Chain Management. 14
-



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

Day and Date : Monday, 15-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

1. Analyse the case.

14

Gati Ltd. started in 1989 as a cargo management company and has emerged as a leading express cargo company and a pioneer in distribution and supply chain management solutions in India and Asia Pacific regions. Gati had a professional strength of 6400 dedicated employees and a turnover of INR 5679 crores in the year 2006-07. It is well ahead in identifying the segmental logistics needs of Indian markets and providing value-added services to its demanding customers in retail and other sectors. Integration of the latest and best technological innovations in the service and support network comprises the business philosophy of Gati. It has headquarters in Secunderabad, Andhra Pradesh and an office in Singapore. Recently, Gati has also ventured into cold-chain network. In a span of 18 years, Gati has explored various ways of providing premium value to the customers, thereby setting benchmarks in service quality and customer satisfaction with the help of value-added logistics solutions.

Gati Air Express specializes in delivering shipments across major locations on the very next day of the order, even during the business hours. Some of the prime locations get delivery of the order even before the noon sets in. A fleet of dedicated freighters (cargo planes) that fly during the night and a seamless multimodal network that goes down to the last mile to ensure that shipments arrive on time make this task possible. Gati has promised to its customers that freight would be refunded if the assured timelines are not met by the company.



Gati is equipped with over 4000 vehicles on road covering 594 out of 608 districts in India. It also has mechantronic as well as warehousing facilities of 1.5 million sq.ft. across all major cities. This helps them in offering world class single-window solutions to the customers. In 1996, Gati tied up with Indian Airlines to facilities speedier delivery of shipments. This 12-year-old relationship has now been further strengthened with the launch of the co-branded (Air India Gati) air cargo and courier service leading to delivering value services to the customers from the synergies of the two majors in air and surface networks.

Gati was first to run the 'Millennium Parcel Express' train in October 2001 between Mumbai and Kolkata with 10 VPUs (Parcel Van Unit). Unfortunately, in the year 2003, this initiative was discontinued. Now once again Gati has taken the initiative to run the parcel express train between Kalyan (Mumbai) and Guwahiti (Assam). The parcel train is a classic example of Public Private Partnership (PPP).

Gati's advantage of seamless connectivity across air, road, ocean and rail has resulted in a plethora of offerenigs to the customer, which are unmatched in the industry. Besides having a strong network in India, Gati also has a strong market presence in the Asia Pacific region and SAARC countries. Today, Gati has officers in China, Singapore, Japan, Dubai, Hong Kong, Thailand, Nepal and Sri Lanka and have plants to foray into other markets.

Through its nationwide logistics network GATI AIR EXPRESS promises next day before noon delivery to certain locations, particularly the metro cities and national business centres. However, in other locations the services are for next day delivery.

- 1) What are the value additions that Gati offered in its logistics services to customers ?
- 2) How could Gati get a seamless connectivity in its logistics activities ?
- 3) Discuss the role of partnership in enhancing the effectiveness of logistics system.

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

- a) Discuss the relevance of various components of logistics in a lean supply chian.
- b) Warehousing layout.
- c) Importance of warehousing.



3. Short notes on (**any two**). **14**
    - a) Importance of logistics and supply chain in business.
    - b) Critical tasks of logistics and supply chain managers.
    - c) Materials requirement planning as tool to control dependent demand inventory.
  
  4. Short notes on (**any two**). **14**
    - a) Material handling equipment used in warehouses.
    - b) Supply chain security.
    - c) Principles of supply chain management.
  
  5. “Logistics is key to success of the supply chain of a business firm”. Explain. **14**
  
  6. What is e-commerce ? How do the logistics requirements for e-commerce business differ from those of traditional businesses ? **14**
  
  7. What is third-party logistics ? Comment on that “fourth party logistics is an extension of third-party logistics with value addition.” **14**
-



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**M.B.A. (Part – II) (Semester – III) (Old) Examination, 2017**  
**Paper – XX : Group – C : Human Resource Management**  
**Paper – II : TRAINING AND DEVELOPMENT**

Day and Date : Tuesday, 16-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

**1. Case Study :**

**14**

Union Pacific Railroad is the largest railroad in North America, operating in the western two-thirds of the United States. The railroad serves 23 states, linking every major West Coast and Gulf Coast port and provides service to the East through its four major gateways in Chicago, Memphis, St. Louis and New Orleans. Additionally, Union Pacific operates key North/South corridors, connects with the Canadian and Mexican rail systems and is the only railroad to serve all six gateways to Mexico. The railroad transports a large number of products, including chemical, coal, food and food products, forest products, grain and grain products, metals and minerals and automobiles and parts. Union Pacific has been ranked first among railroads in Fortune magazine's published list of "America's Most Admired Companies". In an attempt to improve its 70 percent rate of timeliness and accuracy of shipping to customers, Union Pacific plans to install computers and satellites on the railroad engines, which would give conductors a better ability to communicate and locate railcars that need to be delivered.

- a) Analyze the case. **5**
- b) Identify the problem. **2**
- c) Alternative solutions. **5**
- d) Best solution. **2**

P.T.O.



2. Write short notes on **(any two)** : **14**
- a) Goal setting and planning in organizational development.
  - b) Electronic Performance Support System (EPSS).
  - c) Training need analysis for CCT.
3. Write short notes on **(any two)** : **14**
- a) Developing and delivering CCT.
  - b) Essential ingredients of Management development.
  - c) Out Bound Training (OBT).
4. Write short notes on **(any two)** : **14**
- a) Techniques of Management development.
  - b) Assessment of training needs.
  - c) Competency based training.
5. Define training. Explain in detail stages of training and various methods of training. **14**
6. Explain in detail need of evaluation of training programmes and also explain Hamblin model and Peter Bramely's stages with suitable examples. **14**
7. Enumerate various career stages with suitable examples and distinguish between individual and organizational development. **14**
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**M.B.A. (Part – II) (Semester – III) (Old) Examination, 2017**  
**Paper – XX Gr.F : AGRICULTURE AND CO-OPERATIVE MANAGEMENT**  
**(Paper – II)**  
**Agricultural Marketing**

Day and Date : Tuesday, 16-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

**1. Case Study.**

In 2008, Sanlu, a Chinese dairy farm was accused of producing melamine contaminated milk. After drinking this milk formulation, nearly 53,000 infants across the country were affected with 13,000 infants immediately hospitalized. Negligence of the company, lack of proper food safety measures and cut-throat competition within the industry were some of the factors which led to such a scandal. The company was badly affected as a result. Sanlu was driven into a huge financial crisis and ultimately became bankrupt. To save the company, the Chinese government invited other companies to acquire Sanlu. Finally, Sanyuan Food Co. agreed to acquire it. The Chinese government launched a thorough in-depth investigation to find out the actual cause behind the scandal. Stringent quality check measures were adopted by the government. Investigators were instructed to check each and every batch of milk produced in the dairy farms.





These measures finally helped the government to ensure that contamination free milk was produced after 14 September 2008. Although the Chinese government was able to stop the further spread of the contamination, the future of Sanlu remained doubtful. Critics were sceptical about Sanlu's ability to regain its lost status and goodwill in the industry.

- a) Analyse the case. 5
  - b) Identify the problem. 2
  - c) Discuss alternatives measure. 5
  - d) Best solution. 2
2. Write short note (**any two**) : 14
- a) Marketing institutions.
  - b) Rural distribution and rural communication.
  - c) Contract marketing.
3. Write short note (**any two**) : 14
- a) Marketing pattern of important farm inputs.
  - b) Price policy of important farm inputs.
  - c) Electricity and farm machinery.
4. Write short note (**any two**) : 14
- a) State trading.
  - b) Market information.
  - c) Rural consumer.
5. What is marketing function ? Give its classification. Explain packaging and its types. 14
6. What is meant by market ? What are various components of market ? Give the classification of market. 14
7. Explain agricultural marketing. Explain need differences in marketing of agricultural and manufactured goods. 14
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**MBA – II (Semester – III) Examination, 2017**  
**Group – G : International Business (Paper – II) (Old)**  
**INTERNATIONAL TRADE PROCEDURES AND DOCUMENTATION**  
**(Paper – XX)**

Day and Date : Tuesday, 16-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

**Disney : Marketing Services Efficiently**

Walt Disney Company (Disney) is an entertainment conglomerate operating in different business sectors such as media networks, parks and resorts, studio entertainment and consumer products, across the world. Disney is present in a large number of countries in Europe, Asia and Latin America apart from America. Disney was the result of one man's ability to dream big. With barely US \$40 in his pocket, Walter Elias Disney (Walter) dreamt of making great Hollywood movies one day. In 1923, he started Disney Company. He also began production operations for films along with his brother. In 1928, Walter created the lovable 'Mickey Mouse' character for a silent cartoon film called 'Plane Crazy'. And there was no looking back after that. The company went on to create and market in various forms several other much-loved characters that proved extremely popular with children and adults alike. Walter's greatest dream was to provide fun for children and their families. This dream came true in 1955, when Disneyland was launched as a large theme park in California. Disney used the characters created by it and their images to encourage people to have fun in the park. Before his death in 1966, Walter purchased 28,000 acres of land in Florida to build another theme park. Walt Disney World opened on October 1, 1971. It was one of the world's largest theme parks and included hotels, golf courses, and shopping villages apart from a magic kingdom theme park like Disneyland.

P.T.O.



Disney became one of the big names in the entertainment industry. It was well known as an entertainment avenue to millions of families across the world. It has parks in California, Florida, Japan, and Europe. Both Walt Disney World and Universal Studios, the main entertainment divisions of Disney, introduced new attractions regularly to sustain people's interest. Disney's operations expanded to marketing of movies, books, toys, clothes and theme parks. Disney also tried to increase its brand popularity through various road shows and marathons. Radio Disney helped in establishing the Disney brand in the countries of Latin America, Europe and the 'Asia pacific regions. Disney's other businesses comprised media networks, which include the Disney channel, Buena Vista television, ABC television and radio networks, and the ESPN sports channel. Over the years, Disney's divisions slowly started expanding their operations to places outside the U.S. Disney brought coordination among all its divisions and used the relationship between them to the optimum extent possible for its market expansion. Every division of the company worked in co-operation with other divisions for marketing the entire Disney brand.

Disney also entered the consumer product business by integrating consumer products with its cartoon characters. Visitors to the Disney parks could choose from a wide variety of products such as clothes, toys, furniture, cookware, etc. They usually bought something as a tangible memory or to gift to their friends. Disney catered to the tastes of people living in different parts of the world through its products in various stores in collaboration with retailers all over the world. As per Disney's annual report 2001, the revenue through consumer products during the year amounted to \$ 2.6 billion. Disney sold its consumer products online through [Disneystore.com](http://Disneystore.com). too.

The company also had plan of licensing the Walt Disney name, Disney's characters and other visual and literary products to manufacturers, retailers, publishers and show promoters throughout the world. To keep the company growing, Disney developed new ? Arks, radio and television channels and produced films that had a wide audience. Disney channel was launched in Brazil and Radio Disney in Argentina with the combined efforts of Walt Disney International and Disney's media networks. In fact, Disney was successful in bringing a smile to the face of many across the world. It was a source of fulfilled entertainment in the stress-filled world of millions, thus fulfilling the dream of its



founder. Currently it entertains millions of people living in different parts of the world through its parks, products and an excellent customer service. Further, Disney's employees were specially trained to be courteous and cheerful and this helped in the company's business growth. In order to expand its business further, Disney began to concentrate on highly populated countries like China.

According to Michael Eisner, "Disney aims to build the biggest entertainment base in the world while simultaneously creating the world's greatest entertainment products". Comment.

2. Write a short note on following (**any two**) : **14**
    - A) Export Credit Insurance.
    - B) Convertibility of Rupee.
    - C) Import of Capital Goods.
  
  3. Write a short note on following (**any two**) : **14**
    - A) Foreign Trade Act, 1992.
    - B) Export Promotion Council.
    - C) Export in India.
  
  4. Write a short note on following (**any two**) : **14**
    - A) Income Tax Benefits.
    - B) INCO Terms
    - C) SEZ.
  
  5. What is letter of credit ? Explain in detail process and types of letter of credit. **14**
  
  6. What are export payment terms ? Explain in detail main features of payment terms. **14**
  
  7. What is ECGC ? Explain various covers issued by ECGC. **14**
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**M.B.A. (Semester – III) (Old) Examination, 2017**  
**Paper – XX-Group D : SYSTEM MANAGEMENT (Paper – II)**  
**ERP and SPD**

Day and Date : Tuesday, 16-5-2017

Total Marks : 70

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

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

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

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

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

14

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

ABC had already deployed ERP systems from Avalon, but was plagued with a number of challenges. The company was unable to draw a future road map 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.

P.T.O.



With ABC going global, the need of the hour was a robust IT infrastructure and an efficient information system in place. The company short listed Oracle and SAP, but found that the SAP solutions were exactly in line with its requirements. The introduction of an integrated solution across the organization has brought many benefits for ABC. A single unified data platform and standardized business processes have eliminated data entry redundancy and saved valuable data in real-time, which enables them to execute their tasks more efficiently. While enhancing overall efficiency across the organization, the centralized system ensures that information across the business is available to management, not just as raw data, but also as detailed reports. Reports can be quickly produced and without logistical headaches. Moreover, access to accurate information enables the company to evaluate options and make well informed decisions, on a timely basis. The most striking benefit has been complete visibility leading to better planning and improved coordination across the organization. The company enjoys full visibility into stock across all its sites.

- a) Analyse the case.
  - b) Discuss ABC issues with the old ERP system and how SAP solved those issues.
  - c) Discuss various reasons why ABC succeeds in its ERP implementation.
2. Write short notes on **any two** of the following : **14**
- a) Customer Relationship Management.
  - b) Common ERP myths.
  - c) Entity Relationship Diagrams.
3. Answer **any two** of the following : **14**
- a) Describe the general guidelines for structuring data entry fields.
  - b) What is implementation team training and how is it conducted ?
  - c) What is problem definition and list the various fact finding methods ?



4. Answer **any two** of the following : **14**
- a) How does IT closely relate to BPR ? Describe.
  - b) Describe the process of designing interfaces and dialogues.
  - c) Describe in detail Decision Trees.
5. What is ERP ? What are the various phases of ERP implementation life cycle ? **14**
6. Describe in detail the various facts finding methods. **14**
7. Discuss the concept of Business Process Engineering ? Explain linkage between BPR, IT and ERP. **14**
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**M.B.A. (Semester – IV) Examination, 2017**  
**ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT**  
**(New CBCS) (Paper– XXVI)**

Day and Date : Wednesday, 17-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

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

14

In April 2001, Ramoji Group's Film City, hosted its first English production, 'Quicksand', produced by Ramoji Rao and directed by Sam Firstenberg. Thus, Ramoji Film City brought international (Hollywood) attention to Hyderabad. Ramoji Rao incorporated the Ramoji Group in 1962, with Margadarsi Chit Fund Ltd. By 2001, the Rs. 15 billion Ramoji Group became one of the biggest business houses in India to expand into the media (print and broadcast), entertainment, foods, films and other industries. The group had interests in newspapers and magazines, hotels, films and television, investment companies, condiments and confectioneries, a 1000-acre film city, apparels and handicrafts.

Over the years, the Ramoji Group under the entrepreneurship of Ramoji Rao, seemed to have set standards in the print, television and the film industry. Analysts felt that Ramoji Rao's excellent business acumen, sharp insight and an eye for spotting out opportunities, made him a successful entrepreneur. Ramoji Rao, started his career in the early 1960s in Delhi with an advertisement agency – Ad Crafts. In 1962, he opened the first branch of Margadarsi – a chit fund company in Hyderabad. Realizing the advertising needs of Margadarsi, Ramoji Rao established an ad agency – Kiron Ads – named after his eldest son.

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Kiron Ads was the first accredited ad agency in Hyderabad. After a few years, the second branch of Margadarsi was opened in Visakhapatnam. This was followed by the setting up of Dolphin Hotel in Visakhapatnam. The Hyderabad edition was launched in 1975, followed by the Vijayawada edition in 1976. In the early 1980s, Ramoji Group entered the foods business with Priya Pickles. The Priya brand was later extended to culinary pastes and powders. The Group then made a foray into films with Ushakiron Movies.

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

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

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



**Questions :**

- a) Discuss and analyse characteristics of entrepreneur in relation with case.
  - b) What according to you are the critical factors contributing to success of Ramoji Rao ?
2. Write short notes on **any two** of the following : **14**
- a) 'Theory of Profit by Knight'
  - b) Venture Capital Funding
  - c) Entrepreneurial Traits
3. Answer **any two** of the following : **14**
- a) Write a note on 'Social Entrepreneurship'.
  - b) Discuss the role of State Government in promoting Entrepreneurship.
  - c) Discuss the changing role of an entrepreneur.
4. Write short notes on **any two** of the following : **14**
- a) Women Entrepreneurship.
  - b) Entrepreneurial Failure.
  - c) Role of EDII.
5. Explain the concept of entrepreneurship and need of entrepreneurship development for national growth. **14**
6. Explain entrepreneurship development cycle. **14**
7. Explain business planning process and the elements of business plan in detail. **14**
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**M.B.A. (Part – II) (Semester – IV) (New-CBCS) Examination, 2017  
EXCELLENCE IN MANAGEMENT (Paper – XXVII)**

Day and Date : Thursday, 18-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

**1. Case study :**

**14**

When Frank Coleman first began his job as president of Hi-Tech Aerostructures, most managers and employees felt a surge of hope and excitement.

Over the past several years, Hi-Tech had just been stumbling along. Coleman came to the company from a smaller business, but one with excellent credentials as a leader in advanced aircraft technology. He had a vision for transforming Hi-Tech into a world-class manufacturing facility. In addition to implementing cutting-edge technology, the vision included transforming the sleepy, paternalistic culture to a more dynamic, adaptive one and empowering employees to take a more active, responsible role in the organization.

After years of just doing the same old thing day after day, vice president David Deacon was delighted with the new president and thrilled when Coleman asked him to head up the transformation project. Deacon and his colleagues spent hours talking with Coleman, listening to him weave his ideas about the kind of company Hi-Tech could become. He assured the team that the transformation was his highest priority and inspired them with stories about the significant impact they were going to have on the company as well as the entire aircraft industry.

Together, the group crafted a vision statement that was distributed to all employees and posted all over the building. At lunch time, the company cafeteria was abuzz with talk about the new vision. And when the young, nattily dressed president himself appeared in the cafeteria, as he did once every few weeks, it was almost as if a rock star had walked in.

At the team's first meeting with Coleman, Deacon presented several different ideas and concepts they had come up with, explaining the advantages of each for ripping Hi-Tech out of the past and slamming it jubilantly into the twenty-first century. Nothing,

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however seemed to live up to Coleman's ambitions for the project—he thought all the suggestions were either too conventional or too confusing. After three hours the team left Coleman's office and went back to the drawing board. Everyone was even more fired up after Coleman's closing remarks about the potential to remake the industry and may be even change the world.

Early the next day, Coleman called Deacon to his office and laid out his own broad ideas for how the project should proceed. "Not bad," thought Deacon, as he took the notes and drawings back to the team. "We can take this broad concept and really put some plans for action into place." The team's work over the next few months was for the most part lively and encouraging. Whenever Coleman would attend the meetings, he would suggest changes in many of their specific plans and goals, but miraculously, the transformation plan began to take shape. The team sent out a final draft to colleagues and outside consultants and the feedback was almost entirely positive.

The plan was delivered to Coleman on a Wednesday morning. When Deacon had still not heard anything by Friday afternoon, he began to worry. He knew Coleman had been busy with a major customer, but the president had indicated his intention to review the plan immediately. Finally, at 6 p.m., Coleman called Deacon to his office. "I'm afraid we just can't run with this," he said, tossing the team's months of hard work on the desk. "It's just. . . well, just not right for this company."

Deacon was stunned. And so was the rest of the team when he reported Coleman's reaction. In addition, word was beginning to get out around the company that all was not smooth with the transformation project. The cafeteria conversations were now more likely to be gripes that nothing was being done to help the company improve. Coleman assured the team, however, that his commitment was still strong; they just needed to take a different approach. Deacon asked that Coleman attend as many meetings as he could to help keep the team on the right track. Nearly a year later, the team waited in anticipation for Coleman's response to the revised proposal.

Coleman called Deacon at home on Friday night. "Let's meet on this project first thing Monday morning," he began. "I think we need to make a few adjustments. Looks like we're more or less headed in the right direction, though" Deacon felt like crying as he hung up the phone. All that time and work. He knew what he could expect on Monday morning. Coleman would layout his vision and ask the team to start over.

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

14

- a) Creating excellence
- b) Charismatic leadership
- c) 5s.



3. Write short notes (**Any two**) : **14**
    - a) Emotional intelligence.
    - b) Total productive maintenance.
    - c) Advantages and disadvantages of e-commerce.
  
  4. Write short notes (**Any two**) : **14**
    - a) Business process reengineering.
    - b) Quality standards.
    - c) Role of individual leaders in creating excellence.
  
  5. What is CSR ? Explain Government policy towards CSR. **14**
  
  6. Define e-commerce. Discuss the categories of e-commerce and the development and growth of e-commerce. **14**
  
  7. What is excellence ? What are the necessary skills to achieve excellence ? **14**
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**M.B.A. (Part – II) (Semester – IV) (New CBCS) Examination, 2017**  
**Gr. A : MARKETING MANAGEMENT**  
**Paper – III : Integrated Marketing Communication and Consumer Behaviour**

Day and Date : Friday, 19-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

1. Case study :

14

It was midsummer in 2014 in India when the country's leading e-tailer Flipkart made the hottest and most awaited announcement of Indian e-commerce industry. The acquisition of Myntra, its rival and leading e-tailer in the fashion and lifestyle segment, a vertical in which Flipkart was lagging behind its competitors. On this occasion, Sachin Bansal (Sachin) and Binny Bansal (Binny) co-founders of Flipkart, said "We believe that the future of fashion in India is e-commerce. Myntra has a strong team with excellent domain knowledge. They also have the best relationships with lifestyle brands.

This partnership both our positions in the fashion space. We will continue to work as independent entities and grow together as leaders in the Indian fashion and lifestyle industry". Arvind Singhal, Chairman of Technopak Advisors Pvt. Ltd. said, "The Flipkart and Myntra merger will create the first Indian e-tailing powerhouse and provide a big fillip to India's still nascent but very promising e-commerce industry."

However not all experts were of the same view, Mahesh Murthy, co-founder of Seed fund said, "while this (deal between Flipkart and Myntra) may be good for investors, it might not so good for the entrepreneurs and staff of these companies" Swati Bhagava, cofounder of Cahskro.com, said "Consolidation of top two out of five players is probably not great from a customer perspective. It reduces competition and perhaps incentive for continual improvement.

The online retail space formed about 0.55% of the overall Indian retail industry (about Rs. 25.3 billion) and included organized and unorganized retail. The online retail industry constituted just about 7.9% of the organized retail industry in

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India. Indian e-tail industry players mostly followed an inventory based model or a non inventory based model also known as the market place model. In August, 2014, the players which followed the inventory based model were abong.com, Myntra.com, firstcry.com, Zovi.com (all were online retailers) and players that followed in the Non inventory based model were Flipkart.com, Snapdeal.com, ebay.in and Amazon.in (all were marketplaces). Industry experts felt the Flipkart and Myntra deal could start a phase of consolidation in the Indian Online retail space which was worth about Rs. 139 billion (about US\$ 2.32 billion) in 2012-13.

**Questions :**

- 1) Analyze the case
  - 2) Why according to Mr. Sachin Bansal and Binny Bansal, the future of retail in India is e.commerce ?
2. Write short notes on (**any two**) : **14**
- a) Personal Selling
  - b) AIDA Model
  - c) Engle Colleait-Black Well Model of Consumer decision making.
3. Write short notes on (**any two**) : **14**
- a) Event Management
  - b) Trade fairs and exhibitions
  - c) Media Jargons.
4. Answer in short (**any two**) : **14**
- a) Define sales promotion. Explain consumer oriented sales promotion.
  - b) Define consumerism. Explain buyer's and seller's right in consumerism.
  - c) Explain the role of suppliers in Integrated Marketing Communication. What are the types of support media of communication.
5. Define the concept of Integrated Marketing Communication and the process of Integrated Marketing Communication in detail. **14**
6. What is consumer behaviour ? Explain influence of family and reference groups in consumer decision making. **14**
7. What is advertising ? Explain classification of advertising and explain advantages and disadvantages of advertising. **14**
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**M.B.A. (Part – II) (Semester – IV) (New CBCS) Examination, 2017  
FINANCIAL MANAGEMENT (Group : B) (Paper – III)  
Project Planning and Working Capital Management**

Day and Date : Saturday, 20-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

1. Case study :

14

Dream Well Co. Ltd. has an investment proposal that requires an investment outlay of Rs. 2,50,000/-. The following information is available :

**Year 1 :**

Possible Events	CFAT (Rs.)	Probability
A	1,00,000	0.2
B	1,25,000	0.4
C	1,80,000	0.4

**Year 2 :** CFAT possibilities depends on the happening in a year 1 CFAT.

Event	Rs. 1,00,000		Rs. 1,25,000		Rs. 1,80,000	
	CFAT (Rs.)	Prob.	CFAT (Rs.)	Prob.	CFAT (Rs.)	Prob.
A	45,000	0.2	1,40,000	0.2	1,90,000	0.3
B	1,20,000	0.3	1,80,000	0.6	2,10,000	0.3
C	1,80,000	0.5	1,90,000	0.2	2,60,000	0.4

You are required to advise the company regarding the financial feasibility of the project using decision tree approach. Company's cost of capital is 10%.

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

- 1) Motives for holding cash.
- 2) Technical analysis of project.
- 3) SICOM.

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

- 1) Sources of working capital financing.
- 2) Benefits and cost of holding inventories.
- 3) EXIM Bank.

4. The sales forecast for January to May 2010 and actual sales for November and December 2009 for Prime Ltd. are given as under : **14**

<b>Sales</b>	<b>(Rs.)</b>
Actual – November 2009 –	80,000/-
Actual – December 2009 –	70,000/-
Forecast – January 2010 –	80,000/-
February 2010 –	1,00,000/-
March 2010 –	80,000/-
April 2010 –	1,00,000/-
May 2010 –	90,000/-

20% of sales is on cash and rest is on credit, payment of which is realized in following the month of sale. The following other information are also available :

- Amount of purchase is budgeted at 60% of the sales turnover of a month and suppliers allows 2 months credit.
- A variable expenses is 5% of turnover-time lag of payment half month.
- Commission on total sales @ 5% payable in the month following sales.
- Rent and other expenses amount to Rs. 3,000/- paid every month.



- Payment for purchase fixed assets Rs. 50,000 in March 2015.
- Payment for taxes in April 2015 Rs. 20,000/-
- There will be opening cash balance of Rs. 25,000/-
- You are required to prepare a cash budget for 4 months starting from January 2015.

5. Explain in detail various discounted and non discounted techniques of capital budgeting. 14

6. Analysis of one rupee of sale : 14

Material-50%, Labour-25%, Overhead-10% and Profit-15%

Level of activity 26,00,000 units

**It is estimated that :**

- Raw material will be in stock at an average period of 4 weeks
- Materials are lying in process for an average period of 3 weeks
- Finished goods waiting in warehouse for an average period of 5 weeks
- 25% of sales are on cash basis and period of credit allowed to customers is 8 weeks
- Period of credit allowed by supplier-5 weeks
- Lag in payment of wages - 2 weeks
- Lag in payment of overheads - 1 week
- Cash balance is to be maintained Rs - 20,000/-
- Allow 10% contingencies and estimate the working capital required for next year.

7. Define Industrial sickness. Explain the causes of industrial sickness and measures for revival of sick units. 14

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**M.B.A. (Part – II) (Semester – IV) Examination, 2017  
(New CBCS)**

**Group – E : PRODUCTION AND MATERIALS MANAGEMENT (Paper – III)  
Industrial Engineering**

Day and Date : Saturday, 20-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

**1. Case Study.**

**14**

A company was manufacturing heaters in different models with different capacity. A group of 10 workers were engaged in assembling heaters. At one workstation they are assembling parts with the help of tools and then heaters being transferred to another workstation for further process. After completion, inspector used to check for quality and working. Heater used to get packed in different containers.

The assembly line was properly balanced by industrial engineers who had used time and motion study to break jobs in subassembly task. The time required for each subassembly had also been balanced so that the task performed by the each worker was supposed to take exactly the same amount of time. The workers were paid on an hourly basis.

The inspector observed that morale amongst workers was low and there were a percentage of badly assembled heaters. Rejects caused by the worker rather than faulty materials were about 22%. After discussing the issue with management it was decided to have meeting with the workers. The workers were asked whether they would like to build heaters individually. Workers agreed with an option of going back to the old program if the new one did not work well. After several days of training each worker began to assemble entire heater.

The workers were motivated and supported by inspector. Productivity increased remarkably. Rejects caused by workers reduced to only 5% from 22%. Workers have responded positively and their morale was high and the workers did all the routine inspection by themselves. Inspector was posted on another post at other location.

Analyze the case, identify problem, suggest alternatives and identify best solution.

**P.T.O.**



- 2. Short notes (**Any two**) : **14**
    - a) Objectives of the work study
    - b) Flow Chart Process
    - c) Need for method study
  
  - 3. Short notes (**Any two**) : **14**
    - a) Difference between normal time and standard time.
    - b) Man machine chart.
    - c) SIMO chart
  
  - 4. Short notes (**Any two**) : **14**
    - a) Types of allowances
    - b) Multiple activity chart
    - c) Performance rating
  
  - 5. What is productivity ? Differentiate between production and productivity. Discuss various factors affecting Productivity. **14**
  
  - 6. Define Business Process Re-engineering. Explain the process of Business Process Engineering in detail. **14**
  
  - 7. What is ergonomics ? Explain various factors considered in Ergonomics. **14**
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**M.B.A. (Part – II) (Semester – IV) (New – CBCS) Examination, 2017**  
**Group – C : HUMAN RESOURCE MANAGEMENT**  
**Paper – III : Industrial Relations and Labour Regulations**

Day and Date : Monday, 22-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

1. Analyse the following case :

14

Prakash Chand has been working as Production Assistant since 2001 in Bharat Zinc Limited, Visakhapatnam. Mr. Gangadhar at 4 pm on 15<sup>th</sup> June 2007 gave a pocket containing semi processed zinc to Mr. Prakash and asked him to deliver it before 5 pm on the same day to Mr. Surjeet, the Laboratory Supervisor of Bharat Heavy Plates and Vessels. Mr. Prakash rushed to Bharat Heavy Plates and Vessels on a two wheeler and delivered the pocket personally to Mr. Surjeet at 4.45 pm on 15<sup>th</sup> June 2007 and recorded the transaction in the register concerned of both the parties and left the office of Mr. Surjeet.

Mr. Prakash's vehicle foiled on the way and as such he was repairing the vehicle. At the same time there was storm and heavy rain from 5.30 pm to 7.30 pm. Mr. Prakash parked his vehicle one side of the road and rushed to a nearby old house, which housed a liquor shop. The house completely collapsed at around 7 pm. It was found at around 9 pm that all the people including Mr. Prakash died. The family members of Mr. Prakash approached Mr. Gangadhar at 11 am on 16<sup>th</sup> June and informed him of the event. Then Gangadhar repented of the entire incident and has written a letter to the Human Resource Manager narrating the total incident that took place from 4 pm of 15<sup>th</sup> June to 11 am of 16<sup>th</sup> June including the repair of Prakash's vehicle. Mr. Gangadhar in his letter requested the HR Manager to pay compensation to the wife of Mr. Prakash as Mr. Prakash died while performing his duty. The HR Manager, informed Mr. Gangadhar and the wife of Mr. Prakash that the company need not and will not pay compensation as the accident took place outside the working hours of the factory and outside the work place i.e., factory. Mr. Gangadhar and the wife of Mr. Prakash appealed to the CEO to look into the matter and do justice.



2. Write short notes (**any 2**) : **14**
    - 1) Provident Fund Act 1952.
    - 2) Objectives of ILO.
    - 3) Workers Participation.
  
  3. Write short notes (**any 2**) : **14**
    - 1) Payment of Wage Act.
    - 2) Human Relation Approach.
    - 3) Social Security.
  
  4. Write short notes (**any 2**) : **14**
    - 1) Factories Act 1948.
    - 2) Importance of Industrial relation.
    - 3) Maternity Benefit Act.
  
  5. State the various causes to Industrial Dispute and the ways to settlement of disputes. **14**
  
  6. Explain whether Grievance can be settled. State disciplinary Procedure. **14**
  
  7. State collective bargaining. Explain types of collective bargaining. **14**
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**M.B.A. (Part – II) (Semester – IV) (New CBCS) Examination, 2017**  
**Gr.F. : Agriculture and Co-operative Management (Paper – III)**  
**AGRICULTURAL PRODUCTION MANAGEMENT**

Day and Date : Monday, 22-5-2017

Total Marks : 70

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

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

**1. Case Study.**

**The farmers**

Forty-seven farmer households growing certified organic asparagus in Srakaew Province are part of a special group of poor smallholders cultivating land belonging to the Royal family. Once farmers on this special site are deemed financially better off than when they joined the group, they are asked to leave the site to join other groups of farmers under contract with Swift. This enables other poor households to enter the group and benefit from its advantages.

**The market**

Swift Co. Ltd. is the sole outlet for the organic asparagus of the farmer group. Swift supplies fresh, frozen and precut fruits, vegetables and herbs to export customers in the United Kingdom, Japan and the Middle-east. The customers are very demanding; they require produce that is certified as organic according to their country's standards. Swift takes responsibility for the certification and thus pays for several certifications on behalf of the farmers' group.



### The linkages

The farmers are given 2 rai (1 rai = 0.16 ha) of land each free of any lease. The land is located on Royal property given out to Swift to implement contract farming of organic asparagus. Swift signed an initial exclusive supply contract with the farmer group in 2002. The company trains these farmers on organic production methods and buys their whole harvest at a fixed price. This price is fixed for the duration of the contract of three years. A second contract was signed in 2005.

- |   |    |
|---|----|
| a) Analyze the case.  | 5  |
| b) Explain Training and support services.   | 2  |
| c) Discuss the result.  | 5  |
| d) Highlight Lessons and distinct features.   | 2  |
| 2. Write short note ( <b>any two</b> ) :  | 14 |
| a) Mechanism and automation.  |    |
| b) Explain proprietorship in detail.  |    |
| c) Management and technology change.  |    |
| 3. Write short note ( <b>any two</b> ) :  | 14 |
| a) Production function.   |    |
| b) Farm records.  |    |
| c) Size-productivity debate.  |    |
| 4. Write short note ( <b>any two</b> ) :  | 14 |
| a) Peasants.  |    |
| b) Product-product decision.  |    |
| c) Factor-products decision.  |    |
| 5. What is the difference between Capital farming and Co-operative farming ?<br>Explain agricultural production management in detail. | 14 |
| 6. What are special features of agricultural and industrial production ? What is farm business management ?                           | 14 |
| 7. Explain agricultural production and productivity trends. What are causes of low productivity ?                                     | 14 |
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**M.B.A. (Semester – IV) (New – CBCS) Examination, 2017**  
**RELATIONAL DATABASE MANAGEMENT SYSTEM**  
**Group D System Management (Paper – III)**

Day and Date : Monday, 22-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

**1. Case Study :**

A database is to be designed for a college to monitor students' progress throughout their course of study. The students are reading for a degree (such as B.A., B.A. (Hons.), M.Sc., etc.). The college provides a number of module, each being characterized by its code, title, credit value, module leader, teaching staff and the department they come from. A module is coordinated by a module leader who shares teaching duties with one or more lecturers. A lecturer may teach (and be a module leader for) more than one module. Students are free to choose any module they wish but the following rules must be observed : some modules require pre-requisites modules and some degree program have compulsory modules. The database is also to contain some information about students including their numbers, names, addresses, degrees they read for and their past performance (i.e. modules taken and examination results).

**Questions :**

- a) Identify the various entities in the database. **4**
- b) Describe the attributes of identified entities. **10**
- 2. Answer any two of the following : **14****
- a) Write note on Primary Key.
- b) Differentiate between Hierarchical and Relational Database Models.
- c) Write a note on Database Functions.



3. Write short notes on **any two** of the following : **14**
    - a) DML SQL commands
    - b) Normalization
    - c) Relational database.
  
  4. Answer in brief on **any two** of the following : **14**
    - a) Explain the data types in RDBMS.
    - b) Discuss the various types of SQL commands.
    - c) Write short note on 'INSERT INTO' SQL statement.
  
  5. Explain normalization and 1NF, 2NF and 3NF normalization stages. **14**
  
  6. Explain in detail the different Modeling Techniques of Database Management System. **14**
  
  7. Discuss in detail the basic structure of SQL along with data types of and operators. **14**
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**M.B.A. – II (Semester – IV) Examination, 2017**  
**Group – G : INTERNATIONAL BUSINESS**  
**International Marketing (Paper – III)**  
**(New CBCS)**

Day and Date : Monday, 22-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

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

**Bermuda Import and Export.**

Bermuda Import and Export (BIE) is a family-owned import business, started in 1949. Graham Fowle, grandson of the original owner and current company president, gradually expanded company lines, starting with the addition of produce and alcohol. Bermuda Import and Export now has 25 employees and carries produce, seafood, groceries, alcohol, dry and frozen goods and some dairy and meat. The majority of goods are perishable items. Bermuda is a small market of 21 square miles; the company sells to all available outlets, including restaurants, hotels, resorts, clubs, grocery and convenience stores. There are no consumer retail sales. In Bermuda, everything is imported – and nothing comes into the island without some type of import fee/cost. BIE brings in two containers of produce (not including seafood and alcohol) weekly. The containers usually arrive on Sunday night and Monday morning and produce must be pre-cleared through H.M. Customs – Bermuda (Customs) in time for delivery to restaurants, shops and hotels early on Monday morning. This required a deposit to be paid in advance on all pre-cleared items of  $1\frac{1}{2}$  times their normal duty rate.

P.T.O.



The old system of managing tracking and invoicing of shipments through Customs was time and labor-intensive. It involved a complicated spreadsheet, with manual entry of the details of each individual item. These details included (but were not limited to) vessel information, voyage number, bill of lading, container information, date of arrival, Customs Procedural Codes, tariff numbers, country of origin, purchase order number, wharfage charges (assessed against cargo, vessel's stores, fuel and supplies for passage on, over, under or through any wharf) and vessel details. The process took at least four hours ("if the person knew what he was doing," adds David, wryly), and was fraught with potential errors. For example, a misplaced decimal point could potentially incur thousands of dollars in extra duty costs prior to being recalculated. Because items had various duty percentages (ranging from five to  $22\frac{1}{4}$  percentage), calculations were often rounded up or averaged. If the work was not completed on time, it would delay delivery of containers and cause possible damage to goods. Finally, getting the Customs deposit (averaging \$750) returned could take up to a month – after all the double-checking of calculations and adjustments for manual entry errors.

David Potts considered his options, including one island-based company offering a software solution. However, the cost was more than \$20,000 and it would not integrate easily with the firm's existing applications. Having already used Blue Link's accounting software, and very happy with the quotation from Blue Link – David asked the company to devise a custom-built solution. In the midst of Blue Link gathering the necessary information to build the custom application, the Bermuda Customs changed their declaration process. New processes were instituted, including an 'unusual commodities' tariff code used to determine the percentage of duty owing. However, Blue Link made additional changes to the program, pulling in all the additional information to deal with the many intricacies of dealing with the Customs' paperwork. This included the ability to add detailed information, define individual specifications and create a Customs Declaration form from the purchase order.



Because Blue Link set up the entire process at BIE, all items are treated equally and reporting is streamlined. David is happy: “Everything is fine, it works just wonderfully”. He explains how the software saves time: “We just check the purchase order against the invoice, make sure there are no discrepancies, verify the bill of lading, and the system crates the Customs Declaration form, the accounting voucher and the cheque amount. It’s a three to five minute process, and saves a lot of time”. Staff hours, and subsequent employee costs are also reduced: “We had one person doing this process for the whole company and he retired last year – and we’ve not had to replace him. We’ve been able to split up the work with no extra workload.” Processing the Customs declaration forms is now streamlined, as David explains: “We import two containers of produce weekly, and checking the line items and different categories is now all set up and the man doing that job just breezes through it. Previously, he would spend about three or four hours; now it takes him 30 minutes – and that’s if he’s slow and takes a coffee break!” The ability to select items by date and group them together also eases the declaration process. Other benefits of the Blue Link application include better reports, analysis and tracking. For example, instead of the need to go back to inventory and check all items (tariff codes, country of origin, weight and size), the products are now calculated by cost, which is more accurate. “Just because it’s more expensive doesn’t mean it cost us a lot more to bring it in,” explains David. “This system is accurate to the penny. Better costing of the product means more efficiency, so we can make more profit. That makes us happy!” When asked about the reactions of the Customs department, David simply states: “The sheer fact that Customs haven’t complained ... is very good. Says it all!” He adds, “There was bit of initial tweaking, but it’s all fine now, and there are no complaints at all. We’re ahead of the curve.

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

14

- A) Communications across countries-complexities and issues
- B) International promotion tools and planning.
- C) International Brand management.



3. Write a short note on following (**any two**) : **14**
- A) Challenges and opportunities in International Marketing.
  - B) International marketing management process.
  - C) Screening and selection of markets.
4. Write a short note on following (**any two**) : **14**
- A) Emerging trends in international marketing.
  - B) Ecological concerns and international marketing ethics.
  - C) International Marketing Information System.
5. What is International Marketing ? Explain in brief the Influence of physical, economic socio-cultural, political and legal environments on international marketing operations. **14**
6. What is International pricing process ? What are the factors affecting international price determination and policies ? **14**
7. How to do international product planning ? Explain in brief the major product decisions like features and quality, Product design, labeling, packaging, branding and product support services. **14**
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**M.B.A. (Part – II) (Semester – IV) (New – CBCS) Examination, 2017**  
**RETAIL AND RURAL MARKETING**  
**Paper – IV : Group – A : Marketing Management**

Day and Date : Tuesday, 23-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

**1. Case study**

Ram has undertaken a research study to make a presentation to a rural marketing and promotion company to secure employment. He is impressed by the growth in rural retailing and thought that it can be an interesting field for investigation and discussion, since organized rural retailing is at its emerging stage; he assumed that there is a need to study the perceptions and expectations of farmers related to organized rural retail outlets to evolve improvement strategies.

**Reasons for entry**

An analysis of published literature revealed that the companies entering this arena are lured by two factors, i.e. the vast untapped potential of the rural market and the slowly increasing purchasing power of the rural population. Lured by the hidden potential DSCCL has started utility shopping centers called “Hariyal Kissan Bazars”, Godrej Agrovet has initiated “Godrej Adhar” and Tata chemicals has started “Tata Kisan Sansar” one stop shopping malls for farmers that offer a wide range of products, from agri inputs and lifestyle product items.

**Objectives and methodology of the study**

The study aims at exploring the awareness and preferences of farmers regarding rural retail outlets and analysis of farmer’s satisfaction with respect to various services provided by them.

Three companies have rural retail outlets in Punjab DCM i.e. Shriram Consolidated Ltd., Godrej Agrovet and Tata Chemical were chosen by Ram. Two retail outlets of each company were selected at random; two villages were selected in the



close vicinity of each selected outlet. By employing a questionnaire, data was obtained from the sample of 60 buyers and 60 non-buyers. Data was analyzed to see whether there was significant difference between the response of buyers and non buyers using the t-test.

### Findings

It was found that there is no significant difference in the views between buyers and non buyers.

Awareness – All the farmers, even the non buyers were aware about the existence of organized rural retail outlets. advertisements, exhibitions and kisan melas, farmers meetings, field trials/demonstrations and fellow farmers constituted main source of information. Newspapers and company websites are help to some farmers.

Retail preferences – However only 39 % of them visited these outlets. The farmers who purchased from organized retail outlets gave the following reasons for their purchase : availability of better quality, technical services, veterinary services and home delivery. Others preferred to buy from other stores due to reasons like: credit facility, lower prices and easy availability.

Products/services purchased – Many visit the retail outlet for agri-inputs and technical knowledge. Around 20 – 15 % of them purchase FMCG.

Satisfaction – It was found that the gap between the expectations and perceptions was the highest for credit facility and the minimum for technical knowledge. There is less gap for parameters such as field trials/demonstrations, water testing, soil testing, farmers meetings, veterinary services and technical knowledge.

### Questions :

- |  |           |
|--|-----------|
| a) Analyse the case.   | <b>4</b>  |
| b) Based on the findings what in your view are the areas that need improvement ? | <b>5</b>  |
| c) How do you change preferences of buyers and increase customer satisfaction ?  | <b>5</b>  |
| <b>2. Short notes (any two) :</b>  | <b>14</b> |
| a) Key drivers of retailing in India   |           |
| b) Retailing image mix   |           |
| c) 4As of rural marketing mix.   |           |





3. Short notes (**any two**) : **14**
    - a) Floor space management
    - b) Rural marketing mix
    - c) Segmentation of rural markets.
  
  4. Short notes (**any two**) : **14**
    - a) Store layout
    - b) Functions of retaining
    - c) New product development for rural market.
  
  5. What are retail formats ? Discuss in detail the different retail formats. **14**
  
  6. What is rural marketing ? What are the characteristics of rural market and briefly discuss challenges and opportunities in rural marketing ? **14**
  
  7. What is retail merchandising ? Explain the nature and process of merchandising. **14**
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**M.B.A. (Part – II) (Semester – IV) (New-CBCS) Examination, 2017**  
**Group B : FINANCIAL MANAGEMENT (Paper – IV)**  
**Investment Management**

Day and Date : Wednesday, 24-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

1. Case study :

14

State of Economy	Probability	Return on Stock A(%)	Return on Stock B (%)	Return on Portfolio (%)
1	0.20	15	5	5
2	0.20	-5	15	5
3	0.20	5	25	15
4	0.20	35	5	20
5	0.20	25	35	30

Calculate expected return, standard deviation and variance for Stock A, Stock B and of Portfolio. Also comment on your answer explaining the importance of portfolio management in risk management.

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

14

- 1) Markowitz model
- 2) Efficient market hypothesis
- 3) Beta = 0.85

Rate of return on market portfolio 15%

Risk free interest 7%

Calculate Expected Rate of Return as per CAPM. Also calculate expected return when Beta changes to 1.15 and 0.75.



3. Attempt (**any 2**) : **14**
- 1) A Rs. 100/- par value bond bearing a coupon rate of 12% will mature after five years. What is the value of the bond, if the discount rate is 15% ?
  - 2) Features of bonds
  - 3) Security market line.
4. Explain the concept of fundamental analysis and technical analysis in detail. **14**
5. Explain the steps involved in portfolio management. **14**
6. Explain the meaning of risk. Also explain the systematic and unsystematic risk. **14**
7. Mr. A is engineering graduate joined MNC immediately after completing his degree with good package. He is also interested to save and invest money. However he unaware about various steps involved in financial planning and rewards of financial planning. As a financial advisor explain him the various steps in Financial Planning and rewards of financial planning. **14**
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**M.B.A. (Part – II) (Semester – IV) (New-CBCS) Examination, 2017**  
**Group – E : PRODUCTION AND MATERIALS MANAGEMENT**  
**(Paper – IV)**  
**Quality Management**

Day and Date : Wednesday, 24-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

**1. Case Study.**

**14**

Wilson Engineering Limited (WEL) was the manufacture and seller of generators. The company offered a wide range of products and developed a vertically integrated supply chain for components. With a Mission of becoming a global leader and a provider of state of the art generators at the most competitive price, WEL followed an aggressive acquisition plan to expand its technology base and product range. To comply with its mission the strength of its staff increased from 36 in 1990 to over 10,000.

The same year the company started receiving complaints about defects in the generators supplied to its customers in The UK. WEL was able to address the issue promptly and offered solutions which were appreciated by its customers. However the incident had an adverse effect on its reputation which affected the inflow of orders adversely. The industry considered this issue negatively and many were apprehensive about WEL's capability to provide reliable products.

Just as the issue seemed to be under control a year later reports of cracks in generator parts supplied by WEL appeared in Industry Journals. It was reported that the cracking was because of extreme gusts in the region. There were reports about lower availability, its incompatibility with the electricity grid and regular breakdowns due to cold weather in projects managed by Natural Energy Ltd. one of the largest customers of WEL. Natural Energy Ltd. had purchased 200 generators from WEL and had called for an emergency meeting with WEL officials. WEL accepted the defects and vowed to analyze the problem and give a solution within 2 months.

P.T.O.



2 months later the VP-Quality Management of WEL announced that the company had come up with a plan to overcome the issue occurring at Natural Energy Ltd. He declared that WEL would undertake up a retrofit program to solve the cracking problem in the generators. The company announced that the retrofit required structural strengthening of all the parts and would complete the task within 6 months and for this purpose the company had made provision of an amount of \$100 million. After the announcement WEL's stock crashed by 20%.

Answer the following questions given below :

**Questions :**

- |  |           |
|--|-----------|
| a) Analyze the case.   | 5         |
| b) Identify the problem.   | 2         |
| c) Find out alternative solutions.   | 5         |
| d) Give the best solution.   | 2         |
| <b>2. Short notes (any two) :</b>  | <b>14</b> |
| a) Importance of Quality Circle in employee participation.   |           |
| b) Define statistical process control. Discuss advantages of SPC.  |           |
| c) Fish Bone Diagram.  |           |
| <b>3. Short notes (any two) :</b>  | <b>14</b> |
| a) Benefits of ISO 9000 certification.   |           |
| b) Juran Quality Trilogy.  |           |
| c) Quality Audit.  |           |
| <b>4. Short notes (any two) :</b>  | <b>14</b> |
| a) Benefits of Total Quality Management.   |           |
| b) Relation between reliability and maintainability.   |           |
| c) Importance of Inspection in Quality Assurance.  |           |
| <b>5. State Deming's 14 points of Quality Management. Explain their interrelationships and why they must be reviewed as a whole rather than individually ?</b> | <b>14</b> |
| <b>6. What is Six Sigma ? Explain 12 implementation steps in Six Sigma.</b>  | <b>14</b> |
| <b>7. What is meant by Quality Improvement team. Explain role of workers, Supervisors and Management in TQM.</b>   | <b>14</b> |
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**M.B.A. – II (Semester – IV) (New – CBCS) Examination, 2017**  
**Group – C : HUMAN RESOURCE MANAGEMENT**  
**Paper – IV : Performance Management and Compensation**

Day and Date : Thursday, 25-5-2017

Total Marks : 70

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

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

1. Solve Case Study :

**14**

**Cold War for Appraisal**

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

**P.T.O.**



The company has a system of appraisal of the superior's performance by the subordinates. The performance of the Deputy General Manager, Joint General Manager each has to be appraised by the same group of the subordinates. Mr. Nayan and Mr. Kapoor know very well about the system and its operation, competing with each other in convincing their subordinates about their performance, and used all sort of techniques for pleasing them like promising them a wage hike, transfers to job as per their interest, promotion etc. however, these two officers functioned in collaboration with a view to pull down Mr. Bhuvan. They openly told their subordinates that a stranger should not occupy the chair. They created several groups among employees like pro-Nayan group, Pro-Kapoor Group, Anti Bhuvan and Kapoor Group, Anti Nayan and Anti Bhuvan Group.

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

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

**Questions :**

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

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

- i) Significance of performance management.
- ii) Problem to appraisal.
- iii) Development Center.



3. Write short notes (**any two**) : **14**
- i) Essential characteristics of effective appraisal system.
  - ii) Incentives for sales people.
  - iii) Old age and retirement benefits.
4. Write short notes (**any two**) : **14**
- i) Wage and salary differentials.
  - ii) Non-quantitative methods of job evaluation.
  - iii) Benefits of Human Resource Accounting.
5. Define performance management. Explain in detail performance management process. **14**
6. Explain importance of fringe benefits and describe types of fringe benefits. **14**
7. What is performance appraisal ? Explain various methods of performance appraisal. **14**
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**M.B.A. (Part – II) (Semester – IV) (New-CBCS) Examination, 2017**  
**Gr.F : AGRICULTURE BUSINESS MANAGEMENT (Paper – IV)**  
**Agro-Processing Industries and Rural Industrialization**

Day and Date : Thursday, 25-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

**1. Case Study.**

**Fruit and vegetable drying**

Fruits and vegetables play an important role in providing the body with essential vitamins and minerals which when deficient, can cause malnutrition (Utete and Tembo, 1996). In the smallholder sector of Zimbabwe, fresh vegetables are available in large quantities in the dry season while fruits are abundant in the wet season. When production exceeds the family consumption needs and demand levels of the local markets, producers face huge problems in trying to access urban markets. These include lack of market information and marketing intelligence, high perishability of horticultural commodities and lack of refrigerated transport services and poor road networks. More often than not, high value produce is put to waste.

A wide variety of vegetables and fruits are processed into dried products and the majority of vegetables processed are indigenous varieties. Preservation relies on the removal of moisture by drying. An acid dip sulphur dioxide may also be used to reduce the number of contaminating micro-organisms (Fellows, 1997) but this is not commonly practiced in Zimbabwe. Dried products are obtained from apple, mango, guava, banana, paw-paw, tomatoes, onions, cabbages, rape,



covo, cowpea leaves, pumpkin leaves, mustard leaves and okra. It is more common to find dried vegetables rather than fruits on the vendors market. For a significant number of processors, processing is a traditional activity adopted to enhance household food security during the agricultural off-season when access to fresh produce is limited. Some surplus may be sold locally to generate income. The few enterprises that produce the dried products at medium-scale, sell their products in the up-market shops and local tourist resort areas. The Murewa Food Processors' Association is one of the few enterprises which exports small volumes of dried fruits, but it does not have firm contracts in export markets.

Most of the existing fruit and vegetable processors are informal in nature and range in size from small to medium. They are normally referred to as cottage industries as they operate from residential homes. Drying of fruits is still a novel idea among both processors and local consumers. However, there is evident increase in the supply of processed fruits and vegetables as various such commodities are now available in the up-market shops in towns and tourist resort areas but in better quality.

- |  |    |
|--|----|
| a) Analyze the case.                         | 5  |
| b) Identify the problem.                     | 2  |
| c) Highlight the challenges.                 | 5  |
| d) Best Solution.                            | 2  |
| 2. Write short notes on ( <b>any two</b> ) : | 14 |
| 1) Urban Co-operative Banks.                 |    |
| 2) Employee Credit Societies.                |    |
| 3) Need and objectives of rural credit.      |    |
| 3. Write short notes on ( <b>any two</b> ) : | 14 |
| 1) Role of RBI in agricultural credit.       |    |
| 2) Industrial Cooperative Management.        |    |
| 3) AOA.                                      |    |



4. Write short notes on (**any two**) : **14**
- 1) Explain importance of Agro Processing Co-operatives.
  - 2) Fluctuations in agricultural prices.
  - 3) Dairy Cooperatives.
5. Explain in short Khadi and Village Industry Corporation. Also explain promotional measures of KVIC. **14**
6. What are cottage and small scale industries ? Explain role and problems of SSI. **14**
7. What is rural industrialization ? Explain the role of agriculture in rural industrialization. **14**
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**M.B.A. (Semester – IV) (New CBCS) Examination, 2017**  
**Group – D : SYSTEM MANAGEMENT (Paper – IV)**  
**Security and Control Information System**

Day and Date : Thursday, 25-05-2017

Max. Marks : 70

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

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

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

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

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



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

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

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

- 1) Analyse the case. 7
  - 2) Discuss how was Aetna able to succeed when many organizations tried and failed implementation of successful information security awareness program. 7
  2. Answer **any two** of the following : 14
    - a) Explain data security and the threats to data security in detail.
    - b) Write a note on Security Policy.
    - c) Discuss the importance of Security Audit and Intrusion detection in Information System Security.
  3. Write short notes on **any two** of the following : 14
    - a) Concept of Confidentiality, Integrity and Availability in data security.
    - b) Secret key encryption.
    - c) Threats and Security on the Internet.
  4. Answer in brief on **any two** of the following : 14
    - a) Explain Logical Security in detail.
    - b) Discuss public key encryption in detail.
    - c) Discuss threat of Virus and use of Antivirus.
  5. Discuss in detail cryptography and different types of cryptographic techniques. 14
  6. Discuss in detail Security Audit along with security policy. Also discuss assurance and evaluation of a secure information system. 14
  7. Describe the meaning of Access Control. Also discuss Discretionary, Mandatory and role based access control in detail. 14
-



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

Day and Date : Thursday, 25-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

1. Attempt the following case :

14

The Globalization of financial markets brought about by recent technological changes, financial markets liberalization and the removal of capital controls have impressed upon all MNCs with international cash flows the necessity to manage foreign exchange exposure that a floating exchange system creates. Today the multinational firms are trying to develop techniques and strategies for effective foreign exchange exposure management. The foreign exchange strategy adopted is critical to a MNC in the present day environment due to the high variability in the exchange rates and need to evolve with the changing structure of the company. Further, in view of the fact that firms are now more frequently entering into financial and commercial contracts denominated in foreign currencies, judicious measurements and management of transactions exposure has become critical to the success of a MNC.

Questions :

- 1) Outline the numerous challenges that a MNC face when trying to manage exposure in various currencies.
- 2) Do you think currency correlation and variability are related to the political risk which a country faces ?

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

14

- a) Problems of debt servicing.
- b) Foreign exchange spot and forward system.
- c) Balance of payment crisis.



3. Write short notes on (**any two**) : **14**
    - a) Purchasing power Parity.
    - b) International Bond market.
    - c) Role of financial intermediaries.
  
  4. Write short notes on (**any two**) : **14**
    - a) Factoring
    - b) Interest rate parity.
    - c) Issues in financial decision in MNC.
  
  5. What is international security market ? Discuss various instruments international security market. **14**
  
  6. What is international financial management ? Briefly explain the various phases of international monetary system. **14**
  
  7. Briefly discuss the concept of European Monetary System. **14**
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**M.B.A. (Part – II) (Semester – IV) (New-CBCS) Examination, 2017  
INTERNATIONAL MARKETING (Paper – V)  
Group-A : Marketing Management**

Day and Date : Friday, 26-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

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

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

1. Case Study

A decade ago with the aim to create pollution free roads the US Government adopted a regulation mandating specific standards for the quality of gasoline sold in the United States. Oil producing countries protested, Venezuela in particular. According to them this regulation was unfair as 2/3 of Venezuela oil export was dependents on US markets. The dispute created controversy and tension between the two countries.

The aim of the Environment Protection Agency (EPA) under the Clean Air Act (CAA) was to improve quality of air, which was deteriorated due to gasoline emissions. The regulation imposed different standards on domestic and imported gasoline. It was challenged by Venezuela in the WTO citing it as a violation of the principle of national treatment. Venezuela argued that imported goods once in the domestic market of the member country cannot receive treatment less favorably than the internally produced goods. Venezuelan gasoline imported in the US was subject to test standards much more rigorous than those imposed on gasoline produced in the United States.

The US argued that this discrimination was devoid under Article 20 of the GATT, which states that under certain conditions, countries can take measures that would be normally outlawed in order to conserve exhaustible natural resources, protect human, animal or plant life. One of the major conditions is that these measures should not be protectionism in disguise.





Venezuela refuted the argument saying if US wanted very clean gasoline, they should submit both domestic and imported gasoline to same high standards. The new regulation had important economic impact for Venezuela as producing gasoline as requested by US represented an expense of 40 million dollars in the first three years. The US market was extremely important for Venezuela and its export earnings.

The WTO panel consisting of three independent experts chosen by both sides on a dispute ruled that imported gasoline was indeed discriminated against and this could not be justified even under Article 20. A month later US appealed the panels conclusions. The appeals were heard by appellate body of WTO. It is a permanent group of seven persons of recognized authority with demonstrated expertise in law and International Trade. The appellate body in two months confirmed the panels ruling that discrimination against imported gasoline was not justified under Article 20, but it ordered a broad interpretation of this provision.

Although the US was not satisfied with the outcome no further recourse was available. The Appellate body report and modified panel report were adopted by the Dispute Settlement Body in 1996 i.e. just in a year when panel was appointed. The complaining countries were satisfied with the outcome and the way the dispute was handled. The resolution confirmed that the dispute settlement system was working in a neutral way in which countries could trust. The European Union had substantial interest in this case and was the third party.

The US had to implement the ruling; it had to change its legislation. It took US 15 months to implement necessary changes in the legislation from the day the dispute was resolved.

**Questions :**

- a) Analyze the case. 4
- b) Why did US agree to the dispute settlement decision taken by WTO ? 5
- c) Discuss the implications of WTO decision on the international marketing prospects of gasoline from Venezuela. 5



2. Write short notes on **(any two)** : **14**
    - a) Challenges and opportunities in global marketing.
    - b) Global market segmentation.
    - c) International product life cycle.
  
  3. Write short note on **(any two)** : **14**
    - a) Trade strategy in India.
    - b) Channel objectives and constraints.
    - c) Documents related to goods.
  
  4. Answer in short **(any two)** : **14**
    - a) Deciding on marketing organization.
    - b) Indo – Sri Lanka free trade agreement.
    - c) Global targeting.
  
  5. Discuss the market entry strategies for global marketing. **14**
  
  6. Explain the important steps in export procedure. **14**
  
  7. Describe in brief the constituents of Global marketing environment. **14**
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**M.B.A. (Part – II) (Semester – IV) (New – CBCS) Examination, 2017**  
**Group – B : FINANCIAL MANAGEMENT (Paper – V)**  
**International Finance**

Day and Date : Saturday, 27-5-2017

Max. Marks : 70

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

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

1. Case Study :

14

Modern Exporter from India is planning to start Project in USA Costing Rs. 8,00,000. The expected life of project is 5 years. A project also requires additional working capital of \$ 2174 which will be fully recovered at the end of life of project.

The project is expected to Generate Cash flows after Tax as follows :

Year	CFAT (\$)
1	9,000
2	8,000
3	7,000
4	6,000
5	4,000

Company charges depreciation under straight Line Method and the cost of capital is considered as 15%. The present exchange rate is 1USD = Rs. 46/- at the time of investment. It is further estimated that the Rupee will depreciate by 2% every year.

Calculate the PBP, NPV and PI in Indian Rupees and also in Dollar to suggest the company whether the project should be accepted or rejected.

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2. Attempt (**any 2**) : **14**
- 1) The US inflation rate is expected to average about 6% annually, while the Indian Rate of Inflation is expected to 10% annually. If the current rate for the Rupee is \$ 0.0285. What is the expected rate in 2 years ?
  - 2) International Bond Market.
  - 3) Foreign Exchange Dealers Association of India.
3. Attempt (**any 2**) : **14**
- 1) Convert the following quotation into outright terms :  
 Example of a quotation for the US Dollar against Indian Rupees given by a trader in Mumbai :
 

<b>Spot Rate</b>	<b>1 Month</b>	<b>3 Month</b>	<b>6 Month</b>
Rs. 32.1010-32.1100	225/275	300/350	375/455
0.0090	0.0050	0.0050	0.0080
  - 2) ECGC
  - 3) EXIM
4. Explain the different types of risk involved in International operations. **14**
5. Explain the different factors affecting exchange rate. **14**
6. Explain the characteristics and scope of International Business. **14**
7. An Indian importer is to make payment of US \$ 1.1 Million after 3 Months. He fears an appreciation of the dollar. What can he do with the knowledge of the following data ?
- 3 Months interest rate are : 4% on US Dollar and 6% on Indian Rupees.
- The current Spot Rate is 1\$ = Rs. 48/- **14**
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**M.B.A. (Part – II) (Semester – IV) (New CBCS) Examination, 2017**  
**Group – E : PRODUCTION AND MATERIALS MANAGEMENT**  
**Paper – V : World Class Manufacturing**

Day and Date : Saturday, 27-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

**1. Case Study :**

**14**

ABC Ltd. was leading automaker over the years, had built up a reputation for manufacturing reliable automobiles. ABC's products were known for quality and its manufacturing techniques were followed by its competitors. ABC's commitment to manufacturing world class and quality automobiles was entrenched in its entire manufacturing philosophy right through the development stages to manufacturing. At ABC, quality was in built into each manufacturing process and employees from all divisions ensured that defective items did not pass on to the next process. ABC recognized quality as an important factors affecting customer satisfaction and strove to achieve excellence in manufacturing quality products. To ensure zero defects in the finished product, ABC has set up quality assurance systems across various divisions, including development, purchasing, and production. To overcome quality assurance problems caused due to rapid globalization, ABC adopted a set of management principles and communicated them to all its overseas manufacturing plants. Due to its efficiency in manufacturing, ABC became one of the most trusted brands in the global automobile industry.

But some analysts felt that ABC had become a victim of its own success. ABC expanded its production facilities rapidly in a bid to grow globally and to achieve its goal of becoming the number one auto maker in the world. ABC rapid growth affected its product quality with the company reportedly compromising on its manufacturing techniques. Customers began to face safety related problems in ABC vehicles. Later a series of recalls followed which put the company's reputation at risk. Analysts said that constant recalls had damaged the reputation and brand image of ABC and hindered its return to profitability. To achieve target of market share, ABC had sacrificed its quality and ignored its own management principles and customers, analysts said.

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Answer the following questions given below :

Questions :

- |   |           |
|---|-----------|
| a) Analyze the case.  | 5         |
| b) Identify the problem.  | 2         |
| c) Find out alternative solutions.  | 5         |
| d) Give the best solution.  | 2         |
| <b>2. Short notes (any two) :</b>   | <b>14</b> |
| a) Six Sigma Philosophy   |           |
| b) Supply Chain Management  |           |
| c) Benefits of Total Productive Maintenance.  |           |
| <b>3. Short notes (any two) :</b>   | <b>14</b> |
| a) Kanban   |           |
| b) Role of IT in World Class Manufacturing  |           |
| c) Flexible Manufacturing System.   |           |
| <b>4. Short notes (any two) :</b>   | <b>14</b> |
| a) Benchmarking   |           |
| b) Human resource as a problem solver   |           |
| c) Role of motivation and reward in the continuous improvement.   |           |
| <b>5. Explain how quality is an important aspect in global competition ? What quality factors a company need to focus to make the company world class ?</b> | <b>14</b> |
| <b>6. What are the factors causing pollution ? What are the various measures used to control environmental pollution ?</b>                                  | <b>14</b> |
| <b>7. What is Just in Time System ? State the objectives of JIT manufacturing. Describe the characteristics of JIT system.</b>                              | <b>14</b> |
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**M.B.A. (Semester – IV) (New– CBCS) Examination, 2017**  
**Group C : HUMAN RESOURCE MANAGEMENT**  
**Global Human Resource Management**  
**(Paper – V)**

Day and Date : Monday, 29-5-2017

Max. Marks : 70

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

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

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

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

1. Case Study

14

Air Nuigini- national carrier of Papua New Guinea (PNG) used to pay more than double the salaries to expatriate pilots compared to that of national pilots. In fact, national pilots are in no way inferior to expatriate pilots in skills and in performance in safety, regularity and punctuality. The salary discrimination was necessitated to attract foreign pilots due to shortage of national pilots. This practice was along with policies and practices of compensation management in other public and private organisations in PNG.

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

The migration of PNG pilots reached the peak level in April 2008 and ultimately, Air Nuigini did not have required number of pilots to operate their flights and Air Nuigini had to cancel some its domestic flights and delay the operation of international flights, resulting in halting the wings of Air Nuigini flights.

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

Analyze the above case and identify the problems occurred, state the alternatives and suggest the strategies to prevent such situations in future and in other organizations in various countries that differentiate the salaries of expatriates from that of nationals consequent upon shortage of human resources of certain.

2. Write short notes on (any **two**) : **14**
    - a) Criteria for recruitment and selection.
    - b) Kidnapping and Ransom Insurance.
    - c) HRM & Corporate Social Responsibility.
  
  3. Write short notes on (any **two**) : **14**
    - a) Off-shoring.
    - b) Travelling with Google Maps.
    - c) Knowledge and Knowledge Transfer.
  
  4. Write short notes on (any **two**) : **14**
    - a) HR Manager's Global Challenge.
    - b) Employee Leasing and Head Hunting.
    - c) Steps in Global Pay System.
  
  5. What is meant by diffusability of employment ? Explain how there is a diffusability of employment practices in Multinational Companies. **14**
  
  6. Define International Staffing. Explain in brief the Approaches of International Staffing. **14**
  
  7. Explain the term International Pay. What are the structures used in the international awards ? **14**
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**M.B.A. (Semester– IV) Examination, 2017**  
**Paper – V : PROGRAMMING CONCEPTS AND ADVANCED EXCEL**  
**(New CBCS) Group – D : System Management**

Day and Date : Monday, 29-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

1. Write an algorithm and draw flowchart for declaring exam result of student as distinction (>70%), first class (between 60 and 70%), Second Class (between 50 and 60%), Pass class (between 40 and 50%) and fail (<40%). Accept cumulative marks scored and Maximum Marks to compute percent and proceed with result declaration. 14
2. Answer **any two** of the following : 14
  - a) Discuss logical operators in programming.
  - b) Explain various levels of security in Excel.
  - c) Data Filter feature of Excel.
3. Write short notes on **any two** of the following : 14
  - a) Identifiers and its features.
  - b) LOOP constructs in programming
  - c) PIVOT TABLES in 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) Discuss basic data types in programming.
5. Discuss in detail the following features of MS Excel : Goal Seek, Solver and Scenario Manager. 14
6. What is Object Oriented Programming ? Discuss the basic features of Object Oriented Programming. 14
7. Draw flowchart for program to compute factorial of a number given a input indicating use of a recursive function. 14



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

Day and Date : Monday, 29-5-2017  
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

**Nestle Consolidation**

In light of one of the contracts approaching review and the end of lease agreements at two of the sites, Nestlé decided to take the opportunity to review its warehousing and distribution strategy in the UK, turning to total logistics to undertake a thorough and independent assessment of its current and future supply chain needs. Ian Hill, Director of Logistics at Nestlé UK, explains the background to the project: “For many reasons, we had reached a point where we were faced with various options on our three-site strategy. The time was right to bring in a fresh pair of eyes to review our distribution network. With our complex mix of dry and wet goods, including water, coffee, confectionery and a mix of perishable goods, we wanted to explore what options were there for us – and the Total Logistics’ team was the obvious choice given our longstanding relationship with the supply chain consultancy”. The main task facing the Nestlé team and Total Logistics’ supply chain consultants was to develop a meaningful model by which to really understand the pros and cons of every option that was available. This already complex scenario was made even more challenging due to the diverse and expansive nature of Nestlé’s product range and a large number of end-markets. While the York, Bardon and Scunthorpe sites handled foodstuffs including water, confectionery, cereals and coffee the latter also coped with the huge seasonal demands for confectionery products during periods such as Easter and Christmas. To add to the complex picture, Scunthorpe also used different technologies to service the international export market, dispatching the product to Europe and further afield via deep-sea routes. Whereas Scunthorpe was characterised by high density, drive-in racking, with temperature and humidity controls, Bardon

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and York used automated high bay storage units that did not require as sophisticated environmental management.

Peter Roan, Director at Total Logistics, said: “This project was complex from a supply chain modelling perspective, as it not only included an analysis of inbound and outbound flows, transport costs, road links and inventory issues but also risk and service factors created by any new network proposed.” “Time was also a big factor here, given the fact that we needed to make recommendations and support the implementation to ensure the client was ready and able to satisfy the crucial peak demand period of Christmas. In short, we had a window of just six weeks to completely review and make recommendations on Nestlé’s UK distribution network strategy”.

Total Logistics set to work developing an assessment tool to look at the impact of putting different business streams into the same or new facilities. For example, the benefit of keeping seasonal and export confectionery streams in the same facility as they have largely counter-cyclical storage needs was a major consideration. Another key consideration was quality assurance, as a large number of confectionery items had to be stored at a temperature of 80c and 65 percent relative humidity. A further element to the assessment model included an analysis of transport and warehousing costs, including inbound and outbound flows. Particular attention was paid to the potential synergies that could be obtained by combining different streams to increase drop size, thus reducing the number of road miles and journeys required. In all, 16 different scenarios were developed based on the existing facilities and other potential locations in the UK.

In the final analysis, it was decided that a twin site solution provided the greatest cost saving to Nestlé while enabling it to improve flexibility and delivery performance to supermarkets and other key retailers in the UK and further afield. Although its delivery performance was already at 99.4 percent, Nestlé was confident that concentration to two locations would allow the already high customer service levels to be improved. Due to its central location and existing potential for development, it was decided that the Bardon site was the obvious choice to centralize supply chain operations. “While our recommendation to consolidate much of Nestlé’s food and drink distribution under one roof has reduced the overall cost of distribution, the move has enabled the company to combine its business stream and product supply chains to create far greater flexibility.” “Nestlé now has a much more robust logistics operation that will enable it to meet the growing need to deliver more frequent, lower volume drops to retailers. As well as supporting the Nestlé team through this crucial period, we were also able to work with them on the risk management issues raised by a twin site strategy,



holding a risk assessment workshop”. Accordingly, Nestlé has worked hard to ensure the design of the new Bardon site takes issues such as fire protection and security very seriously. The communications infrastructure at the site has also been a key consideration during the implementation phase that saw the successful commissioning of the extension in May 2009 and completion to fit for purpose in July of that year. Ian Hill is delighted with the final outcome of the project. He said: “ Given the tight timescale and the perishable nature of our products, there was potentially a lot at stake by migrating many of our famous brands to the Bardon site. The total logistics team added significantly to the process, offering strategic insights and practical support along the way”.

2. Write a short note on following (**any two**). **14**
    - A) Approaches/tools for Performance Measurement.
    - B) Benchmarking the supply chain, Performance.
    - C) Role and importance of IT in Supply Chain Management.
  
  3. Write a short note on following (**any two**). **14**
    - A) DRP and ERP.
    - B) Bullwhip Effect.
    - C) Warehousing location strategies.
  
  4. Write a short note on following (**any two**). **14**
    - A) Service driven logistics systems.
    - B) 3 PL and 4 PL service providers.
    - C) Factors influencing mode and carrier selection decision.
  
  5. What is international logistics ? Explain in brief the characteristic objectives, and importance logistics in global economy. **14**
  
  6. What is strategic importance of transport in global logistics ? Explain in detail the various types of international transport modes. **14**
  
  7. What is global supply chain management ? What are the different approaches to inventory management and distribution resource planning ? **14**
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**MBA (Semester – IV) (Old) Examination, 2017**  
**ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT**  
**(Paper – XXVI)**

Day and Date : Wednesday, 17-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

**1. Case Study.**

**14**

It is not often acknowledged that Raj Bahadur Mohan Singh Oberoi, 100, chairman of an empire of 29 hotels spanning most of the world's landmass is also the man who pioneered India as a brand, way back when it was only a bazaar of begging bowls and exotica. At 90, he looked back in something close to awe and said, "I often wonder how I did it".

Certainly he did not give much of the credit to luck. True, he stood at the right time at the right place to confront his destiny, but this was just physical circumstances. What he did with the situation was amazing for a man from the boon docks of Bhaun, with little education, and really not to the manor born.

Indeed, if anything, the Rai Bahadur made his fortune out of calamity. If his father hadn't died of cholera when he was only an infant, his mother would not have returned to the ancestral home which gave Oberoi the connections and contacts that helped him raise money later to buy his first hotel, the Clarke's at Simla. If he hadn't flunked the interview for his first job as clerk with the Government of India, he would never have made his way to the Simla Mall, gazed in wonderment at the glitter of the Cecil and made up his mind that he would work there. If a fatal bug in the water supply, hadn't laid low Calcutta's mighty Grant Hotel, it would never have been up for grabs. Again Oberoi just

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chanced to hear about it at the Delhi railway station when he was leaving to return to base in Simla. He simply changed his ticket and his direction and went to mint millions out of wartime Calcutta another catastrophe. Life served his lemons regularly but with even greater regularity did the Rai Bahadur make lemonade.

The story of Rai Bahadur is all the more impressive because there was nothing in his background to suggest that he would be able to create the world-class ambience and sophistication for which the group is now celebrated, that he would be able to foresee India's current positioning in the global market, while doffing a deferential hat to history when it was demanded.

For instance, when other hotels were cramming their lobbies with brassbound chests and colonial nostalgia, Oberoi created the first international business hotel, the Oberoi Intercontinental in Delhi. However, in the Mena House, Egypt, and the Windsor, Australia, he went to extraordinary lengths and expense to produce authenticity to the last detail, including country-wide searches for memories and memorabilia. In order to replicate the flooring in the Windsor, he tracked down the original supplier of the tiles in distant Stoke-on-Trent, England.

Celebrating his 100<sup>th</sup> birthday, with his mind almost as clear as it was 50 years ago, perhaps the one philosophy responsible for his grand success might be his dictum. "I never worry. It clutters the brain. The problem may not happen, and even if it does, worrying will only come in the way of clear-headed solution".

- a) 'Nature and nurture plays key role in entrepreneurship development'. Explain with reference to above case study.
- b) In your opinion, what are the significant determinants in the making of Oberoi's entrepreneurial career ?

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

- a) Innovation Theory by Schumpeter.
- b) Entrepreneurial Traits.
- c) Angel Capitalist.



3. Answer **any two** of the following : **14**
- a) Write a note on 'Theory of Profit by Knight'.
  - b) Discuss the terms Innovation, Invention and Creativity.
  - c) Discuss the concept of Social Entrepreneurship and its features.
4. Answer **any two** of the following : **14**
- a) Discuss what is Venture Capital Funding.
  - b) Discuss the role of DIC in Entrepreneurship Development.
  - c) Discuss reasons for Entrepreneurial Failure.
5. Explain the concept of Entrepreneurship and need of Entrepreneurship development for National growth. **14**
6. Explain external influences of Entrepreneurship Development. **14**
7. Describe in detail Women Entrepreneurship. Explain Challenges and achievements of Women Entrepreneurs. **14**
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**M.B.A. – II (Semester – IV) (Old) Examination, 2017  
EXCELLENCE IN MANAGEMENT (Paper – XXVII)**

Day and Date : Thursday, 18-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

1. Analyse the case.

Max is a successful financial officer at a New York-based company that recently acquired a banking institution in two southern states. Max will take over the recently acquired southern footprint as the new regional CEO.

The newly acquired banking institution has a long-standing reputation as a friendly institution with traditional values and it prides itself on its exemplary customer service. The current staff has prepared a comprehensive package outlining the bank's vision and key customer success stories that demonstrate their commitment to exemplary service and low customer and employee turnover.

It is Monday morning and Max has called a meeting at 8 a.m. Max arrives at 7 a.m. and is surprised to find only a couple of employees in the building. Max begins the meeting at 8 a.m. Sharp and the auditorium seats are half-filled. Max is perplexed at the turnout but begins the meeting. "Shareholder value is what it's all about. We are the stewards of this organization and we have a responsibility to the shareholders".

Silence echoes in Max's ears. He continues by stating, "I expect total dedication. If you cannot commit to our new vision and strategies then this is not the right place for you. Commitment starts by being on time". Max motioned to the staff standing next to the auditorium doors to close the doors. "If you can't be here on time, then you can't play in our sandbox".

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Later that afternoon, Max met with the executive team and outlined the strategies, goals, numbers and deadlines. A meeting was held with senior staff members responsible for reporting progress. Market growth numbers were up and new business numbers were increasing.

A quarter later Max had the quarterly report results. The region was on target. However, turnover increased 25 percent. Involuntary turnover was up 10 percent. Previous customer numbers were decreasing and customer complaints were increasing. He reviewed the report with his staff. When he asked for input, his request was greeted with silence ? He sensed an uneasy feeling in the room.

- |   |           |
|---|-----------|
| a) Analyse the case.  | 5         |
| b) Identify problems.   | 2         |
| c) Alternative solutions.   | 5         |
| d) Best solution.   | 2         |
| <b>2. Write short notes on (any 2).</b>   | <b>14</b> |
| a) Talent reservoir.  |           |
| b) Role of individual leaders in creating excellence.   |           |
| c) 5S.  |           |
| <b>3. Write short notes on (any 2).</b>   | <b>14</b> |
| a) Necessary skills to achieve excellence.  |           |
| b) Emotional intelligence.  |           |
| c) TPM.   |           |
| <b>4. Write short notes on (any 2).</b>   | <b>14</b> |
| a) Team leadership.   |           |
| b) Business Process Reengineering.  |           |
| c) Kaizen.  |           |
| <b>5. What is Corporate Social Responsibility ? Discuss practices adopted by any four Indian companies.</b> | <b>14</b> |
| <b>6. What are the categories of e-commerce ? State the advantages and disadvantages of e-commerce.</b>     | <b>14</b> |
| <b>7. What is excellence ? Discuss the foundation of excellence.</b>  | <b>14</b> |



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**M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017**  
**MARKETING MANAGEMENT (Gr.A Paper – III)**  
**Integrated Marketing Communication and Consumer Behaviour**

Day and Date : Friday, 19-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

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

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

1. **Case :**

VICKS ACTION 500

14

It was introduced in India in 1979, 25 years ago, Today, the Caplets enjoy a market share of 50% in anti-cold tablets category. To begin with people from south and west of India preferred balms, but North Indians linked quick solution to their cold problems. These days, however the consumption of Vicks Action 500 is much more in West and South, and accounts for two third of its sales. Vicks Action 500 is India's first advertised OTC medicine, whereas other anti-cold tablets were all doctor-prescribed. It was launched as one-dose medication (the norm being two-dose then). It was colored yellow, rather than white. Its brand name signified 'one's getting back into action'.

The numeral 500 was chosen to make it register in the minds of the rural folks.

The first account managers were O and M. The pilot ad with the words 'Haan bhai Baan' was conceived. The first ad cast Dheeraj Kumar. Tiku Talsania was next in line. These days, Ketki is doing the job.

Though Action 500 was given the status of a remedy to be taken at night on the lines of Nyquil in the US, one attempt did not succeed. Even blister-pave did not click.



Coldarin, the nearest competitor has a market share of 14%, P&G wants it become universally available even outside drug stores. P & G also wants to penetrate the market in the north.

- a) Analyse the above Case.
  - b) Identification of the problem.
  - c) Suggest alternative solutions.
  - d) Select best solution.
2. Write short notes on (Attempt **any two**) : **14**
- a) Advertising Appropriation.
  - b) Trade Fairs and Exhibitions.
  - c) Consumer relevant reference group.
3. Write short notes on (Attempt **any two**) : **14**
- a) Advertising Agency.
  - b) Levels of consumer decision making.
  - c) Consumer Satisfaction Concept.
4. Write short answers (Attempt **any two**) : **14**
- a) Explain nature and characteristics of Indian Consumer.
  - b) Discuss the AIDA Concept.
  - c) Explain the buyer's and seller's rights.
5. What is IMC ? Explain the process of IMC in detail. **14**
6. Define media planning, also explain steps in development of media plan. **14**
7. What is advertising ? Explain in detail the functions and classifications of advertising. **14**
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**M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017**  
**Group – B : Financial Management (Paper – III)**  
**PROJECT PLANNING AND WORKING CAPITAL MANAGEMENT**

Day and Date : Saturday, 20-5-2017

Total Marks : 70

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

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

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

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

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

1. You are a financial analyst for XYZ Co. Ltd. The director of capital budgeting has asked to analyse two proposed capital investments, Project P and Q. The cost of capital for each project is 12%. The Project's expected.

Net cash flows are as follows :

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

Calculate :

- Payback, NPV and IRR.
- Which project or projects should be accepted, if they are independent ?
- Which project should be accepted if they are mutually exclusive ?
- Does your decision changes if cost of capital, increases to 15% based on NPV method ?



## 2. Attempt (Any 2) :

- 1) Generation and screening of project ideas.
- 2) Features of Venture Capital.
- 3) Factoring.

## 3. Attempt (Any 2) :

- 1) SICOM.
- 2) ABC analysis.
- 3) Estimate the working capital requirement from the following information. You are given the following estimates and are instructed to add 20% as contingencies.

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

## 4. Attempt (Any 2) :

- 1) Economic enterprises requires 90,000 units of certain items annually the cost per unit Rs. 3/-. The cost per purchase order is Rs. 300/- and the inventory carrying cost is Rs. 6/- per unit per year.
  - a) Calculate EOQ.
  - b) Determine optimum order quantity if the supplier offers discount as detailed below :

<b>Order Quantity</b>	<b>Discount</b>
4500-5999	2%
6000 and above	3%

- 2) Commercial Paper.
- 3) Motives of holding cash



5. ABC Corporation is considering relaxing its present credit policy and is in the process of evaluating 2 alternative policies. Currently, the firm has annual credit sales of Rs. 50 lakh and accounts receivable turnover ratio of 4 times a year. The current level of loss due to bad debts is Rs. 1,50,000/-. The firm is required to give a return of 25% on the investment in new accounts receivable. The Co's variable costs are 70% of the selling price. Given the following information, which is a better option.

Particulars	Present Policy	1 <sup>st</sup> Option	2 <sup>nd</sup> Option
Annual Credit Sale	50,00,000	60,00,000	67,50,000
A/c Receivable turnover	4	3	2.4
Bad debts (Losses)	1,50,000	3,00,000	4,50,000

- 6. Define Sickness. Explain the causes of sickness and Revival sick units.
- 7. Prepare the cash budget for the 3 months ending 30-06-2004 from the following information.

(Amt. in Rs.)

Month	Sales	Materials	Wages	Overheads
Feb	14,000	9,600	3,000	1,700
March	15,000	9,000	3,000	1,900
April	16,000	9,200	3,600	2,000
May	17,000	10,000	3,200	2,200
June	18,000	10,400	6,000	2,300

**Additional Information :**

A) Credit Terms :

- 1) Sales/Debtors – 10% Sales are on cash, 50% of the credit sales are collected next month and the balances in the following month.
- 2) Creditors (Suppliers) – 2 months ; Wages – ¼month ; Overheads 1/2 month.

B) Cash and Bank Balance as on 1<sup>st</sup> April 2004 is expected to be Rs. 6,000/-



**C) Other Information :**

- 1) Machinery will be installed in Feb ; at a cost of Rs. 96,000. The monthly installment of Rs. 2,000/- payable from April 2004.
  - 2) Dividend @ 5% on preference share capital of Rs. 20,000/- will be payable on May, the same is paid on 1<sup>st</sup> June.
  - 3) Advance to be received for the sale of vehicle Rs. 9,000/- in June.
  - 4) Dividends from investments amounting to Rs. 1,000 are expected to be received in June.
  - 5) Income Tax (advance) to be paid in June is Rs. 2,000/-
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**M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017**  
**Group – E : PRODUCTION AND MATERIALS MANAGEMENT (Paper – III)**  
**Industrial Engineering**

Day and Date : Saturday, 20-5-2017

Total Marks : 70

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

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

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

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

**1. Case Study.**

**14**

A company was manufacturing heaters in different models with different capacity. A group of 10 workers were engaged in assembling heaters. At one workstation they are assembling parts with the help of tools and then heaters being transferred to another workstation for further process. After completion, inspector used to check for quality and working. Heater used to get packed in different containers.

The assembly line was properly balanced by industrial engineers who had used time and motion study to break jobs in subassembly task. The time required for each subassembly had also been balanced so that the task performed by the each worker was supposed to take exactly the same amount of time. The workers were paid on an hourly basis.

The inspector observed that morale amongst workers was low and there were a percentage of badly assembled heaters. Rejects caused by the worker rather than faulty materials were about 22%. After discussing the issue with management it was decided to have meeting with the workers. The workers were asked whether they would like to build heaters individually. Workers agreed with an option of going back to the old program if the new one did not work well. After several days of training each worker began to assemble entire heater.

The workers were motivated and supported by inspector. Productivity increased remarkably. Rejects caused by workers reduced to only 5% from 22%. Workers have responded positively and their morale was high and the workers did all the routine inspection by themselves. Inspector was posted on another post at other location.

Analyze the case, identify problem, suggest alternatives and identify best solution.

P.T.O.



- 2. Short notes (**Any two**) : **14**
    - a) Objectives of the work study
    - b) Flow Chart Process
    - c) Need for method study
  
  - 3. Short notes (**Any two**) : **14**
    - a) Difference between normal time and standard time.
    - b) Man machine chart.
    - c) SIMO chart
  
  - 4. Short notes (**Any two**) : **14**
    - a) Types of allowances
    - b) Multiple activity chart
    - c) Performance rating
  
  - 5. What is productivity ? Differentiate between production and productivity. Discuss various factors affecting Productivity. **14**
  
  - 6. Define Business Process Re-engineering. Explain the process of Business Process Engineering in detail. **14**
  
  - 7. What is ergonomics ? Explain various factors considered in Ergonomics. **14**
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**M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017**  
**Group C : HUMAN RESOURCE MANAGEMENT**  
**Paper – III : Industrial Relations and Labour Regulations**

Day and Date : Monday, 22-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

1. Analyse the following case :

14

Prakash Chand has been working as Production Assistant since 2001 in Bharat Zinc Limited, Visakhapatnam. Mr. Gangadhar at 4 pm on 15<sup>th</sup> June 2007 gave a pocket containing semi processed zinc to Mr. Prakash and asked him to deliver it before 5 pm on the same day to Mr. Surjeet, the Laboratory Supervisor of Bharat Heavy Plates and Vessels. Mr. Prakash rushed to Bharat Heavy Plates and Vessels on a two wheeler and delivered the pocket personally to Mr. Surjeet at 4.45 pm on 15<sup>th</sup> June 2007 and recorded the transaction in the register concerned of both the parties and left the office of Mr. Surjeet.

Mr. Prakash's vehicle foiled on the way and as such he was repairing the vehicle. At the same time there was storm and heavy rain from 5.30 p.m. to 7.30 p.m. Mr. Prakash parked his vehicle one side of the road and rushed to a nearby old house, which housed a liquor shop. The house completely collapsed at around 7 p.m. It was found at around 9 pm that all the people including Mr. Prakash died. The family members of Mr. Prakash approached Mr. Gangadhar at 11 a.m. on 16<sup>th</sup> June and informed him of the event. Then Gangadhar repented of the entire incident and has written a letter to the Human Resource Manager narrating the total incident that took place from 4 p.m. of 15<sup>th</sup> June to 11 a.m. of 16<sup>th</sup> June including the repair of Prakash's vehicle. Mr. Gangadhar in his letter requested the HR Manager to pay compensation to the wife of Mr. Prakash as Mr. Prakash died while performing his duty. The HR Manager, informed Mr. Gangadhar and the wife of Mr. Prakash that the company need not and will not pay compensation as the accident took place outside the working hours of the factory and outside the work place. Mr. Gangadhar and the wife of Mr. Prakash appealed to the CEO to look into the matter and do justice.



2. Write short notes **(Any 2)** : **14**
- 1) Grievance Procedure.
  - 2) Social Security.
  - 3) Bonus Act.
3. Write short notes **(Any 2)** : **14**
- 1) Maternity Benefit Act.
  - 2) Human Relation Approach.
  - 3) Standing Orders Act.
4. Write short notes **(Any 2)** : **14**
- 1) Importance of Industrial Relation.
  - 2) Disciplinary Procedure.
  - 3) Workers Compensation Act.
5. Define Industrial Relations. Explain the various approaches to Industrial relations. **14**
6. Collective bargaining is a method for resolving disputes. Discuss. **14**
7. Explain Factories Act, 1948 and Minimum Wage Act in detail. **14**
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**M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017**  
**Gr.F. : Agriculture and Co-operative Management (Paper – III)**  
**AGRICULTURAL PRODUCTION MANAGEMENT**

Day and Date : Monday, 22-5-2017

Total Marks : 70

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

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

**1. Case Study.**

**The farmers**

Forty-seven farmer households growing certified organic asparagus in Srakaew Province are part of a special group of poor smallholders cultivating land belonging to the Royal family. Once farmers on this special site are deemed financially better off than when they joined the group, they are asked to leave the site to join other groups of farmers under contract with Swift. This enables other poor households to enter the group and benefit from its advantages.

**The market**

Swift Co. Ltd. is the sole outlet for the organic asparagus of the farmer group. Swift supplies fresh, frozen and precut fruits, vegetables and herbs to export customers in the United Kingdom, Japan and the Middle-east. The customers are very demanding; they require produce that is certified as organic according to their country's standards. Swift takes responsibility for the certification and thus pays for several certifications on behalf of the farmers' group.



### The linkages

The farmers are given 2 rai (1 rai = 0.16 ha) of land each free of any lease. The land is located on Royal property given out to Swift to implement contract farming of organic asparagus. Swift signed an initial exclusive supply contract with the farmer group in 2002. The company trains these farmers on organic production methods and buys their whole harvest at a fixed price. This price is fixed for the duration of the contract of three years. A second contract was signed in 2005.

- |   |           |
|---|-----------|
| a) Analyze the case.  | 5         |
| b) Explain Training and support services.   | 2         |
| c) Discuss the result.  | 5         |
| d) Highlight Lessons and distinct features.   | 2         |
| <b>2. Write short note (any two) :</b>  | <b>14</b> |
| a) Mechanism and automation.  |           |
| b) Explain proprietorship in detail.  |           |
| c) Management and technology change.  |           |
| <b>3. Write short note (any two) :</b>  | <b>14</b> |
| a) Production function.   |           |
| b) Farm records.  |           |
| c) Size-productivity debate.  |           |
| <b>4. Write short note (any two) :</b>  | <b>14</b> |
| a) Peasants.  |           |
| b) Product-product decision.  |           |
| c) Factor-products decision.  |           |
| <b>5. What is the difference between Capital farming and Co-operative farming ?<br/>Explain agricultural production management in detail.</b> | <b>14</b> |
| <b>6. What are special features of agricultural and industrial production ? What is<br/>farm business management ?</b>                        | <b>14</b> |
| <b>7. Explain agricultural production and productivity trends. What are causes of low<br/>productivity ?</b>                                  | <b>14</b> |
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**M.B.A. (Semester – IV) (Old) Examination, 2017**  
**RELATIONAL DATABASE MANAGEMENT SYSTEM**  
**Group – D : System Management (Paper – III)**

Day and Date : Monday, 22-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total 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 specialized 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 detail 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. Answer **any two** of the following : **14**
- a) Discuss JOINS in database.
  - b) Differentiate between functions and stored procedures in RDBMS.
  - c) Write a note on Queries and Sub-queries.
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. Discuss the basic data types and operators in RDBMS. **14**
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**M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017**  
**Gr. G : International Business (Paper – III)**  
**INTERNATIONAL MARKETING**

Day and Date : Monday, 22-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

**1. Case Study :**

Cronography India Limited (CIL) is a leading company with the sales turnover of Rs. 2,500 cr. The company made a modest beginning in 1985 by setting up the mfg. facility in the backyard of Mr. Roshan. The product (a wrist watch) was designed by a team of experts on consultancy basis. Mr. Roshan an electronic engineer later on modified the product. With the help of his friend Mr. Ramesh, who had a long standing experience in watch industry.

Mr. Ramesh, had recently resigned from his company due to certain unethical issues between him and top management. Roshan and Ramesh could go well with each other. Both of them joined hands and started working with full enthusiasm. The strategies decided by them perfectly matched the markets they targeted in India. In two decades time, the company's sales increased manifold, finally to be professionally managed national leading company in the industry, with a market share of 62%.

With this progress Mr. Roshan struck upon the idea to internationalize the products by exporting to Middle East countries. Mr. Ramesh, however was skeptical, he opined that the time is not ripe enough and was not in favor of the idea. But Roshan was in a hurry to catch up with global markets.

P.T.O.



Without much delay the products were launched in Middle East countries, under the direction and supervision of Mr. Roshan. The quarterly reports from all these countries were called for. Mr. Roshan was shocked to see the sales figure, the trend in 90% of the global markets where the product were launched indicated continuous declining rate. Such a situation left Mr. Roshan with a question mark : why did this happen ?

**Questions :**

- 1) Analyze the case. 4
  - 2) Whom do you agree with ? Justify your answer. 5
  - 3) What advice would you like to give to Mr. Roshan ? 5
  2. Write short notes on **(Any Two)** : 14
    - a) Underlying forces of international marketing.
    - b) Global media decisions.
    - c) Deciding on marketing organization.
  3. Write short notes on **(Any two)** : 14
    - a) Economic environment.
    - b) Global Product Positioning.
    - c) Indo-Srilanka free trade agreement.
  4. Write short notes on **(Any two)** : 14
    - a) Regulation and promotion of foreign trade.
    - b) Explain channel strategy for new market entry.
    - c) International trading environment.
  5. Discuss the various market entry strategies. 14
  6. Explain the important steps in export procedure. 14
  7. What are the pricing objectives ? Discuss methods of pricing for exports. 14
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**M.B.A. – II (Semester – IV) (Old) Examination, 2017**  
**Gr.A : MARKETING MANAGEMENT**  
**Retail and Rural Marketing (Paper – IV)**

Day and Date : Tuesday, 23-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

**1. Case study :**

**14**

A pioneer in the business of organized retail in India, Foodmart is the first national chain of supermarkets. It provides customers with a wide range of quality products at a reasonable price everything under one roof, in a convenient location, in a clean, bright and functional ambience. Part of self-service format Foodmart follows the service of clearly marking on the shelf, relevant details of the product displayed, including the name, weight and price. This provides immense convenience to the shopper.

Food may be a necessity, but tastes change. Influenced by TV chefs, nutritional education and celebrity-endorsed diets, shoppers seek a constantly changing range of fresh, frozen, dried and packaged goods. Greater nutritional awareness among some consumer sectors has led to increased demand for organic and low-fat goods, while ready-to-serve meals continue to satisfy those with busy lives. To cater to all tastes, retailers have to offer more variety and more specialities while managing more suppliers, keeping prices low and staying in stock. For a growing number of food retailers, there is also now more to business than just food. Traditional grocery chains both large and small now stock toys, consumer electronics, house wares, clothing and other inedible products throughout their stores. This diversification has expanded the product catalogue even further and introduced new sourcing , forecasting and allocation challenges.

P.T.O.



Retailers have to manage more product lines, more store label goods, and more promotions while maintaining high food safety standards and minimizing waste. Supply chain complexity has never been greater.

“Focus on Fresh” is another initiative at Foodmart, which is aimed at recognizing the strategic importance of this category, a stronger fresh offering increasing the frequency of customer visits. Fruits and Vegetables comprise a large portion of the sales in a Foodmart store. The supply chain in this category is very complicated normally but over the years, Foodmart has been able to identify suppliers and processes that simplify the chain resulting in efficiencies, better margins and better quality. Foodmart is committed through various initiatives to sourcing wherever possible directly from the farmers and millers, thereby delivering better value to the consumer and consolidates the harvests from Ooty, Kodaikanal, Bangalore and Hyderabad, routing them into the stores through a dedicated transport system.

Foodmart also participates in the early morning auctions at the major wholesale markets and has a set of suppliers who then grade, clean, pack and label the products in time for early morning dispatch to the stores to meet the daily fruit and vegetable requirements of the customer. At peak season, the Fruit and Vegetable shelf in a Foodmart store stocks around 125 items; making it, the widest range available under one roof in this category.

Foodmart has also opened up a-fruit and vegetable consolidation center near Bangalore, to leverage the volumes currently being generated by stores in Chennai and Bangalore. 32 different types of vegetables are being sourced from these consolidation centers. On an average, 250 tons of fruits and vegetables a month are supplied from here to all Foodmart stores.

- 1) Analyse the case. 5
  - 2) Identify problems in Supply Chain Management of Foodmart. 4
  - 3) What are the various benefits those Foodmart enjoys due to proper Supply Chain Management ? 5
2. Write a short note on **(any two)**. 14
- a) 4 A's of rural marketing.
  - b) Site selection.
  - c) Buying for single and chain store.



3. Write a short note on **(any two)**. **14**
    - a) Location planning.
    - b) Marketing for agricultural inputs.
    - c) Role and responsibilities of merchandiser.
  
  4. Write a short note on **(any two)**. **14**
    - a) Rural Vs Urban market.
    - b) New product development for rural market.
    - c) Retail image mix.
  
  5. What is rural marketing mix ? Discuss in brief marketing strategies for rural market. **14**
  
  6. What is retail merchandising ? Explain the nature and process of merchandising. **14**
  
  7. Explain the term retail marketing and different types of retail formats which are influencing on consumer perception towards retail business in India. **14**
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**M.B.A. – II (Semester – IV) (Old) Examination, 2017**  
**Group – B : Financial Management (Paper – IV)**  
**INVESTMENT MANAGEMENT**

Day and Date : Wednesday, 24-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

**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.

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

1. Mr. Amar Patil is a married person having two daughters, elder is of 7 years and younger is of 3 years old. He is working in a public organization by holding General Manager position and earning Rs. 4,50,000/- salary per month in a pocket his wife Mrs. Nita is also working with MNC and getting Rs. 35,000/- per month. Prepare an investment plan for the family by considering age and future requirements (Make necessary assumptions). **14**
  
2. Write short notes on (**any two**) : **14**
  - a) Bank deposits
  - b) Systematic Risk
  - c) Credit rating Companies in India
  
3. Write short notes on (**any two**) : **14**
  - a) Characteristics of investment
  - b) Concept of Risk and return
  - c) Efficient Market Hypothesis



4. a) A Bond of Rs. 1,000 face value bearing a coupon rate of 12% will mature after 7 years. What is the value of bond if discount rate is 14% and 12% ?  
Value of PVIFA (14%, 7 yrs.) = 4.288 and PVIFA (12%, 7yrs.) = 4.564  
Value of PVIF(14%, 7yrs.) = 0.400 and PVIF (14%, 7yrs.) = 0.452. **7**
- b) A portfolio consists of two securities 1 and 2 in the proportions 0.6 and 0.4. The standard deviation of the returns on securities 1 and 2 are  $\sigma_1 = 10$  and  $\sigma_2 = 16$ . The coefficient correlation between the returns on securities 1 and 2 is 0.5. What is the standard deviation of the Portfolio return ? **7**
5. Explain the concept, types and process of credit rating and explain the criteria usually considered for rating a debt instrument. **14**
6. Explain the concept of technical analysis, with the help of diagram, explain the most commonly used charts in technical analysis. **14**
7. Define Investment. Explain difference between investment and speculation. **14**
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**M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017**  
**Group – E : PRODUCTION AND MATERIALS MANAGEMENT**  
**(Paper – IV)**  
**Quality Management**

Day and Date : Wednesday, 24-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

**1. Case Study.**

**14**

Wilson Engineering Limited (WEL) was the manufacture and seller of generators. The company offered a wide range of products and developed a vertically integrated supply chain for components. With a Mission of becoming a global leader and a provider of state of the art generators at the most competitive price, WEL followed an aggressive acquisition plan to expand its technology base and product range. To comply with its mission the strength of its staff increased from 36 in 1990 to over 10,000.

The same year the company started receiving complaints about defects in the generators supplied to its customers in The UK. WEL was able to address the issue promptly and offered solutions which were appreciated by its customers. However the incident had an adverse effect on its reputation which affected the inflow of orders adversely. The industry considered this issue negatively and many were apprehensive about WEL's capability to provide reliable products.

Just as the issue seemed to be under control a year later reports of cracks in generator parts supplied by WEL appeared in Industry Journals. It was reported that the cracking was because of extreme gusts in the region. There were reports about lower availability, its incompatibility with the electricity grid and regular breakdowns due to cold weather in projects managed by Natural Energy Ltd. one of the largest customers of WEL. Natural Energy Ltd. had purchased 200 generators from WEL and had called for an emergency meeting with WEL officials. WEL accepted the defects and vowed to analyze the problem and give a solution within 2 months.

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2 months later the VP-Quality Management of WEL announced that the company had come up with a plan to overcome the issue occurring at Natural Energy Ltd. He declared that WEL would undertake up a retrofit program to solve the cracking problem in the generators. The company announced that the retrofit required structural strengthening of all the parts and would complete the task within 6 months and for this purpose the company had made provision of an amount of \$100 million. After the announcement WEL's stock crashed by 20%.

Answer the following questions given below :

**Questions :**

- |  |           |
|--|-----------|
| a) Analyze the case.   | 5         |
| b) Identify the problem.   | 2         |
| c) Find out alternative solutions.   | 5         |
| d) Give the best solution.   | 2         |
| <b>2. Short notes (any two) :</b>  | <b>14</b> |
| a) Importance of Quality Circle in employee participation.   |           |
| b) Define statistical process control. Discuss advantages of SPC.  |           |
| c) Fish Bone Diagram.  |           |
| <b>3. Short notes (any two) :</b>  | <b>14</b> |
| a) Benefits of ISO 9000 certification.   |           |
| b) Juran Quality Trilogy.  |           |
| c) Quality Audit.  |           |
| <b>4. Short notes (any two) :</b>  | <b>14</b> |
| a) Benefits of Total Quality Management.   |           |
| b) Relation between reliability and maintainability.   |           |
| c) Importance of Inspection in Quality Assurance.  |           |
| <b>5. State Deming's 14 points of Quality Management. Explain their interrelationships and why they must be reviewed as a whole rather than individually ?</b> | <b>14</b> |
| <b>6. What is Six Sigma ? Explain 12 implementation steps in Six Sigma.</b>  | <b>14</b> |
| <b>7. What is meant by Quality Improvement team. Explain role of workers, Supervisors and Management in TQM.</b>   | <b>14</b> |
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**M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017**  
**Group C : Human Resource Management (Paper – IV)**  
**PERFORMANCE MANAGEMENT AND COMPENSATION**

Day and Date : Thursday, 25-5-2017

Total Marks : 70

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

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

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

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

**1. Case Study.**

**14**

UNN Funds Ltd. is a reputed finance company having 10 branches in different parts of the country. Its staff includes 260 operative employees and 90 executives. The company has a performance rating plan under which the staff members are rated at the end of each financial year by a committee of two executives by means of graphic scale. The qualities considered are : Responsibilities, initiative, dependability, leadership potential, cooperative attitude and the community service. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss and are used to counsel them and arranged further training for them. The ratings are also used for granting or with holding of increments and promoting or meritorious staff.

Recently, two employees working at the head office have been denied annual increments due to comparatively low ratings. They have made a representation to the Chief Executive of the company expressing their dissatisfaction with the appraisal system and insisting that community service is not a part of their job and it should not influence ratings. The employees seem to organize a union and demand that annual increments should be granted automatically. The Chief Executive feels that performance appraised is a dangerous source of friction and so it should be discontinued altogether.

Analyze the above case and recommend modifications in the performance appraisal system of the company.

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2. Write short notes on (**Any two**) : **14**
- a) Team/Group Incentives.
  - b) Benefits of HRA.
  - c) Use of Performance Appraisal.
3. Write short notes on (**Any two**) : **14**
- a) Welfare Recreational Facilities.
  - b) Non-Quantitative Methods of Job Evaluation.
  - c) Objectives and Needs of HRA.
4. Write short notes on (**Any two**) : **14**
- a) Advantages and Problems of Job Evaluation.
  - b) Types of Incentive Schemes.
  - c) Old age Retirement Benefits.
5. Define Remuneration. Explain in detail components and challenges of Remuneration. **14**
6. Define Performance Management. State the advantages and implications of Performance Management process. **14**
7. Explain the concept of Assessment Centre. Brief out the process of designing of Assessment Centre. **14**
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**M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017**  
**Gr.F : AGRICULTURE BUSINESS MANAGEMENT (Paper – IV)**  
**Agro-Processing Industries and Rural Industrialization**

Day and Date : Thursday, 25-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

**1. Case Study.**

**Fruit and vegetable drying**

Fruits and vegetables play an important role in providing the body with essential vitamins and minerals which when deficient, can cause malnutrition (Utete and Tembo, 1996). In the smallholder sector of Zimbabwe, fresh vegetables are available in large quantities in the dry season while fruits are abundant in the wet season. When production exceeds the family consumption needs and demand levels of the local markets, producers face huge problems in trying to access urban markets. These include lack of market information and marketing intelligence, high perishability of horticultural commodities and lack of refrigerated transport services and poor road networks. More often than not, high value produce is put to waste.

A wide variety of vegetables and fruits are processed into dried products and the majority of vegetables processed are indigenous varieties. Preservation relies on the removal of moisture by drying. An acid dip sulphur dioxide may also be used to reduce the number of contaminating micro-organisms (Fellows, 1997) but this is not commonly practiced in Zimbabwe. Dried products are obtained from apple, mango, guava, banana, paw-paw, tomatoes, onions, cabbages, rape,

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covo, cowpea leaves, pumpkin leaves, mustard leaves and okra. It is more common to find dried vegetables rather than fruits on the vendors market. For a significant number of processors, processing is a traditional activity adopted to enhance household food security during the agricultural off-season when access to fresh produce is limited. Some surplus may be sold locally to generate income. The few enterprises that produce the dried products at medium-scale, sell their products in the up-market shops and local tourist resort areas. The Murewa Food Processors' Association is one of the few enterprises which exports small volumes of dried fruits, but it does not have firm contracts in export markets.

Most of the existing fruit and vegetable processors are informal in nature and range in size from small to medium. They are normally referred to as cottage industries as they operate from residential homes. Drying of fruits is still a novel idea among both processors and local consumers. However, there is evident increase in the supply of processed fruits and vegetables as various such commodities are now available in the up-market shops in towns and tourist resort areas but in better quality.

- |  |    |
|--|----|
| a) Analyze the case.                         | 5  |
| b) Identify the problem.                     | 2  |
| c) Highlight the challenges.                 | 5  |
| d) Best Solution.                            | 2  |
| 2. Write short notes on ( <b>any two</b> ) : | 14 |
| 1) Urban Co-operative Banks.                 |    |
| 2) Employee Credit Societies.                |    |
| 3) Need and objectives of rural credit.      |    |
| 3. Write short notes on ( <b>any two</b> ) : | 14 |
| 1) Role of RBI in agricultural credit.       |    |
| 2) Industrial Cooperative Management.        |    |
| 3) AOA.                                      |    |



4. Write short notes on (**any two**) : **14**
- 1) Explain importance of Agro Processing Co-operatives.
  - 2) Fluctuations in agricultural prices.
  - 3) Dairy Cooperatives.
5. Explain in short Khadi and Village Industry Corporation. Also explain promotional measures of KVIC. **14**
6. What are cottage and small scale industries ? Explain role and problems of SSI. **14**
7. What is rural industrialization ? Explain the role of agriculture in rural industrialization. **14**
-





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 risks 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 Logical Security in detail.
    - b) Discuss different types of security threats.
    - c) Discuss the concept of Cryptography.
  3. Write short notes on **any two** of the following : 14
    - a) 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 the concepts of Confidentiality, integrity and availability in data security.
    - c) Discuss the concept of Identification and Authentication. Also discuss Password Authentication.
  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) (Old) Examination, 2017**  
**Group – G : INTERNATIONAL BUSINESS (Paper – IV)**  
**International Financial Systems and Markets**

Day and Date : Thursday, 25-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

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

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

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

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

**The Cost of Delay**

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

When lac started talking to the Iranian company for the acquisition in October 1998, oil prices were at rock bottom (\$ 11 per barrel) and most refining companies were closing shop due to falling margins. Indeed, a number of good oil properties in the Middle East were up for sale. Using this opportunity, several developing countries “made a killing by acquiring oil equities abroad.” IOC needed Government’s permission to invest abroad. Application by Indian company for investing abroad is to be scrutinised by a special committee represented by the Reserve Bank of India and the finance and commerce ministries. By the time the government gave the clearance for the acquisition in December 1999 (i.e.more than a year after the application was made), the prices had bounced

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back to \$ 24 per barrel. And the Elf of France had virtually taken away the deal from under IOC's nose by acquiring the Premier Oil. The RBI, which gave IOC the approval for \$15 million investment, took more than a year for clearing the deal because the structure for such investments were not in place, it was reported.

- 1) Discuss internal, domestic and global environments of business revealed by this case.
  - 2) Discuss whether it is 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 lessons of this case ?
2. Write short notes (**any two**).
    - a) Foreign Exchange Market Activities.
    - b) Interest Rate Parity.
    - c) Role of financial intermediaries.
  3. Write short notes (**any two**).
    - a) International Bond Market.
    - b) FDI.
    - c) Indian Forex Scenario.
  4. Write short notes (**any two**).
    - a) International Development Banking.
    - b) Problem of Debt Servicing.
    - c) Balance of Payment Theory.
  5. What is international securities market ? Discuss various instruments of international market.
  6. Discuss about complexities and issues in financial decisions of a multinational firm. Briefly explain various aspects of commercial borrowings.
  7. What is international financial management ? Briefly explain various phases of international monetary system.
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**M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017**  
**Group – A : MARKETING MANAGEMENT (Paper – V)**  
**International Marketing**

Day and Date : Friday, 26-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

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

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

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

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

The RBI, which gave lac the approval for \$15 million investment, took more than a year for clearing the deal because the structure for such investments were not in place, it was reported. Discuss internal, domestic and global environments of



business revealed by this case. Discuss whether it is the domestic or global environment that hinders the globalization of Indian business. Even if Elf had not acquired Premier Oil, what would have been the impact of the delay in the clearance on IOC ? What would have been the significance of the foreign acquisition to IOC ? What are the lessons of this case ?

2. Write a short note on following (**any two**) :
    - a) Challenges and opportunities in International Marketing.
    - b) WTO.
    - c) Direct and Indirect Export.
  3. Write a short note on following (**any two**) :
    - a) Licensing and franchising
    - b) International trading Environment
    - c) Global media decisions.
  4. Write a short note on following (**any two**) :
    - a) Documents related to excisable goods.
    - b) Indo-Sri Lanka Free Trade Agreement.
    - c) Global Product Positioning.
  5. Describe in brief Export and Import concept. Explain in detail the export procedure.
  6. What is Product ? Briefly discuss the product decisions and product life cycle in global market.
  7. Explain the concept International Pricing. What are the problems and factors influencing international pricing ?
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**M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017**  
**Group – B : Financial Management (Paper – V)**  
**INTERNATIONAL FINANCE**

Day and Date : Saturday, 27-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

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

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

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

1. XYZ MNC is faced with a problem to choose between the following 2 option :

1) Continue to export every year 2,00,000 units of a product at a unit price of USD 80; its variable cost per unit is \$ 45.

2) Install a manufacturing unit to produce 5,00,000 units in the country X-the destination for export.

Setting up of manufacturing plant will involve :

Investment Outlay of = \$ 50 million

Expected life : 5 years

Salvage Value : \$10 Million.

The MNC follows SLM depreciation. To support additional level of activity, investment will require working capital of \$ 5 Million.

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

Assuming that there will be no variation in the exchange rate between the two countries and all profits can be repatriated, advise the MNC regarding financial viability of the proposal.



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

- 1) International Banking.
- 2) NASDAQ.
- 3) At two foreign exchange centers, the following Rs.-USD rates are quoted :

London : Rs. 47.5730 – 47.6100

Tokyo : Rs. 47.6350 – 47.6675. Find out arbitrage possibilities for an arbitrageur who has Rs. 100 million.

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

- 1) If the current exchange rate between the US Dollar and French Franc is FFR 5.0150/USD and interest for the period of one year are 7% (USD) and 8.5% FFR respectively, determine the expected exchange rate after one year.
- 2) ECGC.
- 3) Country Risk Analysis.

4. Define Globalization. Explain the various financial sector reform's in India.

5. Convert the following rates into outright rates and indicate their spread.

	Spot	1 Month	3 Month	6 Month
Rs./USD	35.6300/25	20/35	25/35	30/40
Rs./Euro	55.2200/35	40/30	50/35	55/42
Rs./DM	23.9000/30	30/25	40/60	45/65

6. Explain the characteristics of International Business and Importance of International Finance.

7. Explain the Purchasing Power Parity and Interest Rate Parity theories of Exchange Rate Behavior.

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

Day and Date : Saturday, 27-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

**1. Case Study :**

**14**

ABC Ltd. was leading automaker over the years, had built up a reputation for manufacturing reliable automobiles. ABC's products were known for quality and its manufacturing techniques were followed by its competitors. ABC's commitment to manufacturing world class and quality automobiles was entrenched in its entire manufacturing philosophy right through the development stages to manufacturing. At ABC, quality was in built into each manufacturing process and employees from all divisions ensured that defective items did not pass on to the next process. ABC recognized quality as an important factors affecting customer satisfaction and strove to achieve excellence in manufacturing quality products. To ensure zero defects in the finished product, ABC has set up quality assurance systems across various divisions, including development, purchasing, and production. To overcome quality assurance problems caused due to rapid globalization, ABC adopted a set of management principles and communicated them to all its overseas manufacturing plants. Due to its efficiency in manufacturing, ABC became one of the most trusted brands in the global automobile industry.

But some analysts felt that ABC had become a victim of its own success. ABC expanded its production facilities rapidly in a bid to grow globally and to achieve its goal of becoming the number one auto maker in the world. ABC rapid growth affected its product quality with the company reportedly compromising on its manufacturing techniques. Customers began to face safety related problems in ABC vehicles. Later a series of recalls followed which put the company's reputation at risk. Analysts said that constant recalls had damaged the reputation and brand image of ABC and hindered its return to profitability. To achieve target of market share, ABC had sacrificed its quality and ignored its own management principles and customers, analysts said.

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Answer the following questions given below :

Questions :

- a) Analyze the case. 5
  - b) Identify the problem. 2
  - c) Find out alternative solutions. 5
  - d) Give the best solution. 2
2. Short notes (**any two**) : 14
- a) Six Sigma Philosophy
  - b) Supply Chain Management
  - c) Benefits of Total Productive Maintenance.
3. Short notes (**any two**) : 14
- a) Kanban
  - b) Role of IT in World Class Manufacturing
  - c) Flexible Manufacturing System.
4. Short notes (**any two**) : 14
- a) Benchmarking
  - b) Human resource as a problem solver
  - c) Role of motivation and reward in the continuous improvement.
5. Explain how quality is an important aspect in global competition ? What quality factors a company need to focus to make the company world class ? 14
6. What are the factors causing pollution ? What are the various measures used to control environmental pollution ? 14
7. What is Just in Time System ? State the objectives of JIT manufacturing. Describe the characteristics of JIT system. 14
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**M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017**  
**Group – C : HUMAN RESOURCE MANAGEMENT**  
**Paper – V : Global Human Resource Management**

Day and Date : Monday, 29-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

1. **Case Study :**

14

James was a 30 year old American sent by his Mexico-based company, to set up a buying office in India. The new office's main mission was to source large quantities of consumer goods in India : cotton piece goods, garments accessories and shoes, as well as industrial products such as tent fabrics and cost iron components. India's Ministry of foreign trade had invited James's company to open this buying office because they knew it would promote exports, bring in badly-needed foreign exchange and provide manufacturing know-how to Indian factories.

James's was in fact, the first international sourcing office to be located anywhere in South Asia. The MFT wanted it to succeed so that other Western and Japanese companies could be persuaded to establish similar procurement offices. The expatriate manager decided to set up the new office in the capital, New Delhi, because he knew he would have to meet frequently with senior government officials. Since the Indian government closely regulated all trade and industry, James often found it necessary to help his suppliers obtain import license for the semi-manufactures and components they required to produce the finished goods his company had ordered.

James found these government meetings frustrating. Even though he always phoned to make firm appointments, the bureaucrats usually kept him waiting, for half an hour or more. Not only that, his meeting would be continuously interrupted by phone calls and an announced visitors, as well as by clerks bringing in stacks of letters and documents, to be signed. Because of all the waiting and the constant interruptions, it regularly took him half a day or more to accomplish something that could have been done back home in 20 minutes.

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Three months into this assignment James began to think about requesting a transfer to a more congenial part of the world – “somewhere where things work”. He just could not understand why the Indian officials were being so rude. Why did they keep him waiting ? Why did not the bureaucrats hold their incoming calls and sign those papers after the meeting so as to avoid the constant interruptions ? After all, the Government of India had actually invited his company to open this buying office so did not he have the right to expect reasonably courteous treatment from the officials in various ministries and agencies he had to deal with ?

- |   |           |
|---|-----------|
| a) Analyze the case.  | 5         |
| b) Identify the problem.  | 2         |
| c) Alternative solutions.   | 5         |
| d) Best solution.   | 2         |
| <b>2. Write short notes on (any two) :</b>  | <b>14</b> |
| a) Criteria for recruitment and selection.  |           |
| b) Knowledge and knowledge transfer   |           |
| c) Terrorism, safety and global HR.   |           |
| <b>3. Write short notes on (any two) :</b>  | <b>14</b> |
| a) Knowledge management in IHRM.  |           |
| b) HRM and corporate social responsibility.   |           |
| c) Sending women managers abroad.   |           |
| <b>4. Write short notes on (any two) :</b>  | <b>14</b> |
| a) Code of conduct  |           |
| b) Diffusibility of employment practices.   |           |
| c) On-line recruitment websites.  |           |
| <b>5. Explain the term ‘Global Business and Human Resource Management’ and the impact of inter country differences on HRM with reference to legal, political factors.</b> | <b>14</b> |
| <b>6. Discuss international pay and reward with cross-national variation in reward structure and also highlight strategies in international rewards.</b>                  | <b>14</b> |
| <b>7. What do you mean by the term ‘Off-shoring’ ? Explain in detail international staffing policies.</b>   | <b>14</b> |
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**M.B.A. (Part – II) (Semester – IV) (Old) Examination, 2017  
(Gr. F) : Agriculture Business Management (Paper – V)  
INTERNATIONAL TRADE AND AGRICULTURE**

Day and Date : Monday, 29-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total Marks : 70

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

**1. Case Study :**

Tuna is arguably one of the most well-known and abundant of fish, found in large quantities at supermarkets and convenience stores around the world. It is such a popular sight in its canned form that one may have even dissociated it from its origins as a fish, until reminded of the amusing slogan-cum-brand, 'chicken of the sea'. As such, it is safe to say that tuna enjoys as much popularity among consumers as the humble and ubiquitous chicken.

On the production side, easy accessibility and popularity translates into big business, thriving markets and fierce competition. For producers of canned tuna, the fish is their livelihood, an important source of income and an industry of serious economic significance, contributing as it does to the national balance of payments, the employment rate and, subsequently, a productive and healthy social climate.

This is especially true in the case of Thailand, the world's third-largest producer of canned tuna and the largest exporter, accounting for 31% of the global volume of exports. As of 2000, the United States has remained Thailand's biggest export destination, followed by the European Community (EC) and then Canada. (1) Since Thailand's tuna industry is export-oriented, with almost all its production intended for overseas markets, foreign import restrictions and regulations wield considerable impact on its growth and overall dynamism. This is where Thailand encountered difficulties with one of its major trading partners – the EC.



Despite its impressive world ranking, producers of canned tuna in Thailand were convinced that their industry was capable of considerably better performance given more equitable access to the EC market. This inequity existed primarily in the form of a preferential tariff granted by the EC to canned tuna producers from the African, Caribbean and Pacific States (ACP countries), a status consolidated in the Continuo Agreement (ACP Agreement) of 3 February 2000 between the EC and the ACP countries. While ACP countries were enjoying zero tariffs on tuna imports, other countries such as Thailand were continuing to face an inhibiting tariff of 24%, which was proving detrimental to the legitimate economic interests of Thailand as a major producer of canned tuna. Furthermore, zero import tariffs for ACP countries encouraged investors increasingly to view the ACP countries as a favourable investment destination, in contrast to Thailand, undermining the cost and other comparative advantages that Thailand has to offer.

- |  |           |
|--|-----------|
| a) Analyze the case.   | <b>5</b>  |
| b) Discuss the Challenges and the outcome.   | <b>5</b>  |
| c) Highlight the Lessons from the case.  | <b>4</b>  |
| <b>2. Write short notes on (any two) :</b>   | <b>14</b> |
| a) India's position in global market.  |           |
| b) AGMARK.   |           |
| c) SWOT analysis for Commercial crops.   |           |
| <b>3. Write short notes on (any two) :</b>   | <b>14</b> |
| a) SWOT analysis for Pulses.   |           |
| b) Strategies to boost exports.  |           |
| c) International capital flows.  |           |
| <b>4. Write short notes on (any two) :</b>   | <b>14</b> |
| a) Import-export procedure.  |           |
| b) Sales promotion with country.   |           |
| c) Labeling.   |           |
| <b>5. Explain the theory of comparative advantages in detail. What is meant by trade and welfare ?</b>                 | <b>14</b> |
| <b>6. Explain the effects of tariff monopoly and price discrimination. Explain what is meant by tariffs and quota.</b> | <b>14</b> |
| <b>7. Explain SDR mechanism and it's working. Explain IMF in detail.</b>   | <b>14</b> |
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Seat No.	
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**M.B.A. (Semester – IV) (Old) Examination, 2017**  
**Group – D : System Management (Paper – V)**  
**PROGRAMMING CONCEPTS AND ADVANCED EXCEL**

Day and Date : Monday, 29-5-2017  
Time : 10.30 a.m. to 1.30 p.m.

Total 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 Bill based on items purchased at a store. The program should compute item amounts and total bill amount based on qty. of items purchased and rate of item per unit of measurement. The system should ask for additional items purchased and should repeat unless the user enters 'No' for additional items purchased. The result should display No. of items purchased, quantity of each item, amount for each item and total bill amount. **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) Differentiate between IF-ELSE and SWITCH-CASE constructs.
  - b) Arrays.
  - c) Subtotal feature in 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. (Part – II) (Semester – IV) Examination, 2017**  
**Group G : International Business**  
**INTERNATIONAL LOGISTICS (Paper – V) (Old)**

Day and Date : Monday, 29-5-2017

Total Marks : 70

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

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

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

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

**1. Case Study.**

**14**

Star Enterprise Pvt. Ltd. is planning to start a mail-order business that will sell moderately priced clothing for short men and petite women. Local clothing stores, the firms, major competition, carry a limited selection of sizes for this market and have little opportunity to obtain items not in their immediate stock.

However some customers appreciate the chance to try on clothes and listen to the advice of sales people but are often frustrated by the limited selection. Hence Star Enterprise feels that it will have a price advantage because of low overhead (only order takers and order fillers make up the staff and the warehouse is in a low rent district).

Hence now the Star enterprise is having a challenge to frame what kind of supply chain strategy it can allow for competing with the local retailers.

Analyse the above case from the point of view of an effective Supply Chain Strategy and Planning required for it.

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

**14**

a) Supply Chain as a competitive advantage.

b) Customer Service Strategy.

c) Distribution Resource Planning.



3. Write short notes on (**Any two**) : **14**
- a) Role of outsourcing in Global Supply Chain Management.
  - b) IT solutions for Supply Chain Management.
  - c) Characteristics of Global Supply Chains.
4. Write short notes on (**Any two**) : **14**
- a) Bullwhip Effect.
  - b) International Air Transport.
  - c) Dimensions of Performance Metrics.
5. Define 3PL and 4PL service providers. What is its role in Global Logistics ?  
Brief out the considerations for hiring 3PL and 4PL service Providers. **14**
6. Explain the term Warehousing. State its objectives and functions. Also brief out  
the Warehousing location strategies in detail. **14**
7. Define Intermodal Transportation. What are the factors influencing mode and  
carrier selection decision ? **14**
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