



Seat No.	
----------	--

Set

P

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

Day and Date : Saturday, 8-12-2018

Max. Marks : 70

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

Instructions : 1) **All questions are compulsory.**
2) **All questions carry equal marks.**

1. Choose appropriate answer.

14

- 1) Which one of the following statement is true ?
 - a) Planning is a backward looking
 - b) Planning provides basis for control
 - c) Planning is the just reverse of control
 - d) Planning and control are not related
- 2) Managerial grid has been developed by
 - a) Blake and Mouton
 - b) W.J. Reddin
 - c) Rensis Likert
 - d) Elton Mayo
- 3) According to Herzberg's motivation-hygiene theory, which one of the following is a motivating factor ?
 - a) Job security
 - b) Company policy
 - c) Work itself
 - d) Interpersonal relations
- 4) According to Maslow's need hierarchy theory, which of the sequence is correct ?
 - a) Basic, safety, esteem, social, self-actualization
 - b) Basic, safety, social, esteem, self-actualization
 - c) Social, basic, safety, esteem, self-actualization
 - d) Safety, basic, esteem, social, self-actualization



- 5) In regard to staffing function, which combination of activities in sequential order is correct ?
- a) Placement, recruitment, selection, job analysis
 - b) Placement, selection, recruitment, job analysis
 - c) Recruitment, placement, selection, job analysis
 - d) Job analysis, recruitment, selection, placement
- 6) In staffing function, which one of the following group of managers is involved ?
- a) Only top management
 - b) Only middle managers
 - c) Only personnel managers
 - d) All managers
- 7) Which one of the following is not a relevant step of delegation of authority ?
- a) Determination of results expected
 - b) Punishment for wrong work
 - c) Authorization for action
 - d) Assignment of duties
- 8) Hawthorne experiments was done by
- a) Henry Fayol
 - b) Elton Mayo
 - c) F.W. Taylor
 - d) Koontz and Donnell
- 9) Which one of the following factor is not a part of economic environment ?
- a) National income
 - b) Monetary policy
 - c) Technological changes
 - d) Fiscal policy
- 10) Business organizations should feel concerned with social responsibility because they
- a) Are the part of society
 - b) Can make huge profit
 - c) Can be more efficient
 - d) Can compete in better way
- 11) One of the major element of planning process is
- a) Developing leadership qualities
 - b) Selecting right personnel
 - c) Perception of opportunities
 - d) Designing organization structure



- 12) The concept of scientific management was given by
a) Frederick Taylor b) Henry Fayol
c) Elton Mayo d) Peter Drucker
- 13) Which one of these can be delegated ?
a) Power b) Authority c) Responsibility d) Accountability
- 14) The concept of management by objectives was introduced by
a) Peter Drucker b) George Odiorne
c) Rensis Likert d) C.K. Prahalad
2. Short note. 14
1) Write a note on Hersey-Blanchard's Situational Model.
2) Briefly explain Taylor's principles of scientific management.
3. Short note. 14
1) State the various stakeholders to whom the business organizations are socially responsible.
2) Write a note on different forms of organization structure.
4. Explain the term 'business environment' and discuss the effect of environmental factors on business. 14
- OR
- What is staffing ? Describe in detail staffing function.
5. Analyse the case . 14
- Varghese Kurian started Co-operative movement 50 years ago and Amul established a successful brand name is one of the strongest marketing networks in the country. The competitors are none other than the big MNCs like HUL and Nestle. Amul's vision 2005 aims at a turnover of Rs. 10,000 crore by adding more products like coffee, tea, jams, pickles and ketchup. Amul a co-operative dares to enter the coffee market, the one dominated by Nestle, HUL and TATAs.
- In metros, Amul cafe has made a strong entry competing with Nescafe. There is sound logic for moving into hot beverage. Globally, the coffee business is much protected. While there are quite a few coffee producing nations, only three buyers Nestle, RJR Nabisco and the Folgers coffee company a subsidiary of P & G have a strong hold on the global market. In India, this is the first time a co-operative has ventured into coffee, a market dominated by Nestle which according to CMIE figures, hold 14.81 percent of the market followed by HUL and the TATAs.



Gujarat Co-operative Milk Manufacturers Federation (GCMMF) of Kurian is looking at the organizational set up for the new product range keeping the long term perspective without losing focus on dairy business. Additional of new products helped GCMMF to grow at a compounded annual rate of 18 percent for the last five years. Amul expects new products frozen paneer, gulab jamuns etc. to become cash cows over a period of time. Amul ice cream was the first of a slew of a new products that included frozen paneer, gulab jamuns, a gulab jamun mix and mozzarella and Emmental cheese. These are still small volume products in their first or second year. However, the company expects them to become cash cows over a period of time. Cheese found a significant place on the Indian consumer's platter only about five years ago. Growth has been mainly on account of demand from the defence sector and the growth of fast food restaurants, especially pizza chains that use mozzarella cheese. It's growing market, but the non-availability of a cold chain and refrigeration facilities at points of sale hinders distribution as cheeses us has a very short shelf life. In 1996 GCMMF built a Rs. 40 crore 20 tonnes per day cheese factory at Anand. After this initial launch the cheese business was refocused in 1998. The company air lifted its cheese plant from Anand to Khatraj near Ahmedabad so that the various varieties of cheese could be made under one roof.

Amul achieved market share mainly on price front over its rivals. Low pricing resulted in high volumes in turnover for Amul. The moto of sell more and earn more of GCMMF allows Amul to share 50 percent of its profit with the distribution network. In the changing economic scenario Amul has also changed the strategy and created a good infrastructure by investing Rs. 6 crore in information systems. The tempo did not stop there are TCS has been roped into implement its Enterprise wide Integrated Application System. Amul started accepting interest orders in cities like Mumbai, Delhi and Ahmedabad on the other side; Amul exports are likely to reach Rs. 30 crore this year. Amul introduced knowledge updation test to its marketing managers as a measures to beef up marketing department as a prelude to fulfil vision 2005. Unfazed by the competition, GCMMF is preparing itself for the new millennium. The new entrants dwell on the strategies of the market leader your butterfly Amul.

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



Seat No.	
-------------	--

Set	P
-----	----------

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

Day and Date : Monday, 10-12-2018
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

Instructions : 1) Q. No. 1 is **compulsory**.
2) Figures to the **right** indicate **full** marks.

1. Choose the correct alternative :

14

- 1) Surplus of income over expenses is called as _____
 - a) Loss
 - b) Profit
 - c) Financial societies
 - d) Deficit
- 2) Concept which provides a line between present and future is known as _____
 - a) Disclosure concept
 - b) Entity concept
 - c) Going Concern concept
 - d) Dual aspect
- 3) _____ amount invested in business by proprietor.
 - a) Capital
 - b) Assets
 - c) Drawings
 - d) Profit
- 4) Goods purchased on credit is debited with _____
 - a) Purchase A/c
 - b) Purchase return
 - c) Supplier's name
 - d) Cash
- 5) _____ is the statement prepared to show the financial position of business as on particular date.
 - a) Balance sheet
 - b) Trading A/c
 - c) Trail balance
 - d) Profit and Loss A/c
- 6) Salary paid to Mandar should be debited to _____
 - a) Mandar A/c
 - b) Salary A/c
 - c) Expenses A/c
 - d) Cash A/c



2. Attempt the following :

- 1) Users of accounting information. 7
- 2) From the following ledger balances prepare Trail Balance of Mr. Nilesh as 31st March 2016.

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

7

3. Attempt the following :

- 1) Record the following transactions in Cash Book of Mr. Durgesh in cash and bank column.

01/05/2016 Cash in hand Rs. 25,000/- bank balance Rs. 18,000/-

07/05/2016 Cash purchases Rs. 23,000/-

09/05/2016 Cash sales Rs. 26,000/-

11/05/2016 Deposited cash into bank Rs. 5,000/-

17/05/2016 Received a bearer cheque from Suraj in full and final settlement Rs. 9,900/- and deposited same in bank.

26/05/2016 Paid legal charges Rs. 2,600/- by cheque

28/05/2016 Withdrawn from bank for office use Rs. 8,000/-

7



2) New trading company, Mumbai purchased machinery for Rs. 90,000/- on 1st April 2008. On 1st Oct. 2008 additional machinery was purchased for Rs. 60,000/- On 1st October 2010 the company sold the machinery purchased on 1st Oct. 2008 for Rs. 40,000/-

Depreciation is charged @ 10% p.a. under straight line method on 31st March every year.

Prepare machinery and depreciation account for three years 2008-09, 2009-10 and 2010-11. 7

4. Journalize the following transactions in the books of Gautam for the month of May 2017. 14

Debit balances :

Cash at bank Rs. 1,00,000/- (Bank of India), Land and building Rs. 1,80,000/- Furniture Rs. 60,000/- Debtors : Vivek Rs. 5,000/-, Harshal Rs. 4,000/- Stock Rs. 40,000/-

Credit balances :

Bank loan Rs. 28,000/- creditors : Balaji Rs. 6,000/- Paras Rs. 9,000.

2007 May

- 1 Purchased goods list price Rs. 20,000/- at 10% trade discount on credit from Mr. Vilas.
- 4 Received from Harshal Rs. 3,700/- in full and final settlement of his account
- 6 Goods costing Rs. 5,000/- destroyed by fire insurance company settled the claim for Rs. 4,000/- only.
- 10 Interest on bank loan Rs. 800/- debited to the current account
- 14 Paid Rs. 8,900/- to Paras in full and final settlement of his account.
- 18 Purchased goods from Ishwar worth Rs. 20,000/- at 10% trade discount and 5% cash discount, paid $\frac{1}{4}$ amount in cash and $\frac{1}{4}$ th amount by cheque.
- 20 Purchased shares of Reliance Industries Rs. 10,000/- and paid brokerage Rs. 200/-



- 22 Transferred Rs. 15,000/- from private bank of proprietor to business bank account
- 23 Received bearer cheque of Rs. 20,000/- from Sujeet and deposited same in bank
- 25 Cheque received from Sujeet was dishonoured
- 28 Bank charges charged by bank Rs. 200/-

OR

From the books of account of M/s xyz Enterprise, the following details have been extracted for the year ending 31st March 2015.

14

Particulars	Rs.
Opening stock	1,88,000
Closing stock	2,00,000
Materials purchased during the year	8,32,000
Direct wages paid	2,38,400
Indirect wages	16,000
Salaries to administrative staff	40,000
Freight-inward	32,000
Freight-outward	20,000
Sales	15,79,800
Cash discount allowed	14,000
Bad debts written off	18,800
Repairs of plant and machinery	42,400
Rent rates and taxes-factory	12,000
Rent rates and taxes-office	6,400
Travelling expenses	12,400
Salesmen's salaries and commission	33,600
Depreciation written off-plant and machinery	28,900
Depreciation written off-furniture	2,400
Director's fee	24,000
Electricity charges (factory)	48,000
Fuel (for boiler)	64,000
Sale of scrap	500
General charges	24,800
Manager's salary	48,000



The Manager's time is shared between the factory and the office in the ratio of 20:80. From the above details you are required to prepare a cost sheet to show :

- a) Prime cost
- b) Factory cost
- c) Cost of production
- d) Profit.

5. Following is the Trail Balance of M/s Hindustan Traders as on 31st March 2017. You are required to prepare Trading and Profit and Loss Accounts for the year ended 31st March 2017 and Balance Sheet as on the date :

14

Particulars	Rs.	Particulars	Rs.
Opening stock	50,000	Capital	80,000
Purchases	1,50,000	Interest	800
Return inward	2,000	Sales	2,50,000
Wages	6,000	Return outward	2,000
Salaries	12,000	Creditors	28,000
Discount allowed	1,400	Bills payable	11,400
Insurance	1,800	Discount received	2,400
Carriage	4,000	Commission	4,000
Office rent	2,000		
Investment	20,000		
Bad debt	800		
Building	20,000		
Cash in hand	6,600		
Drawings	20,000		
Debtors	48,000		
Machinery	34,000		
Total	3,78,600		3,78,600



Adjustments :

- 1) Closing stock is valued at Cost Price Rs. 68,000/- and market price was Rs. 72,000/- on 31-03-2017
 - 2) Depreciate machinery by 10% and building by 2% p.a.
 - 3) Rent of Rs. 400/- and salaries of Rs. 1,000/- are outstanding.
 - 4) Provide RDD at 5% on sundry debtors
 - 5) Interest on investment due of Rs. 1000/- but not received
 - 6) Goods of Rs. 1,000/- distributed as free sample.
-



SLR-CL – 3

Seat No.	
-------------	--

Set

P

**M.B.A. (Part – I) (Semester – I) (CBCS Pattern) Examination, 2018
MANAGERIAL ECONOMICS – Paper – III**

Day and Date : Tuesday, 11-12-2018
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

1. Multiple choice questions :

14

- 1) Which of the following is a characteristic of a perfectly competitive market ?
 - a) Firms are price setters
 - b) There are few sellers in the market
 - c) Firms can exit and enter the market freely
 - d) All of these

- 2) When the cost of production is low, the low cost is a result of what is called
 - a) Economies of Scale
 - b) Internal Economies
 - c) External Economies
 - d) Over head Cost

- 3) In a planned or command economy, all the economic decisions are taken by the
 - a) Consumers
 - b) Workers
 - c) Government
 - d) Voters

- 4) The total demand for goods and services in an economy is known as
 - a) National demand
 - b) Economy-wide demand
 - c) Gross national product
 - d) Aggregate demand

- 5) A _____ in Balance of Payments implies greater demand for domestic currency in a foreign country.
 - a) Surplus
 - b) Deficit
 - c) Increase
 - d) Decrease

- 6) Which of the following is not the type of utility ?
 - a) Cardinal
 - b) Ordinal
 - c) Marginal
 - d) None of them

P.T.O.



- 7) WTO was formed in
 a) 1990
 b) 1995
 c) 1996
 d) 1997
- 8) National Income does not include
 a) Service of an actor
 b) Profit of a firm
 c) Export earnings
 d) Transfer
- 9) MRS stands for
 a) Marginal Rate of Substitution
 b) Maximum Rate of Supply
 c) Minimum Rate of Supply
 d) None of them
- 10) The cost of producing an extra unit of output is called _____
 a) Marginal Cost
 b) Average Cost
 c) Fixed Cost
 d) Variable Cost
- 11) Hyper inflation is also known as
 a) Walking Inflation
 b) Cost-push inflation
 c) Demand-pull inflation
 d) Galloping inflation
- 12) GDP stands for
 a) Gross Domestic Product
 b) Gross Deistic Product
 c) Gross Dynamic Product
 d) All of these
- 13) _____ refers to the want satisfying power of commodity.
 a) Demand
 b) Supply
 c) Utility
 d) Desire
- 14) Time series analysis relate to the determination of change in a variable in relation to time.
 a) True
 b) False
2. Short note : **14**
 a) Types of Inflation. **7**
 b) Industrial Sickness. **7**
3. Short note : **14**
 a) Characteristics of Perfect Competition Market. **7**
 b) Importance of Managerial Economics. **7**



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

a) What is Balance of Payment ? Explain the causes of disequilibrium in BOP.

OR

b) Define Demand Forecasting. Explain different methods of Demand Forecasting. 14

5. **Case Study** : 14

ITC Ltd. is a major cigarette manufacturing company of India. Its market share is 50 percent of the total cigarette market in India. Every year in Feb. the company anxiously waits for the forthcoming proposals fearing that the government impose tax on cigarettes. The logic behind taxing Cigarettes industry has been two fold. Firstly the demand for cigarettes is considered inelastic and hence the government think it will bring revenue. Secondly the government thinks that is injurious to health and hence by enhancing excise duty on cigarette. It will be able to discourage smoking. The sales figures for the past several years recorded that despite excise increases sales have been increasing in those very years.

When the budget came for the year 2011 the government chose to spare the cigarette from any hike in excise retaining the old rates the management of ITC which was fearing on excise hike of ITC of at least 15 per cent this year heaved a Sigh of relief. The management already faced with the problem of rising input cost. The demand for cigarettes generally being considered inelastic the company feared no significant fall in its sales following a price hike and hence decided to raise the of its brands of cigarettes by 15 per cent.

Following this price hike, the company executives found to their utter surprise that sales dropped sharply and the demand for cigarettes of the company was found sensitive to price increases. Within a few months the company has to withdraw price hike and then found that its sales recorded normal level.

Question.

- 1) Was the company right in assuming that the demand for its cigarettes is inelastic ?
- 2) Why did the company's policy of hiking prices of cigarettes fall miserably ?
- 3) Do you think that the government's policy of discouraging smoking through excise hike was right ?



Seat No.	
-------------	--

Set	P
-----	---

M.B.A. (Semester – I) (CBCS) Examination, 2018
Paper – IV : ORGANIZATIONAL BEHAVIOUR

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

Max. Marks : 70

Instruction : All questions are compulsory.

1. Choose the correct alternative.

14

- 1) The levels of Organizational Behaviour are _____ Group.
 - a) Individual
 - b) Personal
 - c) Interpersonal
 - d) None of the above
- 2) The three components of attitude are Cognitive, Affective and
 - a) Effective
 - b) Behavioural
 - c) Personality
 - b) Perception
- 3) Job satisfaction is _____ feelings about a job resulting from evaluation of its characteristics.
 - a) Pleasant
 - b) Negative
 - c) Positive
 - d) None of the above
- 4) Cognitive dissonance is _____ that individual perceives between two or more of his attitudes or between his behavior and attitude.
 - a) Compatibility
 - b) Incompatibility
 - c) Resonance
 - d) Rationalization
- 5) _____ is any relatively permanent change in behavior that occurs as a result of experience.
 - a) Attitude
 - b) Perception
 - c) Learning
 - d) Personality
- 6) The Big five factors of Personality are extraversion, Conscientiousness, agreeableness, emotional stability and
 - a) Openness to experience
 - b) Openness to change
 - c) Both of above
 - d) None of the above
- 7) _____ is two or more people who interact and work with each other to achieve a common purpose.
 - a) Team
 - b) Group
 - c) Committee
 - d) Virtual teams

P.T.O.



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

a) What is OB ? Explain factors affecting individual behavior.

OR

b) Explain resistance to change. How to manage resistance to change ?

5. Case Study. **14**

Good people-valuable employees quit their jobs every day. Usually, they leave for better positions elsewhere. Take Ken, an experienced underwriter in a north eastern insurance company, who scribbled the following remarks on his exit interview questionnaire :

This job isn't right for me. I like to have more input on decisions that affect me-more of a chance to show what I can do. I don't get enough feedback to tell if I'm doing a good job or not, and the company keeps people in the dark about where it's headed. Basically, I feel like an interchangeable part most of the time.

In answer to question about whether the company could have done anything to keep him, Ken replied simply, "probably not".

Why do so many promising employees leave their jobs ? And why do so many other stay on but perform at minimal level for lack of better alternatives ? One of the main reasons – Ken's reason – can be all but invisible, because it's so common in so many organizations a system – wide failure to keep good people.

- | | |
|---------------------------------------|----------|
| 1) Analyze the Case. | 5 |
| 2) Identify the problem. | 2 |
| 3) Identifying alternative solutions. | 5 |
| 4) Giving the best solution. | 2 |



Seat No.	
----------	--

Set	P
-----	---

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

Day and Date : Thursday, 13-12-2018
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

- N.B. :** 1) **All questions are compulsory.**
2) **All questions carry equal marks.**
3) **Use graph paper wherever necessary.**

1. Choose the right option for following :

14

- 1) In case of Carl Pearson coefficient of correlation the r value should be between _____
 - a) +1 to -1
 - b) +2 to -2
 - c) 0 to 1
 - d) +5 to -5
- 2) If both the variable moving towards same direction then it called as _____ correlation.
 - a) Positive
 - b) Negative
 - c) Neutral
 - d) No correlation
- 3) A _____ is a graph containing set of rectangles for representing the class intervals by its class intervals and frequency.
 - a) Ogive
 - b) Histogram
 - c) Polygon
 - d) Pie-chart
- 4) Variance = _____
 - a) SD^2
 - b) $Median^2$
 - c) $Mean^2$
 - d) $Mode^2$
- 5) Semi-inter-quartile range is also known as _____
 - a) Quartile deviation
 - b) Standard deviation
 - c) Mean deviation
 - d) Variance
- 6) _____ is the average of the modulus of the deviations of the observations in a series taken from mean or median or mode.
 - a) Histogram
 - b) Standard deviation
 - c) Mean deviation
 - d) Polygon



- 7) When a series is not symmetrical is said to be
- a) Skewed
 - b) Kurtosis
 - c) Ogive
 - d) Index numbers
- 8) _____ is a ratio or an average of ratios expressed as a percentage.
- a) Correlation
 - b) Regression
 - c) Probability
 - d) Index numbers
- 9) _____ refers to the degree of peakedness of the hump of the distribution.
- a) Mean
 - b) Median
 - c) Mode
 - d) Kurtosis
- 10) Prediction or estimation of the value of a variable from a known value of other variable to which it is related to called as _____
- a) Correlation
 - b) Regression
 - c) Range
 - d) Skewness
- 11) An _____ is a characteristic of an individual which cannot be measured numerically.
- a) Attribute
 - b) QD
 - c) SD
 - d) MD
- 12) _____ is a graph which represents the data of cumulative frequency distribution.
- a) Bar chart
 - b) Histogram
 - c) Ogive
 - d) Scattered diagram
- 13) The arithmetic mean of the series 25, 30, 21, 55, 47, 10, 15, 17, 45, 35 is _____
- a) 25
 - b) 30
 - c) 35
 - d) 40
- 14) The median of 5, 19, 42, 11, 50, 30, 21, 0, 52, 36, 27 is _____
- a) 27
 - b) 30
 - c) 36
 - d) 42



2. Solve the following questions :

14

A) The score on a reading comprehensions text of 1000 students are given below. Find the median score.

Scores	Frequency	Scores	Frequency
0 – 5	6	25 – 30	250
5 – 10	12	30 – 35	185
10 – 15	50	35 – 40	110
15 – 20	120	40 – 45	32
20 – 25	225	45 – 50	10

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

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

3. Solve the following questions :

14

A) Calculate Quartile deviation of following data :

Wages	0-10	10-20	20-30	30-40	40-50	50-60	60-70	70-80
No. of Workers	20	45	85	160	70	55	35	30

B) For two attributes A and B, we have $(AB) = 16$, $(A) = 36$, $(\alpha\beta) = 10$ and $N = 70$. Calculate Yule's co-efficient of association.

4. An analysis of daily wages of workers of two organizations A and B yielded the following results.

14

	Organization	
	A	B
Number of workers	10	20
Average daily wages	Rs. 30	Rs. 15
Standard deviation	5	10

Calculate the average daily wages and standard deviation of wages of all the workers in the two organization combine. Which organization is more equitable in regard to wages ?

Set P

OR



4. The students in a competition are ranked by three judges in the following orders, use the rank correlation coefficient to determine which pair of judges has the nearest approach. 14

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

5. From the given data draw the histogram and calculate the mode by calculation method and graphical method also. 14

X	0-10	10-20	20-30	30-40	40-50	50-60	60-70	70-80
f	2	18	30	45	35	20	6	3



SLR-CL – 6

Seat
No.

--

Set **P**

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

Day and Date : Friday, 14-12-2018
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

1. Multiple Choice Question (**One** mark **each**) :

14

- 1) _____ is not a media of downward channel.
 - a) Grapevine
 - b) House Journal
 - c) Complaints
 - d) Bulletin
- 2) Dictaphone is one of the media of _____ communication.
 - a) Oral
 - b) Non- Verbal
 - c) Written
 - d) None of these
- 3) Which of the following feature regarding Body Language is false ?
 - a) Not Omnipresent
 - b) Emotionally Expressive
 - c) Dominates Interaction
 - d) Seems trustable
- 4) Which of the following is odd word in terms of nature of Group Discussion ?
 - a) It is an oral interactive process
 - b) It is individual process
 - c) It is systematic
 - d) It is purposeful and goal-oriented activity
- 5) _____ report is prepared when there is a problem and management needs to find out the causes of the problem and needs suggestions to solve it.
 - a) Performance Appraisal
 - b) Inspection
 - c) FIR
 - d) Investigation
- 6) Which of the following belongs to 7 C's of effective communication ?
 - a) Channels
 - b) Context
 - c) Credibility
 - d) All of these

P.T.O.



- 7) Which among the following is the not a principal of Effective Oral Communication ?
- a) Brevity b) Clarity
c) Avoiding Verbosity d) Ambiguity
- 8) Listening to music is an example of _____ Listening.
- a) Appreciative b) Evaluative
c) Attentive d) Active Listening
- 9) Confusions in the similar sounding words like “access” and “excess” occurs because of
- a) Semantic Barrier b) Socio-Psychological Barrier
c) Both of these d) None of these
- 10) Which of the following is a Routine Report ?
- a) Feasibility Report b) Project Report
c) Progress Report d) Investigation Report
- 11) The non-verbal aspects of spoken word are known as
- a) Body Language b) Paralanguage
c) Sign Language d) All of these
- 12) Noise in the environment is an example of
- a) Organisational Barrier b) Physical Barrier
c) Both of these d) None of these
- 13) _____ refers to the process of reading quickly in order to guess the information that a passage or text contains.
- a) Vocabulary Skill b) Scanning
c) Prediction d) Skimming
- 14) _____ is not an example of Socio-Psychological Barrier.
- a) Filtering b) Concept of Space
c) Selective Perception d) Defensiveness

2. Short Notes :

14

- a) Teleconference and Video conference
b) Body Language.

Set P



3. Short Notes : 14

- a) Technique of effective speech
- b) Types of Reports.

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

- a) What are the barriers of Listening ? Also explain the guidelines for effective listening.

OR

- b) Define Reading. Explain the reading skills necessary to understand the content of the message.

5. Draft the following : 14

Draft the Notice, Agenda and Minutes of meeting for the 11th Annual General Meeting for the company- Platinum Enterprise Pvt. Ltd. Mumbai.



Seat No.	
----------	--

Set **P**

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

Day and Date : Monday, 17-12-2018

Total Marks : 70

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

1. Multiple Choice Questions (**one mark each**) :

14

- 1) Section 2 (e) defines _____ as “every promise and every set of promise, forming consideration for each other”.
 - a) Offer
 - b) Agreement
 - c) Acceptance
 - d) Contract
- 2) The State Council shall meet as and when necessary but not less than _____ Meetings shall be held every year.
 - a) 2
 - b) 1
 - c) 3
 - d) 4
- 3) _____ govern the management of internal affairs of a company.
 - a) Prospectus
 - b) Memorandum of Association
 - c) Articles of association
 - d) Audit Report
- 4) Negotiable means _____
 - a) Transferable by delivery
 - b) Endorsement
 - c) Transfer
 - d) Payable to order
- 5) _____ is a mathematical scheme for demonstrating the authenticity of a digital messages or document.
 - a) Digital Messages or document
 - b) Electronic Governance
 - c) Creative Design
 - d) Common Seal



- 6) A partnership deed usually contain the particulars relating to _____
- a) Name of firm and partners
 - b) Nature of business
 - c) Capital contribution by partners
 - d) All of these
- 7) _____ is the official signature of the company.
- a) Perpetual succession
 - b) Common Seal
 - c) Legal entity
 - d) Artificial person
- 8) Complaint in district forum is to be lodged if the value and compensation of goods or service is _____
- a) More than rupees 20 lakhs
 - b) More than rupees 20 lakhs upto 1 crore
 - c) Less than rupees 20 lakhs
 - d) More than rupees one crore
- 9) In promissory note number of parties is _____
- a) 2
 - b) 1
 - c) 3
 - d) None
- 10) The business of joint Hindu family is controlled by _____
- a) Partnership Act, 1932
 - b) The Hindu Law
 - c) Companies Act, 1956
 - d) JHU Act
- 11) The Environment Protection Act was enacted in _____
- a) 1983
 - b) 1984
 - c) 1985
 - d) 1986
- 12) _____ means that the parties must have agreed upon the same thing in the same sense.
- a) Fraud
 - b) Consent
 - c) Misrepresentation
 - d) Mistake



- 4) A is the sole proprietor of the form. He admits B as a partner on the following terms :
- i) B is not to bring any capital
 - ii) B is not to be responsible for any loss
 - iii) B is to receive Rs. 600/- in lieu of profits
 - iv) B to have all the powers of the partners.

Discuss the legal status of B.

- 5) X, Y and Z enter into a partnership to execute a contract works. X secures for the partnership works estimated to cost Rs. 1 lakh. He obtains the said order only on payment of a sum of Rs. 5,000/- to a person in authority and debits the sum in the account books item of expense. The other partners object to the item. How would you decide ?
- 6) A and B are partners in a stationery business. A orders in firm's name and on the firms letterhead to be supplied with 2 bags of wheat at his residence. Is the firm liable to pay the debt ?
-



Seat No.	
----------	--

Set	P
-----	---

**M.B.A. (Semester – I) (CBCS) Examination, 2018
IT FOR MANAGEMENT (Paper – VIII)**

Day and Date : Tuesday, 18-12-2018
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

Note : All questions are compulsory and carry equal marks (14 marks).

1. Select the right option for each of the following from the choices given : **14**
- 1) _____ among the following is not an input device.
a) Keyboard b) Camera c) Light Pen d) TFT Screen
 - 2) The type of SQL that allows insertion, deletion, editing and extraction of data from a database is known as
a) DDL b) DML
c) DCL d) None of the above
 - 3) The type of information system that serves the operational level of the organization and allows recording of daily routine transactions of business is _____.
a) TPS b) MIS c) DSS d) ESS
 - 4) A facility that sets the first line of a paragraph leave some space or remain hanging in the beginning is known as _____.
a) Indentation b) Special indentation
c) Spacing d) Alignment
 - 5) To change the current _____ in tally, Alt + F2 Key combination is used.
a) Date b) Company c) Period d) Voucher
 - 6) A private computer network that uses internet technologies for communication and data sharing using a browser within a single organization is called as
a) Internet b) Intranet c) Extranet d) ARPANET
 - 7) The feature of DBMS that provides uniqueness to every record in a table is known as
a) Field b) Primary Key c) Foreign Key d) Integrity
 - 8) The important role(s) of information system includes
a) Collection of Data
b) Transmission of information
c) Facilitate decision making in proper time frame
d) All of the above



- 9) The abbreviation EFT stands for
a) Extended Financial Transactions
b) Exclusive Financial Terminologies
c) Electronic Fund Transfers
d) Electronic Funding Techniques
- 10) The cell in MS Excel can be formatted in _____ form resulting the numerical value converted into amount with currency symbol.
a) Currency
b) Accounting
c) None of a) and b)
d) Both a) and b)
- 11) The function key that selects Journal voucher type in Tally is
a) F4
b) F5
c) F6
d) F7
- 12) Knowledge management is the access, retrieval and distribution of _____ and relevant information between related individuals or groups.
a) Data collected
b) Human Experiences
c) Database
d) Facts and figures
- 13) The key principles of Computer Security, referred to as CIA are
a) Control, Input and Acceptable
b) Confidentiality, Integrity and Availability
c) Critical, Integrated and Authentic
d) Collated, Integrated and Accepted
- 14) _____ is the science of making machines do things that would require intelligence.
a) Intelligence
b) Knowledge management
c) System
d) Artificial Intelligence
2. Answer the following : 14
a) Differentiate between System Software and Application Software.
b) Explain the terms slide, elements of slide, animation and slide transition with reference to MS PowerPoint.
3. Write short notes on the following : 14
a) Ledger Groups in Tally.
b) Types of Networks using Internet Technology.
4. Answer **any one** of the following : 14
a) Explain the Operational information system for Marketing Management
b) Discuss in detail Intelligence system along with Artificial and business intelligence.



5. Analyze case, identify and provide best solution from alternatives for the following case.

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.



Interest Credited to R.P.F. @ 8.5% Rs. 17,000

He is also provided with free use of 18 H.P. motor car, which he used partly for office and partly for private use

Reimbursement of medical expenses of Amit's spouse in private Nursing Home Rs. 12,000

B) State any 5 exemptions u/s 10 of Income Tax Act 1961. 14

4. Mr. Abhishek owns three residential houses, the particulars of which are as follows

Particulars	House I	House II	House III
Purpose	Self occupied	let out	let out
Municipal Valuation Rs.	1,00,000	75,000	90,000
Fair Rent	96,000	84,000	84,000
Standard Rent	1,20,000	80,000	87,000
Annual Rent Receivable	–	90,000	72,000
Municipal Taxes paid			
by Abhishek	10%	10%	10%
Vacancy Period	–	2 months	1 month
Interest on Housing loan	24,000	10,000	5,000

OR

4. State the features of GST Act. 14

5. Compute Tax liability of following Resident individuals for A.Y. 2018 – 19.

Particulars	A	B	C	D
Age	45	65	85	50
Gender	Male	Male	Male	Female
Taxable Income-				
P.Y. 2017 – 18 Rs.	5,00,000	6,00,000	12,00,000	15,00,000

14



Seat No.	
----------	--

Set	P
-----	---

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

Day and Date : Monday, 26-11-2018
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

1. Case study :

14

Ehen Zong Qinghou, a Chinese farm worker, started a company of beverages and ice creams with two retired teachers in 1987, hardly anyone could have imagined that this company could give sleepless nights to global giants such as Coca-Cola and Pepsi Co. But the new company, Wahaha, the pride of many contemporary Chinese consumers, has managed to do just that.

- Wahaha, one of the leading homegrown Chinese beverage brands, had revenues of US\$ 1.37 billion (11.4 billion yuan) and profits of US\$ 162.7 million (1.34 billion yuan) in 2004.
- Wahaha, which is meant to mimic the sound of a baby laughing, demonstrates clearly what great brand stories are made of. The company started small, and in 1991, it merged with the state-owned Hangzhou Canning Factory. The 1996 joint venture with the Danone Group gave the company foreign investment to the extent to US\$ 45 million. After dabbling in many product categories, it launched its trademark brand the 'Future Cola' in 1998 to compete against the global cola giants. Today, Wahaha's product portfolio includes milk and yogurt drink, purified and mineral water, carbonated soft drink, fruit and vegetable juice, sports drink, and iced tea including cognee (rice porridge), canned food and health products.
- Wahaha has been careful in its strategy to compete against the global cola and food giants. As the fashion conscious Chinese consumers seem to prefer the global colas in the larger coastal Chinese cities, Wahaha has till now focused on rural and semi-urban Chinese areas. Further, the Wahaha brand has generously used home grown celebrities for all its products. This is in line with its overall strategy to position Wahaha as a patriotic company and to tap into the patriotic fervor of the Chinese consumers.

P.T.O.



- By projecting Wahaha's products as China's own, the Wahaha brand has carved out a clear positioning in the market against the global brands. But whether this strategy will work in the long run is a million dollar question and will require constant efforts to balance the brand promise and its careful delivery in a hostile and increasingly competitive Chinese market place.

Questions :

- | | |
|--|-----------|
| a) Analyze the case. | 4 |
| b) What aspects of consumer behaviour have been discussed in the case ? | 5 |
| c) Discuss the positioning strategy of Wahaha. | 5 |
| 2. Write short notes on (any two) : | 14 |
| a) Competition analysis. | |
| b) Packaging. | |
| c) Product line decisions. | |
| 3. Write short notes on (any two) : | 14 |
| a) Factors influencing pricing. | |
| b) Channel design decisions. | |
| c) Micro environment. | |
| 4. Write short notes on (any two) : | 14 |
| a) Retailing. | |
| b) Target Market strategies. | |
| c) Holistic marketing. | |
| 5. What is the importance of consumer behaviour ? Explain the consumer decision making process. | 14 |
| 6. Define product. Explain in detail new product development process. | 14 |
| 7. Discuss in detail components of promotion mix. | 14 |



Seat No.	
----------	--

Set	P
-----	---

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

Day and Date : Tuesday, 27-11-2018
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

1. Case study :

14

ABC Company is planning to buy equipment that had two alternatives A and B. Each equipment requires an initial investment of Rs. 30,000. From the following information you are required suggest the most suitable project as per :

- 1) Pay Back Period.
- 2) NPV @ 12% Discounting Factor.
- 3) PI.
- 4) Discounted Pay Back Period.
- 5) IRR.

Year	CFAT – Project A (Rs.)	CFAT – Project B (Rs.)
1	10,500	3,000
2	8,000	6,000
3	6,000	8,000
4	7,500	12,000
5	12,000	18,000

2. Attempt (any 2) :

14

- 1) Mr. Ramprakash wishes to determine the present value of the annuity consisting of cashflows of Rs. 40,000 per annum for 6 years. The rate of interest he can earn from his investment is 10%.
- 2) XYZ Real Estate agency has rented out one of their apartment for 5 years at an annual rent of Rs. 6,00,000 to be paid in the beginning of the year, with the stipulation that rent will be increased by 5% in every year. If agency's required rate of return is 14% what is the present value of expected (annuity) rent ?
- 3) Finance and related disciplines.

P.T.O.



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

14

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

Liabilities	Rs.	Assets	Rs.
Share Capital	2,00,000	Land and Buildings	1,40,000
Profit and Loss	30,000	Plant and Machinery	3,50,000
General Reserve	40,000	Stock	2,00,000
12% Debentures	4,20,000	Debtors	1,00,000
Creditors	1,00,000	Bills Receivable	10,000
Bills Payable	50,000	Cash @ Bank	40,000
	8,40,000		8,40,000

Calculate :

- 1) Current ratio
 - 2) Quick ratio
 - 3) Inventory to working capital
 - 4) Debt to equity
 - 5) Proprietor ratio
 - 6) Capital gearing ratio
 - 7) Current assets to fixed assets ratio.
- 2) Calculate Current Assets, Current Liabilities, Liquid Assets and Stock from the following information :
- Current ratio : 2.5
 - Liquid ratio : 1.5
 - Working capital : 5,00,000
 - Bank Overdraft : 50,000
- 3) Venture capital.

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

14

- 1) Functions and role of finance manager.
- 2) Advantages of ratio analysis.
- 3) Bonus shares.



5. a) A company has 10% perpetual debt of Rs. 1,00,000 of Rs. 100 each. The tax rate 35%. Determine cost of debt after tax if the debentures are issued at 10% premium at floatation cost of 5%.
- b) A company issues 11% irredeemable preference shares of the face value of Rs. 100 worth Rs. 3,00,000 each floatation cost 3% issued at 10% discount. Calculate cost of preference share capital.
- c) The present book value of equity shares of the company is Rs. 2,50,000. Number of equity shares 25,000. A firm is currently earning Rs. 2,50,000 and its share is selling in the market for Rs. 90. Compute cost of equity.
- d) Calculate Weighted Average Cost of Capital on the basis of book value and specific cost calculated above.

14

6. The following data relates to the financial statements of RCK Ltd. for the year ended 31st March, 2016.

- Current ratio 3 : 1
- Acid test ratio 1.5 : 1
- Quick assets Rs. 30,000
- Inventory turnover 10 times
- Fixed assets : Shareholders equity 0.875 : 1
- Total operating expenses to sales 90%
- Number of shares of Rs. 10 each, 25,000
- EPS Rs. 2
- Gross profit ratio 20%
- Creditors velocity 27 times
- Debt collection period 12 days
- Earning for the year as percentage of share capital 25%

Closing stock Rs. 6,000 lower than opening stock. There are no bank overdraft, prepaid expenses, long term liabilities and intangible assets. Prepare Profit & Loss for the year ended 31st March, 2016 and Balance Sheet as on same date.

Assume 360 days in a year.

14

7. Define dividend policy. Explain the various factors affecting dividend policy.

14



SLR-CL – 12

Seat No.	
----------	--

Set

P

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

Day and Date : Wednesday, 28-11-2018

Total Marks : 70

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

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

1. Analyze the following Case.

14

Mr. Surajkumar is a Branch Manager of Indian Bank at one of its village Branches. His staff included two clerks and an attender. Very often Mr. Surajkumar was left alone in the bank after 5 p.m. to tally accounts, day books and complete all other formalities.

On the 30th December Mr. Surajkumar was working till past 2 a.m. tallying the accounts since hardly one day is left for closing the accounts for the year. On this fateful night, the Branch Manager was attacked by a band of robbers, who looted Rs. 5 lakhs after brutally wounding Mr. Surajkumar right hand, which had to be amputated later. After his recovery, the Branch Manager applied for compensation. The Bank Management was of the opinion that Mr. Surajkumar violated the job specification by working beyond the stipulated hours of work. He, in their views, was not entitled to any compensation as the accident occurred during non-employment hours. They also called for an explanation as to why the amount lost cannot be recovered from his salary and Provident Fund.

- 1) Analyse the case.
- 2) Identify the Problem.
- 3) Identify the alternatives.
- 4) Best Solution.

P.T.O.

SLR-CL – 12



2. Write short notes (**any 2**) : **14**
- 1) Modern methods to recruitment.
 - 2) Job description and job specification.
 - 3) Succession planning.
3. Write short notes (**any 2**) : **14**
- 1) Promotion and Transfer.
 - 2) Grievance procedure.
 - 3) Induction and Placement.
4. Write short notes (**any 2**) : **14**
- 1) Training Vs Development.
 - 2) Career stages.
 - 3) Scope of HRM.
5. Define HRM. State the various functions carried out to manage human resource effectively. **14**
6. “Selection is a way to scan employees”. Explain in detail on the statement. **14**
7. State the various method to performance appraisal and explain significance of each method. **14**
-



Seat No.	
----------	--

Set	P
-----	----------

M.B.A. I (Semester – II) (New CBCS) Examination, 2018
PRODUCTION MANAGEMENT AND OPERATIONS RESEARCH (Paper – XII)

Day and Date : Thursday, 29-11-2018
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

1. Solve the following :

14

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

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

Determine the Basic Feasible Solution using VAM and optimize the solution using MODI.



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

14

- a) Formulate LPP with respect to the following working table of a Jeweler having 160 Man hours and 800 ounces of Diamonds.

Product	Profit	Labour Reqd. (Hrs.)	Diamonds Reqd. (Ounces)
Bracelet	300	0.35	1.20
Necklace	200	0.15	0.75
Earrings	100	0.05	0.50

- b) Write a short note on Quality certifications and standards.
 c) Three jobs A, B, C are to be assigned to three machines X, Y, Z. The processing costs (Rs.) are as given in the matrix shown below. Find the allocation which will minimize the overall processing cost.

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

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

14

- a) Write a short on Game Theory.
 b) A departmental store has a single cashier processing customers at the rate of 2.5 minutes per customer. Customers arrive at rate of 5 minutes each. Compute Probability that No customer exists in the store, Probability that the cashier is Busy with a customer and Probability that there are 3 customers in the store.
 c) Discuss in brief Network analysis with PERT/CPM.

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

14

- a) A company wants to produce and introduce new product in the market. Following data is obtained by market research.

Production Strategy	Demand		
	D1	D2	D3
	Probabilities of Demand		
	(0.4)	(0.3)	(0.3)
S1	84	63	65
S2	78	58	75
S3	90	92	55

Suggest best strategy using EMV method. Also calculate EVPI.

Set P



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

Plants Warehouses	A	B	C	Requirements
P	13	14	12	45
Q	11	16	10	35
R	8	13	12	20
Capacity	30	40	30	

Transport the units from plants to warehouses using :

- 1) North West Corner Method and
 - 2) Least Cost Method.
5. Four new plants P_1, P_2, P_3 and P_4 are to be located at 5 potential locations L_1, L_2, L_3, L_4 and L_5 . Due to some constraints plant P_2 and plant P_3 cannot be located in locations L_3 and L_1 respectively. The cost matrix for plant – location relationship is as under :

14

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

Find the optimized assignment of plants to locations.

- 6. Discuss meaning and objectives of plant layout. Explain in detail with diagram
 - a) Process layout and
 - b) Product layout.

14



7. A manufacturer of a line of patent medicines is preparing a production plan on medicines A and B. There are sufficient ingredients available to make 20000 bottles of A and 40000 bottles of B but there are only 45000 bottles into which either of the medicines can be put. Furthermore, it takes 3 hrs. to prepare enough material to fill 1000 bottles of A whereas it takes only 1 hour to prepare equivalent quantity of B. There are 66 hours available for this operation. The profit for A is Rs. 8/- per bottle and for B is Rs. 7/- per bottle.

14

- a) Formulate this problem as a Linear Programming Problem.
 - b) How should the manufacturer schedule the production in order to maximize his profit ? Compute using graphical method.
-



Seat No.	
-------------	--

Set

P

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

Day and Date : Friday, 30-11-2018
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

1. Case Study.

14

Wal-Mart is the example of the low cost strategy and it has fine-tuned low margin, high inventory turnover and volume selling. Volume buying in turn enables lower costs of goods. Furthermore, Wal-Mart demands vendors forgo all other amenities and quote the lowest price. In some circumstances, Wal-Mart buyers go to vendor premises to work on cost reduction.

In addition to becoming a supplier to the world's largest retailer, a successful vendor may also become a category manager. As such, the vendor is given the information and latitude to manage the product category for Wal-Mart. Teams replace one-on-one relationships as best exemplified in the creation of the Procter and Gamble/Wal-Mart vendor-retailer 'win-win relationship'.

A total investment of \$4 billion resulted in the Retail Link computer/satellite system. Point-of-purchase information is exchanged with vendor partners in addition to the maintenance of a 104-week rolling history of every item in the Wal-Mart distribution system. The logistics and information systems permit store focused and store-within-store (department) operations quite adaptable to local markets. It enables each store and each department manager to know exactly their own sales, margins and profits absolutely and relatively to other stores and departments. Portable scan guns used in the store are reloaded each day to enable an associate to know the status of any product in that store. Each department effectively becomes an individual shop proprietor with all the attendant feelings of ownership.

Wal-Mart executives are not reliant only on computer-generated information. Each week, they fly out to the stores across the nation to gain tacit knowledge about local markets and circumstances. The traditional Saturday morning meeting back at Bentonville enables that knowledge to be shared with others.

P.T.O.



Each store is within a day's drive of a distribution centre that replenishes 85% of all inventories (versus 50-65% for competitors). New concepts such as merchandise assembly, cross-docking and accelerated deliveries are continually being introduced into the distribution system. Buyers must respond to any store inquiry within the day (the 'sundown' rule).

Another key to Wal-Mart's success, according to Sam Walton, 'is to identify the items that can explode into big volume and big profits if you smart enough to identify them and take the trouble to promote the.' Walton dedicated himself to instilling the 'thrill of merchandising' into his 'associate-partners.' Today, merchandising is practised with the prime goal of maximizing inventory turnover and supporting the everyday low price (EDLP) position. Detailed planograms, are prepared and featured items are seasonally correct, key items. Furthermore, item promotions are single-priced and are featured on tables, checkouts, end caps, sidekicks and 4 way displayers.

Heavy advertising serves not to highlight specific merchandise items but instead the EDLP and friendly service positioning. The primary media vehicle is television supported by once-a-month, non-sale flyers. The objective is to become the McDonalds of retailing and build a global brand recognizable around the world.

- 1) Explain successful operating procedures of Wal-Mart in USA. 7
- 2) Explain regarding EDLP policy introduced by SAM Waltson. 7
2. Write Short Notes (**any two**) : 14
 - a) Stages of Internationalization.
 - b) Drivers of Economic globalization.
 - c) Absolute cost advantage theory.
3. Write Short Notes (**any two**) : 14
 - a) World Bank.
 - b) WTO.
 - c) European Union.



4. Write Short Notes (**any two**) : **14**
- a) Define and explain the meaning of multinational corporations. Explain factors contributing for the growth of MNC's in India
 - b) Explain product life cycle theory of International Business.
 - c) What is the meaning of F.D.I. ? Explain different factors influencing FDI.
5. Define International Business. Explain advantages and problems of international business also discuss differences between international and domestic business. **14**
6. Explain the importance of international trade policies. Explain the following trade policies. **14**
- a) Tariffs.
 - b) Subsidies.
 - c) Import Quota.
 - d) Voluntary export restraints.
7. Explain Role of China and India in global Markets. Explain if China is threat or opportunity to India. **14**
-



Seat No.	
----------	--

Set	P
-----	---

M.B.A. (Part – I) (Semester – II) (New CBCS) Examination, 2018
Paper – XIV : MANAGERIAL COMMUNICATION – II

Day and Date : Saturday, 1-12-2018
Time : 2.30 p.m. to 5.00 p.m.

Max. Marks : 70

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

1. Draft the following :

DLL Decorators were given a contract for the renovation of your computer class premises, “AFC Institute” in a month’s time. The work was completed one month late and the lighting arrangement is uneven. Write to the decorators expressing dissatisfaction with the work and your intention to charge a penalty for the late completion of work. Also draft a reply from DLL Decorators for giving one more chance for the service.

14

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

14

- a) Visual Aids.
- b) Characteristics of effective Memo.
- c) Guidelines of Intercultural Communication.

3. Answer the following questions (**any two**) :

14

- a) Define Business Etiquettes. Etiquettes are essential during Telephonic Conversations. Comment.
- b) M/s SKK & Co. have not paid their bill of Rs. 50,000/- although several casual reminders have been sent. Write to them to ask whether they have any complaint about your product and services.
- c) Define Interview. What are the different types of Job Interview ?

P.T.O.



4. Write short notes on (**any two**) : **14**
- a) Soft Skill Categories.
 - b) Principles of effective writings.
 - c) Developing the Cultural Intelligence.
5. Define Business Presentation. Explain in brief the process of making Business Presentation effective. **14**
6. Business Manners differ from one country to another. Comment on it with the help for different country business manners. **14**
7. What Pre-Interview preparation techniques are essential for a candidate in order to be effective during interviews ? **14**
-



SLR-CL – 16

Seat No.	
----------	--

Set	P
-----	---

**M.B.A. (Part – I) (Semester – II) (New CBCS) Examination, 2018
RESEARCH METHODOLOGY (Paper – XV)**

Day and Date : Monday, 3-12-2018
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

1. Case study :

A three star hotel located in Delhi has been experiencing a decline in its occupancy during the past one year. The management has recently reviewed the problem and is seriously considering to attract business executives as also to provide adequate facilities for holding business conferences, workshop, etc. Since this would involve some renovation of the existing building in addition to new furniture and equipment, the management wants to be cautious in undertaking such an expenditure.

Since its inception several years ago, the hotel has been maintaining a complete record of its guests. When a person visits the hotel for the first time, details such as his name, age, gender and permanent address, purpose of visit and duration of stay along with dates are entered on a card. All subsequent visits along with the duration of stay are dated and recorded on the same card.

The guest file has expanded tremendously containing over 8000 cards. The management wants to make use of this readily available information with any additional information necessary in this regard.

Questions :

- | | |
|---|---|
| 1) Prepare title for this study. | 2 |
| 2) Prepare objectives and state hypothesis. | 4 |
| 3) Suggest Research design. | 2 |
| 4) Prepare a questionnaire to collect opinion of customer regarding a three star hotel. | 6 |

P.T.O.



2. Write short notes on (Attempt **any two**) : **14**
- a) Types of Data
 - b) Hypothesis
 - c) Problems encountered by researcher.
3. Write short notes on (Attempt **any two**) : **14**
- a) Meaning and need of exploratory research design.
 - b) Census Vs Sampling.
 - c) Report structure.
4. Write short answers (Attempt **any two**) : **14**
- a) Discuss qualitative technique of data collection.
 - b) Explain the features of good Research Design.
 - c) Briefly describe the different steps involved in a research process.
5. What is sampling ? Briefly describe different types of sampling. **14**
6. What is 'scaling' in research ? Explain classification of scaling with suitable example. **14**
7. Define research and explain various applications of research in business decisions. **14**
-



SLR-CL – 17

Seat No.	
-------------	--

Set

P

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

Day and Date : Tuesday, 4-12-2018
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.*

1. Prepare in detail event plan for Wedding. Mention assumptions that you made for the same event. 14
 2. Write short notes on **(any two)** : 14
 - a) Qualities of event Manager.
 - b) Decision Makers in event.
 - c) Need for event proposal.
 3. Write short notes on **(any two)** : 14
 - a) Computer aided event Management.
 - b) Writing for public relations.
 - c) Importance budget for event.
 4. Write short notes on **(any two)** : 14
 - a) Career opportunities in Event Management.
 - b) Purpose of conducting corporate events.
 - c) Event as a marketing tool.
 5. What is an event ? Explain types of events and need for event management. 14
 6. What are public relations ? Explain nature, importance and strategies for public relations. 14
 7. What are different permissions and licenses required for event ? 14
-



SLR-CL – 18

Seat No.	
----------	--

Set	P
-----	---

M.B.A. (Semester – II) (New CBCS) Examination, 2018
BANKING AND INSURANCE (Paper – XVI)

Day and Date : Tuesday, 4-12-2018

Max. Marks : 70

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

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

1. Analyze the following case and answer the questions given below : 14

A 20-year old university student, Mr D, lived at home and worked full-time in a supermarket during the vacations. He had a part-time job at the same supermarket during term-time.

Mr. D applied successfully to his bank for a loan of Rs. 45,000, in order to buy and insure a second hand motorbike. But as soon as he told his mother about the loan, she complained to the bank. She said its decision to lend her son the money has been “*ill-judged and irresponsible*” and that it had taken advantage of her son’s inexperience.

Mrs. D told the bank that her son had planned to go travelling for a year after he graduated. She was concerned that the loan repayments would not only prevent him from saving money for his travels, but also leave him short of cash. She also believed that, by lending him the money, the bank had actively encouraged her son to buy a powerful motorbike.

Mrs. D thought the bank should write-off the loan and take the motorbike in exchange to which the bank disagreed.

• **Question :**

- a) Analyse the above case.
- b) Comment on Mrs. D’s demand of writing off the loan.
- c) Comment if the bank was appropriate in lending the loan to Mr. D and justify with reasons.

P.T.O.



2. Write short notes on **any two** of the following : **14**
- a) Non-Performing Assets (NPA).
 - b) Electronic Banking.
 - c) Unit link insurance policies.
3. Answer **any two** of the following : **14**
- a) Discuss the different types of deposits and different bank accounts under them.
 - b) Write a note on Reserve Bank of India (RBI).
 - c) Discuss principles of General Insurance Policy.
4. Answer **any two** of the following : **14**
- a) Write a note on General Insurance Corporation of India (GIC).
 - b) Discuss in brief Life Insurance and its types.
 - c) Discuss Bank Rate, Repo Rate and Reverse Repo rate.
5. Discuss in detail principles of sound lending. **14**
6. Explain in detail about IRDA and its role in Insurance industry. **14**
7. Discuss the structure of Indian banking system. **14**
-



SLR-CL – 19

Seat No.	
-------------	--

Set	P
-----	----------

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

Day and Date : Monday, 26-11-2018
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

1. Analyze the case, identify the problem, determine the alternatives and choose best solution.

14

Amul derives its name from a Sanskrit word, Amoolya, which means “priceless”. It is the biggest dairy cooperative in India, based in Anand, in the state of Gujarat. It had its genesis in pre independence India when the dairy sector was dominated by private companies that exploited the poor farmers. In 1946, the milk producers in the state of Gujarat, led by Sardar Vallabhai Patel, started developing revolutionary ideas against the privately owned Polson dairy and established the first Co-operative society: the Kaira District Co-operative Milk Producers’ Union Limited (KDCMPUL). The motto “No Co-operation, No Progress!” started spreading very fast and milk was used as a symbol of protest against British hegemony, through a 15-day farmers’ strike. Amul is the foremost dairy brand name in India and has held its position against competition from international giants such as Nestle. Intervention, Patel’s vision was to organize the farmers to enable them to gain control over procurement, processing and marketing while eliminating the middlemen. Amul started with 2 village societies and 247 litres of milk collected per day. The movement grew and, in 1973, the Gujarat Cooperative Milk Marketing Federation (GCMMF) was established, an apex organization responsible for marketing the milk and milk products of

P.T.O.



Co-operative Unions in the state of Gujarat. In the '80s the word Amul was converted into a brand. Currently, in the state of Gujarat, Amul produces 10.16 million litres of milk daily, which is collected from 2.7 million farmers, processed through 30 dairy plants, and distributed through 500,000 retail outlets. The annual sales turnover has reached USD 1,504 million (2008-2009). The Amul model became so successful that it was replicated in the '70s, after the government recognized the importance of milk Co-operatives as a means of promoting socio-economic development in rural areas while simultaneously increasing milk production in India. The National Dairy Development Board (NDDB) launched the Operation Flood programme (OF) to create a nationwide milk grid. During the 26 years from 1970 to 1996, OF established linkages between rural milk producers and urban consumers by organizing farmer dairy Co-operative Societies. An investment of USD 439 million has generated an incremental return of USD 8.778 billion. OF was one of the world's largest rural development programmes that: "helped dairy farmers direct their own development, placing control of the resources they create in their own hands. A National Milk Grid links milk producers throughout India with consumers in over 700 towns and cities, reducing seasonal and regional price variations while ensuring that the producer gets fair market prices in a transparent manner on a regular basis" I. Dr. Varghese Kurien, a dairy engineer who was Chairman of NDDB at that time, was the architect of the OF programme and is considered the father of India's "White Revolution".

Impact on the target group is the intervention has reached a total of 13 million households all over India. Even the smallest producer, producing only 2 litres a day, can benefit from the programme. Farmers receive 80% of the retail price through up-front payments when the milk is sold and subsequent distribution of profits as corporate members, i.e.: for every INR 1 sold (USD 0.022), INR 0.80 (USD 0.017) goes to the farmer and INR 0.20 (USD 0.0043) towards the Co-operative's administrative costs. There has been substantial social impact with Co-operative members succeeding in demanding services like roads, schools, health centres in their communities, by acting together as a society.



2. Write short notes (**any 2**) : **14**
- 1) Concept of marketing.
 - 2) Competition analysis.
 - 3) Market potential.
3. Write short notes (**any 2**) : **14**
- 1) Target market.
 - 2) Socio-cultural environment.
 - 3) Wholesaling.
4. Write short notes (**any 2**) : **14**
- 1) Marketing Research.
 - 2) Pricing approaches.
 - 3) e-commerce.
5. Explain the need of understanding consumer. What are various factors affecting consumer behavior ? **14**
6. What do you understand by the term market segmentation ? Explain its various bases in detail. **14**
7. Define consumer behavior. What are the factors influencing consumer behavior ? **14**
-

Seat No.	
----------	--

Set **P**

**M.B.A. (Semester - II) (Old) (CBCS) Examination, 2018
(Paper – X) FINANCIAL MANAGEMENT**

Day & Date: Tuesday, 27-11-2018

Max. Marks: 70

Time: 02.30 PM to 05.00 PM

- 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.

Q.1 Case Study.**14**

You are financial analysts for XYZ Co. Ltd. The director of Capital budgeting has asked to analyze two proposed capital investments. Project P and Project Q. Initial Investment of both the project is Rs. 10,00,000/-

The cost of capital for each project is 12%. The Project's expected net cash flows (CFAT) are as follows:

Year	Project P	Project Q
1	6,50,000	3,50,000
2	3,00,000	3,50,000
3	3,00,000	3,50,000
4	1,00,000	3,50,000

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

Calculate

- Pay Back Period
- Average Rate of Return
- Net Present Value &
- Profitability Index

Q.2 Attempt. (Any 2)**14**

- a) From the following Calculate PV Ratio, BEP Sales, BEP units and Margin of safety in rupees and Margin of safety in Percentage:

Sales-Rs. 1,00,000/-

Total cost- Rs. 80,000/-

Fixed Cost- Rs. 20,000/-

Net Profit- Rs. 20,000/-

No. of units 10000

- b) Regal Corporation Lid. Has prepared the following budget estimates for the year 2014.

Sales Unit 15,000

Fixed Expenses Rs. 34,000/-

Sales Value Rs. 1,50,000/-

Variable Cost Rs. 6 Per unit

Calculate:

- P/V Ratio, BEP (Sales) & Margin of safety. Also calculate revised P/V Ratio, BEP (Sales)& Margin of safety when:
 - Decrease of 10% in selling Price
- Types of Preference shares

Q.3 Write short notes (Any Two) 14
 a) Term Loan
 b) Break even point
 c) Venture Capital

Q.4 Write short notes on (Any Two) 14
 a) ADR /GDR
 b) Role of Finance Manager
 c) Operating Cycle

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

Capital required:

Elements of cost:	Amount per unit (Rs.)
Materials	4.8
Direct Labour	2.4
Overheads	2.4

The following further particulars are available:

- a) It is proposed to maintain a level of activity of 2,00,000 units
- b) Selling Price is Rs. 12 per unit.
- c) Raw materials are expected to be in stores for an average of 1 months
- d) Materials will be in process on an average for half a month
- e) Finished goods are required to be in stock for an average of 1 months
- f) Credit allowed to debtors in 2 months
- g) Credit allowed by suppliers is 1 months

Q.6 Explain in detail features of Equity Shares and debentures in details. 14

Q.7 From the following financial statement of Jai Hind Ltd. Calculate 14

- a) Current Ratio
- b) Acid Test ratio
- c) Gross Profit Ratio
- d) Return on Proprietors Fund
- e) Long Term Debt to Equity Ratio
- f) Total debt to Equity
- g) Fixed Assets to Net Tangible R
- h) Current Assets to proprietors Fund Ratio
- i) Net Profit Ratio
- j) Total Assets to Turnover Ratio
- k) Operating Ratio
- l) Return on Capital Employed
- m) Fixed Assets to Turn Over Ratio.
- n) Current Assets to fixed Assets Ratio

Particulars	Rs.
Sales	24,00,000
Cost of Goods Sold	16,00,000
Gross Profit	8,00,000
Operating Expenses	7,00,000
Net Profit	1,00,000

Balance sheet as on 31-03-2014

Liabilities	Rs.	Rs.	Assets	Rs.	Rs.
Owners Equity			Fixed Assets		
7% preference shares	2,00,000		Building	6,00,000	
Equity Share Capital	8,00,000		Plant and Machinery	4,00,000	
General reserve	9,00,000		Furniture	2,00,000	
Retained earnings	25,000	19,25,000	Patents	50,000	12,50,000
Debt Capital			Current Assets		
6% debentures	1,00,000		Cash	2,20,000	
Long term Loans	80,000		Bank	1,30,000	
8% Bonds	20,000	2,00,000	Investment	1,80,000	
Current Liabilities			Debtors	1,15,000	
Creditors	60,000		Bills Receivable	80,000	
Bills Payable	20,000		Stock	30,000	
Bank OD	20,000		Prepaid Expenses	20,000	10,45,000
O/S Expenses	20,000				
Proposed Dividend	50,000	1,70,000			
Total		22,95,000	Total		22,95,000

Seat No.	
-------------	--

Set **P**

**M.B.A. (Semester - II) (Old) (CBCS) Examination, 2018
(Paper – XI) HUMAN RESOURCE MANAGEMENT**

Day & Date: Wednesday, 28-11-2018
Time: 02.30 PM to 05.00 PM

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.

Q.1 Analyze the following case.

14

A new year ago, the top executive of a well-managed Government Company dedicated to organize an early Management Awareness Program for first level supervisors. This company had long been in the forefront of management education and was quite ready to listen to the advice of management specialists concerning this subject. They surveyed their own experience only to find that many young people, professionally trained, were leaving the company for private employment, where the rewards were thought to be greater. This left the company with something less than the best qualified candidates for supervision; it also left it with a notably older group of supervisors.

A career development program was carefully worked out. Several advantages emerged from this program. The candidates were pleased that their careers were a matter of interest and concern to the higher level executives; candidates could more easily bring themselves to the attention of their superiors; the company was provided with a group of youthful candidates for supervision. The brain drain from the company almost stopped. Gradually more vigor in management levels became evident and young men and women could establish a broader base of experience from which to decide whether they really wanted to be managers.

Certain disadvantages also became apparent. Many good candidates failed to apply for the program because they were not sure of their own career objectives, they did not want to move away from the places where they were originally domiciled or they felt too busy to undergo the training described (it was in addition to their full time positions). Some complained of inadequate counseling and many who had failed to apply were later disgruntled when they found themselves no longer among the candidates for supervisory appointments.

The company is now in a mood to reassess its experiences with the program

- a) Analyse the case.
- b) Identify the Problem.
- c) Identify the alternatives.
- d) Best Solution

Q.2 Write short notes. (Any two)

14

- a) Difference between PM and HRM
- b) HR Audit.
- c) Dual career groups

- Q.3 Write short notes. (Any two)** **14**
- a) Job description and Specification.
 - b) Types of wages
 - c) Significance of HRM
- Q.4 Write short notes. (Any two)** **14**
- a) Job design
 - b) Induction and placement.
 - c) Virtual organisation.
- Q.5** Selection is a systematic procedure. Explain in detail the statement. **14**
- Q.6** “Recruitment is the first step to selection” Elaborate. Explain in detail various sources of recruitment. **14**
- Q.7** Define HRM. State the various functions carried out to manage human resource effectively. **14**



SLR-CL – 22

Seat No.	
----------	--

Set

P

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

Day and Date : Thursday, 29-11-2018

Total Marks : 70

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

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

1. Analyze the following case :

14

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

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

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

P.T.O.



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

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

Questions :

- 1) In what ways could the Ritz-Carlton monitor its success in achieving quality ?
- 2) Why might it cost the Ritz-Carlton less to "do things right" the first time ?
- 3) What are the non-financial measures of customer satisfaction that might be used by the Ritz Carlton ?

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

14

- a) Just in time.
- b) ABC analysis.
- c) Stores functions.

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

14

- a) Breakdown maintenance.
- b) Cost of quality.
- c) Production controlling functions.



4. Answer in short (**any two**) : **14**
- a) Types of production systems.
 - b) Cellular layout.
 - c) Nature of production.
5. What is plant layout ? Explain in detail different types of plant layout. **14**
6. What is inventory management ? Explain in detail different types inventory management systems. **14**
7. What is production management ? Explain detail interface of production with other functional areas. **14**
-



SLR-CL – 23

Seat No.	
----------	--

Set	P
-----	---

**M.B.A. (Part – I) (Semester – II) Examination, 2018
(Old)**

Paper – XIII : ECONOMIC ENVIRONMENT OF BUSINESS

Day and Date : Friday, 30-11-2018
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

1. Attempt the following case :

In 2009, 1,500 farmers committed suicide in India, after being driven to debt by crop failure – most of them being the small and marginal acreage farmers. This has become a trend, since the past few years. Reasons like failure of monsoons, lack of irrigation facilities, depleting surface and ground water resources etc., have forced them towards acute poverty. Although the government has been charting out various policies for the development of agriculture and irrigation, the small farmer hardly enjoyed the benefits.

Ever since long time, Indian farmers have been the victims of vagaries of nature and corruption in the system. India, being an agrarian nation, has almost two-thirds of its work-force relying on farming for their livelihoods. However, almost 70% of farming is rain-fed, due to poorly maintained irrigation systems and lack of extension services like allocation of water, electricity, etc, These conditions are threatening the conventional agricultural practices resulting in them being neither economically nor environmentally sustainable. Besides, the Land Ceiling Acts, family disputes and Zamindari (land lord) system have led to the fragmentation of land and in turn resulting in disguised unemployment, low productivity of farm labour and poverty.

Identifying the link between water scarcity and poverty, Amitabha Sadangi, started a non-governmental organisation, International Development Enterprise India (IDEI) in 1984, focusing on the empowerment of rural farmers by making simple and affordable farming equipment like the Treadle Pump. The organization initiated various other programmes like Affordable Drip Irrigation Technology Intervention (ADITI), Business Development Programme, Integrating Poor in to Market Systems, Crop Post Harvest Programme, which have gained acceptance among small farmers. The company over a period

P.T.O.



of time has achieved success not only in selling its low-cost irrigation kits but also ensured increased yield and revenues for the small and marginal farmers through them. However, given the socio-political scenario in India, can such businesses scale up and cater to the market gaps in the bottom of the pyramid ?

Analyse the above case with reference to farmers suicide in India.

2. Write short notes (**any two**) :
 - a) IMF
 - b) Rupee convertibility
 - c) Agricultural marketing.
 3. Write short notes (**any two**) :
 - a) SAARC
 - b) Core Banking
 - c) Agriculture Labour.
 4. Write short notes (**any two**) :
 - a) Composition of international trade
 - b) FEMA
 - c) Role of agriculture in India Economy.
 5. What is balance of payment ? What leads to disequilibrium in balance of payment ? Suggest methods to correct adverse BOP.
 6. Explain the concept of environment in India Economy. What are the major issues related to Indian economy ?
 7. Write an explanatory note on the role and functions of RBI.
-



Seat No.	
----------	--

Set

P

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

Day and Date : Saturday, 1-12-2018
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

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

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

1. Draw a request letter to AXIS Bank, Mahaveer Chowk branch, Solapur for Education Loan of Rs. 10,00,000 for payment of college fees to pursue 2 years MBA full time programme at St. Xavier’s Management Institute in Mumbai. Also, draft a reply from the Branch Manager of AXIS Bank to sanction your loan after submission of required documents of Salary slip, Aadhar Card, Marksheets of Graduation, HSC and SSC, etc. (Mention list of documents required to sanction Education Loan). 14
2. Write Short Notes (**any two**) : 14
 - a) Advantages and disadvantages of oral presentation. 7
 - b) Principles of Effective Writing. 7
 - c) Telephone Etiquettes. 7
3. Write Short Notes (**any two**) : 14
 - a) Characteristics of Successful Group Discussion. 7
 - b) Types of Interviews. 7
 - c) Video Conferencing. 7
4. Answer in short (**any two**) : 14
 - a) What is a Memo ? Explain characteristics of effective Memo. 7
 - b) Explain the importance of Presentation in Business Communication. 7
 - c) Explain the importance of Etiquettes in Social and Office Settings. 7



5. Mr. XYZ has referred to Job Advertisement in Times of India dated 25-11-2018, draft an application letter to H.R. Manager of Tata Consultancy Services-Pune for the post of Data Entry Operator. **14**
 6. Explain steps in Job Interview Process? Also, explain characteristics of Job Interview and its type. **14**
 7. What is the importance of Media in Business Communication ? Also, explain importance of Press Conference and Video Conferencing in effective Media Communication. **14**
-



Seat No.	
-------------	--

Set	P
-----	---

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

Day and Date : Monday, 3-12-2018
Time : 2.30 p.m. to 5.00 p.m.

Total Marks : 70

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

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

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

1. Case study :

14

Kaldarshak is a Hindi word for calendar. Each year the Mathura based Hindi Pustakalay, brings out a Kaldarshak. The company has been in this line for the past several years. The calendar has one page for each month. It shows various festivals of major religions. This apart, it contains overall astrological forecast as well as a number of useful information including health tips. In view of so many useful features, the calendar has been quite popular in North India over the years.

During the past two years, its sales have somewhat declined. The company is surprised to see this unexpected and sad development. It is unable to ascertain as to what has gone wrong to bring about this situation. The managing director of the company is seriously thinking about seeking professional help in this regard. He thinks that a good research agency should be approached.

You are as a researcher, you are required to :

a) Identify problem in the case.

2

b) Prepare objectives and formulate hypothesis.

4

c) Prepare research design.

2

d) Prepare questionnaire to collect the data.

6

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

14

a) Layout of research report.

b) Characteristics of sound measurement.

c) Objectives of research.



3. Write short notes on (Attempt **any two**) : **14**
- a) Types of research design.
 - b) Characteristics of a good sample.
 - c) Concept of independent and dependent variable.
4. Write short answers (Attempt **any two**) : **14**
- a) Explain the nominal and ordinal level of measurement.
 - b) What do you mean by hypothesis ? What are the qualities of good hypothesis ?
 - c) Explain in detail probability sampling techniques.
5. What do you mean by scaling in research ? Explain any three scaling techniques with examples. **14**
6. What is data collection ? Explain primary and secondary methods of data collection. **14**
7. Define research and describe the research process in detail. **14**
-



Seat No.	
-------------	--

Set	P
-----	----------

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

Day and Date : Tuesday, 4-12-2018
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) Solve **any two** questions from **Q. 5, Q. 6 and Q. 7.**

1. Case study. 14

A manufacturer makes two types of lamps A and B requiring treatment by a cutter and finisher. Lamp A requires 2 hours of cutter's time and 1 hour of finisher's time. Lamp B requires 1 hour of cutter's time and two hours of finisher's time. The cutter has 104 hours available and finisher has 76 hours available time each month. Profit on lamp A is Rs. 6 and on lamp B is Rs. 11. How many of each type of lamp should be manufactured to obtain the best return ? Also find out best return. Solve graphically.

2. Solve **any two** : 14

a) Solve the following assignment problem.

Men	Jobs				
	1	2	3	4	5
1	5	11	10	12	4
2	2	4	6	3	5
3	3	12	5	14	6
4	6	14	4	11	7
5	7	9	8	12	5



b) Solve graphically :

$$\text{Minimize } Z = 1000 X + 800 Y$$

$$\text{Subject to } 6X + Y \geq 12$$

$$2X + 2Y \geq 8$$

$$4X + 12Y \geq 24$$

$$X, Y \geq 0$$

c) Write a note on simulation and its applications.

3. Solve **any two** :

14

a) At a post office window customers arrive at the rate of 12 per hour. The service rate is 20 per hour. Find :

i) Probability that newly arrived customer will get service immediately.

ii) Average number of customers in the queue.

iii) Average number of customers in the system.

b) Solve the following game and find the value of the game.

		Player B	
		Strategies	B1
Player A	A1	6	3
	A2	4	5

c) Write a note on Markov Chains.

4. Solve **any two** :

14

a) Given the following payoff matrix, suggest which action is to be taken on the basis of Hurwicz criterion. (coefficient of optimism = 0.8).

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



- b) The dairy firm has dairy at 3 locations and distribution centers at 4 locations cost of shipping is given in table in hundreds of Rs. Find initial feasible solution for a transportation model by least cost method.

Dairy	Distribution Center				Supply
	1	2	3	4	
1	2	3	11	7	6
2	1	0	6	1	1
3	5	8	15	9	10
Demand	7	5	3	2	

- c) Write a note on queuing theory.

5. Explain concept of operations research, its advantages and disadvantages for the various industries. 14

6. The owner of a small machine shop has four machinists available to assign jobs for the day. Five jobs have been offered with the expected profit in Rs. for each machinist-job combination as follows : 14

Machinist	Jobs				
	A	B	C	D	E
I	62	78	50	101	82
II	71	84	61	73	59
III	87	92	111	71	81
IV	48	64	87	77	80

Find the assignment of machines to jobs that will result in maximum profit. Which job should be declined ?

7. Solve the following transportation problem for minimization. Use VAM and find out optimal cost. 14

	D1	D2	D3	Availability
S1	5	3	4	45
S2	8	7	2	37
S3	1	6	9	42
S4	7	4	8	27
Demand	50	40	47	



- 7) The resource allocation approach that involves distribution of resources from top management to lower level is called as
- a) Top-down approach
 - b) Bottom Down approach
 - c) Down Top approach
 - d) Strategic approach
- 8) Strategies used in different functional areas are called
- a) Generic Strategies
 - b) Business Strategies
 - c) Functional Strategies
 - d) Operational Strategies
- 9) The structure that involves dividing the total work according to different product lines, customers or geographical area is called as
- a) Network Structure
 - b) Divisional Structure
 - c) Matrix Structure
 - d) Entrepreneurial Structure
- 10) According to the BCG matrix, which of the following emerging business units require high investment ?
- a) Stars
 - b) Question Marks
 - c) Dogs
 - d) Cash Cows
- 11) What is the purpose of a turnaround strategy ?
- a) Reversing a positive trend and turning the organization into a profitable venture
 - b) Selling of business
 - c) Reversing a negative trend and turning the organization into a profitable venture
 - d) Expansion of business
- 12) _____ environment consists of factors related to management of public affairs and government rules.
- a) Political
 - b) Technological
 - c) Cultural
 - d) Social
- 13) _____ is a discipline dealing with right or wrong, good or bad.
- a) Business
 - b) Management
 - c) Ethics
 - d) Organization
- 14) CSR means
- a) Central Social Responsibility
 - b) Corporate Social Rules
 - c) Corporate Social Responsibility
 - d) Corporate Single Rules



2. Write short note on : 14
a) Gandhian Philosophy and Trusteeship Management.
b) SWOT Analysis.
3. Write short note on : 14
a) Diversification Strategy.
b) Porter's 5 Forces Model.
4. Discuss in detail concept of Strategy, levels of strategy and Strategic Decision making process.

OR

Define nature and need for business ethics. Explain principles of business ethics. 14

5. **Case Study.** 14

MRF (Madras Rubber Factory) Limited, a tyre manufacturing organization, started as a toy balloon maker in 1946 in South India. In 1952, it started manufacturing tread rubber and established a rubber factory. By 1955, it became the market leader in tread rubber business. After its incorporation as a private limited organization in 1960, it started manufacturing tyres and tubes in collaboration with Mansfield Tire and Rubber Company in the US. It became the first organization to export tyres to the US.

Apollo Tyres, Goodyear and J.K. Tyres are major competitors of MRF. MRF has adopted various expansion and diversification strategies. It technically collaborated with various organizations, such as US based BF Goodrich Tire company and Italy based M/s. Marangoni TRS SPA. This collaboration helped MRF in getting technical knowledge.

MRF's design process starts from the customer's needs and inputs. Its marketing activities are focused on listening to the customers, understanding their buying behavior and entering the new markets. MRF's team of 300 engineers and scientists helps in designing the product according to customer inputs. Therefore, the products of MRF are rated high on customer satisfaction and branding. The use of robust promotional programs, such as advertising, print media and mailers, has helped MRF to gain fame nationally and internationally. MRF exports its products to 75 countries worldwide. It also received the title of Star Exporter, which enabled the MRF to get the priority treatment from RBI in relation to exports and imports. The mascot used by MRF is Muscleman, which is designed to depict the tyre's strength, reliability and durability.



The R&D policy of MRF is focused on adapting the technology of tyres as per the conditions of Indian roads. It has attained high standards in testing the product and controlling the manufacturing process.

The financial policy of MRF is quite conservative. It prefers to raise maximum funds from internal sources and avoids investments by financial institutions. Thus, it is undercapitalized with a low equity base. The high competition leads to losses which are covered by the effective utilization of assets.

The human resource policy of MRF focuses on the development of its employees. The top management decides the professional and policy matters; whereas the managers decide the day-to-day activities and tasks.

The key challenge for MRF was to integrate all major business activities and overcome difficulty in managing the data. To overcome this challenge, MRF has implemented System Application and Products (SAP), Enterprise Resource Planning (ERP) and CRM solutions, which help in cost saving in all the business processes. In addition, it increases the efficiency of business processes. Implementation of SAP has led MRF to achieve efficient logistics, sales operations and good customer services. It has installed information security network framework to prevent unauthorized access to information.

Questions :

- 1) Write analysis of the case. 4
 - 2) Discuss the MRF policies in the following functional areas : 6
 - a) Marketing
 - b) Finance
 - c) Personnel
 - d) Operations.
 - 3) Do you think MRF lacks effectiveness in any functional area ? If, yes give reasons and suggestions. 4
-



Seat No.	
----------	--

Set	P
-----	---

**M.B.A. (Part – II) (Semester – III) (New CBCS) Examination, 2018
MANAGEMENT ACCOUNTING (Paper – XVIII)**

Day and Date : Monday, 10-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

Instructions : 1) **All questions are compulsory.**
2) **Figures to the right indicate full marks.**

1. Choose the correct alternative.

14

- 1) The primary goal of Management Accounting is to
 - a) Interpret financial data
 - b) Ascertain cost
 - c) Record all business transactions
 - d) Provide information for planning, decision making, etc.
- 2) The users of Management accounting are basically
 - a) Internal
 - b) External
 - c) Both a and b
 - d) None of these
- 3) _____ is a plan expressed in quantitative, usually monetary terms covering a specific period of time, usually one year.
 - a) Balance Sheet
 - b) Profit and Loss A/c
 - c) Budget
 - d) Cost sheet
- 4) _____ budget is prepared assuming there will be no major changes in level of activity.
 - a) Fixed budget
 - b) Flexible budget
 - c) Master budget
 - d) Zero based budget
- 5) Standard costs are
 - a) Ideal costs
 - b) Normal costs
 - c) Reasonably attainable cost
 - d) Competitors cost
- 6) _____ variance occurs due to change in number of budgeted days and actual days worked.
 - a) Capacity Variance
 - b) Calendar Variance
 - c) Price Variance
 - d) Mix Variance
- 7) If actual sales revenue is more than budgeted sales revenue the variance will be
 - a) Favorable
 - b) Unfavorable
 - c) Efficient
 - d) Moderate

P.T.O.



- 8) When P/V ratio is 40% and sales value is Rs. 10,000/- the variable costs will be
a) 2,000 b) 6,000 c) 5,000 d) 4,000
- 9) When break even sales is Rs. 5,00,000 and margin of safety is 37.5% then total sales are Rs.
a) 10,00,000 b) 8,00,000 c) 7,50,000 d) 9,00,000
- 10) Gross working capital equals to
a) Total of current assets b) Total of current liabilities
c) Total of sundry debtors d) Cash and Bank balance
- 11) When actual price is higher or lower than the standard price, then it is
a) Sales price variance b) Sales volume variance
c) Sales mix variance d) Sales quantity variance
- 12) Estimate amount of profit if sales is 10,000 units fixed cost is Rs. 50,000, variable cost per unit is Rs. and selling price per unit is Rs. 20.
a) Rs. 12,000 b) Rs. 5,000
c) Rs. 30,000 d) None of the above
- 13) _____ is a budgeting process which demands each manager to justify his entire budget in detail from beginning.
a) Functional budget b) Master budget
c) Zero base budgeting d) None of the above
- 14) Management accounting deals with
a) Quantitative information b) Qualitative information
c) Both a and b d) None of the above
2. Attempt the following :
- 1) Types of report 7
2) Types of audit. 7
3. Solve the following :
- 1) Raj Corporation Ltd. has prepared the following budget estimates for the year 2016
- | | |
|----------------|-----------------|
| Sales Unit | 15,000 |
| Fixed Expenses | Rs. 34,000/- |
| Sales value | Rs. 1,50,000/- |
| Variable cost | Rs. 6 per unit. |



Calculate :

P/V Ratio, BEP (sales) and margin of safety. Also calculate revised P/V ratio, BEP (sales) and margin of safety when

- 1) Decrease of 10% in selling price
- 2) Increase of fixed cost by Rs. 6,000/-.

7

- 2) All ball pen manufacturer has developed a new ball pen with unique features. His design development executive has suggested three possible retail prices Rs. 15 for Super Star; Rs. 10 for deluxe and Rs. 7.5/- for economy model. His marketing manager says that the wholesaler and retailers have to be given at least 30% discount.

The estimated fixed cost would be around Rs. 70,000 and variable cost per unit would be Rs. 3.50/-

- a) Calculate breakeven point for each model of ball pen.
- b) How much should the manufacturer sell in order to make a profit of Rs. 21,000/- ? Work out for each model.

7

4. Calculate :

14

- 1) Material cost variance
- 2) Material price variance
- 3) Material usage variance
- 4) Material mix variance
- 5) Material yield variance.

Material A 50% @ Rs. 10 per Kg

Material B 30% @ Rs. 8 per Kg

Material C 20% @ Rs. 5 per Kg

Standard Loss 10% of output

Actual data for the month of December 2016

Material A 6000 Kg @ Rs. 11 per Kg

Material B 4000 Kg @ Rs. 7 per Kg

Material C 1500 Kg @ Rs. 4 per Kg

Actual production 9450 units.

OR

From the following projections of XYZ & Ltd. for the next year. You are required to determine the working capital required by the company.

- Annual sales Rs. 14,40,000/-
- Cost of production (including depreciation Rs. 1,20,000) Rs. 12,00,000
- Raw material purchased Rs. 7,05,000/-

Set P



- Monthly expenditure Rs. 30,000/-
- Estimated opening stock of raw material Rs. 1,40,000/-
- Estimated closing stock of raw material Rs. 1,25,000/-

Inventory Norms :

Raw material = 2 months, work in process = 0.50 month, finished goods = 1 month.

The firm enjoys a credit of half a month on its purchase and allows 1 month credit on its supplies. On sales orders, the company receives an advance of Rs. 15,000/-. You may assume that production is carried out even throughout the year and minimum cash balance desired to be maintained is Rs. 35,000/-.

5. Prepare the cash budget from January to June 2017 from following data. 14

Month	Sales (Rs.)	Raw Materials (Rs.)
November	1,50,000	75,000
December	1,50,000	75,000
January	3,00,000	1,05,000
February	4,50,000	2,35,000
March	6,00,000	2,55,000
April	3,00,000	1,95,000
May	3,00,000	1,35,000
June	2,75,000	1,50,000

Further Information :

- 1) Collection estimates :
 - Within the month of sale : 10%
 - During the month following the sale : 80%
 - During the second month following the sale : 10%
- 2) Payment for raw materials is paid in time lag of half month.
- 3) Salary Rs. 22,500/-, Lease payment Rs. 5,000/-, Misc. Exp. Rs. 1,250/-, are paid each month.
- 4) Monthly depreciation Rs. 12,500/-.
- 5) Income tax Rs. 18,750/- each in March and June.
- 6) Payment for research in April Rs. 95,000/-.
- 7) Closing cash balance on December 2016 was Rs. 55,000/-.



Seat No.	
----------	--

Set	P
-----	---

M.B.A. – II (Semester – III) (New CBCS) Examination, 2018
SKILL DEVELOPMENT (Paper – XIX)

Day and Date : Tuesday, 11-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

1. Multiple choice questions (**one mark each**).

14

- 1) _____ is not the parameter of Johari's Window.
a) open b) hidden c) blind d) close
- 2) Educations, Skills, Certification are
a) strengths b) weakness
c) threats d) limitations
- 3) _____ is the negative work habit.
a) reorganized b) disorganized
c) rationalized d) modernized
- 4) _____ leads to threat.
a) education b) training
c) confidence d) modernization
- 5) Pareto principle is also known as _____ rule.
a) 80 : 20 b) 80 : 30 c) 70 : 30 d) 30 : 70
- 6) Wishes, _____ and goals usually clump together.
a) hopes b) beliefs c) dreams d) targets
- 7) Goals are based on reality, dreams are based on
a) efforts b) planning
c) organizing d) imaginary



2. Write short note on (7 marks **each**) : **14**
- 1) Wishes, dreams and goals.
 - 2) Accounts receivable.
3. Attend the following (7 marks **each**) : **14**
- 1) Goal setting
 - 2) Self SWOT analysis.
4. Define etiquettes. Describe in details the different types of etiquettes. **14**
- OR
- Discuss data filter and advanced data filter in MS Excel.
5. Draft the business plan for your new business, considering any consumer product. **14**
-



Seat No.	
----------	--

Set	P
-----	---

M.B.A. (Part – II) (Semester – III) (New CBCS) Examination, 2018
Gr.A : Marketing Management
Paper – I : BRAND MANAGEMENT AND SOCIAL MARKETING

Day and Date : Wednesday, 12-12-2018

Max. Marks : 70

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

Instructions : 1) **All questions are compulsory.**
2) **All questions carry equal marks.**

1. Multiple Choice Questions :

14

- 1) _____ is something which resides in the minds of consumers.
a) Story b) Product c) Brand d) Service
- 2) _____ is a visual depiction of different types of associations.
a) Mental Map b) Brand equity c) Idea d) Marketing
- 3) The process which helps to trace value creation process and helps to understand financial impact of brand marketing is called
a) Brand value chain b) Brand mantra
c) Event d) Culture
- 4) Strategy of using individual family brand names is referred as
a) house of brands b) strategy house
c) house of products d) extended strategy
- 5) A strong brand commands
a) Intense consumer loyalty b) Intense employer loyalty
c) Intense employee loyalty d) None of the above
- 6) The functional risk of brand is related to
a) Price b) Performance
c) Social image d) Our self concept
- 7) Marketers can apply a branding on
a) Physical good b) A service
c) A store and organization d) All of the above



- 8) _____ is a set of all brands and brand lines that a particular firm offers for sale to buyers in particular category.
- a) Product mix
 - b) Product line
 - c) Brand portfolio
 - d) Brand line
- 9) When the same brand name holds several products in different markets, it is known as the
- a) Umbrella brand
 - b) Source brand
 - c) Multi-brand
 - d) Range brand
- 10) _____ is a graphical representation of all the brands and products sold by firm.
- a) Mental Map
 - b) Brand Mantra
 - c) Brand Equity
 - d) Brand Product Matrix
- 11) Which of the following social networks allow you to create pages to promote a brand or a company ?
- a) YouTube
 - b) Facebook
 - c) Twitter
 - d) WhatsApp
- 12) What is a blogging platform ?
- a) It is software used to create a blog and publish content
 - b) It is a blogging strategy
 - c) It is a part of blogosphere
 - d) It is a blog optimization tactic
- 13) Social media marketing uses social networks in order to
- a) Create a website
 - b) Promote a company and reach more users
 - c) Monitor online performance
 - d) Share content via newsletters
- 14) Google+ profiles are for
- a) Individual users to connect with their friends
 - b) Celebrities, businesses and institutions to create online presentation
 - c) Groups of users who share the same interest
 - d) Webmasters to publish Google ads

2. Write Short notes :

14

- a) Customer Based Brand Equity.
- b) Celebrity Endorsement.



3. Write short notes : 14

- a) Social Media as a Marketing Tool.
- b) Leveraging Process.

4. What is Brand ? What can be branded ? Discuss advantages of Branding. 14

OR

What are different qualitative and quantitative research techniques for brand equity measurement ?

5. Case Study : 14

Alpha Pharmaceuticals had launched brand 'Proptin', a high protein biscuit brand and it was successful in market. Then looking at its success, company decided to work on new product development of biscuits rich in proteins, minerals and vitamins. Advisors suggested that since most of the people in the country were suffering from protein deficiency, the product, enriched with protein, would be desirable and should be big success, specially with a view of its competing brand having a high price. The Marketing Research Department of the company also gave green signal to the project after conducting brief survey.

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

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

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



SLR-CL – 31

Seat No.	
----------	--

Set	P
-----	----------

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

Day and Date : Thursday, 13-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

1. Multiple choice questions :

14

- 1) The basic regulatory authority for mutual funds is _____
 - a) Stock exchanges
 - b) Government of India
 - c) Reserve bank of India
 - d) Securities and exchange board of India
- 2) The national Stock Exchange is located in _____
 - a) New Delhi
 - b) Nagpur
 - c) Mumbai
 - d) Kolkata
- 3) _____ market is a market for old issues.
 - a) Money market
 - b) Primary market
 - c) Secondary market
 - d) All the above
- 4) Money market deals with _____ instruments.
 - a) Long term
 - b) Short term
 - c) Medium term
 - d) All of these
- 5) The merchant banker coordinating a public issue is called as _____
 - a) Syndicator
 - b) Lead manager
 - c) Post issue manager
 - d) None of these
- 6) _____ is a shortened form of prospectus.
 - a) Red herring prospectus
 - b) Abridged prospectus
 - c) Statement in lieu of prospectus
 - d) Shelf prospectus

P.T.O.



4. Attempt **any one** of the followings : 14

Explain the concept of Money Market. Which are the various money market instruments available in Indian market ? Explain with its features.

OR

Explain components and organizational structure of the Indian Financial System.

5. Case study : 14

The Saudi stock market has been witnessing much volatility during the past one year and the market capitalization had come down by 50%. Mutual funds that invested in local stocks too had to bear the brunt of the over bearish trend of the market to a large extent. In the absence of well-developed debt market including corporate debt securities and the volatility that continues to prevail in Saudi stock market investment in mutual funds appears to be an alternative investment for Saudi investors provided right kind of mutual funds are picked up which are consistent with the risk-return profile of investors. However, choosing the right kind of fund is the real challenge as there are 185 mutual funds out of which 97 are equity mutual funds. The YTD, 6-month, 1-, 2-, 3-year returns and sharpe ratio were computed for each of the equity funds to compare their performance. Out of the six categories of equity mutual funds in Saudi Arabia, funds invested in Asian and European stocks were more consistent in their performance and yielded relatively higher returns than other categories, though funds invested in Saudi stocks yielded higher 3-year returns.

- 1) Analyze the case.
- 2) Do you agree with this investment decision ?
- 3) Can you suggest any better investment option ?



Seat No.	
----------	--

Set

P

M.B.A. (Part – II) (Semester – III) (New CBCS) Examination, 2018
Gr.C : PRODUCTION AND MATERIALS MANAGEMENT
Paper – I : Purchasing and Inventory Management (Paper – XIX)

Day and Date : Thursday, 13-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

1. Multiple choice questions (**One mark each**) : **14**

- 1) _____ is management of goods, supplies and inventory needed for the organisation and related aspect of purchase.
a) Inventory management b) Purchase management
c) Employee management d) Operations management
- 2) The first step in purchase cycle is _____
a) Analyzing order b) Receiving material requirement
c) Processing purchase order d) Perceiving purchase requisition
- 3) _____ is a place where excess material is kept which will be used as and when required.
a) Locker b) Garage
c) Warehouse d) Store
- 4) A place where all items and material is stored at a central place is called _____
a) Decentralised store b) Virtual store
c) Centralised store d) Enterprise store
- 5) _____ is a process of taking position in future market rather than physical market with an objective of reducing risk associated with price changes.
a) Futures and options b) Forward trading
c) Hedging d) Risk taking
- 6) _____ is a discipline that primarily specifies the shape and placement of stalked goods.
a) Inventory management b) Store management
c) Material management d) Stock management



- 2. Short notes : 14
 - a) Hedging. 7
 - b) Stores layout. 7
- 3. Write short notes : 14
 - a) Demand forecasting and its objectives. 7
 - b) Introduction to MRP II systems. 7
- 4. Attempt the following : 14

Explain the concept of Purchase Management. Also explain objectives of purchasing, Responsibilities of purchase department. 14

OR

- What is inventory management ? Explain concept, functions and classification of materials in inventory management. 14
- 5. Case study : 14

Professional cooling and Control Systems (PCACS) provide commercial facility management services with high-performance building automation and HVAC systems. For years, they used an informal approach to tracking inventory. Employees would log incoming and outgoing items on spreadsheets but did not manage the stationary items that were already in stock. Having such a relaxed system ultimately resulted in several major issues that cost PCACS’s valuable time and money. “We were continually missing items that we thought were in stock. Often times when we would order a certain part for a particular job, it would be used for a different job and we would have no idea,” explained Tommy Gugliotta, Operations Manager of PCACS. “ On numerous occasions, we had to have inventory shipped overnight because our tracking system was so inefficient. We wasted countless dollars and time searching for specific items to replace a part of repair a machine.”

When Tommy Gugliotta joined the PCACS team, his first task was to repair the inventory management system that had been in place for over 20 years. He witnessed the ineffective nature of manually tracking inventory and knew there must be a better way to streamline the process and save his company money. Gugliotta began researching inventory software programs and came across Wasp’s inventory control solution. “I tested several software programs but was immediately drawn to Wasp Inventory Control. I started out with a



30-day trial and was impressed with how easy it was to use,” noted Gugliotta. “Inventory Control offered all of the features that PCACS needed, like multiple PC licenses, and the option to purchase barcode printers and mobile scanners to accompany the software.”

While testing Inventory Control, PCACS was starting several big projects that required a trustworthy, easy-to-use inventory tracking system. “After just two and a half weeks, I was convinced that Wasp Inventory control was the answer to our inventory issues. It was a simple program that would be easy to teach to other employees.” explained Gugliotta.

PCACS purchased Wasp Inventory Control Professional, which included five PC licenses and one mobile license. PCACS also purchased a handheld WDT3200 mobile computer and WPL305 barcode printer.

PCACS has been using Wasp Inventory Control for approximately one year. “Since deploying Wasp Inventory Control, we now have in-depth insight into our entire inventory not just the incoming and outgoing items.” stated Gugliotta. One of the greatest benefits of Wasp Inventory Control has been financial savings. “Once we began using the software, the issue of overnighting items completely ceased. We no longer had to spend excessive amounts on shipping items we thought we had in stock. Ultimately, Wasp Inventory Control paid for itself within 6 months. We no longer are subject to missing inventory and have significantly cut down the amount of time spent looking for items. Now, it only tasks one or two seconds to look up a certain part, versus scouring through pages and pages of spreadsheets,” stated Gugliotta.

- | | |
|---------------------------------------|---|
| 1) Analyze the case. | 5 |
| 2) Identify the problem. | 2 |
| 3) Identifying Alternative solutions. | 5 |
| 4) Giving the best solution. | 2 |



Seat No.	
----------	--

Set	P
-----	---

M.B.A (Part – II) (Semester – III) (New CBCS) Examination, 2018
Group – C : HUMAN RESOURCE MANAGEMENT
Paper – I : Strategic Human Resource Management (Paper – XIX)

Day and Date : Friday, 14-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

1. Multiple choice question (**One mark each**) : **14**

- 1) _____ of human resource involves formulating business decisions, translating corporate strategy into human resource strategy and training employees to concentrate on the customer's needs.
 - a) Information and decision making role
 - b) Functional role
 - c) Strategic role
 - d) Administrative role
- 2) Which of the following is not an approach of work design system ?
 - a) Specialist approach
 - b) Strategic approach
 - c) Generalist approach
 - d) Engineering approach
- 3) The external market segmentation of recruitment includes
 - a) Markets for fresh graduates
 - b) Markets for experienced professionals
 - c) Both of these
 - d) None of these
- 4) _____ means the behavior by which the skill and standard of performance is reached.
 - a) Multi-skilling
 - b) Competency
 - c) Competence
 - d) None of these
- 5) One of the formal way of leaving the organisation after attaining certain age is known as
 - a) Resignation
 - b) Retirement
 - c) VRS
 - d) None of these



- 6) Which of the following are the challenges of human resource management ?
- a) Technology
 - b) Intellectual capital
 - c) Adaptability
 - d) All of these
- 7) Forecasting the overall HR requirements in accordance with organizational plans is known as _____
- a) Demand forecast
 - b) Supply forecast
 - c) Both of these
 - d) None of these
- 8) _____ is a lump sum amount for helping employees to cope with the adverse changes in the consumer price index.
- a) Incentives
 - b) Base pay
 - c) Merit pay
 - d) Cost Of Living Adjustment (COLA)
- 9) _____ is one of the criteria for developing performance standards.
- a) Strategic congruence
 - b) Self-appraisal
 - c) Feedback
 - d) Coaching
- 10) Which of the following is external factor affecting human resource planning ?
- a) Type and quality of information
 - b) Company strategies
 - c) Trade union
 - d) Information technology
- 11) In _____ a job has very little dependence and allows the employees to work at their own pace.
- a) Sequential interdependence
 - b) Pooled interdependence
 - c) Reciprocal interdependence
 - d) None of these
- 12) Which of the following is not a selection instrument ?
- a) Personal records
 - b) Application letter
 - c) Blank application forms
 - d) Interview
- 13) Which of the following is a component of indirect pay ?
- a) Incentives
 - b) Protection programmes
 - c) Merit pay
 - d) Base pay
- 14) Downsizing as a part of organizational re-engineering or restructuring according to overall goals and objectives of the organisation is called _____ downsizing.
- a) Reactive
 - b) Reactive and proactive
 - c) Proactive
 - d) None of these



- 2. Short notes : 14
 - a) Compensating individual employees
 - b) Delphi method.

- 3. Short notes : 14
 - a) Areas affected by downsizing.
 - b) Organizational design and factors affecting designing process.

- 4. Attempt **any one** of the following : 14
 - a) Define strategic human resource management. Explain in detail the linkage of the HR strategy with corporate and business strategy.

OR

 - b) Explain the selection instruments which are commonly used in the selection strategies along with its advantages and disadvantages.

5. **Case study** : 14

Sys Info system is in existence for the last two decades offering enterprise solutions to its clientele headquartered in San Jose. California. It has over 2000 employees spread across six countries. The workforce profile is mainly engineering graduates who have work experience ranging from 2 to 18 years. The company has a performance management system which has a well-defined criterion of goal setting, appraisal and feedback. An analysis of previous three year appraisal data show that about 80 per cent of employees either meet or exceeding their goals thus set for them by their managers. However, as an organisation Sys Info could not meet its organizational goals in the last three years. Further, assessment has shown that organisation really lack competent resources who can steer the organisation towards growth. It is a paradoxical situation for the organisation where its workforce meets the goals, but organisation fails. Is it a problem of task based performance ? Whether the competency-based performance management can help this organisation ?

Analyze the above case, identify the problem, identify the alternative solutions and choose the best alternative.



6. NREP stands for
- a) National Rojgar Education Programme
 - b) National Rural Education Programme
 - c) National Rural Employment Programme
 - d) None of these
7. _____ serve as a link between the RBI and the PAcS.
- a) SCB
 - b) CLDB
 - c) PLDB
 - d) NHB
8. DCCBs stands for
- a) District Central Commercial Bank
 - b) District Commercial Central Banks
 - c) District Central Co-operative Bank
 - d) None of these
9. The _____ of a country are of primary importance for the economic development.
- a) Natural resources
 - b) Physical resources
 - c) Economical resources
 - d) Political resources
10. Which of the following is not a Features of Agricultural Laborers ?
- a) Agricultural Laborers are Scattered
 - b) Unskilled and Lack Training
 - c) Organized
 - d) Low Social Status
11. _____ is defined as an art, science and business of producing crops and livestock for economic purposes.
- a) Agriculture
 - b) Land
 - c) Cooperation
 - d) None of these
12. _____ is defined as the artificial application of water to the soil for the purpose of crop production in supplement to rainfall and ground water contribution.
- a) Agriculture
 - b) Land
 - c) Irrigation
 - d) None of these



13. _____ involving mutual assistance in working towards a common goal.
- a) Cooperatives
 - b) Coordination
 - c) Protection
 - d) Erosion
14. _____ have a fourfold character.
- a) Self-help group
 - b) NABARD
 - c) Housing Co-operatives
 - d) Consumer Cooperatives
2. Write Short Notes : **14**
- a) Classification of land.
 - b) Principles of Co-operation.
3. a) Describe the role of irrigation in the development of land to yield more crops. **7**
- b) Explain causes of plant diseases. **7**
4. Define agricultural Labor. Explain in detail its characteristics. **14**
- OR
- Describe in detail co-operative banks at different levels in Maharashtra. **14**
5. Case Study : **14**
- A bumper pomegranate crop, to the tune of around 12-13 lakh tonne, is expected this January season on the back of increased acreage that has come under pomegranate cultivation in Maharashtra and other states. Despite this, export market for the fruit has not picked up because of lack of demand and issues with regard to fruit size and quality, says Dipak Patil Chairman, Maharashtra Pomegranate Growers Research Association (MPGRA). Normally, pomegranate production in the country comes up to 8 lakh tonne. Around 50000 additional hectares has come under cultivation in Maharashtra that usually has 85000 hectares for the same.
- Due to the good prices in the last few years, farmers in the state have been shifting to this fruit from grape, he said. In Gujarat, an additional 15000 hectares has come under cultivation while Madhya Pradesh has increased acreage by 10000 hectares. Maharashtra contributes 90% of the country's pomegranate production. 'Farmers, however, are now concerned about the 50% drop in prices owing to a sudden influx of the commodity into



markets', Patil said. Pomegranates are retailing at Rs. 30-50 per kg in several markets in Maharashtra against prices of Rs. 100-150 per kg last year. The production has increased but not quality and this has led to price fall, he added Indian pomegranates are being exported only to Dubai with four-five containers being processed on a daily basis. Although Russia emerged as a new market last year, traders are not keen to send products there owing to payment issues in the previous year', Patil said. 'UK, UAE, Saudi Arabia, Netherlands, Egypt, Turkey, Bahrain and Kuwait are other important markets for the fruit. The delay in monsoon in this year affected the crop to some extent in Solapur region.

- a) Analyze the case.
- b) Identify the problem.
- c) Explain causes and consequences.
- d) Explain the alternatives from agricultural point of view.



Seat No.	
----------	--

Set	P
-----	---

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

Day and Date : Friday, 14-12-2018

Total Marks : 70

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

- Instructions :**
- Question No. 1, Q. 2, Q. 3 and Q. 5 are **compulsory**.
 - Attempt **any one** question from Q. 4.
 - **All** questions carry **equal** marks.

1. Choose appropriate answer :

14

- 1) Integrating the domestic economy with world economy is called
 - a) Privatization
 - b) Globalization
 - c) Nationalization
 - d) None of the above
- 2) IMF stands for
 - a) International Monetary Fund
 - b) International Money Fund
 - c) International Monetary Finance
 - d) Indian Monetary Fund
- 3) Economic integration schemes are also referred to as
 - a) Regional Trade Adjustment
 - b) Rural Trade Agreement
 - c) Rural Trade Association
 - d) Regional Trade Agreement
- 4) Euro, the common currency of
 - a) SAARC
 - b) NAFTA
 - c) European Union
 - d) WTO
- 5) NAFTA stands for
 - a) North American Free Trade Agreement
 - b) North African Free Trade Agreement
 - c) North American Fixed Trade Agreement
 - d) North American Free Trade Association
- 6) The main objective of commodity agreement is
 - a) Commodity stabilization
 - b) Price stabilization
 - c) Price fluctuation
 - d) Price exchange
- 7) IMF was established in
 - a) 1945
 - b) 1965
 - c) 1946
 - d) 1948

P.T.O.



- 8) SDR stands for
 a) Special Drawing Ratio b) Specific Drawing Right
 c) Special Deposit Right d) Special Drawing Right
- 9) The major problem of Asian Development Bank is
 a) Surplus of funds b) Additional funds
 c) Shortage of funds d) Excess of funds
- 10) The causes of disequilibrium in the balance of payments are : economic factors, political factors and
 a) Psychological factors b) Sociological factors
 c) Technological factors d) Political factors
- 11) GDP stands for
 a) Gross Domestic Product b) General Domestic Product
 c) Gross Domestic Preference d) Gross Domestic Position
- 12) _____ publishing a Global Competitiveness Report.
 a) Wide Economic Forum b) World Economic Formation
 c) World Economic Forum d) World Emotional Forum
- 13) Global competitiveness is often a must for
 a) Failure b) Breakdown
 c) Collapse d) Success
- 14) Turnkey contract is common in case of
 a) Medium projects b) Large projects
 c) Minor projects d) Small projects
2. Short note : **14**
 1) International Monetary Fund.
 2) Global recruitment and selection process.
3. Short note : **14**
 1) SAARC
 2) International economic environment.
4. What is international business ? Discuss in detail the market entry strategies. **14**

OR

Explain the trends in India's balance of payments position. What are the reasons for disequilibrium in the balance of payments ?

14
Set P



5. Analyse the case :

In July 1987, Mr. Roberto Gonzales, Managing Director of Fine Home Furnishings, Manila, faced problems in quality control in the production of home furnishings for export markets. This problem was compounded by unexpected fluctuations in demand. He thought of establishing an export unit with a separate staff, but the type of home furnishing exported by the company had a fluctuating demand pattern but justifying such an investment.

Company background

Fine Home Furnishings Company (FHC) was one of the largest exporters of fashionable home furnishings in the Philippines. The company's product mix included pillow cases, bedspreads, curtains, sofa and chair covers, and wall coverings. The products were being sold under the company's own brand name ("Chic"), in the local market but under private labels in the United States and EEC. The company had an annual production capacity in 1987 of 10 million pesos. Fine Home furnishings employed a full time workforce of 200. The Company participated regularly in trade fairs and had built up a good image for their products at home and abroad.

Specific Interest Areas

The company was experiencing a variety of labor problems, but the most immediate problem facing the director was how to maintain high quality standards in its export business. The quality control issue was complicated by the absence of many cutting, stitching and finishing details not required by the domestic buyer, but insisted upon by the foreign buyer. Further, the close relationship abroad, between the demand for home furnishings and the economic climate in the construction industry had made the demand pattern for home furnishings very cyclical. Seasonality of export demand was another factor due to the tendency by the consumers to spend more on home furnishings in the fall and winter seasons rather than in the spring and summer.

The above factors caused spurts of accelerated activity, leading to many labor-management disputes due to a much higher rejection rate for those products geared for export markets. The presence of a piece rate pay system led to a considerable drop in morale among workers with a higher than normal rate of absenteeism when export business was in process. Mr. Gonzales



realized that he had a number of alternative solutions to choose from. He could consider dividing the workforce into two groups; one exclusively for export business to which one could “graduate” from the domestic workforce when certain performance standards had been met. He considered eliminating the piece rate pay system for the export business workers in favor of a weekly salary system. He also thought of maintaining one labor force exclusively for the export business and channels all domestic business to subcontractors.

Another alternative was substitute more sophisticated machinery for labor. He had read of auto-controlled cutting, sewing and stitching machinery equipped with electric eyes and other electronic sensors. The last solution would allow him to reduce his labor force, increase the rate of output and maintain similar high quality for both the domestic and foreign markets. The required investment, however, would be considerable. The last idea which had been put into his mind this morning by his secretary was that all workers could produce high quality standards. She said that the problem was psychological caused by switching on and off the higher quality standards only required for exports. Only, one standard should be made the norm, both for domestic and foreign demand, i.e., the export standard.

Specific issues/problems

Mr. Gonzales was anxious to make a decision. Various constraints made the selection of one clear solution difficult.

It was a practice in the Philippines to hire workers for up to six months as “Trainees” after which social security and other cost/benefits had to be paid. Producing under the private label of a foreign buyer caused considerable pressure on the profit margin. The only way to make a profit was by squeezing labor costs, as most of the materials were imported at high cost from China (Taiwan Province) or were provided by the foreign buyer. Labor unions were becoming increasingly militant, demanding more job security for their numbers along with higher pay.

Questions :

- 1) What are the principal and secondary problems faced by Mr. Gonzales ?
- 2) Why is the business of home furnishings a cyclical and a seasonal business ? How can Mr. Gonzales solve them, “cause” of the problem ?
- 3) Is cash flow a problem in the home furnishing business and would the lack of it affect the company’s ability to pay higher salaries and wages ?
- 4) Consider each alternative proposed by Mr. Gonzales to solve his labor problem. Do you feel that other alternative solutions have not been mentioned ? What probability of success would you assign to each alternative ?
- 5) Are Mr. Gonzales’ problems generic to all exporters in developing countries ?



Seat No.	
-------------	--

Set	P
-----	----------

M.B.A. (Semester – III) (New CBCS) Examination, 2018
Paper – Group – C : SYSTEMS MANAGEMENT (Paper – I)
Paper – XIX : Management Information System

Day and Date : Friday, 14-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

Note : All questions are compulsory and carry equal marks (14 marks).

1. Select the right option for **each** of the following from the choices given **14**

- 1) _____ mechanism is a mechanism of predicting the possibility of achieving the goals before it is too late and allowing to take corrective actions.
 - a) Standardization
 - b) Early warning
 - c) Information Distribution
 - d) Information
- 2) The abbreviation GDSS stands for _____.
 - a) Group Decision Support System
 - b) Global Delivery Support System
 - c) Group Dedication Support System
 - d) Global Discussion System Software
- 3) The information system that serves the middle level of the organization providing access to organizations performance, historical records and reports is
 - a) TPS
 - b) MIS
 - c) DSS
 - d) ESS
- 4) Senior managers use ESS to address _____.
 - a) Routine Issues
 - b) Daily Issues
 - c) Non-routine issues
 - d) Strategic issues
- 5) _____ principle states that the system should approve significant deviations from performance standards selectively.
 - a) Selection
 - b) Acceptability
 - c) Exception
 - d) Deviation
- 6) In GDSS, group members interact, debate, _____ and conclude using different tools and techniques.
 - a) Discuss
 - b) Communicate
 - c) Exchange
 - d) Analyse



3. Answer the following : 14
- a) Describe the major types of information system and relationship between them.
 - b) Explain role and importance of information systems.
4. Answer **any one** of the following : 14
- a) Explain in detail the Marketing Management Information System and the flow of data of Marketing Management Information System along with inputs and analysis in the system.
 - b) Explain the difference between the terms data, information and knowledge. Also explain the types of knowledge and the need of knowledge management.
5. Analyse the following case, identify the problem, provide alternate and best solution for the same. 14

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

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

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

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



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

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

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

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

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



Seat No.	
----------	--

Set	P
-----	---

M.B.A. (Semester – III) (CBCS) Examination, 2018

Gr. A : Marketing Management

Paper – II : SALES AND DISTRIBUTION MANAGEMENT (New) Paper – XX

Day and Date : Monday, 17-12-2018

Total Marks : 70

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

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

1. Choose an appropriate answer.

14

- 1) A plan drawn by sales managers to ensure that all prospective markets are visited by the sales team is known as a
 - a) Coverage
 - b) Beat
 - c) Call
 - d) Market
- 2) Breaking bulk, storage and delivery to customers are the tasks performed by a
 - a) C and FA
 - b) Distributor
 - c) Transporter
 - d) Warehouse
- 3) Out of the three skills for the success of a sales manager, the two are managing and technical skills.
 - a) Communication
 - b) Negotiation
 - c) Problem solving
 - d) People
- 4) The legend for AIDA formula includes attention, interest, desire and one of the following :
 - a) Arrangement
 - b) Agreement
 - c) Action
 - d) Assistance
- 5) A sales budget consists of estimates of
 - a) Sales volume
 - b) Selling expenses
 - c) Sales administrative costs
 - d) All of above
- 6) Delphi method of sales forecasting was developed by Rand corporation during
 - a) 1930s
 - b) 1940s
 - c) 1950s
 - d) 1960s
- 7) In defining sales territory the key word is
 - a) Sales
 - b) Customer
 - c) Geographical area
 - d) None of the above
- 8) Some companies use point sales volume quotas, instead of Rupees or unit sales volume quotas, in order to improve
 - a) Sales volume
 - b) Selling expenses
 - c) Profitability
 - d) Market share

P.T.O.



- 9) Sales contests are
- Long-term incentive programmes
 - Medium-term incentive programmes
 - Short-term incentive programmes
 - All of the above
- 10) The first step in designing an effective sales compensation plan is
- Set up specific objectives
 - Examine the existing job descriptions
 - Decide levels of pay
 - Decide indirect payment plan
- 11) The distribution function provides the consumer place, time and _____ utility.
- Possession
 - Ownership
 - Exchange
 - Supply
- 12) Making the product available to consumers in just one outlet in a market is known as
- Selective distribution
 - Unique distribution
 - Exclusive distribution
 - Creative distribution.
- 13) Ownership flow in a channel means transfer of _____ of goods.
- Title
 - Storage
 - Value
 - Consumption
- 14) A zero level channel denotes _____ distribution channel.
- Direct
 - Own
 - Dedicated
 - Indirect

2. Short note : 14

- Briefly explain various kinds of channel numbers and their roles in ensuring effective distribution.
- Briefly describe the procedure for designing sales territories.

3. Short note : 14

- Explain briefly the steps involved in designing an effective compensation plan.
- Supply chain management.

4. What is sales management ? Explain why sales management is considered as an important function. 14

OR

4. What is sales forecasting ? Describe in detail different methods of sales forecasting and indicate its advantages and disadvantages.

14
Set P



5. Analyze the case.

“Sir, I think we need to have an incentive scheme for our field salespeople, so as to motivate them to put more than normal effort. This will help us to increase our market share and also make it possible for us to become number one player from number three position that we are currently at. We have declared in last annual marketing conference that we would become the leader in the precision steel tube industry in three years. I believe we have to start working on that goal immediately. Do you agree, Sir ?” asked Krishna Kumar, the newly appointed head of sales and marketing, to the executive director of STI Ltd, B. G. Gururaj Rao.

“I agree to the extent that we have to work on our long-term goal. That does not mean that we have to work without considering the long-term impact on the company’s profitability. So far, in last 15 years of our company’s operations, sales and other functional employees have been paid a fixed salary, fringe benefits and once a year bonus. Why should we pay incentives to only salespeople ? Why not people in production, which also a line function ? What about other support functions like accounts, administration and human resource ? We need extra efforts from all employees, not salespeople. If we try to motivate salespeople by paying commission on achieving their sales quotas, other employees and particularly shopfloor workers and supervisors will demand extra money by some kind of incentive schemes. If we deny an incentive payment to other employees, they will not only get de-motivated, but may even go on a strike. Besides, the profit contribution per unit of our product sold is very low and any increase in cost due to incentive payments without substantial increase in sales volume will wipe out the thin profitability our company. We have considered the various factors before we take a decision on the incentive scheme for sales people. I hope you understand this,” responded Gururaja Rao.

“Yes, Sir, I suggest we discuss this subject later in our monthly budget review meeting, when other managers and also our Chairman and managing director will be present. In the meantime, I will also apply my mind and prepare a specific proposal, which I will discuss with you before the budget review meeting,” Krishna Kumar said and thereafter left for his office.

Questions :

- 1) Do you think this company needs an incentive scheme for motivating their salespeople ?
- 2) Suggest a suitable compensation plan for the salespeople. Make assumptions, if needed.



Seat No.	
----------	--

Set

P

M.B.A. (Part – II) (Semester – III) (New – CBCS) Examination, 2018
Group – B : FINANCIAL MANAGEMENT
Paper – XX : Paper – II : Financial Decision Analysis

Day and Date : Tuesday, 18-12-2018

Max. Marks : 70

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

1. Multiple Choice Questions.

14

- 1) The measure of business risk is
 - a) Operating Leverage
 - b) Financial Leverage
 - c) Combined Leverage
 - d) Working Capital Leverage
- 2) Funds Flow Statement is also known as
 - a) Statement of Funds Flow
 - b) Statement of Sources and Application of Funds
 - c) Statement of Sources and Uses of Funds
 - d) All of the above
- 3) Provision of taxation is treated as
 - a) As a current liability
 - b) As an appropriation of profits
 - c) Either a) or b)
 - d) None of the above
- 4) The existence of _____ on the balance sheet generates tax advantages that directly influence the capital structure of the firm.
 - a) a large proportion of fixed assets
 - b) long-term debt
 - c) retained earnings
 - d) all of the above answers are
- 5) EBIT is usually the same thing as
 - a) Funds provided by operations
 - b) Earnings before taxes
 - c) Net income
 - d) Operating profit
- 6) Expansion finance is a method of financing
 - a) Later stage
 - b) Early stage
 - c) Start-up stage
 - d) Seed capital



- 7) _____ is a lease, in which the lessor and lessee are domiciled in different countries.
- a) Domestic lease
 - b) International lease
 - c) Import lease
 - d) Cross boarder lease
- 8) Ownership transferred after the payment of last installment in
- a) Lease
 - b) Hire Purchase
 - c) Both a) and b)
 - d) None of these
- 9) Comparison of financial statements highlights the trend of the _____ of the business.
- a) Financial position
 - b) Performance
 - c) Profitability
 - d) All of the above
- 10) Which technique used for figures of two or more periods are placed side by side to facilitate easy and meaningful comparisons ?
- a) Comparative statement
 - b) Common-size statement
 - c) Trend analysis
 - d) None
- 11) Venture capital firms are usually organized as
- a) closed-end mutual funds
 - b) limited partnerships
 - c) corporations
 - d) non-profit businesses
- 12) In the calculation of return on shareholders investments the referred investment deals with
- a) All reserves
 - b) Preference and equity capital only
 - c) All appropriations
 - d) All of the above
- 13) Dividing the net profit by the paid up amount of equity share capital yields
- a) Temporary investment
 - b) Earning per share
 - c) Rate of return on equity share capital
 - d) None of the above
- 14) The return on investment (ROI) may be calculated as
- a) Net profit before interest, tax and dividend/Capital employed
 - b) Net profit after interest, tax and dividend/Shareholder's fund
 - c) Net profit-preference dividend/No. of equity shares
 - d) Return on Investment/Net profit ratio



2. Answer the following : 14

- 1) Stages of Venture Capital.
- 2) Types of Leverages.

3. Attempt the following : 14

- 1) Lease financing v/s Hire purchase financing.
- 2) A company has capital structure exclusively of ordinary shares amounting to Rs. 5,00,000. The company desires to raise additional funds of Rs. 5,00,000 for financing its expansion programme. The company has a four alternative financial plans
 - a) Raise the entire amount by equity capital.
 - b) Raise 50% as equity and 50% as 5% debentures.
 - c) Raise the entire amount by 6% debentures.
 - d) Raise 50% as equity and 50% as 6% Preference Capital.

The existing EBIT is Rs. 60,000. Tax rate is 50%. Outstanding equity shares number 5000 and market price per share is Rs. 100 under all four alternatives. Which financing plan should he select ?

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

- a) What are legal and procedural aspects of merger ? Explain the different types of mergers with the help of examples from Indian Industry.

OR

- b) Following are Income Statements for the year 2015 and 2016 and Balance Sheet of ABC and Co.

Prepare the Comparative Balance Sheet and Comparative Income Statement for these two years.

Income Statements					
Particulars	2015	2016	Particulars	2015	2016
	(Rs.)	(Rs.)		(Rs.)	(Rs.)
To Cost of goods Sold	3,00,000	3,75,000	By Net Sales	4,00,000	5,00,000
To General Expenses	10,000	10,000			
To Selling Expenses	15,000	20,000			
To Net Profit	75,000	95,000			
	4,00,000	5,00,000		4,00,000	5,00,000



Balance Sheets

Liabilities	2015 (Rs.)	2016 (Rs.)	Assets	2015 (Rs.)	2016 (Rs.)
Share Capital	3,50,000	3,50,000	Land	50,000	50,000
Reserves	1,00,000	1,22,500	Building	1,50,000	1,35,000
Secured Loans	50,000	75,000	Plant	1,50,000	1,35,000
Creditors	1,00,000	1,37,500	Furniture	50,000	70,000
Outstanding			Cash	50,000	70,000
Expenses	50,000	75,000	Debtors	1,00,000	1,50,000
			Stores	1,00,000	1,50,000
	6,50,000	7,60,000		6,50,000	7,60,000

5. Case study.

14

From the following Balance Sheet and the information of TNG Ltd. Prepare funds flow statement and schedule of changes in working capital for the year 31st March 2015.

Balance Sheet

Liabilities	2014 (Rs.)	2015 (Rs.)	Assets	2014 (Rs.)	2015 (Rs.)
Equity Share			Land	2,00,000	1,90,000
Capital	2,00,000	2,50,000	Building	1,50,000	1,69,000
General Reserve	50,000	60,000	Debtors	80,000	64,200
Profit and Loss A/c	30,500	30,600	Bank	–	8,000
Long Term Loans	70,000	–	Goodwill	–	5,000
Trade Creditors	1,50,000	1,35,200	Cash	500	600
Provision for Tax	9,000	10,000	Stock	1,00,000	74,000
Proposed Dividend	21,000	25,000			
	5,30,500	5,10,800		5,30,500	5,10,800

Additional Information :

1. Additional Land was purchased during the year at the cost of Rs. 1,20,000 and later on sold a profit of Rs. 20,000 during the year.
2. An interim dividend of Rs. 5,000 was paid during the year.
3. Income Tax paid Rs. 8,500.



- 8) The long form of BPO is
 a) Bipolar Process Outsourcing b) Business Process Outsourcing
 c) Business Potential Outsourcing d) Buyer's Process Outsourcing
- 9) The main reason for outsourcing is reducing and controlling
 a) Transportation cost b) Raw material cost
 c) Operating cost d) Warehousing cost
- 10) _____ is an integrated management system of core business processes, often mediated by software and technology.
 a) Energy resource planning b) Enterprise resource planning
 c) Enterprise reverse planning d) Entrepreneur resource planning
- 11) In 3PL and 4PL logistic system 'P' stands for
 a) Point of purchase b) Performance
 c) Persistence d) Party
- 12) _____ is a process that contains, protects, preserves, informs and sells.
 a) Labelling b) Designing
 c) Packaging d) Evaluating
- 13) MRP in supply chain management stands for
 a) Money Resource Planning
 b) Material Requirement Planning
 c) Manufacturing Resource Planning
 d) Money Requirement Planning
- 14) Lean supply chain management is about _____ from a manufacturing and inventory process.
 a) Removing waste b) Removing people
 c) Removing inventory d) Removing supplies
2. Short notes : **14**
 a) 3PL and 4PL service providers. **7**
 b) Importance of Warehousing. **7**
3. Write short notes : **14**
 a) Importance of packaging material in warehousing. **7**
 b) Global Supply Chain Management. **7**



4. Attempt the following. 14

What is Lean Supply Chain Management ? Explain its characteristics and MRP as tool to control dependent demand inventory. 14

OR

Explain the meaning and objectives of Supply Chain Management. Also explain principles of Supply Chain Management. 14

5. Case Study. 14

Precision Drilling’s Niksu support centre near Edmonton, Alberta, provides Maintenance, Repairs and overall (MRO) to the \$900-million-plus company’s equipment. Managing the project with Excel was arduous, time-consuming and expensive. Lee Letawsky, parts technician and purchaser, was forced to manually update item counts, physically locate pieces of inventory and had no accessible record of a component’s age, usage history or availability. This process was inefficient and the cost of duplicate orders and overnight shipping charges soon added up.

Letawsky considered using the inventory module for SAP’s R/3 enterprise resource planning software, in use throughout the company. However, he found it was too complex for managing the smaller, less expensive equipment in the centre’s arsenal.

“We had a mess. Parts were scattered all over and we wasted lots of time looking for things or ordering things we already had. I wanted to make inventory-control easier and more efficient,” Letawsky said. “SAP was overkill for our needs. We needed an application that had really good reporting, tracking and was easy to use. It had to be up-and-running as quickly as possible, without getting involved in technical jargon”.

Drilling Down

After exploring several free trial offers, Letawsky purchased Wasp Barcode’s Inventory Control Pro, a WDT3200 mobile computer and a Wasp WPL305 barcode printer. Besides tracking the quantity and location of parts, Letawsky uses Inventory Control to store additional information, including frequency of use; cost; size; shelf life; storage options and any temperature controls.

When parts – such as gaskets and pumps – are used together, Letawsky taps Inventory Control’s assembly feature to create a complete repair set that can be tracked as one unit. Creating and tracking these assemblies has helped Letawsky improve the process tremendously.



“We have a moment’s notice when a rig goes down and we have to get all the required repair parts out quickly,” said Letawsky. “Previously, it was often faster to order a new part because we couldn’t locate it in our supply room in a timely fashion. Or, we had to rush one of the components because we missed sending it initially. Now, we know what we have and where it’s located and can get all the necessary parts to the field the first time”.

Pump it up

Precision as repair parts that cost upwards of \$5,000 to \$6,000 each, so eliminating just a few excess pieces of inventory and avoiding rush shipping provides rapid ROI and a positive impact to its business profitability.

Inventory Control also gives Letawsky visibility into inventory age to ensure older items are used first. Further, access to reports in Inventory Control provides him with additional insight that helps him run the centre more efficiently.

Knowing how long particular suppliers take to ship allows him to build-in extra time, as needed, which reduces his reliance on costly overnight or second-day shipping fees. And he easily stays abreast of quickly-rotating items, to ensure they are always on hand. He is now equipped to monitor trends, such as high failure rates in particular pieces of equipment, a tool unavailable to him using Excel.

Letawsky saves about two days a month that he previously spent working on the manual spreadsheet. With Precision Drilling’s vast warehouses, knowing where each item is located shaves precious minutes or hours off locating equipment. Inventory Control also may cut payroll, since on-call mechanics no longer have to waste time hunting down pieces during expensive over-time shifts.

“If you’re not in control of your inventory, you don’t know what you have,” said Letawsky. “There’s so much money tied up in equipment, you really need to know and track your inventory. This system has saved tens of thousands of dollars, improved the repair process and made my job much more enjoyable. It’s easily paid for itself in less than six months”.

- | | |
|---------------------------------------|----------|
| 1) Analyze the case. | 5 |
| 2) Identify the problem. | 2 |
| 3) Identifying alternative solutions. | 5 |
| 4) Giving the best solution. | 2 |



Seat No.	
----------	--

Set	P
-----	----------

M.B.A. – II (Semester – III) (New CBCS) Examination, 2018
Gr.C : Human Resource Management (Paper – XX)
HUMAN RESOURCE INITIATIVES (Paper – II)

Day and Date : Wednesday, 19-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

Instructions : 1) **All questions are compulsory.**
2) **All questions carry equal marks.**

1. Multiple choice questions :

14

- 1) _____ is the first stage in knowledge management.
A) Collection B) Identify C) Apply D) Create
- 2) Flexi-work and Flexi-time is possible in _____ type of organizations.
A) Tall B) Right sizing C) Virtual D) Flat
- 3) _____ refers to identifying and measuring data about human resources.
A) Research B) Restructuring C) Accounting D) Auditing
- 4) HRIS cannot be used for
A) Performance appraisal B) Medical history
C) Skill inventory D) Marketing plan
- 5) _____ examines and evaluates HR policies, procedures and practices.
A) Auditing B) Research C) Accounting D) HRIS
- 6) _____ is purposive and it seems to understand specific questions.
A) HRIS B) Accounting C) Research D) Auditing
- 7) _____ is the ability to restrain negative feelings as anger and self doubt.
A) Emotional Intelligence B) Managerial Effectiveness
C) Talent Management D) Knowledge Management
- 8) _____ is the sum of abilities, skills, knowledge that is in short supply.
A) Knowledge Management B) Change Management
C) Talent Management D) Emotional Intelligence



5. Analyse the following case :

14

An organization named XYZ, involved in education/training business, is processing with around 200% growth every year since the last 5 years. A dynamic leader, who has amazing self-confidence and conviction, apart being aggressive, marketing personnel, heads the organization. The present turnover of the company is around 8 crore with a profit margin of around 60%. The company employs around 80 plus employees. It is particular about the quality concept in its entire department.

The company organises regular fortnightly meeting/lunch/dinner. The company is very open in culture; any person can go and talk to the CEO anytime. Employees are paid decent salaries as compared to market standard, providing enough space for entrepreneur spirits. Consultants are hired at enormous fees to see that employees are all happy. Surprisingly, all these measures, people at most of the hierarchical levels are not satisfied with the organisation and the turnover ratio is more than 25%. The CEO desperately wants to improve the HR situation prevalent in the organisation, especially the turnover of executives.

Seat
No.Set **P**

M.B.A. – II (Semester – III) (New CBCS) Examination, 2018
Group C – Agriculture and Co-operative Management
Paper – XX, Paper – II : AGRICULTURAL MARKETING

Day and Date : Wednesday, 19-12-2018

Total Marks : 70

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

Note : All questions are compulsory.

1. Select the correct alternatives :

14

- 1) The demand for goods in India and services in India depends largely on
 - a) Agriculture
 - b) Rainfall
 - c) Inflation
 - d) Income
- 2) India is land of agriculture and most of the population resides in
 - a) villages
 - b) cities
 - c) urban areas
 - d) towns
- 3) Agricultural marketing functions includes
 - a) Packaging
 - b) Transportation
 - c) Warehousing
 - d) All of the above
- 4) _____ is a market in which goods are exchanged for money immediately other than sales.
 - a) Spot market
 - b) Cash market
 - c) Spot or cash market
 - d) None of these
- 5) In a _____ market structure , large number of buyer and sellers are present.
 - a) Imperfect market structure
 - b) Monopoly market structure
 - c) Oligopoly market structure
 - d) Perfect market structure
- 6) Which of the following market, business is done in accordance with the rules and regulations framed by the statutory market organizations representatives ?
 - a) Unregulated market
 - b) Informally regulated market
 - c) Regulated market
 - d) Urban market
- 7) Marketing agencies includes
 - a) Farmers
 - b) Producers
 - c) Middlemen
 - d) All options



- 8) _____ are routes through which agricultural products move from producers to consumer.
- a) marketing agencies b) marketing institutions
c) marketing channels d) none of these
- 9) _____ remains the world's largest industry employing over one billion people.
- a) Telecom b) Insurance
c) Agriculture d) None of these
- 10) _____ can be defined as comprising of all activities involved in supply of farm inputs to the farmers and movement of agricultural products from the farm to the consumer.
- a) Agricultural pricing b) Agricultural marketing
c) Agricultural farming d) Agricultural packaging
- 11) _____ is the act of storing goods that will be sold or distributed later.
- a) Warehousing b) Packaging
c) Transportation d) None of these
- 12) _____ is a certification mark employed on agricultural products in India, assuring that they conform to a set of standards approved by the Directorate of Marketing and Inspection, an agency of the Government of India ?
- a) AGMARK b) ISO
c) NAAC d) NBA
- 13) _____ means the sorting of the unlike lots of the produce into different costs according to quality specification laid down.
- a) Grading b) Transportation
c) Storage d) Packaging
- 14) _____ is the first function performed in the marketing of agricultural commodities.
- a) Grading b) Transportation
c) Storage d) Packaging

2. Write short notes on :

14

- a) Classification of markets
b) Rural marketing.



3. Attempt following questions : 14
- a) Explain various characteristics of traditional agricultural marketing system.
 - b) Describe available market channels for cereals, Oilseeds and Pulses in India.
4. a) Define agricultural marketing. Explain the need and scope of agricultural marketing in detail. 14
- OR
- b) Define agricultural marketing function and explain various agricultural marketing functions. 14
5. Case Study : 14

Power Tractors Ltd. is the manufacturer of large, medium and small size (With respect to HP.) tractors planned to market their tractors in Baitul District of Madhya Pradesh where there are two other strong competitors already had their stronghold. The Power Tractor Ltd. appointed Distributor and 5 retail dealers under him in the Baitul District. The Distributor is entrepreneur. The Power Tractor Ltd. has given the distributor total responsibility to increase the Power Tractors market share. The Distributor made the market survey and studied the land holding patterns, soil nature of the Agricultural land in the district and observed that soil is sandy and major land holding is larger to medium and those farmers prefer Higher H. P. Tractors. A few percentage of farmers are also holding small land holdings who uses small HP Tractors.

He prepared the list of large, medium and small land holder farmers in all the villages of the Baitul District. He divided the villages in following categories on the basis of Population of the villages as follows.

Category of Villages A > Large sized Villages

Category of Villages B > Medium sized Villages

Category of Villages C > Small sized Villages

After some period of starting marketing activities in Baitul District, the Distributor have further fine-tuned the Market. He classified the villages as follows. High Market share Villages : In these villages the Power Tractor Ltd. have market leader Position. The Distributor asked the salespersons of the company to maintain good relations with the farmers of these villages. Here the sales of the Power tractors are high. Competitors in these villages are trying to regain their past leadership position with aggressive marketing strategies. Medium Market



share Villages: In these villages the Power tractor sales are average. The Distributor asked the salespersons to conduct demonstrations of Power tractor supported by promotional activities like Product display, farmer meetings, wall paintings etc. Also Credit schemes are introduced in these villages for potential buyers. All these initiatives by the company resulted into the increased sales and enquiries for their tractors.

Low Market share Villages: In these villages the sales of Power Tractors is negligible. So company has done only wall paintings in these villages. There are a few enquiries started coming from the farmers of these villages about credit schemes. The company has also tractor accessories (spare parts) division. In the accessories /spares the company have better profit margins. The Power Tractor Company have one retail outlet at Baitul for spares and one service centre for tractors. The farmers use to come to Baitul for purchase of spares and servicing the tractor. The Power Tractor Company have marginal growth rate in sales of their tractors which is lower than the Industry Growth rate in Baitul District.

- a) Analyze the case
 - b) Identify the problem
 - c) Recommend alternative solution
 - d) Suggest the best solution
-



Seat No.	
----------	--

Set	P
-----	----------

M.B.A. – II (Semester – III) (New CBCS) Examination, 2018
Group C : INTERNATIONAL BUSINESS
Paper – XX : Export Policy, Procedure and Documents (Paper – II)

Day and Date : Wednesday, 19-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

Instructions : 1) **All questions are compulsory.**
2) **All questions carry equal marks.**

1. Choose the right option for following :

14

- 1) In export management FOB stands for _____
 - a) Free on Board
 - b) Freight on Board
 - c) Force of Border
 - d) First on Board
- 2) IEC code number is issued by _____
 - a) DGFT
 - b) EPC
 - c) RBI
 - d) World Bank
- 3) Commercial invoice is the document related to _____
 - a) Transportation
 - b) Payment
 - c) Importer
 - d) b) and c)
- 4) CIF stands for _____
 - a) Cost, Insurance and Freight
 - b) Carry, Import and Freight
 - c) Carry, Insurance and Freight
 - d) Cost, Import and Freight
- 5) RCMC certificate issued by _____
 - a) DGFT
 - b) FEMA
 - c) EPC
 - d) FERA
- 6) BIN from the DGFT issued based on _____
 - a) IEC
 - b) PAN
 - c) Aadhar
 - d) Birth date
- 7) _____ means transfer from one conveyance to another.
 - a) Import
 - b) Export
 - c) Transportation
 - d) Transshipment
- 8) Debt recovery comes under _____ services.
 - a) ECGC
 - b) FDI
 - c) EPC
 - d) RBI
- 9) Exchange fluctuations risk cover under _____
 - a) Insurance
 - b) ECGC
 - c) APEDA
 - d) MPEDA

P.T.O.



- 10) The validity period of zero duty EPCG authorization is _____ months.
a) 9 b) 36 c) 12 d) 24
- 11) 3% duty EPCG authorization is _____ month validity.
a) 18 b) 12 c) 36 d) 06
- 12) _____ an instrument to establish evidences an origin of products imported in any country.
a) Certificate of origin b) Export license
c) Import license d) IEC code
- 13) Free Trade Agreement (FTA) between India and Sri Lanka was signed on _____
a) 20 Dec. 1996 b) 20 Dec. 1997
c) 20 Dec. 1998 d) 20 Dec. 1998
- 14) A bank account with _____ bank authorized to deal in foreign exchange helps the export.
a) Commercial bank b) Co-operative bank
c) Reserve bank d) Any bank
2. Write a short note on :
A) ECGC
B) INCO terms.
3. Write a short answer on following :
A) State in brief the various functions of export management.
B) What are the different foreign entry strategies ?
4. State the term export and describe in brief the export documents.

OR

4. State the term export and explain in brief various steps in export procedure.
5. Case study :

Andrea Illy is CEO of the Global Premium Coffee company that bears his family's name. As one might expect, he is passionate about coffee – its science, its health benefits, its taste, its beauty. Illy also has a dream that someday soon the coffee market might be transformed into something approaching the



market for wine. Where connoisseurs discuss the fine points of various origin coffees and blends, where customers are willing to pay a premium for the finest examples of the coffee-making art and where the growers, roasters and baristas will be compensated fairly for the expertise they contribute to every cup.

Unfortunately, the current coffee market differs from such an ideal. Coffee growers in most parts of the globe work at a barely subsistence level. One bad harvest (made all the more likely by the ravages of climate change) or a sudden decline in the commodity price of coffee can drop them below subsistence to hunger. Even in good times, growers have little incentive to improve their operation – they have minor contact with the roasters or customers and no knowledge of how their crops get translated into the cup. This disadvantages not only the grower but also the consumer – coffee sourced from good quality beans is hard to find.

Roasters and preparers will educate their customers as to the qualities of various beans, roasts and preparations. Customers, in turn, will be willing to pay more for the best beans and that premium will be sent back up the chain to pay for even more quality and variety. And so on.

Certainly there have been some positive signs. Indeed, many observers argued that a “third-wave” of transformation in the coffee market was already starting. (The first wave is said to have occurred when Maxwell House and Folgers made coffee a mass commodity, the second wave when Starbucks initiated a move to quality and higher prices.) Specialty coffee roasters had worked to build cafes and brands around origin-based beans sold directly to the roasters without reference to the commodity prices of coffee. With these third-wave roasters, every coffee came with a story of its origins and growers could count on occasionally eye-popping premiums for their beans.

As yet, specialty coffee represented a small sliver of the overall market and there were other signs that it might not ever grow beyond a small circle. New trends like coffee-based drinks and single-portion coffee in pods (e.g. K-cups,



Nespresso) actually shifted more of the value-added towards roasters without a premium for growers. A consolidation was taking place among mass roasters that was even sweeping-up third-wave roasters in its wake. Observers argued that could lead to greater uniformity with even less emphasis on origin-based, direct-traded coffee.

Illy's hope is that someone would come up with an innovation that would solidify the beginnings of the third wave and help reshape the market. Such a change would not necessarily have to involve Illycaffè; Andrea Illy believes as the world's premium brand, an increased emphasis on quality in the market would only help his company. The most important thing was to make the coffee supply chain more equitable and coffee better-tasting.



2. Write short notes on the following. 14
- a) Role of CIO in ERP implementation process.
 - b) Decision Trees.
3. Answer the following. 14
- a) What is problem definition and list the various fact finding methods ?
 - b) Describe the process of designing interfaces and dialogues.
4. Answer **any one** of the following. 14
- a) Describe in detail the system development Life cycle.
 - b) What is ERP ? What are the various phases of ERP implementation life cycle ?
5. Read the following case carefully and answers the questions below. 14

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

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

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



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

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



Seat No.	
----------	--

Set

P

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

Day and Date : Saturday, 8-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

1. Choose the correct alternative : 14

- 1) Stability strategy is
 - a) Corporate
 - b) Business
 - c) Functional
 - d) None of these
- 2) _____ means a course of action for achieving objectives.
 - a) Strategy
 - b) Mission
 - c) Goals
 - d) Purpose
- 3) Buying another company by one company means
 - a) Expansion
 - b) Acquisition
 - c) Merger
 - d) Joint venture
- 4) Low cost, differentiation and focus are examples of
 - a) Corporate level strategies
 - b) business level strategies
 - c) Functional level strategies
 - d) operational level strategies
- 5) BCG in BCG matrix stands for
 - a) Boston Chalmette Group
 - b) Boston Consulting group
 - c) British Consulting Group
 - d) Boston Corporate Group
- 6) Strategic management is mainly the responsibility of
 - a) Middle management
 - b) Top management
 - c) Lower management
 - d) None of these
- 7) Strategic management is
 - a) Dynamic process of formulation
 - b) Implementation
 - c) Evaluation and control of strategy
 - d) All of the above



- 8) SWOT stands for strength, weaknesses and threats and
- a) Offer
 - b) Opportunity
 - c) Organize
 - d) Operate
- 9) While making choice of strategy _____ factors are considered.
- a) Objective factors
 - b) Subjective factors
 - c) Both a) and b)
 - d) None of these
- 10) _____ are popularly known as generic or competitive strategies.
- a) Corporate level strategies
 - b) Business level strategies
 - c) Functional level strategies
 - d) Operational level strategies
- 11) _____ denotes what an organization hopes to accomplish in a future period of time.
- a) Goals
 - b) Objectives
 - c) Purpose
 - d) Mission
- 12) Which of the following are characteristics of environment ?
- a) Complex
 - b) Dynamic
 - c) Multi-faceted
 - d) All of the above
- 13) In _____ examines what the organization wants to achieve (desired performance) and what it has really achieved (actual performance).
- a) Industry analysis
 - b) Gap analysis
 - c) BCG matrix
 - d) Competitive analysis
- 14) The strategy implementation involves
- a) Organizational structure
 - b) Organizational culture
 - c) Control systems
 - d) All of the above
2. Write Short Notes : 14
- a) Diversification.
 - b) Inter-relationship between formulation and Implementation.
3. Write short notes on : 14
- a) Strategic decision making.
 - b) Integration.



4. Enumerate the major insights developed by leadership theory to help strategists in leadership implementation. **14**

OR

Define strategy and explain the various levels of strategy.

5. Case Study. **14**

Sweet drinks Ltd. Is a drinks company whose core business is manufacturing and selling soft drinks to 80,000 outlets throughout India. The business of the company is good with annual turnover exceeding three billion of rupees. Profits are good and shareholders are often rewarded with lucrative dividends and bonuses. Four years back the company has diversified into the alcoholic drinks industry and has taken over two small breweries located in western India. The company has also diversified into hotels with purchase of twenty-five hotels of three/four star category across the country. To its advantage the company has been able to obtain a monopoly for the sale of its soft drinks in its hotels and is beginning to establish itself as a brand name in the brewery industry. Part of the strategy of the company is to continue to purchase hotels, particular by targeting National Capital Region of Delhi where tourism is likely to pick up with the forthcoming Commonwealth Games. The company also intends to construct a five star hotel in Gurgaon to take tax advantage announced recently by the finance ministers.

Everything was going on well until recently, when a Public Interest Litigation from NGO accused the company of indulging surrogate advertising of its brewery products. In fact the company has similar brand names for its soft drinks and brewery products. This triggered a lot of protests and demonstrations against the company. Newspapers were flooded with the articles against the company. There were also some demonstrations and some small incidents of stone pelting in a few of its hotels.

Answer the following:

- a) Discuss the factors related to SWOT analysis of the company ? **8**
- b) Explain how sweet Drinks Ltd is achieving synergy ? **6**



- 2. Attempt the following : 14
 - 1) Reporting need at different levels of management. 7
 - 2) Objectives of audit. 7
- 3. Attempt the following : 14
 - 1) From the following data, prepare a production budget for the Big Deal Co. Ltd. 7

Product	As on 1 st Jan. 2015 Units	As on 30 th June 2015 Units
A	1,00,000	1,40,000
B	1,10,000	1,00,000
C	1,60,000	1,80,000

Requirement to fulfill sales programme

A = 12,00,000 Units

B = 10,00,000 Units

C = 16,00,000 Units

Normal loss in production on sales for A and B = 3% and for C = 5%.

- 2) The following costs and sales of a manufacturing company for the first half and the second half of 2008 – 2009 are given. 7

Particulars	First Half	Second Half
Sales	24,00,000	30,00,000
Total Cost	21,80,000	26,00,000

Calculate :

- 1) PV Ratio
- 2) Annual fixed cost
- 3) Break even point (in sales)
- 4) Margin of safety as percentage of sales.



4. Calculate :

14

- 1) Total Overhead Cost Variance.
- 2) Variable Overhead Cost Variance.
- 3) Fixed Overhead Cost Variance.
- 4) Fixed Overhead Expenditure Variance
- 5) Fixed Overhead Volume Variance
- 6) Calendar Variance.
- 7) Capacity Variance.

Particulars	Budget	Actual
No. of working days in month	20	22
Monthly Output (in units)	12000	13000
Fixed Overheads	36000	37500
Variable Overheads	84000	85000
Capacity	100%	102%

OR

4. What is Management Accounting ? Explain the difference between Management Accounting and Financial Accounting.
5. For the production of 10000 units of a product, the following are the budgeted expenses :

14

	Rs. (per unit)
Direct material	30
Direct Labour	15
Variable overhead	12.50
Fixed overhead (Rs. 75,000)	7.50
Variable expenses (direct)	2.50
Selling expenses (10% fixed)	7.50
Administration expenses (Rs. 25,000 rigid for all production levels)	2.50
Distribution expenses (20% fixed)	2.50
Total cost of sale per unit	80.00

Prepare a budget for production of 12,000, 14,000 and 16,000 units showing distinctly marginal cost and total cost.

14



Seat No.	
----------	--

Set	P
-----	---

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

Day and Date : Tuesday, 11-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

1. Multiple Choice Questions (**one mark each**) :

14

- 1) The word 'ethics is derived from the Latin word' ethics which means
a) Principles b) Character c) Beliefs d) Value
- 2) According to _____ principles the outcome of action should generate great benefit to greatest number of people.
a) Distributive justice b) Altruism
c) Utilitarianism d) All the above
- 3) Greek philosopher _____ is associated with the concept of virtue ethics.
a) Aristotle b) Adam Smith
c) Milton Freidman d) Alcott Parson
- 4) We should treat others the same way that we want others to treat us is principles of
a) Meta ethics b) Applied ethics
c) Morality d) Normative ethics
- 5) The _____ Act of 1986 focussed on reducing industrial pollution.
a) Factories Act b) MRTP Act
c) Environment Protection Act d) The Air Pollution Act 1981
- 6) _____ is a practice of trading on price for sensitive information by employees that is closely connected with firm.
a) Insider Trading b) Money Laundering
c) Management buy outs d) All the above
- 7) In making decisions and choosing the right alternative where choice of alternative is not is called as
a) Ethical challenge b) Rationalization
c) Ethical Dilemma d) Elimination



- 8) Corporate governance are a set of structural arrangements to align management of companies with interest of
 a) Customers b) Employees c) Suppliers d) Shareholders
- 9) _____ is a sense of obligation of companies to be socially responsible for building relationship with community.
 a) Corporate Social Responsibility b) Corporate Culture
 c) Corporate Communication d) Corporate Ethical Conduct
- 10) Companies and business responding in a positive way to fulfil needs of community is called
 a) Social Management b) Responsive Management
 c) Ethical Management d) All the above
- 11) The Consumer Protection Act established to provide legal rights to customers was in Corporate in the year
 a) 1961 b) 1956 c) 1986 d) 1972
- 12) A _____ is a view and judgement of what is right and wrong and desirable of a person's personality.
 a) Values b) Attitude c) Morality d) Beliefs
- 13) _____ is not a characteristic of ethical organization.
 a) Trust b) Honestly c) Fairness d) Fraud
- 14) The model of cognitive moral development of decision making was developed by
 a) Robert Owen b) Lawrence Kohlberg
 c) Keith Davis d) Ralph Nader
2. Write short notes : **14**
 a) Need for Business Ethic. **7**
 b) Responsive management. **7**
3. Write short notes : **14**
 a) Social responsibility of business organization. **7**
 b) Ethics in H.R.M. **7**
4. What is the importance of Ethics in Business ? Explain factors and principles affecting business ethics. **14**
- OR
4. Explain the concept of corporate social responsibility. Explain forces inducing social responsibility and objectives and importance of CSR. **14**



5. Case study : 14

Wells Fargo was the darling of the banking industry, with some of the highest returns on equity in the sector and a soaring stock price. Top management touted the company’s lead in “cross-selling” : the sale of additional products to existing customers. “Eight is great”, as in eight Wells Fargo products for every customer, was CEO John Stump Mantra.

In September 2016, Wells Fargo announced that it was paying \$185 million in fines for the creation of over 2 million unauthorized customer accounts. It soon came to light that the pressure on employees to hit sales quotas was immense : hourly tracking, pressure from supervisors to engage in unethical behaviour and a compensation system based heavily on bonuses.

Wells Fargo also confirmed that it had fired over 5,300 employees over the past few years related to shady sales practices. CEO John Stump claimed that the scandal was the result of a few bad apples who did not honour the company’s values and that there were no incentives to commit unethical behaviour. The board initially stood behind the CEO but soon after received his resignation and “clawed back” millions of dollars in his compensation.

Further reporting found more troubling information. Many employees had quit under the immense pressure to engage in unethical sales practices and some were even fired for reporting misconduct through the company’s ethics hotline. Senior leadership was aware of these aggressive sales practices as far back as 2004, with incidents as far back as 2002 identified.

The Board of Directors commissioned an independent investigation that identified cultural, structural and leadership issues as root causes of the improper sales practices. The report cites : the wayward sales culture and performance management system; the decentralized corporate structure that gave too much autonomy to the division’s leaders; and the unwillingness of leadership to evaluate the sales model, given its long time success for the company.

- 1) Analyze the case. 5
- 2) Identify the problem. 2
- 3) Identifying alternative solutions. 5
- 4) Giving the best solution. 2



Seat No.	
-------------	--

Set	P
-----	----------

M.B.A. (Part – II) (Semester – III) (Old CBCS) Examination, 2018
Gr. A : MARKETING MANAGEMENT (Paper – I)
Paper – XIX : Product and Brand Management

Day and Date : Wednesday, 12-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

Instructions : 1) **All questions are compulsory.**
2) **All questions carry equal marks.**

1. Choose the correct answer :

14

- 1) Which stage in PLC earns highest sales ?
 - a) Introduction
 - b) Growth
 - c) Maturity
 - d) Decline
- 2) How many cells are there in BCG Matrix ?
 - a) 1
 - b) 2
 - c) 3
 - d) 4
- 3) Which cell in BCG matrix is known for earning highest cash ?
 - a) Stars
 - b) Cash cows
 - c) Question marks
 - d) Dogs
- 4) _____ protects inside contents of the product.
 - a) Place
 - b) Packaging
 - c) Process
 - d) Price
- 5) Idea generation is the _____ process of New Product Development.
 - a) First
 - b) Last
 - c) Middle
 - d) End
- 6) _____ is something which resides in the minds of consumers.
 - a) Story
 - b) Product
 - c) Brand
 - d) Service
- 7) _____ is a visual depiction of different types of associations.
 - a) Mental Map
 - b) Brand equity
 - c) Idea
 - d) Marketing



- 8) The process which helps to trace value creation process and helps to understand financial impact of brand marketing is called
- a) Brand value chain b) Brand mantra
c) Event d) Culture
- 9) Strategy of using individual family brand names is referred as
- a) House of brands b) Strategy house
c) House of products d) Extended strategy
- 10) A strong brand commands
- a) Intense consumer loyalty b) Intense employer loyalty
c) Intense employee loyalty d) None of the above
- 11) Marketers can apply a branding on
- a) Physical good b) A service
c) A store and organization d) All of the above
- 12) _____ is a set of all brands and brand lines that a particular firm offers for sale to buyers in particular category.
- a) Product mix b) Product line
c) Brand portfolio d) Brand line
- 13) When the same brand name holds several products in different markets, it is known as the
- a) Umbrella brand b) Source brand
c) Multi-brand d) Range brand
- 14) _____ is a graphical representation of all the brands and products sold by firm.
- a) Mental map b) Brand mantra
c) Brand equity d) Brand product matrix
2. Write short notes : **14**
- a) Brand Ambassadors
b) Product Life Cycle.
3. Write short notes : **14**
- a) Brand Building Process
b) Packaging and various factors affecting packaging.



4. What is Product Planning ? Discuss new product development process in detail. 14

OR

Explain concept of Branding with need, benefits. What are various branding strategies ?

5. Case study : 14

Alpha Pharmaceuticals had launched brand 'Proptin', a high protein biscuit brand and it was successful in market. Then looking at its success, company decided to work on new product development of biscuits rich in proteins, minerals and vitamins. Advisors suggested that since most of the people in the country were suffering from protein deficiency, the product, enriched with protein, would be desirable and should be big success, specially with a view of its competing brand having a high price. The Marketing Research Department of the company also gave green signal to the project after conducting brief survey.

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

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

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



- 9) _____ is an unsecured term deposits of specific maturity similar to fixed deposits.
- a) Commercial papers
 - b) Interbank participation certificate
 - c) Repo
 - d) Certificate of deposit
- 10) _____ is the suitable method where small companies issue shares.
- a) Public Issue
 - b) Offer for sale
 - c) Placement
 - d) None of these
- 11) SENSEX is the index of
- a) BSE
 - b) NSE
 - c) OTCEI
 - d) CSE
- 12) An order for the purchase of securities at a fixed price is known as
- a) Limit Order
 - b) Discretionary Order
 - c) Open Order
 - d) Stop Loss Order
- 13) A central location for keeping securities on deposit is
- a) Stock Exchange
 - b) Depository
 - c) Investment Bank
 - d) Merchant Bank
- 14) _____ is the process of converting security in electronic form into physical form.
- a) Rematerialisation
 - b) Dematerialisation
 - c) Demutualisation
 - d) Mutualisation
2. Answer the following : 14
- a) NBFC
 - b) NSE.
3. Attempt the following : 14
- a) E-Trading
 - b) Components of the Formal Financial System.
4. Attempt **any one** of the following : 14
- a) Define Mutual Fund. Take the review of history of mutual funds. Explain the various schemes of mutual funds with its features.
- OR
- b) Explain the role of various regulator working in India like SEBI and RBI with its establishment, structure and functions.



5. Case Study.

14

Travis and Jean are aged 60 and are looking forward to retirement in a couple of years. They own their home and have Rs. 6,00,000 in superannuation. They have two adult children – Tom aged 27 who is married with two young children earning Rs. 60,000 per annum and Janine 25 who has just finished a University course and started her first job in accounting earning Rs. 50,000.

Travis and Jean don't believe that they need insurance for themselves anymore as they have no debts, accumulated savings and their children are grown up. However their daughter Janine is diagnosed with Chronic Fatigue Syndrome and is unable to work for a period of 2 years and she comes to live with Travis and Jean. Their son Tom who is the main breadwinner in his family and works as a plumber suffers a serious back injury which means he is unable to work in this occupation again. Jean has to become a full time caregiver of Tom and his two children while his wife returns to work as teacher. Travis and Jean loan money to Tom and his wife to help them meet their expenses and are considering mortgaging their home so that they can provide them with a deposit to buy a house as their home ownership dreams are fading away. Travis estimates he will need to work well past 65 in order to support his adult children and try to rebuild his retirement savings.

- 1) Analyze the Case.
 - 2) Do you agree with this decision ?
 - 3) Can you suggest any better option ?
-



Seat No.	
----------	--

Set

P

M.B.A. (Part – II) (Semester – III) (Old-CBCS) Examination, 2018
Gr.E : PRODUCTION AND MATERIALS MANAGEMENT
Paper – I : Purchasing and Inventory Management (Paper – XIX)

Day and Date : Thursday, 13-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

1. Multiple choice questions (**One mark each**) : **14**

- 1) _____ is management of goods, supplies and inventory needed for the organisation and related aspect of purchase.
a) Inventory management b) Purchase management
c) Employee management d) Operations management
- 2) The first step in purchase cycle is _____
a) Analyzing order b) Receiving material requirement
c) Processing purchase order d) Perceiving purchase requisition
- 3) _____ is a place where excess material is kept which will be used as and when required.
a) Locker b) Garage
c) Warehouse d) Store
- 4) A place where all items and material is stored at a central place is called _____
a) Decentralised store b) Virtual store
c) Centralised store d) Enterprise store
- 5) _____ is a process of taking position in future market rather than physical market with an objective of reducing risk associated with price changes.
a) Futures and options b) Forward trading
c) Hedging d) Risk taking
- 6) _____ is a discipline that primarily specifies the shape and placement of stalked goods.
a) Inventory management b) Store management
c) Material management d) Stock management



- 7) _____ is the goods and materials that a business holds for the ultimate goal of re-sale in business.
- a) Stocks
 - b) Goods
 - c) Inventory
 - d) Products
- 8) EOQ in inventory management stands for
- a) Equal order quantity
 - b) Environmental order quantity
 - c) Equity order quantity
 - d) Economic order quantity
- 9) This is the process of establishing standard units of measure by which quality, quantity and value of material may be compared and measured.
- a) Codification
 - b) Decentralisation
 - c) Standardisation
 - d) None of the above
- 10) _____ refers to a process of predicting future demand for firm's goods and services.
- a) Demand forecasting
 - b) Demand estimation
 - c) Demand predicting
 - d) Demand analysis
- 11) Economic forecasting relates to macro-economic business environment that forecast _____
- a) Interest rate
 - b) Inflation rate
 - c) Economic rate
 - d) Equity rate
- 12) _____ is the act of making a strategic choice between producing an product internally or buying it externally.
- a) Outsourcing
 - b) Make or buy decision
 - c) In-house solution
 - d) Purchase from outside supplier
- 13) MRPII in organisation stands for _____
- a) Money requirement planning
 - b) Material requirement planning
 - c) Manufacturing resource planning
 - d) Money resource planning
- 14) _____ is an effective tool for cost reduction and improve value effectiveness of work.
- a) Cost analysis
 - b) Value analysis
 - c) Demand analysis
 - d) Risk analysis



- 2. Short notes : 14
 - a) Hedging. 7
 - b) Stores layout. 7
- 3. Write short notes : 14
 - a) Demand forecasting and its objectives. 7
 - b) Introduction to MRP II systems. 7
- 4. Attempt the following : 14

Explain the concept of Purchase Management. Also explain objectives of purchasing, Responsibilities of purchase department. 14

OR

- What is inventory management ? Explain concept, functions and classification of materials in inventory management. 14
- 5. Case study : 14

Professional cooling and Control Systems (PCACS) provide commercial facility management services with high-performance building automation and HVAC systems. For years, they used an informal approach to tracking inventory. Employees would log incoming and outgoing items on spreadsheets but did not manage the stationary items that were already in stock. Having such a relaxed system ultimately resulted in several major issues that cost PCACS’s valuable time and money. “We were continually missing items that we thought were in stock. Often times when we would order a certain part for a particular job, it would be used for a different job and we would have no idea,” explained Tommy Gugliotta, Operations Manager of PCACS. “ On numerous occasions, we had to have inventory shipped overnight because our tracking system was so inefficient. We wasted countless dollars and time searching for specific items to replace a part of repair a machine.”

When Tommy Gugliotta joined the PCACS team, his first task was to repair the inventory management system that had been in place for over 20 years. He witnessed the ineffective nature of manually tracking inventory and knew there must be a better way to streamline the process and save his company money. Gugliotta began researching inventory software programs and came across Wasp’s inventory control solution. “I tested several software programs but was immediately drawn to Wasp Inventory Control. I started out with a



30-day trial and was impressed with how easy it was to use,” noted Gugliotta. “Inventory Control offered all of the features that PCACS needed, like multiple PC licenses, and the option to purchase barcode printers and mobile scanners to accompany the software.”

While testing Inventory Control, PCACS was starting several big projects that required a trustworthy, easy-to-use inventory tracking system. “After just two and a half weeks, I was convinced that Wasp Inventory control was the answer to our inventory issues. It was a simple program that would be easy to teach to other employees.” explained Gugliotta.

PCACS purchased Wasp Inventory Control Professional, which included five PC licenses and one mobile license. PCACS also purchased a handheld WDT3200 mobile computer and WPL305 barcode printer.

PCACS has been using Wasp Inventory Control for approximately one year. “Since deploying Wasp Inventory Control, we now have in-depth insight into our entire inventory not just the incoming and outgoing items.” stated Gugliotta. One of the greatest benefits of Wasp Inventory Control has been financial savings. “Once we began using the software, the issue of overnighting items completely ceased. We no longer had to spend excessive amounts on shipping items we thought we had in stock. Ultimately, Wasp Inventory Control paid for itself within 6 months. We no longer are subject to missing inventory and have significantly cut down the amount of time spent looking for items. Now, it only tasks one or two seconds to look up a certain part, versus scouring through pages and pages of spreadsheets,” stated Gugliotta.

- | | |
|---------------------------------------|---|
| 1) Analyze the case. | 5 |
| 2) Identify the problem. | 2 |
| 3) Identifying Alternative solutions. | 5 |
| 4) Giving the best solution. | 2 |



Seat No.	
----------	--

Set **P**

M.B.A. (Part – II) (Semester – III) (Old-CBCS) Examination, 2018
Group C : Human Resource Management (Paper – I)
STRATEGIC HUMAN RESOURCE MANAGEMENT (Paper – XIX)

Day and Date : Friday, 14-12-2018

Max. Marks : 70

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

1. Multiple choice questions (**one mark each**) :

14

- 1) Strategy word come from _____ language.
 - a) Greek
 - b) Japanese
 - c) Germany
 - d) Spanish
- 2) Balanced scorecard should result in
 - a) Improved Processes
 - b) Motivated/Educated Employees
 - c) Enhanced Information Systems
 - d) All of the above
- 3) Finding ways to reduce _____ is a key responsibility of management.
 - a) Dissatisfaction
 - b) Uncertainty
 - c) Stress
 - d) None of the above
- 4) The _____ and control systems should be altered to support the strategic human resource function.
 - a) Appointment
 - b) Reward
 - c) Job allotment
 - d) None of the above
- 5) Strategic thinking is a _____ process.
 - a) Short term
 - b) Long term
 - c) Continuous
 - d) All of the above
- 6) _____ is considered as a strategic activity.
 - a) Recruitment
 - b) Planning
 - c) Productivity
 - d) All of the above



- 7) In strategic human resource management, HR strategies are generally aligned with
- a) Business Strategy b) Marketing Strategy
c) Finance Strategy d) Economic strategy
- 8) SHRM was first time evolved in the year _____
- a) 1964 b) 1974
c) 1984 d) 1994
- 9) HRM policies are developed by the _____
- a) Top management b) Line Manager
c) HR department d) HR Manager
- 10) Recruitment and selection policy doesn't include the following _____
- a) Reservation in Recruitment b) Source of Recruitment
c) Selection Procedure d) Interview methods
- 11) SHRM mold the human resource in such a way to attain the _____
- a) Profit b) Organizational Goal
c) Individual Goal d) Market Share
- 12) Perception of human assets as higher risk investment is a barrier to _____
- a) HRM b) SHRM
c) HRP d) Economy
- 13) The primary source of competitive advantage in SHRM is _____
- a) People b) Pattern
c) Technology d) Process
- 14) Strategic Management process usually consists of _____
- a) Four b) Five
c) Six d) Seven
2. Short notes : **14**
- 1) Traditional HR Vs Strategic HR
2) KRA.
3. Short notes : **14**
- 1) Succession Planning
2) Objectives ESOPs.



4. Define strategic Human resource Management. And explain barrier to SHRM.

OR

Define Human Resource Planning and its process with diagram.

14

5. Case Study :

14

Cold War for Strategic Appraisal

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

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



Mr. Bhuvan had been watching the proceedings calmly and keeping the top management in touch with all these developments. However, Mr. Bhuvan has been quite work conscious and top management found his performance under such a political atmosphere to be satisfactory. Mr. Bhuvan pleasing manners and the way of maintaining human relations with different levels of employees did, however, prevent the emergence of an 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, Kappor : 420 points, Nayan : 260 points.

Questions :

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



6. NREP stands for
- a) National Rojgar Education Programme
 - b) National Rural Education Programme
 - c) National Rural Employment Programme
 - d) None of these
7. _____ serve as a link between the RBI and the PAcS.
- a) SCB
 - b) CLDB
 - c) PLDB
 - d) NHB
8. DCCBs stands for
- a) District Central Commercial Bank
 - b) District Commercial Central Banks
 - c) District Central Co-operative Bank
 - d) None of these
9. The _____ of a country are of primary importance for the economic development.
- a) Natural resources
 - b) Physical resources
 - c) Economical resources
 - d) Political resources
10. Which of the following is not a Features of Agricultural Laborers ?
- a) Agricultural Laborers are Scattered
 - b) Unskilled and Lack Training
 - c) Organized
 - d) Low Social Status
11. _____ is defined as an art, science and business of producing crops and livestock for economic purposes.
- a) Agriculture
 - b) Land
 - c) Cooperation
 - d) None of these
12. _____ is defined as the artificial application of water to the soil for the purpose of crop production in supplement to rainfall and ground water contribution.
- a) Agriculture
 - b) Land
 - c) Irrigation
 - d) None of these



13. _____ involving mutual assistance in working towards a common goal.
- a) Cooperatives
 - b) Coordination
 - c) Protection
 - d) Erosion
14. _____ have a fourfold character.
- a) Self-help group
 - b) NABARD
 - c) Housing Co-operatives
 - d) Consumer Cooperatives
2. Write Short Notes : **14**
- a) Classification of land.
 - b) Principles of Co-operation.
3. a) Describe the role of irrigation in the development of land to yield more crops. **7**
- b) Explain causes of plant diseases. **7**
4. Define agricultural Labor. Explain in detail its characteristics. **14**
- OR
- Describe in detail co-operative banks at different levels in Maharashtra. **14**
5. Case Study : **14**
- A bumper pomegranate crop, to the tune of around 12-13 lakh tonne, is expected this January season on the back of increased acreage that has come under pomegranate cultivation in Maharashtra and other states. Despite this, export market for the fruit has not picked up because of lack of demand and issues with regard to fruit size and quality, says Dipak Patil Chairman, Maharashtra Pomegranate Growers Research Association (MPGRA). Normally, pomegranate production in the country comes up to 8 lakh tonne. Around 50000 additional hectares has come under cultivation in Maharashtra that usually has 85000 hectares for the same.
- Due to the good prices in the last few years, farmers in the state have been shifting to this fruit from grape, he said. In Gujarat, an additional 15000 hectares has come under cultivation while Madhya Pradesh has increased acreage by 10000 hectares. Maharashtra contributes 90% of the country's pomegranate production. 'Farmers, however, are now concerned about the 50% drop in prices owing to a sudden influx of the commodity into markets',



Patil said. Pomegranates are retailing at Rs. 30-50 per kg in several markets in Maharashtra against prices of Rs. 100-150 per kg last year. The production has increased but not quality and this has led to price fall, he added Indian pomegranates are being exported only to Dubai with four-five containers being processed on a daily basis. Although Russia emerged as a new market last year, traders are not keen to send products there owing to payment issues in the previous year', Patil said. 'UK, UAE, Saudi Arabia, Netherlands, Egypt, Turkey, Bahrain and Kuwait are other important markets for the fruit. The delay in monsoon in this year affected the crop to some extent in Solapur region.

- a) Analyze the case.
 - b) Identify the problem.
 - c) Explain causes and consequences.
 - d) Explain the alternatives from agricultural point of view.
-



SLR-CL – 52

Seat No.	
----------	--

Set

P

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

Day and Date : Friday, 14-12-2018

Total Marks : 70

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

Instructions : 1) Question No. 1, Q. 2, Q.3 and Q. 5 are **compulsory**.
2) Attempt **any one** question from Q. 4.
3) **All** questions carry **equal** marks.

1. Choose appropriate answer.

14

- 1) The theory of Comparative cost advantage is given by
 - a) Porter
 - b) Adam Smith
 - c) Varnoon
 - d) D. Richardo
- 2) Trade Related Investment Measures (TRIMS) doesn't apply for
 - a) Measures that lead to restrictions in quantities
 - b) Discouraging measures that limit a company's imports
 - c) Discouraging measures that limit a company's exports
 - d) All of the above
- 3) Quantitative restrictions refer to limit set by countries to curb
 - a) Imports
 - b) Exports
 - c) Imports and exports
 - d) None of the above
- 4) General Agreement on Trade in Services will not be applicable to
 - a) Services supplied from one country to another - cross border supply
 - b) Transaction of goods across the border - Export Import
 - c) Individuals travelling from own country to supply services in another - presence of natural persons
 - d) Consumers/firms making use of a service in another country - consumption abroad

P.T.O.



- 5) Trade Related Investment Measures (TRIMS) doesn't apply for
 - a) Measures that affect trade in goods.
 - b) Measures that lead to restrictions on quantities.
 - c) Discouraging measures that limit a company's imports
 - d) Discouraging measures that limit a company's exports.
- 6) Subsidiaries consider regional environment for policy/strategy formulation is known as
 - a) Polycentric Approach
 - b) Regiocentric Approach
 - c) Ethnocentric Approach
 - d) Geocentric Approach
- 7) Which is the right sequence of stages of Internationalization ?
 - a) Domestic, Transnational, Global, International, Multinational
 - b) Domestic, International, Multinational, Global, Transnational
 - c) Domestic, Multinational, International, Transnational, Global
 - d) Domestic, International, Transnational, Multinational, Global
- 8) Ultimately _____ was replaced by the _____ on 1st Jan. 1995.

a) GATT/WTO	b) GATS/IMF
c) WTO/WORLD BANK	d) WORLD BANK/WIPO
- 9) IBRD (International Bank for Reconstruction and Development) also known as

a) EXIM Bank	b) World Bank
c) IMF	d) International Financial Bank
- 10) Which of the following is an advantage of turnkey projects ?
 - a) Can earn a return on knowledge asset
 - b) Will not create a competitor
 - c) Tight control of operations
 - d) All the above
- 11) Which of these is the characteristic of a licensing agreement ?
 - a) The licensor might provide access to some of its patents or trademarks
 - b) The licensor might provide access to technology
 - c) It might be used to avoid the risks of foreign involvement
 - d) All of the above



- 12) Firm that operates internationally is able to
- a) earn a greater return from their skills and core competencies
 - b) realize location economies where they can be performed most efficiently
 - c) realize greater experience curve economies, which reduces the cost of production
 - d) all the above
- 13) The country that attracts the largest FDI inflow is
- a) India b) China c) USA d) Brazil
- 14) Identify a factor that doesn't play an important role in attracting FDI.
- a) Laws, rules and regulations
 - b) Administrative procedures and efficiency
 - c) Cost of resources
 - d) Language
2. Short note : **14**
- 1) Discuss the recent globalization trends and their impact on world economies.
 - 2) Characterize the nature of human resource management in international business.
3. Short note : **14**
- 1) Describe the pros and cons of turnkey arrangements, wholly owned subsidiaries and joint ventures.
 - 2) Discuss the organizational structure and function of International Monetary System.
4. Define international business. Discuss the scope of international business activities in evolving new world economic order. **14**
- OR
- Describe and explain the operation of World Bank. Discuss how it can be used by multinational companies seeking overseas business opportunities. **14**
5. Analyse the case : **14**
- For decades, Eastman Kodak thrived on a classic business model : Sell lots of cameras at prices to chalk up outside profits on the inks, chemicals and papers used for making prints. That strategy collapsed as the digital revolution and foreign competitors pretty much destroyed Kodak's long standing control of the photography business. But now, with the success of its easy-to-use digital cameras, Kodak is showing signs of making the old model work again.



Kodak shares, which hovered around \$60 at the decade's start, have moved fitfully up and down-but mainly down-in the years since. Despite the stock's relatively low price, few analysts see much of a further rebound on the horizon. Only 2 of the 11 analysts who follow Kodak, according to Thomson Financial, rate it a buy. Six rate it a sell and Credit Suisse Boston just terminated coverage.

Many analysts are sceptical that Kodak will ever be a healthy profit machine again- after all, thermal printer ribbons, coated papers and inks do not offer 60 per cent margins that film commanded. But Kodak's supporters on Wall Street say that the consensus view is missing an important element of turnaround : Profit margins for the supplies it is offering consumers and the industrial market can hit, or even top, a comfortable 30 per cent.

Kodak cameras and software are selling well, encouraging consumers to take another at the brand. Its EasyShare digital cameras are neck-and-neck competitors with Sony's models at about 20 per cent of the market each.

As consumers turn to preserving digital images in familiar ways, Kodak has 55,000 service kiosks doing brisk business in retail stores, far more than rivals like Fuji and Sony. Kodak's printing docks and other devices for simplifying the making of prints at home best sellers as well.

Indeed, Kodak commands nearly 57 per cent of the market for snapshot printers those make 4-by-6 prints-virtually guaranteeing a healthy share of the market for the coated papers and thermal ribbons such printers use. And even though Kodak does not even make a consumer inkjet printer yet, it is a solid second to Hewlett-Packard in sales of inkjet papers.

Kodak, after trying to pursue just about every possible digital innovation, is getting to point where it can be more selective in picking which digital bets to raise and which to fold. Kodak spent \$ 817 million to buy Sun Chemical's 50 per cent of Kodak Polychrome Graphics, which sells film-based and digital products. It has taken over Heidelberg's share of NexPress Solutions, which makes large digital printers. Those two operations, added to other acquisitions, give Kodak a full line of commercial printing products.

- 1) Is it true to say that Kodak adopted Porter's generic strategy ?
- 2) Is Kodak's digital camera facing tough competition from other manufacturers ?
In what way overcome this problem ?



Seat No.	
----------	--

Set	P
-----	---

M.B.A. (Semester – III) (Old CBCS) Examination, 2018
Group – D : SYSTEMS MANAGEMENT (Paper – I)
Paper – XIX : Management Information System

Day and Date : Friday, 14-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

Note : All questions are compulsory and carry equal marks (14 marks).

1. Select the right option for **each** of the following from the choices given **14**

- 1) _____ mechanism is a mechanism of predicting the possibility of achieving the goals before it is too late and allowing to take corrective actions.
 - a) Standardization
 - b) Early warning
 - c) Information Distribution
 - d) Information
- 2) The abbreviation GDSS stands for _____.
 - a) Group Decision Support System
 - b) Global Delivery Support System
 - c) Group Dedication Support System
 - d) Global Discussion System Software
- 3) The information system that serves the middle level of the organization providing access to organizations performance, historical records and reports is
 - a) TPS
 - b) MIS
 - c) DSS
 - d) ESS
- 4) Senior managers use ESS to address _____.
 - a) Routine Issues
 - b) Daily Issues
 - c) Non-routine issues
 - d) Strategic issues
- 5) _____ principle states that the system should approve significant deviations from performance standards selectively.
 - a) Selection
 - b) Acceptability
 - c) Exception
 - d) Deviation
- 6) In GDSS, group members interact, debate, _____ and conclude using different tools and techniques.
 - a) Discuss
 - b) Communicate
 - c) Exchange
 - d) Analyse



3. Answer the following : 14
- a) Describe the major types of information system and relationship between them.
 - b) Explain role and importance of information systems.
4. Answer **any one** of the following : 14
- a) Explain in detail the Marketing Management Information System and the flow of data of Marketing Management Information System along with inputs and analysis in the system.
 - b) Explain the difference between the terms data, information and knowledge. Also explain the types of knowledge and the need of knowledge management.
5. Analyse the following case, identify the problem, provide alternate and best solution for the same. 14

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

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

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

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



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

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

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

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

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



Seat No.	
----------	--

Set	P
-----	---

M.B.A. – II (Semester – III) (CBCS) Examination, 2018
Gr. A : Marketing Management (Paper XX)
Paper – II : SALES AND STRATEGIC MARKETING (Old)

Day and Date : Monday, 17-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

- Instructions :** 1) Question No. 1, Q. 2, Q. 3 and Q. 5 are **compulsory**.
2) Attempt **any one** question from Q. 4.
3) **All** questions carry **equal** marks.

1. Select appropriate answer.

14

- 1) Organizations many times use relationship selling approach to
 - a) large number of customers
 - b) medium number of customers
 - c) few number of customers
 - d) none of the above
- 2) Missionary salesperson's main responsibility is to
 - a) Take order
 - b) Educate or give information
 - c) Solve customer's problem
 - d) Respond to customer demand
- 3) In most large multi-product and multi-business organizations the strategic planning is done, apart from corporate level, at
 - a) Product level
 - b) Business unit level
 - c) Functional level
 - d) All the above level
- 4) The sales strategy for each specific customer has four parts classification of accounts, relationship strategy, selling methods and one of the following
 - a) Pricing strategy
 - b) Product strategy
 - c) Promotion strategy
 - d) Channel strategy
- 5) Sales budgets are generally set slightly
 - a) Lower than sales forecast
 - b) Higher than sales forecast
 - c) Same with respect to the sales forecast
 - d) None of the above



- 6) In designing sales territories, the sales manager should start the process by selecting a geographical control unit that is
- a) Small-size
 - b) Large-size
 - c) Medium-size
 - d) Any-size
- 7) In assigning salespeople to territories, the sales manager should judge the effectiveness of a salesperson by comparing the salesperson's
- a) Social characteristics
 - b) Cultural characteristics
 - c) Physical characteristics
 - d) All of the above
- 8) A sales manager in line position has an authority over the immediate subordinates to
- a) Recruit and select
 - b) Direct and control
 - c) Recommend and advise
 - d) None of the above
- 9) The most important and frequently used method of training salespeople is
- a) Lectures
 - b) Demonstrations
 - c) Case-studies
 - d) On the job training
- 10) Sales managers find it difficult to develop an effective mix of sales force motivational methods in the
- a) Unambiguous company objectives
 - b) Wide-ranging nature of sales job
 - c) Changing marketing environment
 - d) Combined motivational package
- 11) The first step in designing an effective sales compensation plan is
- a) Set up specific objectives
 - b) Examine the existing job descriptions
 - c) Decide level of pay
 - d) Decide indirect payment plan
- 12) The most commonly used evaluation method by sales organization for evaluating salespeople is
- a) Descriptive statements
 - b) Ranking method
 - c) Management by objectives
 - d) Graphic rating scales



- 13) The only department in an organization that generates revenue is the
 - a) Sales department
 - b) Purchase department
 - c) HR department
 - d) Production department
 - 14) Most companies want to have a person who is good in selling as well as in
 - a) Team building
 - b) Communicating
 - c) Managing salespeople
 - d) None of the above
 - 2. Write short note : **14**
 - 1) Green marketing.
 - 2) Offensive and defensive competitive strategies.
 - 3. Write short note : **14**
 - 1) Porter’s three generic competitive strategies.
 - 2) Role of promotional strategies for social websites in case of sales management.
 - 4. What is sales management ? Explain in detail different steps involved in sales process. **14**
- OR
- What is sales forecasting ? Differentiate between quantitative and qualitative methods of sales forecasting. **14**
- 5. Analyse the case : **14**

Mr. Rajesh has been selling carpets to home furnishings retailers for last two years since he got MBA from reputed university. He considers himself to be better than average salesperson and is particularly proud of the tight schedule he maintains in order to cover his territory efficiently. The tight schedule he keeps helps him sell more, he believes, because it allows to see more prospects each day and because it wastes less of the buyer’s times. To make sure of keeping a tight schedule, Rajesh has memorized and practiced sales presentations and knows exactly how long he can and should spend with each prospect.

He finds that he is usually quite successful in selling what he expects to sell to each prospect, so he was surprised last week to be criticized by his sales



manager for missing out on some opportunities for several fairly large sales. He replied to the sales manager that he could hardly have been expected to make these sales because he did not even know that the buyers were planning these major purchases. They must have been spur of the moment purchases, Rajesh suggested, because he felt quite sure that those customers would not have ordered from anyone else if they had planned their purchases and called him in advance.

Questions :

- 1) What is Rajesh doing wrong in his sales presentation ?
- 2) What can he do to improve ?



Seat No.	
----------	--

Set	P
-----	----------

M.B.A. (Part – II) (Semester – III) (Old – CBCS) Examination, 2018
Group-B : FINANCIAL MANAGEMENT (Paper – II)
Paper – XX : Strategic Financial Management

Day and Date : Tuesday 18-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

1. Multiple choice questions :

14

- 1) Capital structure is mix of _____ and equity.
 - a) Retained earnings
 - b) Debt
 - c) Preference shares
 - d) Reserve
- 2) Funds Flow Statement is also known as _____.
 - a) Statement of funds flow
 - b) Statement of sources and application of funds
 - c) Statement of sources and uses of funds
 - d) All of the above
- 3) The measure of business risk is _____.
 - a) Operating leverage
 - b) Financial leverage
 - c) Combined leverage
 - d) Working Capital Leverage
- 4) Capital Structure = Total assets minus _____.
 - a) Current assets
 - b) Fixed assets
 - c) Intangible assets
 - d) Current liability
- 5) S-V-EBIT = _____.
 - a) Profit
 - b) Contribution
 - c) Fixed cost
 - d) EBT
- 6) Increase in Pre-paid expenses _____ cash.
 - a) Increases
 - b) Decreases
 - c) No effect
 - d) Remain constant
- 7) Cost of capital is the _____ required rate of return expected by investors.
 - a) Minimum
 - b) Maximum
 - c) Constant
 - d) Optimum
- 8) Lease installment comprises _____.
 - a) Interest
 - b) Principal
 - c) a) and b) both
 - d) Rent
- 9) Higher operating leverage is related to the use of additional _____.
 - a) Fixed costs
 - b) Variable costs
 - c) Debt financing
 - d) Equity financing

P.T.O.



Plan B : To have Rs. 1,00,000 from equity and Rs. 2,00,000 from bank at 10% p.a.

Plan C : Full money from bank at 10%

Plan D : Rs. 1,00,000 in equity and Rs. 2,00,000 from 8% preference shares

The company is having present earnings of Rs. 1,50,000. The corporate tax is 50%. Select a suitable plan out of the above four plans to raise the required funds.

4. Attempt **any one** of the followings :

14

What is Compensation Management ? Write a brief note on Compensation strategy and features of good wage policy.

OR

Rajnesh Ltd. wants to acquire Girish Ltd. by exchanging 0.5 of its shares for each share of Girish. Ltd. The relevant financial data are as follows :

Particulars	Rajnesh Ltd.	Girish Ltd.
EAT (Rs.)	18,00,000	3,60,000
Equity share outstanding	6,00,000	1,80,000
EPS (Rs.)	3	2
P/E Ratio (times)	10	7
Market Price per share (Rs.)	30	14

Requires :

- a) What is the number of equity shares required to be issued by Rajnesh Ltd. for acquisition of Girish Ltd. ?
- b) What is the EPS of Rajnesh Ltd. after the acquisition ?
- c) Determine the equivalent earnings per share of Girish Ltd.
- d) What is the expected market price per share of Rajnesh Ltd. after the acquisition, assuming its P/E multiple remains unchanged ?
- e) Determine the market value of the merged firm.
- f) If the EAT increases by 20% after the merger then what will be the EPS and market value of merged firm after merger ?



5. Case Study :

14

Following are the summarized Balance Sheet of Akhilesh Ltd. as on 31st March 2014 and 31st March 2015 :

Balance Sheet

Liabilities	2014	2015	Assets	2014	2015
	Rs.	Rs.		Rs.	Rs.
Share Capital	2,00,000	2,50,000	Land and		
General Reserve	50,000	60,000	building	2,00,000	1,90,000
Profit and Loss A/c	30,500	30,600	Machinery	1,50,000	1,68,000
Bank loan (Long term)	70,000	–	Stock	1,00,000	74,000
Creditors	1,40,000	1,30,000	Debtors	78,000	64,000
Outstanding exp.	10,000	5,200	Pre-paid insurance	1,800	1,200
Provision for tax	30,000	35,000	Cash	700	600
			Bills receivable	–	8,000
			Goodwill	–	5,000
	5,30,500	5,10,800		5,30,500	5,10,800

Additional Information :

- 1) Dividend of Rs. 20,000 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 funds flow statement and the statement showing net changes in working capital.



- 8) The long form of BPO is
 a) Bipolar Process Outsourcing b) Business Process Outsourcing
 c) Business Potential Outsourcing d) Buyer's Process Outsourcing
- 9) The main reason for outsourcing is reducing and controlling
 a) Transportation cost b) Raw material cost
 c) Operating cost d) Warehousing cost
- 10) _____ is an integrated management system of core business processes, often mediated by software and technology.
 a) Energy resource planning b) Enterprise resource planning
 c) Enterprise reverse planning d) Entrepreneur resource planning
- 11) In 3PL and 4PL logistic system 'P' stands for
 a) Point of purchase b) Performance
 c) Persistence d) Party
- 12) _____ is a process that contains, protects, preserves, informs and sells.
 a) Labelling b) Designing
 c) Packaging d) Evaluating
- 13) MRP in supply chain management stands for
 a) Money Resource Planning
 b) Material Requirement Planning
 c) Manufacturing Resource Planning
 d) Money Requirement Planning
- 14) Lean supply chain management is about _____ from a manufacturing and inventory process.
 a) Removing waste b) Removing people
 c) Removing inventory d) Removing supplies
2. Short notes : **14**
 a) 3PL and 4PL service providers. **7**
 b) Importance of Warehousing. **7**
3. Write short notes : **14**
 a) Importance of packaging material in warehousing. **7**
 b) Global Supply Chain Management. **7**



4. Attempt the following. 14

What is Lean Supply Chain Management ? Explain its characteristics and MRP as tool to control dependent demand inventory. 14

OR

Explain the meaning and objectives of Supply Chain Management. Also explain principles of Supply Chain Management. 14

5. Case Study. 14

Precision Drilling’s Niksu support centre near Edmonton, Alberta, provides Maintenance, Repairs and overall (MRO) to the \$900-million-plus company’s equipment. Managing the project with Excel was arduous, time-consuming and expensive. Lee Letawsky, parts technician and purchaser, was forced to manually update item counts, physically locate pieces of inventory and had no accessible record of a component’s age, usage history or availability. This process was inefficient and the cost of duplicate orders and overnight shipping charges soon added up.

Letawsky considered using the inventory module for SAP’s R/3 enterprise resource planning software, in use throughout the company. However, he found it was too complex for managing the smaller, less expensive equipment in the centre’s arsenal.

“We had a mess. Parts were scattered all over and we wasted lots of time looking for things or ordering things we already had. I wanted to make inventory-control easier and more efficient,” Letawsky said. “SAP was overkill for our needs. We needed an application that had really good reporting, tracking and was easy to use. It had to be up-and-running as quickly as possible, without getting involved in technical jargon”.

Drilling Down

After exploring several free trial offers, Letawsky purchased Wasp Barcode’s Inventory Control Pro, a WDT3200 mobile computer and a Wasp WPL305 barcode printer. Besides tracking the quantity and location of parts, Letawsky uses Inventory Control to store additional information, including frequency of use; cost; size; shelf life; storage options and any temperature controls.

When parts – such as gaskets and pumps – are used together, Letawsky taps Inventory Control’s assembly feature to create a complete repair set that can be tracked as one unit. Creating and tracking these assemblies has helped Letawsky improve the process tremendously.



“We have a moment’s notice when a rig goes down and we have to get all the required repair parts out quickly,” said Letawsky. “Previously, it was often faster to order a new part because we couldn’t locate it in our supply room in a timely fashion. Or, we had to rush one of the components because we missed sending it initially. Now, we know what we have and where it’s located and can get all the necessary parts to the field the first time”.

Pump it up

Precision as repair parts that cost upwards of \$5,000 to \$6,000 each, so eliminating just a few excess pieces of inventory and avoiding rush shipping provides rapid ROI and a positive impact to its business profitability.

Inventory Control also gives Letawsky visibility into inventory age to ensure older items are used first. Further, access to reports in Inventory Control provides him with additional insight that helps him run the centre more efficiently.

Knowing how long particular suppliers take to ship allows him to build-in extra time, as needed, which reduces his reliance on costly overnight or second-day shipping fees. And he easily stays abreast of quickly-rotating items, to ensure they are always on hand. He is now equipped to monitor trends, such as high failure rates in particular pieces of equipment, a tool unavailable to him using Excel.

Letawsky saves about two days a month that he previously spent working on the manual spreadsheet. With Precision Drilling’s vast warehouses, knowing where each item is located shaves precious minutes or hours off locating equipment. Inventory Control also may cut payroll, since on-call mechanics no longer have to waste time hunting down pieces during expensive over-time shifts.

“If you’re not in control of your inventory, you don’t know what you have,” said Letawsky. “There’s so much money tied up in equipment, you really need to know and track your inventory. This system has saved tens of thousands of dollars, improved the repair process and made my job much more enjoyable. It’s easily paid for itself in less than six months”.

- | | |
|---------------------------------------|----------|
| 1) Analyze the case. | 5 |
| 2) Identify the problem. | 2 |
| 3) Identifying alternative solutions. | 5 |
| 4) Giving the best solution. | 2 |



Seat No.	
----------	--

Set	P
-----	---

M.B.A. (Part – II) (Semester – III) (Old – CBCS) Examination, 2018
Paper – XX - Paper – II : TRAINING AND DEVELOPMENT
Gr.C : Human Resource Management

Day and Date : Wednesday, 19-12-2018

Total Marks : 70

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

1. Multiple Choice Questions (**One mark each**) :

14

- 1) Human Relations Training is more essential to
 - a) Top Level
 - b) Operational Level
 - c) Middle Level
 - d) C.E.O.
- 2) _____ is part of on the job training techniques.
 - a) Coaching
 - b) Lecture Method
 - c) Role-playing
 - d) E-learning
- 3) _____ is off the job training method.
 - a) Internship Training
 - b) Job Rotation
 - c) Job Instructions
 - d) Vestibule Training
- 4) Training _____ should be more than the training cost.
 - a) Expenditure
 - b) Benefit
 - c) Value
 - d) Performance
- 5) A Trained employee is one who can perform with limited
 - a) Cost
 - b) Supervision
 - c) Time
 - d) Skills
- 6) Team Training or Group Training is very important to build
 - a) Synergy
 - b) Task Evaluation
 - c) Goal Setting
 - d) Project Planning
- 7) _____ type of Training helps to understand backgrounds of different ethnic groups.
 - a) Diversity
 - b) Team building
 - c) Orientation
 - d) Lecture Method



- 8) A Training method that provides opportunity to learn from any part of the World is called
- a) Conference and Discussion b) Lecture Methods
c) Role Plays d) E-learning
- 9) A technique that duplicates as nearly as possible the actual conditions encountered on the job is called
- a) Sensitivity Training b) Simulation Training
c) Programmed Training d) All the above
- 10) _____ is an important management development method.
- a) Action learning b) Staff Meetings
c) Management Games d) Managerial Grid
- 11) _____ is important initiative in career planning and development.
- a) Performance Appraisal b) Lateral Thinking
c) Succession Planning d) Career Workshop
- 12) Training gives emphasis on skills and management development on
- a) Education b) Knowledge
c) Activity d) Learning
- 13) _____ is a important method used in training need assessment.
- a) MBO b) Interview
c) Exit Interview d) All the above
- 14) This is a method where Training is provided without intervention of training personnel.
- a) Laboratory Training b) Apprentice Training
c) Films d) Programmed Instructions
2. Write short notes : 14
- a) Stages of Training.
b) Off the job training techniques.
3. Write short notes : 14
- a) Hamblin's Model of training evolution. 7
b) Career planning. 7
4. Attempt **any one** of the following : 14
- a) Define the concept of training. Distinguish between training and development programme. Also explain importance of training and training methods.
- OR
- b) What is evaluation of training programme ? Explain stages of training and training Evaluation.



5. Case Study. 14

KPMG-One of the major accounting firms – provides accounting, auditing and tax services. Majority of its employees are chartered accountants and CPAs. The company has ambitious plans for expansion in view of boom in consultancy industry consequent upon globalization. Company’s policy is promoting within and therefore, most of the senior level employees are promoted from entry level accountants. In view of this promotion policy, the company invests heavily on training of employees receive training at frequent intervals in the company’s training colleges.

Majority of training investment of the company is on technical and procedural training for entry level accountants in the areas of accounting, finance, tax, auditing, project reports and report writing. However KPMG has problems attracting dynamic energetic young graduates from the colleges and universities. This situation sometimes, discourages clients to continue with KPMG in case of existing clients and approaching KPMG in case of new clients. This situation is sometimes due to the ‘Fast-in, fast out style of big time consulting firm. Employees of the company gradually learn to interpret the subtleties of the client’s needs and sometimes employees have been let go due to absence of interpersonal skills.

The training colleges of the company therefore suggested providing training in interpersonal skills. But the line manager’s point out that company has conducted training in client customer relations just two years back. They added that there is no improvement in customer relations, just two years back. They added that there is no improvement in customer relations and the return on money spent on training can’t be justified. The senior managers of the company feel that much investment in training is unnecessary as some of the trained employees join other organizations.

However, most of the managers feel that investment in training is essential, but dilemma is that which part of the skill should receive more attention and investment ?

- 1) Analyze the Case. 5
- 2) Identify the Problem. 2
- 3) Identifying Alternative Solutions. 5
- 4) Giving the Best solution. 2





Seat No.	
----------	--

Set	P
-----	---

**M.B.A. – II (Semester – III) (Old CBCS) Examination, 2018
Group F – Agriculture and Co-operative Management
Paper – XX, Paper – II : AGRICULTURAL MARKETING**

Day and Date : Wednesday, 19-12-2018

Total Marks : 70

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

Note : All questions are compulsory.

1. Select the correct alternatives :

14

- 1) The demand for goods in India and services in India depends largely on
 - a) Agriculture
 - b) Rainfall
 - c) Inflation
 - d) Income
- 2) India is land of agriculture and most of the population resides in
 - a) villages
 - b) cities
 - c) urban areas
 - d) towns
- 3) Agricultural marketing functions includes
 - a) Packaging
 - b) Transportation
 - c) Warehousing
 - d) All of the above
- 4) _____ is a market in which goods are exchanged for money immediately other than sales.
 - a) Spot market
 - b) Cash market
 - c) Spot or cash market
 - d) None of these
- 5) In a _____ market structure , large number of buyer and sellers are present.
 - a) Imperfect market structure
 - b) Monopoly market structure
 - c) Oligopoly market structure
 - d) Perfect market structure
- 6) Which of the following market, business is done in accordance with the rules and regulations framed by the statutory market organizations representatives ?
 - a) Unregulated market
 - b) Informally regulated market
 - c) Regulated market
 - d) Urban market
- 7) Marketing agencies includes
 - a) Farmers
 - b) Producers
 - c) Middlemen
 - d) All options



- 8) _____ are routes through which agricultural products move from producers to consumer.
- a) marketing agencies b) marketing institutions
c) marketing channels d) none of these
- 9) _____ remains the world's largest industry employing over one billion people.
- a) Telecom b) Insurance
c) Agriculture d) None of these
- 10) _____ can be defined as comprising of all activities involved in supply of farm inputs to the farmers and movement of agricultural products from the farm to the consumer.
- a) Agricultural pricing b) Agricultural marketing
c) Agricultural farming d) Agricultural packaging
- 11) _____ is the act of storing goods that will be sold or distributed later.
- a) Warehousing b) Packaging
c) Transportation d) None of these
- 12) _____ is a certification mark employed on agricultural products in India, assuring that they conform to a set of standards approved by the Directorate of Marketing and Inspection, an agency of the Government of India ?
- a) AGMARK b) ISO
c) NAAC d) NBA
- 13) _____ means the sorting of the unlike lots of the produce into different costs according to quality specification laid down.
- a) Grading b) Transportation
c) Storage d) Packaging
- 14) _____ is the first function performed in the marketing of agricultural commodities.
- a) Grading b) Transportation
c) Storage d) Packaging

2. Write short notes on :

14

- a) Classification of markets
b) Rural marketing.



3. Attempt following questions : 14
- a) Explain various characteristics of traditional agricultural marketing system.
 - b) Describe available market channels for cereals, Oilseeds and Pulses in India.
4. a) Define agricultural marketing. Explain the need and scope of agricultural marketing in detail. 14
- OR
- b) Define agricultural marketing function and explain various agricultural marketing functions. 14
5. Case Study : 14

Power Tractors Ltd. is the manufacturer of large, medium and small size (With respect to HP.) tractors planned to market their tractors in Baitul District of Madhya Pradesh where there are two other strong competitors already had their stronghold. The Power Tractor Ltd. appointed Distributor and 5 retail dealers under him in the Baitul District. The Distributor is entrepreneur. The Power Tractor Ltd. has given the distributor total responsibility to increase the Power Tractors market share. The Distributor made the market survey and studied the land holding patterns, soil nature of the Agricultural land in the district and observed that soil is sandy and major land holding is larger to medium and those farmers prefer Higher H. P. Tractors. A few percentage of farmers are also holding small land holdings who uses small HP Tractors.

He prepared the list of large, medium and small land holder farmers in all the villages of the Baitul District. He divided the villages in following categories on the basis of Population of the villages as follows.

Category of Villages A > Large sized Villages

Category of Villages B > Medium sized Villages

Category of Villages C > Small sized Villages

After some period of starting marketing activities in Baitul District, the Distributor have further fine-tuned the Market. He classified the villages as follows. High Market share Villages : In these villages the Power Tractor Ltd. have market leader Position. The Distributor asked the salespersons of the company to maintain good relations with the farmers of these villages. Here the sales of the Power tractors are high. Competitors in these villages are trying to regain their past leadership position with aggressive marketing strategies. Medium Market



share Villages: In these villages the Power tractor sales are average. The Distributor asked the salespersons to conduct demonstrations of Power tractor supported by promotional activities like Product display, farmer meetings, wall paintings etc. Also Credit schemes are introduced in these villages for potential buyers. All these initiatives by the company resulted into the increased sales and enquiries for their tractors.

Low Market share Villages: In these villages the sales of Power Tractors is negligible. So company has done only wall paintings in these villages. There are a few enquiries started coming from the farmers of these villages about credit schemes. The company has also tractor accessories (spare parts) division. In the accessories /spares the company have better profit margins. The Power Tractor Company have one retail outlet at Baitul for spares and one service centre for tractors. The farmers use to come to Baitul for purchase of spares and servicing the tractor. The Power Tractor Company have marginal growth rate in sales of their tractors which is lower than the Industry Growth rate in Baitul District.

- a) Analyze the case
 - b) Identify the problem
 - c) Recommend alternative solution
 - d) Suggest the best solution
-



Seat No.	
----------	--

Set	P
-----	---

M.B.A. – II (Semester – III) (Old CBCS) Examination, 2018
Paper – XX : Group – G : INTERNATIONAL BUSINESS (Paper – II)
International Trade Procedures and Documentations

Day and Date : Wednesday, 19-12-2018

Max. Marks : 70

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

- Instructions :** 1) Question No. 1 is **compulsory**.
2) Attempt **any two** Questions from Q. 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 case, identifies the problem, determine the alternatives and choose the best solution. 14

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

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



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

2. Write a short note on following (**any two**) : **14**
 - A) FEMA
 - B) INCO Terms
 - C) EDI.

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

4. Write a short note on following (**any two**) : **14**
 - A) Foreign Trade Act 1992
 - B) Export Promotion Council
 - C) Export in India

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

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

7. State the concept export and import. Explain current trends of Indian Import and Export in global trade. **14**



2. Write short notes on the following. 14
 - a) Role of CIO in ERP implementation process.
 - b) Decision Trees.
3. Answer the following. 14
 - a) What is problem definition and list the various fact finding methods ?
 - b) Describe the process of designing interfaces and dialogues.
4. Answer **any one** of the following. 14
 - a) Describe in detail the system development Life cycle.
 - b) What is ERP ? What are the various phases of ERP implementation life cycle ?
5. Read the following case carefully and answers the questions below. 14

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

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

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



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

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



SLR-CL – 61

Seat No.	
-------------	--

Set

P

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

Day and Date : Monday, 26-11-2018

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

1. Case Study.

14

Adani Group was founded by Gautam Adani. He was born in 1962 in Ahmedabad, Gujarat in a Jain family. Gautam Adani moved to Mumbai, Maharashtra at a young age of 18. In the beginning of his career, he worked at Mahindra Brothers as a diamond sorter. After spending two years working as a diamond sorter he set up his own diamond brokerage business based in Mumbai. In his first year of business at a diamond brokerage, he had scored a profit of 10,00,000 rupees which was a big amount in the 80's. Later, he started commodities trading and began to purchase PVC for his elder brother's plastic factory.

In 1988, he established Adani Enterprises. It traded in power and agriculture commodities. In 1990, Adani Group partnered with American multinational, Cargill, to export salt from Gujarat. After a while, the company exited and the partnership broke which left 5,000 acres of land for Adani group, which is now the largest multiproduct special economic zone of India. In 1991, government policies changed which encouraged business, that led to a boom in Adani group and huge profits were made.

The government of Gujarat in 1993 decided to lend Mundra Port (a sea port located in Gujarat) to private companies. In 1995; this contract was given to Adani group. The port has grown substantially from 1995 and now it can handle nearly 8 crore tons of cargo per year and that makes it the largest private sector port in India. After the port became active, Adani expected that there would be a need of power in future. Assuming the need, it started importing coal. This was the initiation to enter into the power and energy sector.

P.T.O.



Gautam Adani then founded Adani Power Ltd., which is now India's largest private thermal power company with a capacity of 4620 MW. Adani group is now estimated to have 40 billion USD as total assets with 60,500 employees and according to Forbes 2014, Gautam Adani is 11th richest person in India.

1. Analyse the case.
 2. Discuss the entrepreneurial skills you find in Gautam Adani.
 2. Write short notes (**any two**) : **14**
 - a) Theory of Profit by Knight
 - b) Comparative study of Entrepreneur and Intrapreneur
 - c) SIDBI
 3. Write short notes (**any two**) : **14**
 - a) Venture Capital Funding
 - b) Types of Entrepreneurs
 - c) DIC
 4. Write short notes (**any two**) : **14**
 - a) Entrepreneurial failure - reasons and remedies
 - b) Innovation Theory by Schumpeter
 - c) Entrepreneurship Development Cycle.
 5. Explain the concept of Entrepreneurship and need of Entrepreneurship Development. **14**
 6. Describe Women Entrepreneurs. Explain various challenges faced by Women Entrepreneurs. Give two examples of successful Women Entrepreneurs. **14**
 7. What are the influences of Entrepreneurship Development ? Explain in details. **14**
-



Seat No.	
-------------	--

M.B.A. (Part – II) (Semester – IV) (CBCS) Examination, 2018
Paper – XXVII : MANAGERIAL EXCELLENCE

Day and Date : Tuesday, 27-11-2018

Total Marks : 70

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

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

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

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

1. Attempt the following case :

14

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

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

Mr. Raj knows that Karan can be heavy-handed in his management style and that he believes workers come to work either motivated or not. Karan has told him “there’s nothing you can do to make them work if they don’t want to.” Knowing everything about cookies, but nothing about people, Mr. Raj isn’t sure whether



its the workers or Karan that's creating the problem. He wants to know that if it is Karan, can he be changed. Or is it hopeless ? He wants you to tell him if you think Karan or the workers should go. If you think neither should, then what are the ingredients needed to cook up a solution ? This thing's getting on his nerves. He wants to get it behind him and get back to his cookies. Therefore, Mr. Raj asks you to analyze the situation using your knowledge of leadership theories and recommend at least two possible solutions so he can decide what to do.

- 1) Decide if either the workers or Karan should go.
 - 2) Analyze Karan's management style and compare it to others that might be better.
 - 3) Consider whether the workers or Karan can be changed and if so, how to do it
2. Write short notes on **(any 2)** : **14**
- a) Visionary Leadership
 - b) Knowledge management
 - c) Stages of six sigma.
3. Write short notes on **(any 2)** : **14**
- a) Skills to achieve excellence
 - b) Emotional literacy
 - c) E-commerce v/s E-business
4. Write short notes on **(any 2)** : **14**
- a) BPR
 - b) Transformational leadership
 - c) Kaizen.
5. Define excellence. Explain in details the foundation of excellence. How does this foundation help in creating excellence ? **14**
6. What is the meaning of corporate social responsibility ? Comment upon the role played by the corporate and the government in corporate social responsibility by giving examples. **14**
7. What is total quality management ? Explain the objectives, procedure, advantages and disadvantages of TQM. **14**



Seat No.	
-------------	--

Set	P
-----	----------

M.B.A. – II (Semester – IV) (CBCS) Examination, 2018
INTEGRATED MARKETING COMMUNICATIONS AND
CONSUMER BEHAVIOUR
Group – A : Marketing Management (Paper – III)

Day and Date : Wednesday, 28-11-2018
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

1. Analyze the following case :

14

There was a strong prejudice against Dalda-a hydrogenated vegetable oil. Many voiced the apprehension that Dalda gave a tickle in the throat and led to stomach upset. Dalda was considered to be a culprit for all types of known and unknown physical disorders. In those days, Hindustan Lever's marketing director was Morris Zinkin. He was of the opinion that toward off negative associations of Dalda it was necessary to project it as a superior product of international standards. It contained so many thousand units of Vitamin A which was good for skin and so many thousand units of Vitamin D and so on. They prepared a number of ads. One headline talked of Mqya and the question of fats. It was about Dalda being rid of cooking fat. The ad explained how Mqya would be strong and healthy because her mother used Dalda. It was run for about two to three years in a wide media mix. later, the research showed that the prejudices against Dalda were as strong as they were before the campaign began. The most important lesson, therefore, in communication and advertising is that emotions play a great part in decision making. So far, the Dalda ads were only rational. While the decision to use Dalda is taken on



emotional plane. Further research showed that even those housewives who were using Dalda tried to conceal the fact that they were doing so. They were ashamed of it.

It was decided to do motivational research. Later, they formed a team. Padamsee, Gerson da Cunha (Liontas), Morris Zinkin, Dr. Rajru Chhada-a psychologist of Lever and Balwant Tandon - a Hindi copywriter were the members of this team. Rajni Chhada was able to cut the Gordian knot. She said 'The reason people are saying that Dalda gives them all these aches and pains is that they have transferred aggression from being deprived of ghee because of its price. It is falling into the substitute product. "It was like a stepmother syndrome. The team decided to fight fire with fire. They moved the ground from rational to emotional. Balwant Tandon came out with a brilliant line in Hindi Mamta Ki Kasauti par Khara (tested on the touchstone of mother's love) - Dalda. They ignored 1000 units of this and that. The movement towards Dalda then began. Dalda became an acceptable product. If Ma accepts it, then who am I to reject it ? Padamsee says that the lesson has never been lost on him. Even his public service campaigns are emotional.

Even as a theatre person, he never stages a play that is highly intellectual, but lacks in emotional content.

Sep. 2003 : Hindustan Lever sold its Dalda brand to US-based Bunge Ltd., which specialises in agri-business. Bunge now wants to relaunch and revitalise the brand,

Plans : The product, packaging, distribution and promotion will be reworked.

HLL manufactured Dalda in a decentralised manner in 13 units spread across the country to save on the state excise tax. Burne will restrict Dalda manufacturing to just four units, out of which three are owned by it. This may result in increased excise outflow but will give greater control to Burne,

Target audience : Mothers in the Hindi-speaking belt of UP and MP where its usage is more.

Health platform : Some fat is necessary especially for growing children.

Competitors : Sunflower Gagan, Rath and smaller regional players.

Questions :

1. Discuss the role of rational appeals in advertising.
2. Discuss the role of emotional appeals in advertising.



2. Answer in short (**any two**) : 14
- a) Advertising campaigns.
 - b) Types of publicity
 - c) Direct marketing.
3. Answer in short (**any two**) : 14
- a) Event managements
 - b) Relationship between sales promotion and advertising.
 - c) E-commerce.
4. Answer in short (**any two**) : 14
- a) Changing pattern of consumer behavior.
 - b) Consumer delight.
 - c) Diffusion of innovations.
5. What is consumer behavior ? Explain in detail characteristics of Indian Consumers. 14
6. What is integrated marketing communications ? Explain in detail integrated marketing communications process. 14
7. What is advertising ? Explain detail different classification of advertising. 14
-



Seat No.	
----------	--

Set	P
-----	----------

M.B.A. (Part – II) (Semester – IV) (CBCS) Examination, 2018
Financial Management Group : B (Paper – III)
PROJECT PLANNING AND WORKING CAPITAL MANAGEMENT

Day and Date : Thursday, 29-11-2018

Max. Marks : 70

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

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

1. Case Study.

14

- a) A company is considering a new equipment. The net cash flows of the equipment have been estimated as given below. The equipment's life is estimated to be two years.

	Year – 1	Probability	Year – 2	Probability
Net Cash Flow	10000	0.4	8000	0.5
			12000	0.5
Net Cash Flow	12000	0.6	16000	0.4
			20000	0.6

The cost of equipment is Rs. 20,000/- and the company's cost of capital is 12%. Use decision tree approach to recommend whether the equipment should be bought or not.

7

- b) A Co. is considering an investment proposal to install new machine at a cost of Rs. 80,000/-. The machine has a life expectancy of 5 years and has no salvage value. Assume that the firm use straight line depreciation. The estimated Cash Flows After Tax (EAT) from the investment is as follows :

Year	1	2	3	4	5
EAT(Rs.)	15,000	20,000	18,000	14,000	22,000

Calculate :

- 1) Pay Back Period
- 2) ARR
- 3) NPV @ 10% Discount Rate
- 4) Profitability Index.

7

P.T.O.



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

1) From the following details calculate :

- 1) Re-ordering level
- 2) Maximum level
- 3) Minimum level
- 4) Danger level

Cost of placing order Rs. 20/- per order.

Number of units to be purchased during the year is 5000 units.

Annual Cost of storage per unit is Rs. 5/-

Details of Lead Time : Average 10 days, Maximum 15 days, Minimum 6 days,
For emergency purchase 4 days.

Rate of Consumption : Average : 15 units per day, Maximum 20 Units

2) EXIM

3) Features of Venture Capital.

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

- 1) Causes of Sickness
- 2) Determinants of working capital
- 3) Benefits and Cost of holding inventory.

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

- 1) Motives of holding cash
- 2) Factoring
- 3) Revival of sick units.

5. The following data pertain to a shop. The owner has made the following sales and purchase forecast for the first 5 months of the coming year.

Month	Sales(Rs.)	Purchases (Rs.)
January	40,000	33,000
February	45,000	36,000
March	55,000	38,000
April	60,000	40,000
May	50,000	42,000



Additional Information :

- a) Opening balance of debtors and creditors at the beginning of the year are Rs. 30,000/- and Rs. 14,000 respectively.
- b) Opening Cash balance on 1st Jan. Rs. 7,500/-
- c) 40% of sales are on cash basis. Credit sales are collected in next month.
- d) Trade Creditors are paid in the following month after purchase.
- e) Fixed Costs are Rs. 5,000/- per month including Rs. 2,000/- depreciation.
- f) The only variable cost is a 5% commission on total sales. The sales commission is paid in the month following sales. Outstanding sales commission of December was Rs. 3,500/-.

Prepare the cash Budget for the 3 months beginning from January. **14**

6. On 1st January of the year, the Managing Director of company wanted to know the amount of working capital that will be required during the year.

From the following information prepare the forecast of working capital requirements after adding 15% as contingencies. Production in the last year was 60,000 units. The same will be the production this year. Estimated ratios of different costs to selling prices are :

Raw Material 60%

Direct Wages 10%

Overheads 20%

Raw Material will remain in store on an average for 2 months, before issued for production. Each unit will be in production process for one month. Finished goods stay in warehouse, awaiting dispatch to customers, for approximately 3 months.

Credit allowed by creditors is 2 months whereas credit allowed to debtors is 3 months. Wages are paid on the first of each month whereas there is time lag of 1 month in payment of overheads.

Company keeps normally Rs. 20,000/- as cash in kind.

Selling Price Rs. 5/- **14**

7. Explain Generation and screening of project ideas also explain technical analysis in project idea. **14**



SLR-CL – 65

Seat No.	
----------	--

Set **P**

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

Day and Date : Thursday, 29-11-2018

Max. Marks : 70

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

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

2) *Solve any two questions from Q. 2 and 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 tissue 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.

P.T.O.



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.

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**
-



Seat No.	
-------------	--

Set

P

M.B.A. (Part – II) (Semester – IV) (CBCS) Examination, 2018
Group – C : HUMAN RESOURCE MANAGEMENT
Paper – III : Industrial Relations and Labour Regulations

Day and Date : Friday, 30-11-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

2) Solve **any two** questions 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 2011 in Bharat Zinc Limited, Visakhapatnam. Mr. Gangadhar at 4 pm on 15th June 2017 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 15th June 2017 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 16th 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 15th June to 11 am of 16th 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.

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



2. Write Short Notes (**any 2**) : **14**
 - 1) Payment of Gratuity Act.
 - 2) Approaches to Industrial relations.
 - 3) Objectives of ILO.

 3. Write Short Notes (**any 2**) : **14**
 - 1) Bonus Act.
 - 2) Duties and responsibilities of welfare officer.
 - 3) Standing Orders Act.

 4. Write Short Notes (**any 2**) : **14**
 - 1) Minimum Wage Act.
 - 2) Importance of Industrial relation.
 - 3) Trade Union Act.

 5. Define Industrial Dispute. Explain in detail Grievance and Disciplinary procedure. **14**

 6. State the importance and the methods for providing of social security. **14**

 7. Collective bargaining is the only way for solving employee problems. Discuss. **14**
-



Seat No.	
----------	--

Set	P
-----	---

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

Day and Date : Friday, 30-11-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

1. Case Study :

14

More than 76% of the population in Svay Rieng province (South-East Cambodia) are smallholder farmers. They have limited modern cultivation knowledge and are generally hesitant to adopt new technologies unless they see clear evidence that it works and improves yields. Most farmers do not want to invest their money in improved agricultural inputs and their time in improved technical skills/practices as they are not confident in their ability to sell surplus production.

In their daily farming activities, they practice traditional methods with low productivity compared to their time, labour and money spent. As a result vegetable production has seen little growth in terms of productivity improvement over the past decade.

Typically farmers in Svay Rieng province only grow some traditional vegetables in the dry season and face difficulties in the rainy season due to water control along with limited technical know-how. The volume of local vegetables supply fluctuates with the season and falls far short of meeting local or national market demand.

Regular and sufficient supply cannot be guaranteed, which in turn leads to a low interest from traders to source from the area. Even for the local and provincial markets the majority of vegetables are being imported from Vietnam. Also, the product type and quality does not meet the required standard, although many buyers prefer the local vegetables as they have a better reputation due to low use of external inputs and are claimed to have a better taste. Farmers are

P.T.O.



not well linked with the market in terms of market information exchange and agricultural inputs.

CFAP has a strong relationship with farmers but lacks the capacity to provide value added services to its member groups. CFAP is an umbrella type organization of small rural farmer associations providing services to small rural farmers/producers groups to contribute to poverty reduction and food security through improvement of agricultural productivity.

- 1) Analyze the case
 - 2) Identify problems
 - 3) Suggest solutions to CFAP for improvement of agricultural productivity in Cambodia.
2. Write short note (**any two**) : **14**
- a) Causes for low agricultural productivity.
 - b) Farm Accountancy.
 - c) Production and supply of farm products.
3. Write short note (**any two**) : **14**
- a) Capital farming.
 - b) Difference between farm and non-farm business management.
 - c) Green houses.
4. Write short note (**any two**) : **14**
- a) Gains from technological improvement to producers and consumers.
 - b) Law of diminishing returns.
 - c) Farm Inventory.
5. In India major occupation is farming and still productivity is not as expected. Justify the sentence with relevant causes and probable solutions to improve productivity. **14**
6. Explain in detail scope of modern agriculture. **14**
7. Explain in detail types of production management decisions. **14**
-



Seat No.	
----------	--

M.B.A. (Semester – IV) (CBCS) Examination, 2018
SYSTEM MANAGEMENT
Relational Database Management System
Group D (Paper – III)

Day and Date : Friday, 30-11-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

- Instructions :** 1) Question No. 1 is **compulsory**.
2) Solve **any two** questions from 2, 3, 4 and **any two** from 5, 6 and 7.
3) **All** questions carry **equal** marks indicated in the **right** side of **each** question.

1. Solve the following :

14

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.
- b) Write SQL commands to insert data in each of the entity.

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

14

- a) Differentiate between Hierarchical and Network Models of Database.
- b) Discuss SQL aggregate functions in RDBMS.
- c) Discuss SELECT statement with various clauses in detail.



3. Write short notes on **any two** of the following : **14**
- a) Role of Database administrator.
 - b) Object Oriented database.
 - c) 'INSERT' statement of SQL.
4. Answer in brief on **any two** of the following : **14**
- a) Explain entity relationship diagram and its use in RDBMS.
 - b) What is Normalization ? Explain types of normalization.
 - c) Discuss JOINS in database.
5. Discuss Codd's rules with respect to RDBMS. **14**
6. Discuss Reports Writing and use of SQL in report writing. **14**
7. Explain in detail functions and procedures in RDBMS. **14**
-



SLR-CL – 69

Seat No.	
-------------	--

Set **P**

M.B.A. – II (Semester – IV) (CBCS) Examination, 2018
Group G : INTERNATIONAL BUSINESS
International Marketing (Paper – III)

Day and Date : Friday, 30-11 -2018
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

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

14

Channel Selection and Product Modification

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

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

P.T.O.



Initially, the product was sold only in and around Mysore city, encouraged by its success in Mysore, sale of *Bhagya* was extended to all over Kama taka and the consumer response was favourable.

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

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

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



2. Write a short note on following **(any two)** : **14**
A) New product development.
B) Challenges and opportunities in International.
C) Marketing, International marketing management process.
3. Write a short note on following **(any two)** : **14**
A) Ecological concerns and international marketing ethics.
B) International marketing information system.
C) International Market selection.
4. Write a short note on following **(any two)** : **14**
A) International distribution.
B) Logistics inventory management and transportation.
C) Warehousing and insurance.
5. Explain in details various International market entry strategies. **14**
6. What is International promotion explain in details various promotional strategies at global level. **14**
7. Describe in briefly International pricing and also explain factor affecting on International pricing. **14**
-



SLR-CL – 70

Seat No.	
----------	--

Set	P
-----	----------

M.B.A. (Part – II) (Semester – IV) (CBCS Pattern) Examination, 2018
Gr. A : Marketing Management
Paper – IV : RETAIL AND RURAL MARKETING

Day and Date : Saturday, 1-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

1. Case study :

14

Wall Mart Store Inc. is a US based retailers. It entered the European market in 1997 by acquiring 21 hyper markets in Germany from Wertkauf BbmH. In 1999 in bought Asda and there by acquired 232 stores in the UK market. Whether or not Wall mart will succeed in these and other Europeans Markets depends upon the applicability of, and ability to transfer, the factors that made it successful in the US domestic market. These factors include a unique organizational culture, low cost operating processor and customer focused price, assortment and service practices.

Wall Mart is the world's largest retailer and it is expected that this US retailer head quarter in Bentonville, Arkansas will grow even larger. Sales revenues for the fiscal years ending January 31st 2000 were \$165 billion. This sales volume is more than twice the size of the next largest retailer in the world. Carrefour/ Promodes of France. At current growth rates, wall mart sales will top \$ 300 billion by 2005. In that year, 20% of the sales will come from international sources meaning that wall marts global sales alone will exceed the entire current annual sales of carrefour/promodes. The other 80% of its sales will be source at the expense of food chains in the large US market through wall mart expansion of the supercenter hyper market format. And additional doubling of sales and earnings during the next five years to 2010 could prove to be a conservative estimate.

P.T.O.



International Sales accounted for only 9% of wall mart total revenues for the fiscal year ending January 31st, 2000. Wall Mart is a relative new comer to the International Arena having expanded to neighbours Puerto Rico, Mexico and Canada in 1991, 1992 and 1994 respectively. it entered South America via Argentina and Brazil in 1994, China in 1996 and South Korea in 1998. It only entered the huge but highly competitive Europeans Market via Germany in 1997 and the UK 2 years later. In a relatively short period of time, Wall Mart evolved from being a national to global competitor – its progress latterly from the Pan-American games to the Olympics of retailing.

The first international markets entered by Wall Mart weekly felt the impact of the new market entrant. For instance, Wall Mart became Canada's Largest department store 4 years after market entry to exceed leaders Zellers, Sears and The Bay. Eaton's went bankrupt and K mart withdrew from the Canadian market. Wall mart is expected to introduce its hyper market. format to Canada and add food to its non food merchandise as it does in every other world market. Canadian sales in 300 stores that include hyper markets are projected to reach \$24.3 billion, when Wall Mart will dwarf every other national retailer in Canada (food sales of Loblaw's, Canada's largest retailer, are currently \$11 billion).

- a) Explain in your own words Wall Mart's journey as a successful retailer from USA to European Markets.
- b) Mention the various marketing strategies adopted by Wall Mart in different countries to emerge as successful global competitor.

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

14

- a) Key drivers of Retailing in India
- b) Store Planning and Layout
- c) Segmentation of Rural Market.



3. Write short notes (**any two**) : **14**
- a) E-Rural market
 - b) Rural marketing mix
 - c) Challenges and opportunities in Retailing India.
4. Answer in short (**any two**) : **14**
- a) Define retailing. And explain important functions of retailing.
 - b) What is retail merchandising ? Explain process of retail merchandising.
 - c) Explain the concept of product life cycle in rural market.
5. Explain the application of Rural Marketing. Explain nature and characteristics of Rural Marketing also explain challenges and opportunities in rural marketing. **14**
6. Explain different types of retail formats and their evolution. **14**
7. Explain 4 As of rural marketing mix. Explain needs wants and life style of rural consumer. **14**
-



Seat No.	
----------	--

Set	P
-----	---

M.B.A. (Part – II) (Semester – IV) (CBCS) Examination, 2018
Group B : Financial Management (Paper – IV)
INVESTMENT MANAGEMENT

Day and Date : Monday, 3-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

1. Mr. Raj Sharma has prepared the following information regarding two investments under consideration. Which investment should be accepted ? 14

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

2. Write short notes (**any two**) : 14
- Investment Attributes
 - Capital Market Line
 - Types and Features of Bonds.
3. Write short notes (**any two**) : 14
- Elements of Risk
 - Meaning and Benefits of Portfolio
 - Security X has Beta of 0.75 while Security Y has a Beta of 1.45. Calculate expected return for the Securities, Assuming that the risk free rate is 5% and expected return of market is 14%.



4. Solve **any two** : **14**
- a) Explain various determinants of Personal income.
 - b) Explain Efficient Market Hypothesis.
 - c) Consider an 10 year bond, 12% coupon bond with par value of 1000. The required yield on this bond is 13%. Calculate value of bond.
The value of PVIFA at 13% for 10 Years = 5.426
The value of PVIF at 13% for 10 Years = 0.295.
5. Mr. Rahul Khot aged 30 years employed in a private sector organization, drawing annual salary of Rs. 2,40,000. He is residing in his own house along with his family members. His two daughters Riddhi and Siddhi are studying in 3rd standard and 1st standard in English medium school. Rahul's parents are also residing with him. His father retired from private company. Rahul's father has made time to time savings in the post office, which are going to mature now and it amounts Rs. 2,00,000. Rahul's father has handed over this amount to Rahul.
- Rahul's father has also purchased a open peace of land of 10,000 sq. Feet, 10 years before. Today market price of the open peace of land is Rs. 1,00,000.
- Rahul has invested Rs. 1,20,000 in the shares.
- You have been appointed as a investment advisor to Mr. Rahul Khot. You are required to suggest them various investment avenues to fulfill their objectives. **14**
6. Investment Management is done with fundamental, Economic, Industry, Company and Technical Analysis. Discuss. **14**
7. Explain the importance of credit rating. Describe the process of rating for manufacturing company and rating symbols for debentures. **14**
-



SLR-CL – 72

Seat No.	
-------------	--

Set	P
-----	----------

M.B.A. – II (Semester – IV) (CBCS) Examination, 2018
Group E – PRODUCTION AND MATERIALS MANAGEMENT (Paper – IV)
Quality Management

Day and Date : Monday, 3-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

1. Case : Super Technology.

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

Suman'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. Suman understands this logic of her customer. As part of the ISO 9000 certification process, the customer expects each of these key suppliers to become ISO 9000 certified. What little Suman knows about ISO 9000 certification is that this new requirement would pose enormous problems for Advanced Laser Technology which has only five employees including Suman and her engineer husband, how will Advanced Laser Technology Inc., be able to document all that it did ? It seems to be a catch 22 situation. If Suman and her husband divert their attention to document all 20 aspects of section 4 of ISO 9000 then the firm risks losing its competitive edge in this fast changing technological field. If ALT hires a consultant to help with this certification process, it risks diverting both management attention and critical cash resources to the certification process. As she reflects on this dilemma, Suman wonders "How does this add value to ALT ?"

P.T.O.

SLR-CL – 72



- 1) Analyse the case.
 - 2) Identify the problem.
 - 3) Evaluate alternatives.
 - 4) Select the best solution.
2. Short note (write **any two**) :
- a) Leadership for Quality.
 - b) Deming Management Philosophy.
 - c) Six Sigma.
3. Short note (write **any two**) :
- a) Quality Audit.
 - b) Total quality and safety.
 - c) Failure Analysts.
4. Short note (write **any two**)
- a) Balance between cost of quality and value of quality.
 - b) Cross functional teams.
 - c) Taguchi Loss Function.
5. How do you develop quality circle program ? What are its benefits ?
6. Describe the two techniques of SQC namely
- a) Statistical Process Control and.
 - b) Acceptance Sampling.
7. “Quality is the new competitive weapon”, Justify the statement. Explain how quality can be examined at different level by an organization.
-



Seat No.	
----------	--

**M.B.A. Part – II (Semester – IV) (CBCS) Examination, 2018
Group C : HUMAN RESOURCE MANAGEMENT (Paper – IV)
Performance Management and Compensation**

Day and Date : Tuesday, 4-12-2018

Max. Marks : 70

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

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

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

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

1. Case Study :

14

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

Analyze the above case; identify the problem; state alternatives and best solution by developing a performance appraisal method for workers and managers in the company.

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

14

- Advantages and Problems of Job Evaluation.
- Incentives for sales people.
- Welfare Recreational Facilities.



3. Write short notes on **(any two)** : **14**
 - a) Components of Remuneration.
 - b) Old Age Retirement Benefits.
 - c) Essential characteristics of effective appraisal system.
 4. Write short notes on **(any two)** : **14**
 - a) Advantages of Performance Management Process.
 - b) Non Quantitative methods of Job Evaluation.
 - c) Methods of valuation of HRA.
 5. Define and explain the essential features of Assessment Centre. Also explain in brief the process of designing Assessment Centre. **14**
 6. What are the prerequisites of effective Incentive System ? Explain in brief the individual employee incentives and recognition programs. **14**
 7. What are the needs of Performance Appraisal ? Explain the Behavioral and Result based appraisal methods in brief. **14**
-



SLR-CL – 74

Seat No.	
----------	--

Set	P
-----	---

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

Day and Date : Tuesday, 4-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

1. Case study :

14

“Mother Dairy” is the single largest brand of milk in Delhi, India as well as in Asia, marketing about 1.9 million litres of milk per day. Mother Dairy commands 40% market share in the organised sector in and around Delhi, primarily because of consistent quality and service whatever be the crisis – floods, transport strike, curfew etc. Mother Dairy, Patparganj, Delhi, is presently manufacturing and selling around 8.5 lakh litres of toned milk through bulk vending shops.

Mother Dairy is looking to take advantage of the opportunity which are in galore available for all milk manufactures. Mother Dairy – Delhi was set up in 1974 under the operation of flood programme. It is now a subsidiary company of National Dairy Development Board (NDDB). Mother Dairy sources its entire requirement of liquid milk from dairy cooperatives. Similarly, Mother Dairy sources fruits and vegetables from farmers /growers associations.

Mother Dairy also contributes to the cause of oil seeds grower cooperatives that manufacture/pack the Dhara range of edible oils by undertaking to nationally market all dhara products. Of the three A’s of marketing-availability, acceptability and affordability, Mother Dairy is already endowed with first two. Hence no efforts are needed to make it acceptable. Its availability is not a limitation either, because of the ample scope for increasing milk production, given the prevailing low yields from dairy cattle. It leaves the third vital marketing factor affordability. How to make milk affordable for the large majority with limited purchasing power ? That is essence of the challenge.

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

P.T.O.



2. Write short note (**any two**) : **14**
- 1) Urban Co-operative Banks.
 - 2) Fishery Cooperatives.
 - 3) NABARD.
3. Write short note (**any two**) : **14**
- 1) Problems of SSI.
 - 2) Opportunities and constraints in rural industrialization.
 - 3) Promotional measures for KVIC.
4. Write short note (**any two**) : **14**
- 1) Role of RBI in agriculture credit.
 - 2) Functions of Agro Processing Cooperatives.
 - 3) Causes and impact of fluctuations in agriculture prices.
5. Describe in detail Cooperative Sugar Industry in Maharashtra. **14**
6. What is rural industrialization ? Explain need, opportunities and constraints in rural industrialization. **14**
7. Explain in detail tabular and graphical approach of price determination. **14**
-



SLR-CL – 75

Seat No.	
----------	--

Set	P
-----	---

M.B.A. (Semester – IV) (CBCS) Examination, 2018
Paper – IV : SYSTEM MANAGEMENT SECURITY AND CONTROL
INFORMATION SYSTEM
(Group D)

Day and Date : Tuesday, 4-12-2018

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 and 7.
 - 3) **All** questions carry **equal** marks indicated in the **right** side of **each** question.

1. Analyze the following case study, identify problems, suggest alternatives and choose the best solution. 14

In 2004, Gartner, Inc. (Gartner) issued the first warning to organizations about the threats they faced from the portable devices carried by the employees.

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

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

P.T.O.



Corporate insiders could easily evade the ring of security. Statistics showed that internal security breaches were growing faster than the external security breaches; and it constituted almost half of the total security breaches in the organization.

However, there were some who argued that it was more of hype than a real threat. Though there was every possibility of the data getting stolen and used for malicious purposes, some experts opined that the threat had been over-publicized in the media.

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

2. Write short notes on **any two** of the following : **14**
 - a) Security Policy.
 - b) Secret Key encryption.
 - c) Virus Threats and Protection.

3. Answer **any two** of the following : **14**
 - a) Discuss the need for security and control in information systems.
 - b) Discuss in detail Access Control and types of access control.
 - c) Discuss meaning of malicious software and its threat to information system.

4. Answer **any two** of the following : **14**
 - a) Explain Logical Security in detail.
 - b) Discuss the applications of Message Digests.
 - c) Explain meaning of Authentication and discuss types of authentication in e-security.

5. Discuss in detail Security Audit along with security policy. Also discuss assurance and evaluation of a secure information system. **14**

6. Discuss the concept of Security of information resources along with different types of security risks. **14**

7. Discuss in detail cryptography and different types of cryptographic techniques. **14**



SLR-CL – 76

Seat No.	
----------	--

Set	P
-----	---

M.B.A. (Part – I) (Semester – IV) (CBCS) Examination, 2018
Group G – INTERNATIONAL BUSINESS
International Financial System and Markets (Paper – IV)

Day and Date : Tuesday, 4-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Total Marks : 70

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

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

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

1. Attempt the following case :

14

International monetary systems are sets of internationally agreed rules, conventions and supporting institutions, that facilitate international trade, cross border investment and generally the reallocation of capital between nation states. They provide means of payment acceptable buyers and sellers of different nationality, including deferred payment. To operate successfully, they need to inspire confidence, to provide sufficient liquidity for fluctuating levels of trade and to provide means by which global imbalances can be corrected. The systems can grow organically as the collective result of numerous individual agreements between international economic factors spread over several decades. Alternatively, they can arise from a single architectural vision as happened at Bretton Woods in 1944.

The International Monetary System, as we have today, has evolved over the course of centuries and defines the overall financial environment in which multinational corporation operates. The International Monetary System consists of elements such as laws, rules, agreements, institutions, mechanism and procedures which affects foreign exchange rate, balance of payments adjustment, international trade and capital flows. This system will continue to evolve in the future of international business and political environment of the

P.T.O.



world economy continues to change. The International Monetary System plays a crucial role in the financial management of a multinational business and economic and financial policies of each country.

With reference to above case answer the following questions :

- 1) Need and importance of International Finance Management. **3**
 - 2) Bretton Woods System. **3**
 - 3) Fixed and flexible exchange rate system. **6**
 - 4) Recent changes in global financial markets. **2**
 2. Write short notes on **(any two)** : **14**
 - a) Short run demand and supply theory.
 - b) Factors affecting exchange rate.
 - c) International Bond Market.
 3. Write short notes on **(any two)** : **14**
 - a) Purchasing power parity.
 - b) Supplier's credit.
 - c) International liquidity.
 4. Write short notes on **(any two)** : **14**
 - a) Issues in financial decision in MNC.
 - b) Interest rate parity.
 - c) Factoring.
 5. Explain the foreign exchange. Also explain in detail foreign exchange market activities. **14**
 6. Explain in detail various international capital and money market instruments. **14**
 7. Explain in detail BOP Crisis and problem of debt serving in developing country like India. **14**
-



SLR-CL – 77

Seat No.	
----------	--

Set	P
-----	----------

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

Day and Date : Wednesday, 5-12-2018

Max. Marks : 70

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

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

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

14

McDonald's in India

McDonald's began operations in India in 1996. The fast-food chain started making profits after it broke even in 2008. Reports suggest that McDonald's two subsidiaries in India, Connaught Plaza Restaurants based in New Delhi and Hard Castle Restaurants in based in Mumbai posted accumulated losses of Rs. 189.19 crore and Rs. 119 crore in fiscal 2008. A total of Rs. 211.41 crore of accumulated losses for fiscal 2008 for the company. India and China continue to be high-growth markets for McDonald's. The top management felt that McDonald's had achieved tremendous brand success in India and there was nothing extraordinary about accumulating losses and that McDonald's India was not a unique case as the company was making losses similarly in many other markets.

McDonald's menu is recognized world over for its affordability. A McDonald's store gets an average of 3,000 walk-ins every day in each of its 165 restaurants in India. Typically, a customer visits a McDonald's store twice. The key is to make that customer visit the McDonald's store a third time so that the existing store space and rent can be leveraged further. Earlier attempts by McDonald's to do so included adding breakfast to its menu, longer hours of service, setting up of kiosks etc. Even though breakfast was on its menu globally, it was on launched on a trial basis in India.

P.T.O.



However, McDonald's had a 'snack joint' tag in India. To overcome this McDonald's added a lunch and dinner menu. In September 2009, McDonald's announced reduction in prices by almost 25% for its lunch and dinner menus. Prices for its extra-value meals like McVeggie and McChicken were reduced to Rs. 85 and 95 respectively from Rs. 110 and 120 respectively. Typically a meal consists of burger, French fries and soft drinks. This strategy was surprising as it came at a time when food prices were increasing by the day. Cutting prices in such times did not make sense. But the management in India was convinced that tweaking the prices of its combo meal offering would help customers prefer McDonald's as a lunch and dining destination as well.

2. Write a short note on following (**any two**) : **14**
 - A) Pre-shipment documents
 - B) Mergers and Acquisition
 - C) Indo-Sri Lanka Free Trade Agreement.

 3. Write a short note on following (**any two**) : **14**
 - A) Factors influencing international pricing decisions
 - B) International channel structure
 - C) Licensing and Franchising.

 4. Write a short note on following (**any two**) : **14**
 - A) Foreign trade policy
 - B) Market segment selection
 - C) Global Market Segmentation

 5. What is product ? Explain in detail the international product life cycle. **14**

 6. State the term Export. Explain in detail the important steps in export procedure. **14**

 7. What is Global Marketing ? Describe in brief the Global Marketing Environment . **14**
-



Seat No.	
----------	--

Set	P
-----	----------

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

Day and Date : Thursday, 6-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

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

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

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

1. Case study :

14

Company planning to set up a project in USA involving initial investment of Rs. 10,00,000/- Scrap value 10%. Project also needs additional working capital of Rs. 1,00,000/-. Cost of capital 10%.

Present exchange rate 1\$ = Rs. 50/-. It is forecasted that Rupee likely to be depreciate by 5% by every year.

Following is the CFAT to be generated from the project in terms of Rupees :

Year	CFAT (Rs.)
1	3,00,000
2	3,50,000
3	2,50,000
4	3,00,000
5	2,00,000

Calculate PBP and NPV and PI both in terms of Rupees and Dollar and suggest whether the project should be accepted or not.

2. Write short notes on (any 2) :

14

- 1) Country risk analysis
- 2) Foreign direct investment
- 3) Buyer's credit.



3. Write short notes on (**any 2**) : **14**
- 1) NASDAQ
 - 2) FEDAI.
 - 3) Types of transaction in foreign exchange market.

4. Attempt (**any 2**) : **14**
- 1) The following quotes are given for spot, 1 month, 3 months and 6 months for \$ and GBP and \$ and SFr. Convert these into outright rates, which corresponding spread.

	Spot	1 Month	3 Months	6 Months
\$ and GBP	2.0015/30	19/17	26/22	42/35
\$ and SFr.	0.6965/70	7/9	11/16	24/38

- 2) Purchasing power parity theory
 - 3) International banking.
5. Given the following data :
- Spot rate : CAN \$ 1.317 per US \$
- 6 months forward = CAN \$ 1.2950 per US \$
- Annualized interest rate on US \$ = 10%
- Annualized interest rate on CAN \$ = 6%.
- Calculate the arbitrage gain possible from the above data. **14**
6. Explain in detail different types of foreign Exchange Risk. **14**
7. Explain the characteristics and scope of international business. **14**
-



SLR-CL – 79

Seat No.	
-------------	--

Set	P
-----	---

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

Day and Date : Thursday, 6-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

1. Case study :

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

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

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

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

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

P.T.O.



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

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

Analyse the case, identify problem, suggest alternatives and identify best alternative. 14

2. Write short notes on **(any two)** : 14
 - a) JIT System.
 - b) Kanban system.
 - c) Automation in Material handling system.

3. Write short notes on **(any two)** : 14
 - a) Control of Environmental Pollution.
 - b) Six Sigma.
 - c) Benchmarking.

4. Write short notes on **(any two)** : 14
 - a) Strategic Decisions in Manufacturing Management.
 - b) Supply Chain Management.
 - c) Role of IT in WCM.

5. What are the characteristic of World class manufacturing companies ? Discuss experiences of Indian World Class Manufacturers. 14

6. How Human Resource Management helps to add value in World Class Manufacturing ? 14

7. What is Total Productive maintenance ? What are the elements in it ? 14



Seat No.	
-------------	--

Set	P
-----	----------

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

Day and Date : Friday, 7-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

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

1. No. 1 case study :

14

Mr. Peter Donne an Indo-Malaysian established Shine Pharmacy Limited in Malaysia in 1991 to import and sell medicines. He had strategic alliance with Stop-n-Shop the existing department store in various cities in Malaysia. The Stop-n-Shop was in red during 2005 and the Shine Pharmacy Limited acquired the merchandise of the Stop-n-Shop and changed the name of the company to SPL Limited and currently runs the businesses of Stop-in-Shop and Shine Pharmacy as two portfolios.

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

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

Filipino employees have a strong feeling that they are also discriminated against Indian employees. In fact, they contribute the lions share of the profits



of the company as pharmacists and branch managers. Employees from other countries like India, New Zealand and Australia feel that salaries are not based nationality, but on the job and the significance of the duties.

Mr. Peter strategically employed people from various countries based on the cost of employees and skills available from various countries. However, the dissatisfaction among various ethnic groups of employees particularly Filipino and Malaysians has been mounting up. In Fact, the CEO of the company Mr. Peter adapts most modern techniques of human resource management like managing by walking around, employee empowerment, the CEO provides conducive environment that results in autonomy and freedom, open communication and open-book management. He alone meets with the employees of different ethnic groups and listens to their problems by taking them to nearby island resorts for a day or two. Management of the company is very much concerned about the strategies of the company and cultural variations, employee expectations, job levels and descriptions.

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

2. Write short notes on **(any two)** : **14**
 - a) Off-shoring
 - b) Kidnapping and Ransom Insurance
 - c) Knowledge and knowledge transfer.

3. Write short notes on **(any two)** : **14**
 - a) Diffusion of HR practices in MNCs
 - b) Steps in global pay system
 - c) HR managers global challenge.

4. Write short notes on **(any two)** : **14**
 - a) Cross-national variation in reward structure
 - b) Employee leasing and applicability
 - c) Terrorism – safety and global HR.

5. Explain international corporate social responsibility. What is its relation with human resource management. **14**

6. Explain in brief the different approaches of international staffing. **14**

7. What are the criteria for recruitment and selection in case of International Managers ? Comment on the gender and ethnicity in recruitment and selection. **14**



Seat No.	
-------------	--

Set	P
-----	----------

M.B.A. – II (Semester – IV) (CBCS) Examination, 2018
Group F : AGRICULTURE BUSINESS MANAGEMENT (Paper – V)
International Trade and Agriculture

Day and Date : Friday, 7-12-2018

Max. Marks : 70

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

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

1. Case Study.

14

Since independence, India has come a long way from being a food-deficit to a food surplus country. With its varied agro-climatic conditions and large production base, the country has become a leading exporter of fresh and processed food products. The Indian government is keen to promote exports of fresh and processed food products and in recent years, the government has come up with several reforms and schemes to support exports. The Indian government is also undertaking policies and schemes for supporting sustainable agriculture practices and is encouraging organic farming.

Despite these efforts, Indian exporters of agricultural products continue to face rejections and bans in key markets and most of these are related to non-compliance with food safety and health standards. Such non-compliance is because of several reasons including pest infestations, presence of chemical residues that are banned by the importing country's national food law, higher than maximum approved levels of chemical residue and food contamination due to germination of bacteria. Rejection and/or bans have not only led to loss of income for exporters, farmers and processors, but also loss of market to exporters from other developing countries who are able to meet the food safety and health standards of importing countries.

Indian farmers follow traditional farming methods and are less aware about international food safety and security standards. Despite producing a surplus food, exports are not increasing and leading to loss.

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



2. Write short note (**any two**) : **14**
- 1) Regional Integration and Economic Growth
 - 2) Strategies to boost export
 - 3) AGMARK.
3. Write short note (**any two**) : **14**
- 1) Functions of WTO
 - 2) IDA
 - 3) GATT.
4. Write short note (**any two**) : **14**
- 1) Multilateral Trade
 - 2) Transfer of technology
 - 3) Effects of tariff monopoly.
5. Discuss in detail SDR mechanism and its working. **14**
6. What do you mean by international trade ? Explain theory of comparative advantages with suitable examples. **14**
7. Write SWOT analysis for following commodities from export point of view :
- a) Pulses-Important crops like grams, moong, urid dal, etc.
 - b) Oil seeds important crops like soybean, mustard, ground nuts, linseed etc. **14**
-



SLR-CL – 82

Seat No.	
----------	--

Set	P
-----	---

M.B.A. (Semester – IV) (CBCS) Examination, 2018
SYSTEM MANAGEMENT : PROGRAMMING CONCEPTS AND ADVANCED EXCEL
Paper – Group D Paper – V

Day and Date : Friday, 7-12-2018
Time : 10.30 a.m. to 1.00 p.m.

Max. Marks : 70

- Instructions :**
- 1) Question No. 1 is **compulsory**.
 - 2) Solve **any two** questions from 2, 3, 4 and **any two** from 5, 6 and 7.
 - 3) **All** questions carry **equal** marks indicated in the **right** side of **each** question.

1. Draw flow chart for preparation of a salary sheet with following features : **14**
 - a) Computation of Basic Salary on the basis of Attendance Days.
 - b) Additions : HRA at 25% of Basic Salary, TA and DA at 20% each of the Salary.
 - c) Computation of Gross Salary with all the above additions.
 - d) Deductions : PF at 12% of Gross Salary, TDS at 20% of Gross Salary and Insurance at 2% of Basic Salary.
 - e) Deduct Profession Tax in Slabs : 'Nil' for Basic Salary less than Rs. 5,000/-, Rs. 1,000/- for Basic Salary between Rs. 5,000/- to Rs. 15,000/-, Rs. 2,000/- for Basic Salary between Rs. 15,000/- to 30,000/- and Rs. 3,000/- for Basic Salary above Rs. 30,000/-.
 - f) Compute Net Payment by deducting deductions from Gross Salary.
2. Answer **any two** of the following : **14**
 - a) Discuss different types of looping constructs in programming.
 - b) What are Recursive Functions ? Explain its advantages in programming.
 - c) Differentiate between BREAK and CONTINUE statements during loop execution.

P.T.O.



3. Answer **any two** of the following : **14**
- a) Define function; discuss the purpose of function and use of RETURN statement in a function.
 - b) Discuss the GOAL SEEK feature in Microsoft Excel.
 - c) What is a flowchart ? Discuss the symbols and their meaning in flowchart.
4. Answer **any two** of the following : **14**
- a) Discuss logical operators in programming.
 - b) Write a note on Multi dimensional Arrays.
 - c) Discuss in detail PIVOT TABLES in Excel.
5. Describe various types of functions viz. Inbuilt, user defined, recursive, with parameters, without parameters. Explain the difference between with parameter and without parameter functions. **14**
6. Write an algorithm to display result of student as 'Distinction' (>75%), 'Frist Class' (65 – 75%), 'Second Class' (50 – 65%), 'Pass Class' (40 – 50%) and 'Fail' (<40%) for percentage score given as input. **14**
7. What is Object Oriented programming ? Discuss the basic features of Object Oriented programming. **14**
-



Seat No.	
-------------	--

Set	P
-----	----------

M.B.A. – II (Semester – IV) (CBCS) Examination, 2018
Group G : INTERNATIONAL BUSINESS (Paper – V)
International Logistics

Day and Date : Friday, 7-12-2018

Max. Marks : 70

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

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

JOHN DEERE

Deere and Company (brand name John Deere) is well known for the manufacture and supply of machinery used in agriculture, construction and forestry, as well as diesel engines and lawn care equipment. In 2014, Deere and Company was listed 80th in the Fortune 500 America's ranking and in 2013 was 307th in the Fortune Global 500 ranking. Deere and company has a complex product range, which includes a mix of heavy machinery for the consumer market and industrial equipment which is made to order. Retail activity is extremely seasonal, with the majority of sales made between March and July.

The company was replenishing dealers inventory on a weekly basis, by direct shipment and cross-docking operations, from source warehouses located near Deere and Company's manufacturing facilities. This operation was proving too costly and too slow, so the company embarked on an initiative to achieve a 10% supply chain cost reduction over a four-year period. The company undertook a supply chain network redesign program, resulting in the commissioning of intermediate "merge centers" and optimization of cross-dock terminal locations. Deere and Company also began consolidating shipments and using break-bulk terminals during the seasonal peak. The company also increased its use of third party logistics providers and effectively created a network which could be tactically optimized at any given point in time.

Deere and Company's supply chain cost management achievements included inventory reduction of \$1 billion, a significant reduction in customer delivery lead times (from ten days to five or less) and annual transportation cost savings of around 5%.



2. Write a short note on following **(any two)** : **14**
- A) Building Strategic Partnership and Trust In Supply Chain.
 - B) Symptoms of poor Inventory Management.
 - C) Concept and need of outsourcing.
3. Write a short note on following **(any two)** : **14**
- A) Service driven logistics systems.
 - B) IT in Supply Chain Management.
 - C) Future trends in logistics.
4. Write a short note on following **(any two)** : **14**
- A) Performance measurement and evaluation in global supply chains.
 - B) International shipping - characteristics and structure.
 - C) 3 PL and 4 PL service providers.
5. State Impediments to improve Performance and explain in brief Performance measurement and evaluation in global supply chains. **14**
6. What are warehousing location strategies ? Explain the Objectives and functions of warehousing. **14**
7. Explain the term global transportation and its various modes in global logistics. **14**
-