



**M.M.S. / M.B.S. (Semester – I) Examination, 2010**  
**(New) (2008 Pattern)**  
**103 A : MARKETING MANAGEMENT SPECIALIZATION**  
**Services Marketing and Brand Management**

Time : 3 Hours

Max. Marks : 70

*Note : 1) All questions carry **equal** marks.  
2) Solve **any five** questions.*

1. Discuss the concept, merits and demerits of **14**
  - a) Co-branding
  - b) Celebrity endorsement
2. a) Explain the difference between product and brand. **7**  
b) Discuss the concept of 'Brand Image' and 'Brand Personality' with the help of suitable examples. **7**
3. What do you understand by a term 'Brand Positioning' ? Suggest the positioning strategy for **6**
  - a) New mobile handset
  - b) Row houses schemes in outskirts of the city. **8**
4. Illustrate the characteristic features of services in detail. Also discuss the challenges in services marketing due to the unique features of services. **14**
5. "Service quality is a vital issue in Services Marketing" - Comment. Explain the PZB gaps model in detail. **14**
6. Explain the Marketing Mix for services. Discuss in detail the role of additional P's in Services Marketing. **14**
7. Write short notes on **(any two)** : **(7 each)**
  - a) Brand Tracking
  - b) Goods-services continuum
  - c) Handling customers complaints.



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**M.M.S./M.B.S. (Semester – I) Examination, 2010**  
**103 C COMPUTER SPL.**  
**(New) (2008 Pattern)**  
**Software Engineering**

Time : 3 Hours

Max. Marks : 70

*Note : Q. No. 1 and 6 are compulsory. Solve any two from remaining.*

1. Ram Motors Ltd. processes the material against the requisition received from stores. Purchase department prepares a PO and sends a copy of its stores for ready reference.  
Stores department receives the material from vendor and prepares GRN. Inspection department records accepted and rejected quantity of an item in the same. Store clerk updates the stocks of items for the accepted quantity mentioned in GRN. **20**  
A) Draw Context and 1<sup>st</sup> level DFD. **15**  
B) Modern college of commerce has decided to computerize its admission programme for FY, SY and TY B.Com. classes. Draw ER Diagram. **5**
2. Explain in details JAD and RAD models for software development. **15**
3. Explain various activities in requirements determinations. **15**
4. Explain various types of maintenance. How will you calculate maintenance cost ? **15**
5. Design Fixed Deposit Receipt and FD Register format for a bank. **15**
6. Write short notes on **any two** : **20**
  - a) Role of documentation in maintenance
  - b) Legacy systems
  - c) Reverse engineering.



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**M.M.S./M.B.S. (Semester – II) Examination, 2010**  
**COMPUTER SPECIALIZATION**  
**202-C : Business Application (New)**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

*Instructions : 1) Attempt **any seven** questions.*

*2) All question carry **equal** marks.*

1. Explain material requirement planning in detail. Also explain explosion of bill of material. **10**
2. Explain various modules of ERP. How implementation of ERP is done ? **10**
3. Explain employee recruitment procedure in detail. Also explain various documents prepared. **10**
4. Explain supply chain management in detail. **10**
5. Explain procedure of handling customers complaints in service organization. **10**
6. Explain various steps of preparing trial balance. **10**
7. What is capacity planning ? How it is done ? **10**
8. Write short note on **any two** : **10**
  - a) Downtime analysis
  - b) Stock costing methods
  - c) Logistics management
  - d) Accounts receivable.



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**M.M.S./M.B.S. (Semester – II) Examination, 2010**  
**Marketing Spl.**

**203 A : MARKETING STRATEGY AND RELATIONSHIP MARKETING**  
**(New) (2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

*Instructions : i) All questions are compulsory.*

*ii) Figures to the **right** indicate **maximum** marks.*

*iii) Logical reasoning, justifying your answers and relevant examples will carry more marks.*

1. A company which is operating in the 'Pharmaceutical field' for the last 5 years wants to diversify in the 'Processed Food Field'. The company is technologically competent to undertake production of food processed items. As their Marketing Consultant, advise the company to formulate appropriate marketing strategies so as to achieve competitive advantage in the processed food market. Also offer consultancy to the company to enable them to develop, maintain and enhance sustainable relationship with the customers in the market. **20**
2. Write short notes on **any four** : **20**
  - a) Life Time Customer Value
  - b) Corporate Vision and Mission
  - c) Role of IT in Relationship Marketing
  - d) Niche Markets
  - e) Monitoring of customer satisfaction
  - f) Importance of database marketing.
3. "Healthy relationship and interaction is the key of successful marketing". Explain the statement with suitable examples. **15**

OR

Discuss the 'Paradigm shift' from transactional marketing approach to 'Relationship marketing' Philosophy.

**15**

P.T.O.



4. Explain how would you convert “planned innovation’ into development and commercialization of a ‘New Product’ at the market place speedily. Make and state your assumptions clearly. Explain with relevant example and the stages involved.

15

OR

What strategies are appropriate at each stage of the Product Life Cycle ? Discuss with examples.

15

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**M.M.S./M.B.S. (Semester – I) Examination, 2010**  
**Finance Specilization**  
**103 B :MERCHANT BANKING AND FINANCIAL SERVICES**  
**(Old Syllabus) (2005 Pattern)**

Time : 3 Hours

Max. Marks : 70

***Instructions :*** 1) Attempt ***any five*** questions.  
2) ***All*** questions carry ***equal*** marks.

1. Define mutual funds. State its features, advantages and limitations.
2. Explain various instruments that are traded in capital market.
3. What is scripless trading ? State its modus operandi in stock market.
4. What is the functions of stock exchanges in India ? State the Role of SEBI as a Regulator.
5. Explain various instruments that are traded in money market.
6. Write short notes on (**any 2**) :
  - 1) Securitisation of Debts
  - 2) Role of Depositories
  - 3) Kinds of Mutual fund.



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**M.M.S / M.B.S (Semster – I) Examination, 2010**  
**Human Resource Management Specialisation (Old)**  
**103 E: ORGANIZATIONAL DEVELOPMENT**  
**[2005 Pattern]**

Time : 3 Hours

Marks : 60

*Note : 1) Attempt **any four** questions.*  
*2) All questions carry **equal** marks.*

1. Explain the objectives of distinguishing characteristics of OD. Discuss the OD model with help of a diagram.
2. What is organisational change ? Why such a change becomes necessary in organisation ? Why do people resist change ?
3. Explain in detail the process of organisation Development, Discuss Six - Box Model in brief.
4. What is team interrention ? Elaborate on “third party” and “structural interventions”.
5. Explain the role of change Agent (OD - consultant) in OD Intervention.
6. Write short notes (**any two**)
  - 1) Quality of work life
  - 2) Action Research
  - 3) Gesalt approach
  - 4) Parallel learning structure.

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B/I/10/130



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**M.M.S./M.B.S. (Semester – II) Examination, 2010**  
**Finance Specialization**  
**202 B : INTERNATIONAL FINANCE**  
**(New) (2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

**Instructions :** 1) *Q. 1 is compulsory. From Q. 2 to 9 attempt any two questions from Section – I and any two questions from Section – II.*

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

3) *Use of Non-programmable calculator is **allowed**.*

**SECTION – I**

1. Explain the drivers of globalization. **10**
2. What is Risk ? Describe in detail the measurement of operational risk. **15**
3. Enumerate the different sources of International Finance. **15**
4. Explain the concept of interest rate parity. Describe a method for testing whether interest rate parity exists. **15**
5. Write notes on the following : **15**
  - a) Role of World Bank.
  - b) Buyers credit
  - c) Impact of Euro currency.

**SECTION – II**

6. a) Write a note on 'Internal hedging tools'. **8**
  - b) What is direct and indirect quote ? If direct quote is Rs. 45/US \$, how can this exchange rate be presented under indirect quote ? **7**

**P.T.O.**





7. a) Write a note on 'SEZs'. 8
- b) What do you mean by Fisher effect ? If real interest rate is 5% and the inflation rate is 8% , what would be the nominal interest rate ? 7
8. a) Explain in detail, the emerging importance of Indian rupee. 8
- b) The value of rupee vis-a-vis US dollar for the first nine days of January 2008 is respectively as follows : 7
- Rs. 45.11, 45.10, 45.15, 45.15, 45.10, 45.30, 45.39, 45.50 and 45.41.
- Find a forecast of the exchange rate for the 10<sup>th</sup> day.
9. Write short notes on **any three** : 15
- a) Accounting for Investments in shares of foreign companies.
- b) Impact of WTO on international business.
- c) Federal Bank
- d) Forex Markets
- e) Fixed exchange rate system (Merits).
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**M.M.S./ M.B.S. (Semester – II) Examination, 2010**  
**PRODUCTION AND MATERIAL SPECIALIZATION**  
**203 – D : Modelling Techniques and Operations Management**  
**(2008 Pattern) (New)**

Time : 3 Hours

Max. Marks : 70

*Note : i) Answer **any five** questions.  
ii) Use of calculator is **allowed**.  
iii) Maximum marks are indicated against **each** question.*

1. “The best quantitative analysis models are the ones that are more elaborate and complex mathematically”. Discuss the statement in context of decision making in operations management. **14**

2. Find the optimum solution of the following Linear programming problem using Simplex method :

$$\text{Minimize } Z = 600X + 500Y$$

Subject to the constraints

$$2X + Y \geq 80$$

$$X + 2Y \geq 60$$

$$\text{and } X, Y \geq 0$$

**14**

3. An engineering company manufacturing compressors is experiencing huge demand for its products. Customers orders are not being executed in time incidences of delays in delivery, short supply are increasing. The management is considering three courses of action.
- a) Increase outsourcing
  - b) Start overtime
  - c) Construct new facility.

**P.T.O.**



The correct choice depends largely upon future demand which may be Low, Medium or High. The management ranks the respective probabilities as 0.20, 0.50 and 0.30. Effect on profit for different courses of action is given in the table below.

In Rs. Millions				
Courses of action				
Demand	Probability	$S_1$	$S_2$	$S_3$
		(Out sourcing)	(Overtime)	(Construct facilities)
Low	0.20	10	-20	-140
Medium	0.50	50	60	30
High	0.30	40	80	180

a) Draw a decision tree for the problem

b) On the basis of decision tree analysis, suggest preferred course of action. **14**

4. a) Determine the optimal sequence of jobs and idleness of each machine based on following information on time for five jobs to be processed on three machines :

Processing Time in hours					
Jobs	A	B	C	D	E
Machine I	8	10	6	7	11
Machine II	5	6	2	3	4
Machine III	4	9	8	6	5

All the five jobs are processed on three machines in sequence of Machine I first and then through Machine II and lastly through Machine III.

**10**

- b) Explain meaning and significance of priority sequencing rules.

**4**



5. a) In a store, service time for 100 arrivals gave the following service time frequency distribution :

<b>Service Time in minutes</b>	2	4	6	8	10
<b>Frequency</b>	10	25	30	25	10

Using Monte Carls method, simulate a sample of 10 arrivals and calculate average service time, use the following random numbers.

16384, 49557, 17977, 87421, 84483, 22442, 54524, 37934, 35276, 26792. **10**

- b) Explain the concept of Dynamic programming. **4**
6. Describe how an organization can create IT as competitive advantage. **14**
7. Describe salient features of project planning/ scheduling software like MS project or PRIMA VERA of any version. **14**
8. a) Explain the concept of design of experiments and state its application in operations management. **6**
- b) Discuss major prerequisites for effective implementation of ERP system in an organization. **8**
9. Discuss in detail role of IT in layout and design. **14**



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**M.M.S./M.B.S. (Semester – I) Examination, 2010  
(2005 Pattern) (Old)**

**Marketing Management Spl.**

**103 A : SERVICES MARKETING AND BRAND MANAGEMENT**

Time : 3 Hours

Max. Marks : 60

*Note : 1) All questions carry equal marks.*

*2) Solve any four questions. (15 marks each)*

1. Explain the difference between goods and services. Also discuss various bases for classification of services.
2. Explain the concept 'Brand Positioning'. Give examples of over positioning, underpositioning and wrong positioning.
3. "Service quality is a critical issue in Services Marketing". Give your views. Also explain any one service quality model.
4. Discuss the difference between commodities and brands. Also explain merits and demerits of branding.
5. Define segmentation of services. Suggest suitable bases for segmentation of :
  - a) Travel Services
  - b) Health services.
6. Write short notes on (**any 3**) :
  - a) Role of Relationship Marketing
  - b) Brand Personality
  - c) Four I's of services
  - d) Significance of Physical Evidence in Services Marketing.



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**M.M.S./M.B.S. (Semester – I) Examination, 2010**  
**103 C : COMPUTER SPECIALIZATION – SOFTWARE ENGINEERING**  
**(Old) (2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

- N.B. :** 1) *Question 1 must be answered.*  
2) *Attempt **any 4** from remaining.*  
3) *Draw **neat** diagrams, **wherever** necessary.*  
4) *State assumptions, if **any**.*

1. University examination department receives the candidate registration forms from various approved institutes. The examination process is to be computerized. Design the data entry screen to enter the following details :

Name and address of candidate

Course details

Semester and Subject details

Institute details

Examination fee

Examination center

Design normalized files layouts, required to process these forms. Also describe the data validation, in brief.

**20**

2. A purchase department receives material indent from stores. Based on the requirement received and stock-in-hand, the purchase department places a purchase order on a short-listed vendor. The stores department prepares GRN (Goods Receipt Note) for the material received. A copy of the GRN is sent to purchase department for further processing. Purchase department forwards the vendor bill and GRN to accounts department for payment. As a systems analyst, draw  
1<sup>st</sup> level physical DFD  
E-R diagram.

**10**

**P.T.O.**



3. Design a questionnaire to collect the details on the Diwali festival celebrated in Maharashtra. **10**
4. Explain, with example, how CASE tool is used to design Database. **10**
5. Design employee's salary pay-slip form. Assume 4 earnings and 4 deductions. **10**
6. Write short notes (**any 2**) : **10**
  - Role systems analyst in SDLC
  - Decision table and decision tree
  - Feasibility study.



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**M.M.S./M.B.S. (Semester – II) Examination, 2010**  
**COMPUTER SPECIALIZATION**  
**203-C : OOD Concept and Basic Java (New) (2008 Pattern)**

Time : 3 Hours

Total Marks : 70

*Note : Question 1 is compulsory. Solve any five out of remaining.*

1. Solve the following (**any five**) :

**15**

```
1) class SmallBrain {  
    }  
final class Dinosaur {  
    int i = 7;  
    int j = 1;  
    SmallBrain x = new SmallBrain();  
    void f() {  
    }  
}  
public class Jurassic {  
    public static void main(String[] args) {  
        Dinosaur n = new Dinosaur ();  
        n.f();  
        n.i = 40;  
        n.j++;  
    }  
}
```

**P.T.O.**





```
2) class Game {
    Game(int i) {
        System.out.println("Game constructor");
    }
}
class BoardGame extends Game {
    BoardGame(int i) {
        super(i);
        System.out.println("BoardGame constructor");
    }
}
public class Chess extends BoardGame {
    Chess() {
        super(11);
        System.out.println("Chess constructor");
    }
    public static void main(String[] args) {
        Chess x = new Chess();
    }
}
```

```
3) public class OverLoading {
    public int try_Over(int a , int b)
    { }
    //add here
}
```

Which of the following overloaded methods would be legal, if added at //add here ?

- 1) public float try\_Over(float a, float b) { }
- 2) public int try\_Over(int a, int b) { }
- 3) public int try\_Over(int a, int b, int c) { }



- 4) Trace the output for following java code.

```
import java.util.*;
public class question
{
    public static void main(String args[])
    {
        Vector v=new Vector ();
        v.add(new Integer(1));
        v.add(new Integer("2"));
        v.add(new Float(1.5d));
        v.add(v.elementAt(1));
        v.setElementAt(v.elementAt(2),0);
        System.out.println(v);
    }
}
```

- 5) Trace the output for following java code.

```
if("STRING".toUpperCase() == "STRING")
    System.out.println("Equal");
else
    System.out.println("Not Equal");
```

- 6) What is the result of executing following java class ?

```
import java.awt.*;
public class FrameTest extends Frame
{
    public FrameTest( )
    {
        add(new Button("First"));
        add(new Button("Second"));
        add(new Button("Third"));
        pack();
        setVisible(true);
    }
    public static void main(String args[])
    {
        new Frame Test();
    }
}
```

- B) What is Applet Life Cycle ?



2. Create an abstract class shape and also create Point, Circle and Cylinder hierarchy. Display the area of figures using polymorphism. **10**
3. In an Applet take two list boxes, transfer selected items from one listbox into another listbox when user will click on button. **10**
4. Create 3 scrollbars for red green, blue and display them in a frame. The background color of the frame should change according to the value selected in the scrollbar. (Use AWT). **10**
5. Take a input from user for login id and password if doesn't match throw invalid password exception. **10**
6. Write an application to generate following threads : **10**
  - 1) To generate 5 terms of Fibonacci series
  - 2) Display message "hello" 4 times.
7. Write short notes on (**any two**) : **10**
  - 1) Dynamic Method Dispatch
  - 2) Package
  - 3) Abstract class
  - 4) Reader and Writer.



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**M.M.S./M.B.S. (Semester – II) Examination, 2010**  
**MARKETING MANAGEMENT SPL.**  
**203 A : Marketing Strategy and Social Marketing**  
**(Old) (2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

*Note :* 1) Attempt **any four** questions.  
2) **All** questions carry **equal** marks.  
3) Quote suitable examples **wherever** possible.

1. Explain the concept of 'Marketing Strategy'. Elaborate various steps in designing Marketing Strategy.
  2. Explain various bases of segmentation for 'consumer goods'.
  3. Explain the importance and features of 'SWOT' Analysis.
  4. Distinguish the features of 'Rural Marketing' and 'Urban Marketing'.
  5. Explain various considerations in developing distribution strategy.
  6. "Rural Indian Markets offer immense potential for most of the consumer goods companies". Critically comment on the statement with suitable examples.
  7. Write short notes (**any 3**) :
    - i) Competitive advantage
    - ii) Maturity phase of PLC
    - iii) Packaging as a strategic element
    - iv) Social advertising.
-



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**M.M.S./M.B.S. (Semester – II) Examination, 2010**  
**203-C : COMPUTER SPECIALIZATION (Old)**  
**OOD Concepts and Basic Java**  
**(2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

*Note : 1) Question 1 is compulsory.*  
*2) Solve any four from remaining.*

1. A) Solve the following : **10**
  - 1) What is thread synchronization ?
  - 2) What is garbage collection ?
  - 3) Explain java is object oriented language.
  - 4) Give any four methods of String Buffer class.
  - 5) Write code to make 4 columns and 3 rows on a Panel.
- B) Differentiate between : **10**
  - a) Class and Interface
  - b) Final and abstract.
2. Write an applet application to display names of colours in a list box. When user selects particular colour, change the back colour accordingly ? **10**
3. Write an application to create following threads : **10**
  - To print sum of first 50 natural numbers (1, 3, 6, 10 ...)
  - To print first 100 even numbers.

P.T.O.



4. Define an exception NoMatchFound that is thrown when a string is not equal to 'MMS'. Write program that uses this exception. **10**
  5. Define interface circleDetails with variable pi and methods findArea(), findDiameter(), findCircumference(). Implement the interface in a class and show the functionality. **10**
  6. Write short notes (**any two**) : **10**
    - 1) Thread life cycle
    - 2) Adapter classes
    - 3) try-catch-finally.
-



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**M.M.S./M.B.S. (Semester – I) Examination, 2010**  
**101 : INTERNATIONAL BUSINESS MANAGEMENT**  
**(2008 Pattern) (New)**

Time : 3 Hours

Max. Marks : 70

**Instructions** : 1) Attempt **any three** questions from Section – I. **Each** question from Section – I carries **15** marks.  
2) Section – II is **compulsory** and carries **25** marks.

**SECTION – I**

1. Discuss following theories of international trade :
  - a) Ricardo's theory
  - b) Ohlin and Heckler's theory.
2. Explain the concept of country risk analysis. Discuss political risk and socio-economic risk and management of these risks.
3. Discuss the objectives as well as functions of W.T.O. Explain TRIP, TRIMS and GATS.
4. Explain all the modes of payment used in international business. Discuss various types of L/Cs.
5. Write short notes on **any three** :
  - a) Global sourcing
  - b) Market entry strategies
  - c) Balance of payment vs. balance of trade
  - d) Trade blocs vs. trade blocks
  - e) Multi-national enterprise.

**P.T.O.**



## SECTION – II

## 6. Case Study :

**Dumping on trade complaints :**

One of the biggest problems in international trade is the ability of domestic producers to lobby their home governments to erect barriers to trade. In the past, the textile, apparel, and shoe industries were able to obtain protection from cheaper imports through tariffs, quotas, and special measures. Now multilateral trade agreements under the GATT and WTO (and also regional and bilateral agreements such as NAFTA and the emerging Asian Pacific Economic Cooperation forum) outlaw such blatant instruments of protection. However, these agreements have been replaced by more subtle ones.

Prominent as a new type of protectionist device is the use of “unfair trade laws”, especially antidumping (AD) and countervailing duty actions (CVD). The economic logic of AD and CVD makes some sense. It is unfair for a foreign producer to “dump” a product in your country below its price in the home country, or below the cost of producing it. Similarly, subsidized foreign products should be offset by a countervailing duty of equivalent effect.

The problem, however, lies with the administration of the trade laws, which is subject to political lobbying.

A variety of studies have found that the bureaucrats who administer AD and CVD laws are subject to capture by the home industries, who then use AD and CVD cases as harassment tools against often economically efficient foreign rival producers. For example, Rugman and Anderson (1987) found that the US administration of AD and CVD was used in a biased manner against Canadian producers, especially in resource-based industries such as soft-wood lumber, fishing, and agriculture. Thus in the Canadian-US Free Trade Agreement of 1989, and again in NAFTA, five-person binational panels of trade law experts were set up to review the decision of the US (and Canadian) trade law agencies.





In a subsequent study, Rugman and Anderson (1997) found that these binational panels were able to remand back (i.e., successfully challenge) the decision of the US agencies twice as often in cases involving Canada as in AD and CVD cases involving the rest of the world. In related work it has been found that the EU is just as bad as the US in that the EU brings in questionable AD measures, especially against Asian countries. Indeed, one of the unresolved problems is how smaller countries can secure access to the protected markets of triad economies such as the US and the EU. In Japan's case there are similar arguments (including those from its triad rivals) that there are entry barriers in place preventing market access.

Questions :

- 1) Why are anti-dumping and countervailing duty measures brought and imposed ?
- 2) What is the impact on a firm from a non-triad country if it faces an AD or CVD case in its major market ?
- 3) What is the solution to the abusive use of AD and CVD measures by triad economies ?



**M.M.S./M.B.S. (Semester – I) Examination, 2010**  
**102 : BUSINESS POLICY AND STRATEGIC MANAGEMENT**  
**(2008 Pattern) (New)**

Time : 3 Hours

Max. Marks : 70

**Instructions :** i) Attempt **any three** questions from Q. 1 to 5.  
ii) Questions 1 to 5 carry **16 marks each**.  
iii) Question 6 is **compulsory** and it carries **22 marks**.  
iv) Clarity and logical reasoning, justifying your answers will be given more weightage.

1. Why is strategy evaluation and control important to organizations ? Explain with suitable examples.
2. Define mission. What are the characteristics of a good mission statement ? What problems can an imprecise and unclear mission statement create for an organization ?
3. What information does an ETOP contain ? How is a summary of ETOP prepared ? Give example.
4. Explain McKinsey's 7-S frame work with reference to IT company of your choice.
5. Write short notes on **any two** :
  - a) Diversification strategies
  - b) Key success factors in E-Commerce
  - c) Corporate culture
  - d) BCG matrices.
6. Case Study (**Compulsory Question**)

Read the case carefully. Systematic analysis of the case and logical reasoning, justifying your solutions will carry more weightage.

**Corporate Culture Changes at Warner Hindustan-Parke Davis**

This case offers an insight into the post-merger cultural adaptation which takes place inside two entities where the merger apparently did not work.



In September 1988, Warner Hindustan was merged with Parke Davis – both offshoots of the same parent, Warner Lamber Company of the US. Parke Davis had a single location at Mumbai, and Warner Hindustan was multilocal. The vagaries of the oppressive Drug Price Control Order (DPCO), the fact that both the companies belonged to the pharmaceutical industry, and the potential of realising synergies had led to the merger. The objectives to forge an alliance were: creating a scope for growth, building complementarity in product portfolio, and leveraging their brandpower.

The two companies had very contrasting cultures. Parke Davis was a people driven company which practised participative and democratic values. It was basically a positively-oriented conservative company. Here employees had interpersonal relationship based on trust and respect of each other. On the other hand, Warner Hindustan had a task-oriented culture. There was a high level of cost-and profit consciousness, and a controlled, formal, and documented work culture. Risk-taking by managers was encouraged.

After the merger, the management focussed on the rationalising of facilities/resources, structuring departments, and allocating designations. However, no attention was paid to the two different sets of operating rules being followed in one post-merger company.

After the merger there was a continuous clash in the culture and working system for a long time, as if two separate companies were working under the same roof. The average employee felt alienated and insecure. It also led to the formation of cliques. After four years, in 1992, when conflicts manifested themselves in the form of work-stoppage and low productivity, the top management of the company got together and created a new vision and mission statement for the company. The purpose was to create a common set of goals for the employees of both the companies.

Though the efforts to resolve the problems had been taken, still differences were evident from the departure of several top managers. The process of cultural integration had apparently not succeeded.

- 1) Discuss the manner in which merger of the two entities took place. Analyse the case and find out the reasons as to why the process of cultural integration had not succeeded ? Justify your answer.
- 2) What strategy you would have suggested to merger of the two entities successfully ? Justify your suggestion.



**M.M.S./M.B.S. (Semester – I) Examination, 2010**  
**103 D : QUALITY MANAGEMENT (2008 Pattern) (New)**  
**[Operation and Materials Management Specialisation]**

Time : 3 Hours

Max. Marks : 70

*Note : 1) Attempt **any five** questions.  
2) **All** questions carry **equal** marks.*

1. Describe the criteria for Malcom Baldrige National quality award.
2. Explain **any two** of the following contributions in the field of quality :
  - a) Juran's Quality Trilogy
  - b) Deming's System of Profound Knowledge
  - c) Crosby's Five absolute of Quality Management.
3. Describe steps of customer driven quality cycle with an example.
4. What are risks involved in sampling plan ? How does O.C. curve reduces these risks ? Explain.
5. Eight pieces of cloths of 2 m×2 m size produced out of special woollen fibre were closely studied for foreign thread (i.e. defects). The results of the study are as under :

Sl. No. of cloth piece	1	2	3	4	5	6	7	8
No. of foreign threads	12	6	8	4	10	8	9	15

Construct a suitable control chart for the above data and state whether process is in control.

6. Discuss in detail influence of leadership and organisation culture on quality.

**P.T.O.**



7. Explain concept and application with an example of **any two** of the following :

- a) Ishikawa Diagram
- b) Nominal Group Technique
- c) Pareto Analysis.

8. Write a notes on **any two** of the following :

- a) Quality Audit
- b) Quality and competitive advantage
- c) Elements of TQM.

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**M.M.S./M.B.S. (Semester – I) Examination, 2010**  
**HRM Specialisation**  
**103 E – ORGANISATIONAL DEVELOPMENT**  
**(New 2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

**Instructions :** 1) Attempt *any five* questions.  
2) *All* questions carry **equal** marks.

1. Discuss the concept of Organisation Development. What should be the values and assumptions in the task of OD ?
2. Discuss the exercise of Organization Development with reference to the following aspects :
  - a) Models of Change Management.
  - b) Parallel learning structure.
3. What is diagnosis in OD ? Explain the importance of correct diagnosis in the success of OD.
4. State any three types of OD interventions with examples of any organization that you have come across.
5. What are the essential factors for effective teams and discuss stages of team development.
6. What is structural intervention ? Explain how work redesign theory can enhance motivation and performance through redesigning jobs.
7. Write short notes (**any two**) :
  - 1) Six Box Model
  - 2) 7's Framework
  - 3) Quality of worklife
  - 4) Role of OD consultant.



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**M.M.S./M.B.S. (Semester – I) Examination, 2010**  
**101 : INTERNATIONAL BUSINESS MANAGEMENT**  
**(2005 Pattern) (Old)**

Time: 3 Hours

Max. Marks: 60

**Instructions :** 1) Attempt **any three** questions from Section – I. Each question from Section – I carries **15** marks.  
2) Section – II is **compulsory** and carries **15** marks.

**SECTION – I**

1. Explain the concept of globalisation. Discuss the forces behind globalisation and stages of globalisation.
2. Explain various international market entry strategies, along with their merits and demerits.
3. What are multi-national enterprises ? Explain their advantages and disadvantages from the point of view of host country.
4. Compare the functions as well as objectives of GATT, WTO, World Bank, ADB and IMF.
5. Write short notes on **any three** :
  - a) Impact of global sourcing on Indian industry.
  - b) Exim/Foreign Trade Policy 2009-2014.
  - c) Country risk analysis.
  - d) Trade barriers.
  - e) Ricardo's theory of international trade.

**P.T.O.**



## SECTION – II

## 6. Case study :

**Whose Basmati Is It ?**

Basmati is an aromatic rice grown in Northern India and Pakistan.

In September 1997, Rice Tec, a small food technology company based in Texas, United States, was granted a patent by the US patent office to call an aromatic rice variety developed in USA Basmati. India challenged the case, arguing that Basmati is a unique aromatic rice grown in Northern India and not a name Rice Tec could claim. In fact only inventions can be patented. Consequently, the US patent office accepted India's basic position, and Rice Tec had to drop 15 of the 20 claims that it has made. Of the remaining claims, Rice Tec managed to evolve three new varieties of rice for which it got a patent from United States Patent and Trademarks Office (USPTO), as India had not objected to these. The ruling has not handed over Rice Tec the Basmati brand. Rather, it provides it a patent for superior three strains' of Basmati developed by cross-breeding a Pakistani basmati with a semi-dwarf American variety.

According to the WTO Agreement, geographical indications like basmati can be legally protected and their misuse can be thus prevented. The unfortunate thing is that Government of India has not taken timely steps for protecting our geographical indications and bio-diversity. Although a Geographical Indication of Goods Bill was introduced in Indian Parliament in 1999, even at the end of 2001, it had not become an Act.

Questions :

- 1) Can any of the following, viz., turmeric, neem and the name Basmati be patented ? Substantiate your answer.
- 2) Evaluate the role played by Government of India in preventing the misuse of the name Basmati.





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**M.M.S./M.B.S. (Semester – I) Examination, 2010**  
**102 : BUSINESS POLICY AND STRATEGIC MANAGEMENT**  
**(2005 Pattern) (Old)**

Time : 3 Hours

Max. Marks : 60

**Instructions :** 1) Answer **any three** questions from Section **I** and **each** question carry **15** marks.  
2) Section **II** case is **compulsory** and carry **15** marks.

**SECTION – I**

1. a) Explain the terms :  
Vision, Mission and Objectives.  
b) Describe an overview on strategic management process.
2. a) Elaborate Corporate level, Business level and Functional level strategies.  
b) What are the key success factors in E-commerce ?
3. Describe G E Nine cell matrix along with its advantage over BCG matrix.
4. What is Environmental Threat and Opportunity Profile (ETOP) ? What is its role in strategic analysis ? Explain with relevant examples.
5. Leadership style, corporate culture, values and ethics play a crucial role in effective implementation of strategy. Comment.
6. Write short notes on **any three** :
  - a) Value chain
  - b) Porters Five Forces Model of Competition
  - c) McKinsey's 7s framework
  - d) Strategic intent
  - e) Core competence.

**P.T.O.**



## SECTION – II

**7. Case – Falling rentals helps retailers expand.**

Due to the Global Meltdown the reality sector was hit very badly which has given a great opportunity for the owners of commercial shops to fetch high rentals as the retailers preferred to operate on the rentals than owning a shop. However, during early 2009, falling rentals are proving to be a boon for a cross section of businesses which, for a while had to defer their expansion plans in various cities on account of high rentals.

In March 09, Cafe Coffee Day (CCD), ethnic apparel wear

Biba and Samsonite, are some of the players looking to expand in Tier I cities. High rentals were a stumbling block in most locations. “On an average, we have managed to bring down rents by about 15-20%. They have been instances where the reduction has been as much as 50%,” says Samsonite director (global) Ramesh Tainwala. The correction in some locations in Delhi has been as much as 80%. Tough Samsonite opened only three new stores in 2008, it plans to add 35 stores by 2009 end.

Biba is also using slow down as an opportunity to expand. In one of the existing stores in Navi Mumbai, it managed to negotiate its rental and brought it down by 50%. Lower rentals are now helping Biba to expand to prime areas in New Delhi, where it has just one store. Today, Biba has 64 stand alone stores across the country and plans are to add 30 stores over the next year.

A property broker cites the case of a Hyderabad mall where the rent was at Rs.300 per square foot, a year ago. That is now down to just over Rs. 100 per square foot. Like was, rates in mall in South Mumbai have reduced from Rs. 600 per square foot to a third at Rs. 200 per square foot.



Like a host of other players, CCD too, plans to use the fall in rentals to expand in Tier I locations. The plan of CCD is to establish a stronger presence in South Mumbai and Delhi where developers are unwilling to negotiate on rents. CCD, which currently has 800 outlets, plans to ramp it up to 1,000 in the next financial year. A large part of it is scheduled to come up in the 115 cities where it already has a presence.

**Questions :**

- 1) Carry out an Environmental Threat and Opportunity Profile (ETOP) for retail sector.
  - 2) What are the strategies to be framed by developers in this changed market conditions ?
-



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**M.M.S./M.B.S. (Semester – I) Examination, 2010  
(Production and Materials Specialization) (Old)  
103D : QUALITY MANAGEMENT (2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

**Instructions :** 1) Answer *any five* questions.  
2) *All* questions carry *equal* marks.

1. Discuss the following :
  - i) Deming's P-D-C-A cycle.
  - ii) Juran's Trilogy.
2. What are internal and external failure costs ? How can these be controlled ?
3. What is acceptance sampling ? Under what conditions acceptance sampling is preferred over cent percent sampling ? Explain.
4. Describe the procedure for setting up  $\bar{x}$  & R chart. State the applications of control charts.
5. What are different methods for achieving higher reliability ? Explain any one in details.
6. Discuss types of quality audits and their significance.
7. Discuss with examples how does application of Ishikawa's diagram and Pareto diagram help in improving quality.
8. Write a notes on (**any two**) of the following :
  - a) Leadership for quality
  - b) Maintainability
  - c) ISO 9000
  - d) C charts.



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**M.M.S./M.B.S. (Semester – II) Examination, 2010  
(2008 Pattern)**

**201 : ENTREPRENEURSHIP DEVELOPMENT AND PROJECT  
MANAGEMENT (New)**

Time : 3 Hours

Max. Marks : 70

*Note :* 1) *Q. 1 is compulsory.*  
2) *Solve **any three** out of the remaining.*  
3) *Figures to the **right** indicate **full** marks.*

1. a) Define the term Entrepreneur with its need and importance. **15**  
b) Elaborate the entrepreneurial traits. **10**
2. Discuss the need achievement theory put forth by McClelland, in detail to promote entrepreneurship. **15**
3. Elaborate the achievements of woman entrepreneurs, in last few years. **15**
4. Define business plan. Explain the process involved in planning a business. **15**
5. Elaborate the scheme put forth by IDBI and ICICI to promote entrepreneurship development. **15**
6. What is the significant role played by SISI to enhance entrepreneurship ? **15**
7. Write short notes on (**any three**) : **15**
  - a) Market Analysis.
  - b) Socio-cultural Entrepreneurship.
  - c) Maintaining Competitive advantage.
  - d) Reasons for failure of an entrepreneur.
  - e) NEDB.



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**M.M.S./ M.B.S. (Semester – II) Examination, 2010**  
**MARKETING SPECIALIZATION**  
**202 -A : Retail and Distribution Management (New) (2008 Pattern)**

Time: 3 Hours

Max. Marks : 70

**Instructions :** 1) Attempt **any 5** questions.  
2) **All** questions carry **equal** marks.

1. 'Having effective marketing channels is a key to success to any marketing organization for consumer as well as industrial marketing'. Do you agree with the statement ? Justify your answer with supporting examples.
2. New retailing formats like 'Big Bazaar', 'Chroma' are successful, while some other like 'Subhiksha', 'True Mart' could not do well. Discuss the reasons for success and failures of such retail stores.
3. M/s. Leisure Goods Marketing Co. Pvt. Ltd., wants to open an outlet to market Electronic Goods, Refrigerators and furniture in your city under brandname 'Leisure'. As a marketing consultant, advise them about location selection, considering location based retail strategies, you would like to implement. Justify your decision.
4. Explain in detail the factors affecting management of inventories and displays for a footwear retail shop named as 'Paytan'.
5. 'To increase footfalls to the retail outlet, not only excellent exteriors and interiors are required; but also excellent retail communication need to be planned'. Comment.
6. Elaborate concept of Integrated marketing channel in detail giving appropriate examples.
7. Write notes on **any two** of the following :
  - a) Technology in distribution.
  - b) Channel conflict and its resolution
  - c) Merchandising
  - d) Unconventional channels.



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**M.M.S./ M.B.S. (Semester – II) Examination, 2010**  
**202 D : OPERATIONS STRATEGY (2008 Pattern)**  
**(Operations and Materials Management Specialization) (New)**

Time : 3 Hours

Max. Marks : 70

*Note : i) Answer **any five** questions.  
ii) **All** questions carry **equal** marks.*

1. Describe a framework for developing operations strategy for a service organization preferably in hospitality sector.
2. Explain the significance and role of Manufacturing strategy in Business Strategy in context of globalized competitive business environment.
3. Discuss necessity and process of linking manufacturing strategy to market needs with example.
4. Discuss the strategic issues involved in new product development for a manufacturing organization.
5. Explain the factors influencing capacity decisions. Describe relationship between capacity and make or buy decisions.
6. What is manufacturing infrastructure ? Explain the likely effect of inadequate manufacturing infrastructure on profits and sales from short term and long term perspective.
7. Describe how use of IT in operations itself can be a competitive advantage in manufacturing organizations.
8. Write notes on **any two** of the followings :
  - a) Product profiling procedure
  - b) Lean manufacturing
  - c) Order winners and Order qualifiers
  - d) C.I.M.



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**M.M.S./M.B.S. (Semester – II) Examination, 2010**  
**202 E : HRM Specialisation**  
**TRAINING AND DEVELOPMENT**  
**(2008 Pattern) (New)**

Time : 3 Hours

Max. Marks : 70

*Note :* i) *Q. No. 1 is compulsory.*  
ii) *Attempt **any four** questions from the remaining questions.*  
iii) *Figures to **right** indicate **full** marks.*

1. Define Training. What is the need and importance of training ? **10**
  2. Explain various methods of training in detail. **15**
  3. Design a training module on “Motivating employees” for twenty managers from Industries. **15**
  4. What is training evaluation ? Explain different methods of training evaluation. **15**
  5. What steps needs to be taken to facilitate training program in the organisation ? Discuss in detail. **15**
  6. Write short notes on (**any two**) : **15**
    - a) Methods of Identification of Training Needs.
    - b) Audio-Visual aids in Training.
    - c) Distance Learning.
    - d) Trainer’s Training.
-





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**M.M.S./M.B.S. (Semester – II) Examination, 2010**

**FINANCE SPECIALIZATION**

**203 B : Legal & Procedural Aspect of Finance**

**(2008 Pattern) (New)**

Time : 3 Hours

Total Marks : 70

**Instructions** : 1) Attempt *any 5* questions.

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

1. What is special Audit ? Explain the power of Central Government to conduct special Audit.
2. In respect of Payment of Gratuity Act, explain :
  - a) Rule for payment of Gratuity
  - b) Liability of the Employer.
3.
  - a) What is minimum and maximum bonus under Payment of Bonus Act ?
  - b) What is disability under Workmen's Compensation Act (i.e partial and total disability) ?
4. In respect of Director's explain :
  - i) Qualifications of Directors
  - ii) Retirement of Directors.
5. Write note on :
  - i) Corporate Governance Report
  - ii) Auditors Reports on Accounts
6. Explain the provisions of Companies Act in respect of Mergers and Acquisitions.
7. Write short notes on (**any 2**) :
  - i) Borrowing Powers of Directors
  - ii) Disqualifications of Auditors
  - iii) Provisions relating to intercorporate owings.





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**M.M.S./M.B.S. (Semester – II) Examination, 2010**  
**Marketing Management Specialisation**  
**202 A : RETAIL AND DISTRIBUTION MANAGEMENT**  
**(2005 Pattern) (Old)**

Time : 3 Hours

Max. Marks : 60

**Instructions:** 1) *All questions carry equal marks.*  
2) *Answer any four questions.*

1. Explain the steps in designing Marketing channel.
2. Explain the role and significance of Marketing channel in Marketing Management.
3. Discuss the factors which affect retail location. Also explain retail merchandising.
4. 'Channel Management is a key in smooth functioning of Marketing channel'. Discuss.
5. Explain various components of Logistics Management.
6. Discuss the retail scenario in India.
7. Write short notes on (**any three**) :
  - a) Types of wholesalers
  - b) Multi Level Marketing
  - c) Franchising
  - d) Channels for consumer goods
  - e) Channels for services.



**M.M.S./M.B.S. (Semester – II) Examination, 2010**  
**203 E : HRM Specialisation**  
**PERFORMANCE MANAGEMENT SYSTEMS**  
**(2008 Pattern) (New)**

Time : 3 Hours

Max. Marks : 70

**Note :** i) *Q. No. 1 is compulsory.*  
ii) *Attempt **any four** questions from the **remaining** questions.*  
iii) *Figures to the **right** indicate **full** marks.*

1. Define performance appraisal. Discuss its objectives in detail. **10**
2. Discuss in detail the challenges ahead in performance management systems. **15**
3. Explain modern methods of Performance Appraisal. Differentiate between traditional and modern methods of Performance Appraisal. **15**
4. Explain the importance of performance planning, especially with regards to linking individual and team goals to organisational goals. **15**
5. Why performance appraisal fails in certain circumstances ? What are its consequences. **15**
6. Write short notes on (**any two**) : **15**
  - a) Critical incident method
  - b) Use of Technology in Performance Management System.
  - c) Assessment Centers
  - d) M.B.O.



**M.M.S./M.B.S. (Semester – II) Examination, 2010**  
**202 B : Finance Specialization (Old)**  
**INTERNATIONAL FINANCE**  
**(2005 Pattern)**

Time : 3 Hours

Max. Marks : 60

**Instructions:** 1) Attempt *any four* questions.  
2) *All* questions carry **equal** marks.

1. Explain the nature, scope and significance of International Finance.
2. Elaborate the concept of 'Purchasing Power Parity Theory'.
3. Define option contracts and explain their salient features.
4. Explain the role of following institutions.
  - a) IMF.
  - b) FEMA.
5. a) What are financial derivatives ?  
b) Write a note on 'Hedging'.
6. Define 'Forex Markets'. Explain the role of participants of forex markets.
7. Write notes on **any two** of following :
  - a) GDR
  - b) Swaps
  - c) Fixed Exchange Rates
  - d) International Accounting Standard.



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**M.M.S./M.B.S. (Semester – II) Examination, 2010**  
**COMPUTER SPECIALIZATION**  
**Paper – 202 (C) : Business Applications**  
**(2005 Pattern) (Old)**

Time : 3 Hours

Max. Marks : 60

*Note: 1) Q. 1 is compulsory.*  
*2) Solve **any three** from remaining.*  
*3) State assumptions made if **any**.*

1. Explain various transactions in Stock Accounting. Draw format of Stores Ledger. **15**
2. Explain process of receiving material against purchase order. Draw first level Data Flow Diagram (DFD) for the process. **15**
3. With example explain process of calculating interest on various types of fixed deposit. Design Depositor Master file to store depositor(s) information. **15**
4. Explain statutory earnings and deductions in computing payroll. Draw format of payslip. **15**
5. Design Data Entry Screen for entering various vouchers in Financial Accounting System. Write validations that are used while capturing Data. **15**
6. Write short notes (**any three**) : **(3×5=15)**
  - i) Day Book
  - ii) FIFO and LIFO
  - iii) Sub-Contracting
  - iv) Sales-Analysis
  - v) Master Production Schedule.



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**M.M.S./M.B.S. (Semester – II) Examination, 2010**  
**PRODUCTION AND MATERIALS SPECIALIZATION**  
**202 D : Manufacturing Strategy (Old) (2005 Pattern)**

Time: 3 Hours

Max. Marks: 60

*Note : 1) Answer **any four** questions.*

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

1. Explain the concept of strategic Integration, and explain how it is achieved ?
2. What are order winners and order qualifiers ? Explain their importance in fighting competition.
3. Explain generic types of manufacturing processes and their business implications.
4. What strategic changes are necessary during 'product life cycle' in manufacturing ?
5. Explain strategic advantages and disadvantages of make or buy policies from competition point of view ?
6. What constitutes 'infrastructure' in manufacturing ? How does it control manufacturing operations and ensure results ?
7. Write short notes on **any two** :
  - a) Technology strategy
  - b) Focussed Manufacturing
  - c) How investment decisions are taken in manufacturing ?



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**M.M.S./M.B.S. (Semester – II) Examination, 2010**  
**202 E : HUMAN RESOURCES MANAGEMENT SPECIALISATION**  
**Training and Development**  
**(2005 Pattern) (Old)**

Time : 3 Hours

Max. Marks : 60

*Note : 1) Attempt **any four** questions.*  
*2) All questions carry **equal** marks.*

1. What is Training ? Explain the techniques to identify training needs.
2. Explain and give the differences between Education, Training and Development.
3. Explain in detail different methods of training.
4. Define learning. Explain the reasons for resistance to learning.
5. Discuss the areas of training for managing the change and managing cultural diversity.
6. Write short note (**any two**) :
  - 1) Training for trainer
  - 2) Sensitivity training
  - 3) Computer based training
  - 4) KIRKPATRIK model of evaluation.





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**M.M.S./M.B.S. (Semester – II) Examination, 2010**  
**FINANCE SPECIALIZATION (2005 Pattern) (Old)**  
**203 B : Legal and Procedural Aspects of Finance**

Time: 3 Hours

Max. Marks : 70

**Instructions :** 1) Attempt **any 5** questions.  
2) **All** questions carry **equal** marks.

1. In Respect of Directors, explain the provisions in Companies Act about
  - a) Qualifications of Directors
  - b) Removal of Directors.
2. What are the provisions of Companies Act 1956 about
  - a) Corporate Governance ?
  - b) Qualification by Auditors in Audit Report ?
3. Explain the provisions of Companies Act 1956 regarding Inter Corporate Deposits and Loans.
4. Write notes on :
  - a) Oppression and Mismanagement
  - b) Minority Rights.
5. Explain the duties of Secretary of companies in connection with Board Meetings and creations of charges.
6. Write short notes on (**any 2**) :
  - a) Borrowing powers of Director
  - b) Special audit as per the order of Central Government
  - c) Director's Responsibility Statement.



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**M.M.S./M.B.S. (Semester – II) Examination, 2010**  
**(203 D) PRODUCTION AND MATERIALS SPECIALIZATION**  
**Inventory Management**  
**(Old) (2005 Pattern)**

Time: 3 Hours

Max. Marks : 60

*N.B. : i) Answer **any four**.*

*ii) Draw diagrams **wherever necessary**.*

1. What is , ‘ABC’ Analysis ? How it is conducted ? Explain with graph. **15**
2. Write a detailed note on, ‘Inventory Management in ‘JIT’ Age. Give examples. **15**
3. Explain various inventory models with their characteristics. Give examples. **15**
4. Explain the following : **15**
  - a) Lead time
  - b) Computerization of inventory.
5. Explain the relationship between, ‘Manufactured lead time and level of ‘WIP Inventory’ in complex manufacturing environment. **15**
6. Write short notes (**any two**) : **15**
  - a) Safety stock
  - b) Inventory Integration with sales forecast
  - c) Production Planning and control.



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**M.M.S./M.B.S. (Semester – II) Examination, 2010**  
**HUMAN RESOURCE MANAGEMENT SPECIALISATION**  
**203E : Performance Management Systems**  
**(2005 Pattern) (Old)**

Time : 3 Hours

Max. Marks : 60

*Note : 1) Attempt **any four** questions.*  
*2) All questions carry **equal** marks.*

1. What is the importance of management by objectives ? Explain in detail the process of M.B.O.
2. Discuss the importance of performance appraisal. What steps to be taken for effective appraisal ?
3. What is performance management system ? Explain performance management system with reference to performance coaching and performance planning.
4. Differentiate between traditional and modern method of performance appraisal. Explain straight ranking method of performance appraisal.
5. Discuss current trends in performance management system with reference to :
  - a) Challenges ahead in performance management systems.
  - b) Assessment centers.
6. Write short notes on (**any three**) :
  - a) Critical incident method.
  - b) Career planning.
  - c) Counselling for better performance.
  - d) Relationship of performance appraisal to productivity.