

Total No. of Questions : 7]

[Total No. of Printed Pages : 1

**[3787]-101**

**P. G. D. B. M. (Semester - I) Examination - 2010**

**PRINCIPLES AND PRACTICES OF MANAGEMENT AND  
ORGANISATIONAL BEHAVIOUR**

**(2008 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 70**

**Instructions :**

- (1) *Question No. 1 is compulsory.*
- (2) *Solve **any three** out of the remaining.*
- (3) *Figures to the right indicate full marks.*

- 
- 
- Q.1)** (A) Explain Scope and Importance of Organisational Behaviour. [10]  
(B) Elaborate Contribution made by Henry Fayol. [15]
- Q.2)** Define Planning. Elaborate steps involved in Planning. [15]
- Q.3)** What are the different types of Motives ? Explain A. H. Maslow's Hierarchy Need Theory of Motivation. [15]
- Q.4)** What is the importance of Controlling in today's scenario ? Explain steps in Controlling. [15]
- Q.5)** Elaborate various causes of Stress. How to cope up with Stress ? [15]
- Q.6)** How will you classify Levels of Management in an Organisation ? [15]
- Q.7)** Write short notes : (**Any Three**) [15]
- (a) Autocratic Leader
  - (b) Principles of Organising
  - (c) Traditional Conflict
  - (d) Attributes of Personality
  - (e) Contingency Model of OB

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**[3787]-101/1**

Total No. of Questions : 9]

[Total No. of Printed Pages : 3

**[3787]-102**

**P. G. D. B. M. (Semester - I) Examination - 2010**

**MANAGEMENT ACCOUNTING**

**(2008 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 70**

**Instructions :**

- (1) *Q. No. 1 is compulsory and attempt **any two** questions from each section.*
  - (2) *Figures to the right indicate full marks.*
  - (3) *Use of simple calculator is allowed.*
- 

**Q.1) Explain the following concepts : [10]**

- (a) Money Measurement Concept
- (b) Dual Aspect Concept

**SECTION - I**

**Q.2) Explain different functional classifications of Overheads. [15]**

**Q.3) Explain various methods of Pricing Materials issued to Production with example. [15]**

**Q.4) (A) What do you understand by Time Keeping ? What are the objectives of Timekeeping ? [08]**

**(B) Explain Causes of Labour Turnover. [07]**

**Q.5) Write short notes : (Any Three) [15]**

- (a) Book-keeping
- (b) Zero-base Budgeting
- (c) Trial Balance
- (d) Types of Accounts

## SECTION - II

**Q.6)** Calculate variances from the following : **[15]**

The Standard Mix of Products is :

X 300 units at Rs. 7.50 per unit

Y 400 units at Rs. 10.00 per unit

Z 500 units at Rs. 12.50 per unit

The Actual Consumption was :

X 320 units at Rs. 10.00 per unit

Y 480 units at Rs. 7.50 per unit

Z 420 units at Rs. 15.00 per unit

**Q.7)** The Suparna Co. furnishes you the following information :

	<b>First Half</b>	<b>Second Half</b>
Sales	Rs. 8,10,000	Rs. 10,26,000
Profit Earned	Rs. 21,600	Rs. 64,800

Calculate :

(a) BEP

(b) The amount of profit or loss, where sales are Rs. 6,48,000.

(c) Sales required to earn a profit of Rs. 1,08,000. **[15]**

**Q.8)** A company is expecting to have Rs. 25,000 cash in hand on 1st April, 2009 and it requires you to prepare an estimate of cash position in respect of three months from April to June, 09 from the following information : **[15]**

	<b>Sales</b>	<b>Purchase</b>	<b>Wages</b>	<b>Expenses</b>
February	70,000	40,000	8,000	6,000
March	80,000	50,000	8,000	7,000
April	92,000	52,000	9,000	7,000
May	1,00,000	60,000	10,000	8,000
June	1,20,000	55,000	12,000	9,000

**Additional Information :**

- (1) Period of credit allowed by suppliers - two months
- (2) 25% sales is for cash and the period of credit allowed to customer for credit sales - one month
- (3) Delay in payment of wages and expenses - one month
- (4) Income Tax Rs. 25,000 is to be paid in June, 2009.

**Q.9)** A factory has three Production Departments and two Service Departments. The following figures have been extracted from the Financial Books :

[15]

	Rs.
Supervision	6,000
Repairs of Plant and Machinery	3,000
Rent	8,000
Light	2,000
Power	3,000
Employer's Contribution to ESI	600
Canteen Expenses	1,000

The following further details have been extracted from the books of the respective departments :

Particulars	A	B	C	D	E
Direct Wages (Rs.)	4,000	3,000	2,000	2,000	1,000
Area in Sq. Ft.	2,000	1,000	500	500	100
No. of Employees	50	40	20	20	10
Value of Machinery	10,000	5,000	3,000	3,000	1,000
Light Points	80	60	30	30	20
H.P. of Machines	200	100	50	50	20

Show Primary Distribution Summary.

**Total No. of Questions : 7]**

**[Total No. of Printed Pages : 1**

**[3787]-103**

**P. G. D. B. M. (Semester - I) Examination - 2010**

**MANAGERIAL ECONOMICS**

**(2008 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 70**

***Instructions :***

- (1) Attempt **any five** questions.*
- (2) All questions carry equal marks.*
- (3) Draw diagrams wherever necessary.*

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**Q.1)** “Managerial Economics is both Micro as well Macro.” Discuss with suitable examples.

**Q.2)** Explain Demand Forecasting. Discuss its significance in Estimation of Demand.

**Q.3)** Define ‘Production Function’. Describe increasing, constant and decreasing returns to scale.

**Q.4)** Describe classification of Market on the basis of degree of competition.

**Q.5)** Explain any two Pricing Strategies in detail.

**Q.6)** (A) What is Income Elasticity of Demand ?

(B) What are the exceptions to the Law of Supply ?

**Q.7)** Write short notes : **(Any Two)**

- (a) Break-even Analysis
- (b) Need for Government Intervention in the Market
- (c) Increase and Decrease in Demand
- (d) Cost Forecasting

Total No. of Questions : 7]

[Total No. of Printed Pages : 2

**[3787]-11**

**P. G. D. B. M. (Semester - I) Examination - 2010**

**ORGANISATIONAL BEHAVIOUR**

**(2005 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 60**

***Instructions :***

*(1) Solve **any four** questions.*

*(2) All questions carry equal marks.*

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**Q.1)** Define the term Organisational Behaviour. Explain Fundamental Concepts of Organisational Behaviour. **[15]**

**Q.2)** Define the term Motivation. Elaborate A. H. Maslow's Hierarchy Need Theory of Motivation, in detail. **[15]**

**Q.3)** Explain Perception Process with its importance. **[15]**

**Q.4)** What are the Qualities of a Leader ? Explain any one Theory of Leadership. **[15]**

**Q.5)** Distinguish between Formal and Informal Groups. **[15]**

**Q.6)** "A person is judged by his Behaviour and Personality." Do you agree ? Justify. **[15]**

**Q.7) Write short notes : (Any Three)**

**[15]**

- (a) Attitude
  - (b) Organisational Culture
  - (c) Principles of Learning
  - (d) Morale Indicators
  - (e) Motives
-

Total No. of Questions : 6]

[Total No. of Printed Pages : 3

**[3787]-12**

**P. G. D. B. M. (Semester - I) Examination - 2010**

**MANAGEMENT ACCOUNTING**

**(2005 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 60**

**Instructions :**

- (1) Attempt **any two** questions from each section.
  - (2) All questions carry equal marks.
  - (3) Answers to **both sections** are to be written in the **same answer-book**.
  - (4) Use of simple calculator is allowed.
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### **SECTION - I**

**Q.1)** What are the different methods of Valuing Inventory ? Explain any two with example.

**Q.2)** “Managerial Costing is an effective tool for Decision-making and it is used in solving Management Problems.” Explain.

**Q.3)** Write short notes : **(Any Three)**

- (a) Trial Balance
- (b) Key Factor
- (c) Budgetary Control
- (d) Importance of Management Accounting



## SECTION - II

**Q.4)** The Sales and Cost for two periods were as follows :

	<b>Sales (Rs.)</b>	<b>Cost (Rs.)</b>
Period I	25,000	20,000
Period II	30,000	22,000

Assuming, Cost Structure and Selling Price remain same in the two periods, calculate :

- (a) P/V Ratio
- (b) BEP
- (c) Sales required to earn a profit of Rs. 10,000
- (d) Variable Cost for period I and II.

**Q.5)** A factory is currently working at 60% capacity, for which the following costs are incurred :

<b>Costs</b>	<b>Rs.</b>
Indirect Labour	6,000
Other Variable Costs	2,000
Power (30 fixed)	5,000
Repairs (20 variable)	1,000
Depreciation	1,000
Insurance	2,000
Salaries	3,000
<b>Total Cost</b>	<b>20,000</b>

Prepare flexible budget for 70% and 80% capacity.

**Q.6)** The following data relates to manufacturer of a Standard Product during the month of April, 2008 :

Raw Material : Rs. 2,00,000

Direct Wages : Rs. 1,00,000

Machine Hours Worked : 15,000

Machine Hour Rate : Rs. 20

Administrative Overheads 15% on Work Cost

Selling Overheads Rs. 5 per unit

Units Produced : 7,000

Units Sold : 6,000

Selling Price per unit : Rs. 150

You are required to prepare Cost Sheet.

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Total No. of Questions : 7]

[Total No. of Printed Pages : 2

**[3787]-13**

**P. G. D. B. M. (Semester - I) Examination - 2010**

**MANAGERIAL ECONOMICS**

**(2005 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 60**

***Instructions :***

- (1) Answer **any four** questions.*
  - (2) All questions carry equal marks.*
  - (3) Draw diagram wherever necessary.*
- 
- 

**Q.1)** Explain in detail, Nature and Scope of Managerial Economics.

**Q.2)** Compare merits and demerits of Proprietary and Partnership Firm. Which Form of Business Organisation would you recommend for a Small Firm ? Justify.

**Q.3)** State and explain Law of Demand with its exceptions.

**Q.4)** State and explain Law of Variable Proportions.

**Q.5)** Describe Short-run and Long-run Equilibrium of a Monopoly Firm.

**Q.6)** (A) Write any two methods of Demand Forecasting.

(B) Explain steps of Cost-Benefit Analysis.

**Q.7) Write short notes : (Any Two)**

- (a) Break-even Analysis
  - (b) Exceptions to the Law of Supply
  - (c) Cost Concepts : AC, MC, TC
  - (d) Oligopoly
-

Total No. of Questions : 7]

[Total No. of Printed Pages : 1

**[3787]-201**

**P. G. D. B. M. (Semester - II) Examination - 2010**

**MARKETING MANAGEMENT**

**(2008 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 70**

**Instructions :**

- (1) Attempt **any five** questions.*
  - (2) All questions carry equal marks.*
- 

- Q.1)** Explain in detail the Concept of Product Life Cycle. How a product can be managed in different stages of Product Life Cycle ?
- Q.2)** What is meant by 'Branding' ? Elaborate various 'Branding Decisions' for the Product of your choice.
- Q.3)** Discuss setting of the Price for a Product and Managing Price Changes, in a Competitive Environment, giving appropriate examples.
- Q.4)** What are different types of Marketing Channels ? Elaborate functioning of two of these in detail.
- Q.5)** "Marketing Promotion Expenses are really not necessary, if the product is of good quality." Do you agree with this statement ? Justify your answer with examples.
- Q.6)** Explain in detail the Concept of 'Promotional Mix'.
- Q.7)** Write short notes : **(Any Two)**
  - (a) Product Mix
  - (b) Test Marketing
  - (c) Packaging and Labelling

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**[3787]-201/1**

Total No. of Questions : 9]

[Total No. of Printed Pages : 4

**[3787]-202**

**P. G. D. B. M. (Semester - II) Examination - 2010**

**FINANCIAL MANAGEMENT**

**(2008 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 70**

**Instructions :**

- (1) *Question No. 1 is compulsory.*
  - (2) *Attempt **any two** questions each from section I and section II.*
  - (3) *Figures to the right indicate full marks.*
  - (4) *Use of simple calculator is allowed.*
- 

**Q.1)** Explain in detail the role and functions of Financial Manager. **[10]**

**SECTION - I**

**Q.2)** Discuss merits and demerits of Under and Over-capitalisation. **[15]**

**Q.3)** What do you mean by Ratio Analysis ? What are the uses and limitations of Ratio Analysis ? **[15]**

**Q.4)** Explain different methods of Evaluating Capital Expenditure Decision. **[15]**

**Q.5)** Write short notes : **(Any Three)** **[15]**

- (a) Leasing and Hire Purchase
- (b) Credit Rating
- (c) Bonus Shares
- (d) Time Value of Money
- (e) Public Deposits

## SECTION - II

**Q.6)** The TLL Ltd. needs Rs. 5,00,000 for commissioning of a new plant. The following three financial plans are feasible :

- (1) The company may issue 50,000 Equity Shares of Rs. 10 per share.
- (2) The company may issue 25,000 Equity Shares at Rs. 10 per share and 2,500 debentures of Rs. 100 denomination bearing an 8% rate of interest.
- (3) The company may issue 25,000 Equity Shares at Rs. 10 per share and 2,500 Preference Shares at Rs. 100 per share bearing 8% rate of dividend.

If the company's earnings before interest and taxes are Rs. 40,000, Rs. 60,000 and Rs. 1,00,000, what are the earnings per share under each of the three financial plans ? Which alternative would you recommend and why ? Assume Corporate Tax Rate to be 50%. **[15]**

**Q.7)** Complete the following Balance Sheet from the information given below : **[15]**

### Balance Sheet

Capital and Liabilities	Rs.	Asset	Rs.
Short Term Debt	—	Cash	—
Long Term Debt	—	Inventory	—
Total Debt	—	Total Current Assets	—
Owner Equity	1,00,000	Fixed Assets	—
Total	—		—

The ratios of the firm are :

Short Term Debt to Total Debt	40%
Total Debt to Owners Equity	60%
Fixed Assets to Owners Equity	60%
Total Assets Turnover (Cost on Goods Sold)	2 times
Inventory Turnover	8 times

**Q.8)** The Management of Seema Industries has called for a statement showing working capital needs to finance level of activity of 1,80,000 units of output. For the above mentioned activity level, the details are as below :

	<b>Cost per Unit (Rs.)</b>
Raw Materials	20
Direct Labour	5
Overheads	15
	<hr/>
	40
Profit	10
	<hr/>
Selling Price	50

**Additional Information :**

- (1) Minimum Desired Cash Balance is Rs. 20,000.
- (2) Raw Materials are held in Stock on an average for two months.
- (3) Work in Progress (assume 50% completion stage) will approximate to half a months production.
- (4) Finished Goods remain in warehouse on an average for a month.
- (5) Suppliers of Materials extend a month's Credit. Cash Sales are 25% of total sales.
- (6) There is a time lag in payment of wages of a month, and half a month in case of overheads.

You are require to prepare a statement showing working capital requirement.

**[15]**



**Q.9)** One plant of a company is doing poorly and is being considered for replacement. Three mutually exclusive plants A, B, C have been proposed. The plants are expected to cost Rs. 2,00,000 each and have an estimated life of 5 years, 4 years and 3 years respectively and have no salvage value. The company's required rate of return is 10%. The anticipated cash flow after taxes for the three plants are as follows :

<b>Year</b>	<b>Plant 'A'</b> <b>Rs.</b>	<b>Plant 'B'</b> <b>Rs.</b>	<b>Plant 'C'</b> <b>Rs.</b>
1	50,000	80,000	1,00,000
2	50,000	80,000	1,00,000
3	50,000	80,000	10,000
4	50,000	30,000	—
5	1,90,000	—	—

Rank proposals applying method of Payback, Average Rate of Return and NPV.

Present Value of Re. 1

1<sup>st</sup> year = 0.909

2<sup>nd</sup> year = 0.826

3<sup>rd</sup> year = 0.757

4<sup>th</sup> year = 0.683

5<sup>th</sup> year = 0.621

[15]

Total No. of Questions : 8]

[Total No. of Printed Pages : 2

**[3787]-203**

**P. G. D. B. M. (Semester - II) Examination - 2010**

**OPERATIONS MANAGEMENT**

**(2008 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 70**

**Instructions :**

(1) Answer **any five** questions.

(2) All questions carry equal marks.

**Q.1)** Describe Nature of Operations Management and explain Contributions made by Henry Ford in Development of Manufacturing Function.

**Q.2)** (A) Explain meaning of 'Scale of Operations' and its significance in Selection of Manufacturing Method.

(B) State characteristics of Process Production.

**Q.3)** Explain Principles of Layout and discuss main features of Cellular Layout or Fixed Position Layout.

**Q.4)** In the following table, activities, precedent relationships and three time estimates for a construction project are given :

Act-ivity	Description	Time Estimates (In Weeks)			Preceding Activity/IES
		Optim-istic	Most Likely	Pessim-istic	
A	Design	4	8	18	—
B	Superstructure	11	12	25	A
C	Purchase Material	3	4	11	A
D	Wiring Work	1	2	3	B
E	Carpentry Work	6	8	22	B
F	Roof Laying	2	2	8	D

Act- ivity	Description	Time Estimates (In Weeks)			Preceding Activity/IES
		Optim- istic	Most Likely	Pessim- istic	
G	Plastering and Flooring	2	3	4	E, F
H	Fixing Fittings	1	2	3	C, G
I	Water/Power Connection	1	2	3	E, F
J	Finishing	1	2	3	I, H

Use PERT Technique to compute the following :

- (a) Expected Project Duration.
- (b) Expected Duration and Variance of Duration for each activity.

**Q.5)** What is Preventive Maintenance ? Explain in brief the Outline on Approach for carrying out Preventive Maintenance on Plant and Machinery at a Manufacturing Organisation.

**Q.6)** Explain how P Chart and C Chart are constructed for controlling quality.

**Q.7)** (A) Explain meaning of Standard Time and state how it is calculated.

(B) Describe with example, Content and Use of Process Mapping.

**Q.8)** Explain concept and application of **any two** of the following :

- (a) TPM
- (b) Mass Customisation
- (c) Theory of Constraint
- (d) Crashing

Total No. of Questions : 6]

[Total No. of Printed Pages : 1

**[3787]-21**

**P. G. D. B. M. (Semester - II) Examination - 2010**

**MARKETING MANAGEMENT**

**(2005 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 60**

***Instructions :***

- (1) Attempt **any four** questions.*
- (2) All questions carry equal marks.*

- 
- 
- Q.1)** What is Marketing Mix ? Explain its significance by focusing on Competitive Environment. **[15]**
- Q.2)** What is Product Life Cycle and Product ? Explain managing Product Life Cycle. **[15]**
- Q.3)** Define branding, packaging and types of New Trends in Packaging. Illustrate types of New Products. **[15]**
- Q.4)** What factors influence Price Decision-making ? Elaborate setting Price and managing Price Change. **[15]**
- Q.5)** Write short notes : **(Any Three)** **[15]**
- (a) Direct Marketing and Personal Selling
  - (b) Sales Promotion and Advertising
  - (c) Test Marketing in New Product Development
  - (d) On-line Marketing as Promotional Tool
- Q.6)** Explain what are the reasons for Channel Conflict and way to minimize Channel Conflict. **[15]**

Total No. of Questions : 8]

[Total No. of Printed Pages : 3

**[3787]-22**

**P. G. D. B. M. (Semester - II) Examination - 2010**

**FINANCIAL MANAGEMENT**

**(2005 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 60**

**Instructions :**

- (1) Attempt *any two* questions from *each* section.
  - (2) All questions carry equal marks.
  - (3) Use of simple calculator is allowed.
- 
- 

### **SECTION - I**

**Q.1)** What are the important finance functions generally looked after by a Finance Manager ?

**Q.2)** Differentiate between : **(Any Two)**

- (a) Private Limited Company and Public Limited Company
- (b) Leasing and Hire Purchase
- (c) Under-capitalisation and Over-capitalisation

**Q.3)** What do you mean by Optimum Capital Structure ? Explain Concept of Capital Gearing and Trading on Equity.

**Q.4)** Write short notes : **(Any Three)**

- (a) Dividend Policy
- (b) Fund Flow Analysis
- (c) Commercial Papers
- (d) Factoring
- (e) Public Deposits

**[3787]-22**

**1**

**P.T.O.**

## SECTION - II

**Q.5)** The following information is available in respect of two firms, A Ltd. and B Ltd. :

	<b>(Figures in Rs. lacs)</b>	
	<b>A Ltd.</b>	<b>B Ltd.</b>
Sales	500	1,000
– Variable Cost	<u>200</u>	<u>300</u>
Contribution	300	700
– Fixed Cost	<u>150</u>	<u>400</u>
EBIT	150	300
– Interest	<u>50</u>	<u>100</u>
	<u>100</u>	<u>200</u>

You are required to calculate different leverages for both the firms and also comment on the relative Risk Position.

**Q.6)** From the following information, prepare a balance sheet :

Working Capital	Rs. 1,20,000
Fixed Assets to Net Worth	0.75
Current Ratio	2.5
Liquid Ratio	1.5

There are no Long Term Debts.

**Q.7)** M/s. Kisho and Co. has Rs. 2,00,000 to invest. The following proposals are under consideration. The Cost of Capital is estimated to be 15% :

<b>Project</b>	<b>Initial Outlay (Rs.)</b>	<b>Annual Cash (Rs.)</b>	<b>Life of Project Years</b>
A	1,00,000	25,000	10
B	70,000	20,000	8
C	30,000	6,000	20
D	50,000	15,000	10
E	50,000	12,000	20

Rank above projects on the basis of :

- (i) Pay Back Period
- (ii) NPV

Present Value of Re. 1 received in steady stream discounted rate of 15%.

8 years – 4.6586

10 years – 5.1790

20 years – 6.3345

**Q.8)** Write short notes : (**Any Two**)

- (a) Techniques of Capital Budgeting
  - (b) Net Profit Ratio and Debt Equity Ratio
  - (c) Own Funds Vs Borrowed Funds
  - (d) Gross Working Capital and Net Working Capital
-

**Total No. of Questions : 8]**

**[Total No. of Printed Pages : 1**

**[3787]-23**

**P. G. D. B. M. (Semester - II) Examination - 2010**

**MANUFACTURING AND OPERATIONS MANAGEMENT**

**(2005 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 60**

***Instructions :***

- (1) Answer **any five** questions.*
  - (2) All questions carry equal marks.*
- 

- Q.1)** “Scope of Manufacturing Management has increased with its increasing importance.” Discuss this statement.
- Q.2)** Describe characteristics of Process Production or Project Production.
- Q.3)** Discuss Principles of Layout and state relationship between Layout and Location.
- Q.4)** Explain meaning of Scheduling. Discuss various methods of Production Scheduling.
- Q.5)** What is Preventive Maintenance ? Describe how Preventive Maintenance is carried out in Manufacturing Organisations.
- Q.6)** Explain objectives, scope and application of Work Study, with example.
- Q.7)** Describe Concept of Standard Time. Explain Process of Calculating Standard Time of an Operation by any one Work Measurement Technique you are familiar with.
- Q.8)** Write short notes : **(Any Three)**
  - (a) Crashing
  - (b) Spare Parts Management
  - (c) Production Work Order



Total No. of Questions : 7]

[Total No. of Printed Pages : 1

**[3787]-301**

**P. G. D. B. M. (Semester - III) Examination - 2010**

**HUMAN RESOURCE MANAGEMENT**

**(2008 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 70**

**Instructions :**

- (1) *Q. No. 1 is compulsory.*
- (1) *Solve **any three** out of the remaining*
- (2) *Figures to the right indicate full marks.*

- 
- 
- Q.1)** (A) Distinguish between Personnel Management and Human Resource Management. **[10]**
- (B) Elaborate External Sources of Recruitment in detail. **[15]**
- Q.2)** Define Training. Elaborate Evaluation of Training Programme **[15]**
- Q.3)** What are the different methods of Performance Appraisal ? Explain any one in detail. **[15]**
- Q.4)** Define Disputes. Explain machinery for Settlement of Dispute. **[15]**
- Q.5)** “It is remarked that productivity increases in an organisation if quality standards are maintained.” Do you agree ? Justify. **[15]**
- Q.6)** Distinguish between Discharge and Resignation with relevant examples with reference to I.T Sector. **[15]**
- Q.7)** Write short notes : **(Any Three)** **[15]**
- (a) Succession Planning
  - (b) Incentives and Benefits
  - (c) VRS
  - (d) Role of a HR Manager
  - (e) Retention of Employees

Total No. of Questions : 6]

[Total No. of Printed Pages : 1

**[3787]-302**

**P. G. D. B. M. (Semester - III) Examination - 2010**

**MANAGEMENT INFORMATION SYSTEM**

**(2008 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 70**

**Instructions :**

- (1) Question No. 6 is compulsory.
- (1) Attempt **any four** from the remaining.
- (2) Figures to the right indicate full marks.

- 
- 
- Q.1)** (A) Explain Water-fall Model in detail. [08]  
(B) What are the different Topologies used in Networks ? [07]
- Q.2)** (A) Define Information. Explain types of Informations. [08]  
(B) What are the advantages and disadvantages of DBMS ? [07]
- Q.3)** (A) Explain different Prototyping Models. Compare with Spiral Model. [08]  
(B) Explain QA and QC Concepts with respect to the processes of various Functional Areas of Management. [07]
- Q.4)** (A) What are the Contemporary Approaches of MIS ? [08]  
(B) MIS - Instrument for Organisational Change. Comment. [07]
- Q.5)** (A) Explain DSS. [08]  
(B) Explain advantages and disadvantages of MIS. [07]
- Q.6)** Write short notes : (**Any Two**) [10]  
(a) Data Warehousing  
(b) EIS  
(c) Information Attributes  
(d) Expert System

---

**[3787]-302/1**

Total No. of Questions : 7]

[Total No. of Printed Pages : 1

**[3787]-303**

**P. G. D. B. M. (Semester - III) Examination - 2010**

**LEGAL ASPECTS OF BUSINESS**

**(2008 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 70**

**Instructions :**

- (1) Attempt *any five* questions.
- (2) All questions carry equal marks.

---

**Q.1)** Define Contract. Explain in detail Consideration and Free Consent.

**Q.2)** What is Surety ? Explain rights and liabilities of Surety.

**Q.3)** (A) Define Contract for Sale of Goods. Explain Warranty.

(B) What are different Cyber Crimes ?

**Q.4)** (A) Explain provisions applicable on Dishonouring of a Negotiable Instrument.

(B) Explain rights of Board of Directors under Companies Act, 1956.

**Q.5)** Explain rights and remedies of Consumer.

**Q.6)** (A) Explain Concept of Electronic Governance.

(B) What is the role of Consumer Protection Council ?

**Q.7)** Write short notes : **(Any Two)**

- (a) Share Capital of a Company
- (b) Endorsement
- (c) Contingent Contracts
- (d) Coveat Emptor
- (e) Indemnity

---

**[3787]-303/1**

Total No. of Questions : 7]

[Total No. of Printed Pages : 1

**[3787]-31**

**P. G. D. B. M. (Semester - III) Examination - 2010**

**HUMAN RESOURCE MANAGEMENT**

**(2005 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 70**

**Instructions :**

- (1) *Question No. 1 is compulsory.*
- (2) *Attempt **any three** from the remaining.*

- 
- 
- Q.1)** (A) Explain HRM. Give its need and importance. [15]  
(B) Differentiate between HRM and Personnel Management. [10]
- Q.2)** Recruitment is a Positive Process and Selection is a Negative Process. Explain Internal and External Sources of Recruitment. [15]
- Q.3)** What is Performance Management System ? Discuss importance of ethics in PMS. [15]
- Q.4)** Explain need and importance of Training Programme. List various Methods of Training and Development. [15]
- Q.5)** Define Job-evaluation. Explain objectives and importance of Job-evaluation. [15]
- Q.6)** What is Compensation Management ? Explain nature and purpose of Compensation Management. [15]
- Q.7)** Write short notes : (**Any Three**) [15]  
(a) Discharge and Dismissal  
(b) Incentive and Fringe Benefit  
(c) Competency Management  
(d) Rating Errors  
(e) Succession Planning

Total No. of Questions : 5]

[Total No. of Printed Pages : 1

**[3787]-32**

**P. G. D. B. M. (Semester - III) Examination - 2010**

**MANAGEMENT INFORMATION SYSTEM (MIS)**

**(2005 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 60**

**Instructions :**

- (1) Attempt *any four* questions.
- (2) Figures to the right indicate full marks.
- (3) Draw diagrams wherever necessary.

- 
- 
- Q.1)** (A) Define MIS and state how MIS is useful to Management as well as Organisation. **[08]**  
(B) Explain various Attributes of Information. **[07]**
- Q.2)** (A) Explain various steps in Decision-making Process. **[07]**  
(B) Define Network Topology. Explain various types of Topologies used in Computer Network. **[08]**
- Q.3)** (A) Explain Concept of Data Warehousing and Data Mining. **[08]**  
(B) Explain in short various types of Decision Support Systems used in an Organisation. **[07]**
- Q.4)** (A) Differentiate between Executive Support System and Management Information System. **[08]**  
(B) Discuss various Decision-making Models. **[07]**
- Q.5)** Write short notes : **(Any Three)** **[15]**  
(a) IT Enabled Services  
(b) Intellectual Property Rights  
(c) Contemporary Approaches to MIS  
(d) Artificial Intelligence

Total No. of Questions : 6]

[Total No. of Printed Pages : 1

**[3787]-33**

**P. G. D. B. M. (Semester - III) Examination - 2010**

**LEGAL ASPECTS OF BUSINESS**

**(2005 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 60**

**Instructions :**

- (1) Attempt *any four* questions.
- (2) All questions carry equal marks.

- 
- 
- Q.1)** Explain Classification of Contracts. [15]
- Q.2)** What is the difference between Conditions and Warranty. Explain Implied Conditions. [15]
- Q.3)** Explain provisions relating to Dishonour of Negotiable Instruments. [15]
- Q.4)** State importance of Memorandum of Association ? How it differs from Articles of Association ? [15]
- Q.5)** Explain under Consumer Protection Act : [15]
- (a) Consumer
  - (b) Manufacturer
  - (c) Unfair Trade Practice
- Q.6)** Write short notes : (Any Three) [15]
- (a) Rules of Offer
  - (b) Definition of 'Goods' under Sale of Goods Act
  - (c) Cheques and difference between Cheques and Bills of Exchange.
  - (d) Kinds of Share Capital
  - (e) Objects of Consumer Protection Act, 1986



[3787] – 406

**P.G.D.B.M. – IV Examination  
(2008 Pattern)  
LABOUR LAWS**

Time : 3 Hours

Max. Marks : 70

*Note : 1) Answer **any 5** questions.*

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

1. State the provisions relating to the welfare measures under Factories Act.
2. Explain the procedure for registration of Establishment under The Bombay Shops and Establishments Act.
3. What is industry ? Write provisions for Strikes and Lock outs under The Industrial Disputes Act.
4. What is the procedure for Licensing of Contractors under The Contract Labour (Regulation and Abolition) Act ?
5. What are the obligation on Recognized union ?
6. Write note on **any two** under The Industrial Employment (Standing Orders) Act :
  - a) Display of Standing Orders
  - b) Modification of Standing Orders
  - c) Powers of certifying officer.
7. Elaborate the powers and duties of Industrial Tribunal under The Industrial Disputes Act.
8. Write notes on (**any 2**) :
  - a) Lay off and retrenchment
  - b) Objectives of The Bombay Shops and Establishments Act.
  - c) Working hours under The Factories Act.
  - d) Objectives of The Contract Labour (Regulation and Abolition) Act.

Total No. of Questions : 7]

[Total No. of Printed Pages : 2

**[3787]-401**

**P. G. D. B. M. (Semester - IV) Examination - 2010**

**MANAGEMENT CONTROL SYSTEM**

**(2008 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 70**

**Instructions :**

- (1) Answer *any four* questions from section I and *any one case study* from section II.
- (2) All questions carry equal marks.

---

---

### **SECTION - I**

- Q.1)** Explain Process of Management Control. State and explain factors that affect Management Control.
- Q.2)** What is an Expense Centre ? Explain difference between Engineered Expense Center and Discretionary Expense Center.
- Q.3)** Explain Concept of Balanced Score Card. Explain benefits of Balance Score Card.
- Q.4)** What is Transfer Pricing ? Explain different methods of Transfer Pricing.
- Q.5)** Write short notes : **(Any Three)**
- (a) Financial Audit and Management Audit
  - (b) Strategic Business Unit
  - (c) Management Control in Service Sector and Manufacturing Sector
  - (d) Functions of a Controller



## SECTION - II

**Q.6)** Nutech Division of Phoenix India Ltd. has assets worth Rs. 22,00,000 and Operating Income of Rs. 7,50,000.

- (a) Calculate ROI of the Division.
- (b) If the minimum rate of return is 12% what is the division's residual income ?

**Q.7)** A company has practice of fixing inter-department transfer price for its product on the basis of cost plus return on investment in the division. The budget for division A for the year is as follows :

Annual Budgeted Output	6,00,000 units
Variable Cost of the Product	Rs. 10 per unit
Annual Fixed Cost for the division A	Rs. 10.20 lacs
Total Investment in the division	Rs. 20 lacs

If return on investment is planned at 24%, then calculate transfer price of product per unit of division A.

---

**Total No. of Questions : 6]**

**[Total No. of Printed Pages : 1**

**[3787]-402**

**P. G. D. B. M. (Semester - IV) Examination - 2010**

**(A) INTEGRATED MARKETING COMMUNICATION**

**(SPECIALIZATION - I)**

**(2008 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 70**

***Instructions :***

- (1) Answer **any five** questions.*
- (2) All questions carry equal marks.*

- 
- 
- Q.1)** Define IMC. Explain Process of Integrated Marketing Communication (IMC) in detail.
- Q.2)** Explain various types of Medias for Advertisement. Also state their merits and demerits.
- Q.3)** Discuss various services offered by Advertising Agency. With the help of suitable examples, enlist any five popular Advertising Agencies in India.
- Q.4)** Elaborate role played by ethics and social responsibility in Advertising.
- Q.5)** Explain various techniques to evaluate effectiveness of Marketing Communication Programme.
- Q.6)** Write short notes : **(Any Two)**
- (a) AIDA Model
  - (b) Public Relations
  - (c) Event Management
  - (d) Appeals in Advertising

Total No. of Questions : 7]

[Total No. of Printed Pages : 3

**[3787]-403**

**P. G. D. B. M. (Semester - IV) Examination - 2010**

**(B) DIRECT TAXATION**

**(SPECIALIZATION - I)**

**(2008 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 70**

**Instructions :**

*(1) Q. No. 1 is compulsory.*

*(2) Attempt **any four** out of the remaining.*

---

**Q.1)** Explain various types of Incomes which are covered under “Income from Other Sources”. Explain various Deductions available from Income from Other Sources. **[10]**

**Q.2)** Write a detailed essay on filing of returns as per the Income Tax Act, 1961. **[15]**

**Q.3)** Briefly discuss provisions relating to set off and carry forward of losses. (Inter source, inter head adjustment, speculation business etc.) **[15]**

**Q.4)** Write short notes : **(Any Three)** **[15]**

(a) PAN

(b) Casual Income

(c) Advance Tax

(d) Perquisites

(e) Types of Capital Assets

**Q.5)** Mr. Bipin is an employee of Pentagon Ltd. which is based in Nagpur. He is in receipt of taxable salary of Rs. 4,50,000 for the year. He has acquired a residential property on 15th July, 1998 for Rs. 4,44,000. Brokerage and other incidental expenses on acquisition were Rs. 25,000. He sold it for Rs. 20,00,000 on 29th June, 2008. He purchased another residential property for Rs. 6,00,000 in October, 2008.

**[3787]-403**

**1**

**P.T.O.**

(Cost Inflation Index (CII) : F.Y. 2008-09 - 582, F.Y. 1998-1999 - 351)

He made the following contribution/payments for the year :

PPF Contribution Rs. 40,000

NSC Rs. 15,000

Mediclaime Rs. 5,000

He received interest of Rs. 6,000 from Long Term Fixed Deposits with Banks. He has also received an income of Rs. 15,000 as interest on debentures. He has let out furniture to ABC Ltd. for a monthly lease rental of Rs. 3,250. He spends Rs. 250 on its repairs in each month.

He has asked you to calculate total income for A.Y. 2009-2010. [15]

**Q.6)** The following is the Profit and Loss Account of Mr. Nishant for the year ended on 31<sup>st</sup> March, 2009 : [15]

Particulars	Amount Rs.	Particulars	Amount Rs.
To General Expenses	1,37,500	By Gross Profit	3,10,000
To Conveyance	1,250	By Commission	30,000
To Postage	125	By Sundry Receipts	3,000
To Stationery	2,500	By Interest on Fixed Deposits	35,075
To Depreciation	25,000		
To Construction of Canteen	15,700		
To Donation to an Educational Institute	10,500		
To Sales Tax	25,000		
To Reserve for Bad Debts	2,500		
To Net Profit	1,58,000		
<b>Total</b>	<b>3,78,075</b>	<b>Total</b>	<b>3,78,075</b>

**Other Information :**

- (1) Salary includes Rs. 12,500 paid to Mr. Nishant.
- (2) General Expenses include Rs. 5,850 as gift given to a friend on his marriage ceremony.
- (3) Depreciation allowed as per Income Tax Rules amounted to Rs. 22,000.
- (4) Sales Tax included Rs. 2,500 as penalty for evasion of Sales Tax.

**Q.7)** Explain the following terms with reference to income from Capital Gains : **[15]**

- (a) Transfer
  - (b) Cost of Acquisition
  - (c) Cost of Improvement
-

Total No. of Questions : 5]

[Total No. of Printed Pages : 2

**[3787]-404**

**P. G. D. B. M. (Semester - IV) Examination - 2010**

**(C) DBMS WITH ORACLE**

**(SPECIALIZATION - I)**

**(2008 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 70**

**Instructions :**

- (1) *Question Nos. 1 and 5 are compulsory.*
  - (2) *Solve **any two** from the remaining.*
  - (3) *Figures to the right indicate full marks.*
- 

**Q.1)** Consider the following table structure to write SQL queries : **[20]**

**Book Table**

Bookno number(5), Title varchar2(30), No of pages number(4), Price number(5), Edition varchar2(10), Publication varchar2(40), PurchaseDate date

**Author Table**

AuNo number(4), Aname varchar2(30), Address varchar2(30)

**Book-Author Table**

Bookno number(5), AuNo number(4)

- (a) List all books from BPB publication.
- (b) List all book information having 2 authors.
- (c) Display book title which is costliest.
- (d) List authors staying in Pune.
- (e) How many books are available ?
- (f) List books on 'Oracle'.
- (g) Which author has written maximum books ?

**[3787]-404**

**1**

**P.T.O.**

- (h) List books purchased in the month of March, 2010.
  - (i) Insert a record in Book table.
  - (j) Create Book table with proper constraints.
- Q.2)** (A) Write a stored procedure which will accept (author name) and will return number of books written by that author. [10]
- (B) Explain Select Statement with all clauses. [10]
- Q.3)** (A) Write PL/SQL block which will accept a number and print prime factors of that number. [10]
- (B) Explain use of predicates such as in, between, like, exists, null. [10]
- Q.4)** (A) Explain E. F. Codd's Rules. [10]
- (B) Explain Data Models. [10]
- Q.5)** Write short notes : (Any Two) [10]
- (a) Date Functions
  - (b) Set Operators
  - (c) Joins
  - (d) Data Types
-

Total No. of Questions : 5]

[Total No. of Printed Pages : 2

**[3787]-405**

**P. G. D. B. M. (Semester - IV) Examination - 2010**

**(D) INVENTORY MANAGEMENT AND  
MATERIALS REQUIREMENT PLANNING**

**(SPECIALIZATION - I)  
(2008 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 70**

***Instructions :***

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

**Q.1) Attempt any three : [15]**

- (a) State reasons that explain need for maintaining Inventory.
- (b) Explain Fixed Internal System of Inventory Control Model.
- (c) How does the inventory affect profitability ?
- (d) State and explain factors that decide Safety Stock Level.
- (e) How does MRP help in Controlling Inventory ?

**Q.2) Attempt any three : [15]**

- (a) How do Inventory Control Techniques vary with the type of Inventory ?
- (b) How does Inventory Level affect Customer Satisfaction ?
- (c) How do reduction in “through put time” and reduction in ‘WIP’ help in inventory turns ?
- (d) What is MPS ? Explain its purpose.
- (e) What is Concept of Outsourcing in Manufacturing ? Why is it being widely adopted ?



**Q.3) Attempt any two :** [14]

- (a) Develop an Inventory Model for EOQ when stock replenishment is instantaneous. State basis and limitation of this model.
- (b) The requirement of a certain item of raw material is 500 units per quarter. The ordering costs are Rs. 10.00 per order, while carrying costs are 16 paise per year per unit of average inventory. The purchase price is Re. 1.00 per unit.
  - (i) Find EOQ and Total Inventory Cost.
  - (ii) The supplier is ready to give 5% discount, if quantity for two quarters is ordered at a time. Should the offer be accepted, if carrying costs are unaltered ?
- (c) Explain with an illustration, the min-max model of Inventory Control.

**Q.4) Attempt any two :** [14]

- (a) Explain, with an illustration, concept of JIT Manufacturing.
- (b) State inputs to an MRP and explain process of MRP.
- (c) State and briefly explain factors in “Make or Buy” decision.
- (d) Explain as to why evaluation of Materials Management is essential. State at least 10 important performance indicators.

**Q.5) Attempt any two :** [12]

- (a) What is the importance of Vendor Relationship in JIT Context ? Explain.
- (b) State various types of Wastes and explain process of elimination of these wastes.
- (c) What are different outputs of MRP ? How do these help different disciplines in the organisation ?
- (d) Explain Bill of Material with an illustration. How does modular BOM help in reducing size of the BOM file ?

Total No. of Questions : 7]

[Total No. of Printed Pages : 1

**[3787]-407**

**P. G. D. B. M. (Semester - IV) Examination - 2010**

**(A) INTERNATIONAL MARKETING**

**(SPECIALIZATION - II)**

**(2008 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 70**

**Instructions :**

- (1) Question No. 1 is compulsory.*
- (2) Attempt **any 4** questions from the rest.*
- (3) All questions carry equal marks.*

- 
- 
- Q.1)** Design and justify a Marketing Channel System for a Cotton Textile Industry to Market Goods to European Countries.
- Q.2)** Explain in detail various objectives for a firm to venture in International Market.
- Q.3)** Explain in detail about the determinants of Price in International Market.
- Q.4)** Specify various steps involved in Custom Clearance of a Containerised Export Cargo.
- Q.5)** How does Government of India support Exporters ? What kind of support do exporters get from EXIM Bank and RBI ?
- Q.6)** “Export Documentation is a Vital Process for International Marketing.” Explain in detail.
- Q.7)** Write short notes : **(Any Two)**
- (a) Uniform Pricing Strategy
  - (b) Export Credit Limit
  - (c) Marine Insurance
  - (d) Excise Clearance

Total No. of Questions : 8]

[Total No. of Printed Pages : 3

**[3787]-408**

**P. G. D. B. M. (Semester - IV) Examination - 2010**

**(B) ADVANCED FINANCIAL MANAGEMENT**

**(SPECIALIZATION - II)**

**(2008 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 70**

***Instructions :***

- (1) Questions No. 8 is compulsory. Attempt **any two** questions from each section besides question no. 8.*
  - (2) Figures to the right indicate full marks.*
- 
- 

**SECTION - I**

- Q.1)** Define the term Standards. What are the benefits of fixing Standards ?  
In what way Standards are useful to External Users, Auditors and Managers ? **[15]**
- Q.2)** Define Goodwill and also explain various Methods of Valuation of Goodwill. **[15]**
- Q.3)** Discuss various techniques used in Capital Budgeting for analysing Risks. **[15]**
- Q.4)** What is Financial Planning and Financial Forecasting ? Discuss various steps of Financial Planning **[15]**

## SECTION - II

**Q.5)** A company is considering two exclusive projects both having an outlay of Rs. 25,000 each and a life of 5 years. The company's rate of return is 10% and tax rate is 50%. These projects are depreciated on a Straight Line basis. The expected profits (Before depreciation and tax) are as follows :

Year	Project 'X'	Project 'Y'
1	8,000	12,000
2	8,000	6,000
3	8,000	4,000
4	8,000	10,000
5	8,000	10,000

The P.V. Factor @ 10% for I year - .909, II year - .826, III year - .751, IV year - .683, V year - .621. Calculate the following :

- (a) Pay back period of each project
- (b) Average Rate of Return
- (c) Net Present Value
- (d) Profitability Index

[15]

**Q.6)** ANGEL Co. Ltd. has made plans for the next year. It is estimated that the company will employ total assets of Rs. 8,00,000; 50% of the assets being financed by borrowed capital at an interest cost of 8% per year. The direct costs for the year are estimated at Rs. 4,80,000 and all other operating expenses at Rs. 80,000. The goods will be sold to customers at 150% of the direct costs. Tax Rate is assumed to be 50%.

You are required to calculate :

- (a) Net Profit Margin
- (b) Return on Assets
- (c) Assets Turnover
- (d) Return on Owner's Equity

[15]

**Q.7)** Prepare Cash Budget for three months from the following information :

Months	Sales	Purchases	Wages	Expenses
November, 07	60,000	42,000	5,000	3,500
December, 07	65,000	50,000	6,000	4,000
January, 08	40,000	52,000	4,000	3,000
February, 08	58,000	53,000	5,000	6,000
March, 08	44,000	40,000	4,000	3,000

**Additional Information :**

- (1) 1st January, 08 cash in hand Rs. 2,500.
- (2) 20% of the sales realized in the month of sale, balance realized in subsequent month.
- (3) Those realized in the month following purchases, expenses delayed by one month.
- (4) Out of the total wages 25% are arrears paid in next month.
- (5) Rent payable quarterly in advance due in January for Rs. 1,000. Tax due in March for Rs. 1,500.
- (6) Interest received Rs. 2,000 quarterly (Calendar Quarters) on 1st of each quarter.

Prepare Cash Budget for 3 months, i.e. from 1st January, 08. [15]

**Q.8)** Write short notes : (Any Two) [10]

- (a) Corporate Governance
- (b) Buy Back of Shares
- (c) Human Resource Planning
- (d) Advantages of Fund Flow Statement
- (e) Valuation of Inventory

Total No. of Questions : 7]

[Total No. of Printed Pages : 2

**[3787]-409**

**P. G. D. B. M. (Semester - IV) Examination - 2010**

**(C) 'C' PROGRAMMING**

**(SPECIALIZATION - II)**

**(2008 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 70**

**Instructions :**

(1) *Q. No. 1 is compulsory.*

(2) *Solve **any five** out of the remaining.*

---

**Q.1) (A) Trace output and justify answer :**

**[12]**

(a) `#include <stdio.h>`

`main( )`

`{`

`int x=25;`

`printf("/d %d %d", x > 25, x = 50, x==50);`

`}`

(b) `#include <stdio.h>`

`main( )`

`{`

`int a, b = 3;`

`a=b++*b++*b++;`

`printf("%d %d", a, b);`

`}`

```

(c) void main( )
    {
        char str[]= "God is great";
        printf("%s \n %s, str+3, str);
    }

```

(B) Explain the following : **(Any Two)** **[08]**

- (a) Call by Value and Call by Reference
- (b) String Functions
- (c) Data Types in 'C'

**Q.2)** Write a program to print the following pattern : **[10]**

```

1 2 3 4 5
1 2 3 4
1 2 3
1 2
1

```

**Q.3)** Accept 10 numbers in an integer array and sort array in ascending order. **[10]**

**Q.4)** Write user defined function to connect two strings. **[10]**

**Q.5)** Write a recursive function to calculate factorial of a number. **[10]**

**Q.6)** Accept 10 Account Records in an array of structures with field- (acc-no, name, balance). Print customers with balance above Rs. 10,000. **[10]**

**Q.7)** Write a program to accept file names through Command Line Argument and to copy contents of file 1 to file 2. Count number of characters copied from Source File. **[10]**

Total No. of Questions : 6+2]

[Total No. of Printed Pages : 2

**[3787]-41**

**P. G. D. B. M. (Semester - IV) Examination - 2010**

**MANAGEMENT CONTROL SYSTEM**

**(2005 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 60**

**Instructions :**

- (1) Attempt **any three** questions from Section I and **any one** from Section II.
- (2) All questions carry equal marks.

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---

**SECTION - I**

- Q.1)** Explain characteristics of Management Control System. Explain with example.
- Q.2)** What are various types of Responsibility Centres ? Explain in detail the advantages of Profit Centre and the Possible Constraints in Organising a Profit Centre.
- Q.3)** Explain Concept of Transfer Pricing in an Organisation having Multi Divisions. What do you understand by Cost Based Transfer Pricing ? Explain in detail.
- Q.4)** Explain Financial and Non-financial Performance Measures as per Balance Score Card. Give examples.
- Q.5)** Write short notes : **(Any Three)**
- (a) Management Control System in Service Sector and in Manufacturing Sector.
  - (b) Activity Based Costing
  - (c) Return on Investments and Economic Value Addition
  - (d) Goal Congruence
  - (e) Management Audit as Control Tool



## SECTION - II

**Q.1)** The Sales Director of a Manufacturing Company reports that next year he expect to sell 54,000 units of the product.

The Production Manager consults Storekeeper and reports figures as follows :

- (a) The kind of raw materials, 'A' and 'B' are required for manufacturing the products.
- (b) Each unit of the product requires 2 units of 'A' and 3 units of 'B'.
- (c) The estimated opening balances at the start of new year are :
  - (i) Finished Products – 10,000 Units
  - (ii) 'A' Raw Material – 12,000 Units
  - (iii) 'B' Raw Material – 15,000 Units

The desired closing balances at the end of the year are :

- (i) Finished Products – 14,000 Units
- (ii) 'A' Raw Material – 13,000 Units
- (iii) 'B' Raw Material – 16,000 Units

Draw up a Material Purchase Budget for the next year.

**Q.2)** Keshav Paranjape owns a Grocery Shop in Mumbai, in a locality predominantly of middle class people. He has been in this business since 1972, having inherited it from his father, Late Ramesh Paranjape. During 70's and 80's he had the good fortune to make excellent profit. There was deterioration in the business in the late 90's and early 21<sup>st</sup> Century. As a grocer he was keeping a variety of items including kites (Seasonal) and lanterns and colors during Diwali and Holi. Having limited people working in the shop, mostly relatives, he was able to manage economically. His son Mohan does not want to continue his business and he was reluctant to share work with him. He was a qualified electronics engineer and has been working with one of the reputed computer companies. Keshav is an old timer and believes in his old systems. Because of the competition from other individual as well as super and hyper markets in the area his business declined and resulted in negative result and inspite of the fact that he was giving credit to needy and poor people, business continued for some time as he knew most of the customers personally. How many options does Keshav have to turn around the business except the option of closing down ?

Analyse this case and recommend concrete suggestions to Keshav.

Total No. of Questions : 7]

[Total No. of Printed Pages : 1

**[3787]-410**

**P. G. D. B. M. (Semester - IV) Examination - 2010**

**(D) SUPPLY CHAIN AND LOGISTICS MANAGEMENT**

**(SPECIALIZATION - II)**

**(2008 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 70**

**Instructions :**

- (1) Attempt *any five* questions.
- (2) All questions carry equal marks.

- 
- 
- Q.1)** What are the Issues in Managing a Supply Chain ? How do you tackle those issues ?
- Q.2)** What are the current business imperatives from which emerged the Concept of SCM ? Explain.
- Q.3)** List the participants in a Global Supply Chain and elaborate on their roles.
- Q.4)** Explain with suitable examples the Procurement, Manufacturing and Logistical Interfaces in a Supply Chain.
- Q.5)** What is E-commerce ? How has it impacted the scope, design and development of Modern Day Supply Chains ?
- Q.6)** Explain in detail the Generalised Supply Chain Model.
- Q.7)** Write short notes : **(Any Three)**
- (a) Information System Functionality in a Supply Chain
  - (b) Transport Functionality in a Supply Chain
  - (c) Warehousing Ownership Arrangements
  - (d) Packaging for Materials Handling Efficiency
  - (e) Management of Internal Logistics Relationships

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**[3787]-410/1**

Total No. of Questions : 7]

[Total No. of Printed Pages : 1

**[3787]-411**

**P. G. D. B. M. (Semester - IV) Examination - 2010**

**(E) INDUSTRIAL RELATIONS**

**(SPECIALIZATION - II)**

**Time : 3 Hours]**

**[Max. Marks : 70**

**Instructions :**

- (1) *Question No. 1 is compulsory.*
- (2) *Attempt **any three** from the remaining.*

- 
- 
- Q.1)** (A) What do you mean by Industrial Relation ? What is the effect of social and economical factors on Industrial Relation ? [15]
- (B) What is the role of Judiciary on the Settlement of Industrial Disputes ? [10]
- Q.2)** Describe objectives and functions of Trade Union. [15]
- Q.3)** State and discuss main causes of Industrial Dispute. [15]
- Q.4)** Explain clearly the machinery that exists under the Industrial Disputes Act for Settlement of Disputes ? [15]
- Q.5)** What is the Impact of Globalisation on Industrial Relation ? [15]
- Q.6)** What is the importance of Collective Bargaining in Industrial Relation ? Is Collective Bargaining successful in India ? [15]
- Q.7)** Write short notes : (Any Three) [15]
- (a) Shop Council
  - (b) Retrenchment
  - (c) Lockout
  - (d) Function of Joint Council
  - (e) Collective Bargaining

Total No. of Questions : 6]

[Total No. of Printed Pages : 1

**[3787]-42**

**P. G. D. B. M. (Semester - IV) Examination - 2010**

**MARKETING MANAGEMENT**

**(SPECIALIZATION - I : ADVERTISING AND SALES PROMOTION)**

**(2005 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 60**

***Instructions :***

- (1) Answer **any four** questions.*
- (2) All questions carry equal marks.*

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**Q.1)** Define the term Advertising. Explain the role of Advertising in the Marketing Mix.

**Q.2)** Describe functions and services offered by a Modern Advertising Agency.

**Q.3)** Throw light on the role of Media in ensuring effectiveness of any Advertisement. Discuss various forms of Media.

**Q.4)** Design a Sales Promotion Program for the Launch of NANO Car of Tata Motors.

**Q.5)** Discuss a few methods / techniques for measuring Advertising Effectiveness.

**Q.6)** Write short notes :

- (a) Reach and Frequency
- (b) Forms of Publicity

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**[3787]-42/1**

Total No. of Questions : 7]

[Total No. of Printed Pages : 3

**[3787]-43**

**P. G. D. B. M. (Semester - IV) Examination - 2010**

**FINANCIAL MANAGEMENT**

**(SPECIALIZATION - I : DIRECT TAXATION)**

**(2005 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 60**

**Instructions :**

- (1) Attempt *any four* questions.
- (2) All questions carry equal marks.

---

---

**Q.1) Write short notes : (Any Three) [15]**

- (a) Long Term Capital Gain
- (b) Agriculture Income
- (c) Charitable Purpose
- (d) Previous Year and Assessment Year
- (e) Person

**Q.2) Write any ten Income which are exempt from Tax. [15]**

**Q.3) Explain various types of Income which are covered under 'Income from Other Sources'. Explain various Deductions available from 'Income from Other Sources'. [15]**

**Q.4) Explain the following terms with respect to income from House Property : [15]**

- (a) Gross Annual Value
- (b) Deductions u/s 24
- (c) Income from Self-occupied House Property

**[3787]-43**

**1**

**P.T.O.**

**Q.5)** Mr. Bipin is an employee of Pentagone Ltd. Which is based in Nagpur. He is in receipt of taxable salary of Rs. 4,50,000 for the year. He has acquired a residential property on 15th July, 1998 for Rs. 4,40,000. Brokerage and other incidental expenses on acquisition were Rs. 25,000. He sold it for Rs. 20,00,000 on 29th June, 2008. He purchased another residential property for Rs. 6,00,000 in October, 2008.

(Cost Inflation Index (CII) : F. Y. 2008-09 - 582, F. Y. 1998-99 - 351)

He made the following contribution/payments for the year :

PPF Contribution	Rs. 40,000
NSC	Rs. 15,000
Mediclaime	Rs. 5,000

He received interest of Rs. 6,000 from Long Term Fixed Deposits with Banks. He has also received an income of Rs. 15,000 as interest on debentures. He has let out furniture to ABC Ltd. For a monthly lease rental of Rs. 3,250. He spends Rs. 250 on its repairs in each month. He has asked you to calculate total income for A. Y. 2009-2010.

[15]

**Q.6)** The following is the Profit and Loss Account of Mr. Nishant for the year ended on 31st March, 2009 :

[15]

Particulars	Amount (Rs.)	Particulars	Amount (Rs.)
To General Expenses	12,500	By Gross Profit	3,10,000
To Conveyance	1,250	By Commission	30,000
To Postage	125	By Sundry Receipts	3,000
To Stationery	2,500	By Interest on Fixed Deposits	35,075
To Depreciation	25,000		
To Construction of Canteen	15,700		

<b>Particulars</b>	<b>Amount (Rs.)</b>	<b>Particulars</b>	<b>Amount (Rs.)</b>
To Donation to an Educational Institute	10,500		
To Sales Tax	25,000		
To Reserve for Bad Debts	2,500		
To Net Profit	1,58,000		
<b>Total</b>	<b>3,78,075</b>	<b>Total</b>	<b>3,78,075</b>

- (1) Salary includes Rs. 12,500 paid to Mr. Nishant.
- (2) General Expenses includes Rs. 5,850 as gift given to a friend on his marriage ceremony.
- (3) Depreciation allowed as per Income Tax Rules is amounted to Rs. 22,000.
- (4) Sales Tax included Rs. 2,500 as penalty for evasion of Sales Tax.

**Q.7)** Briefly discuss the provisions relating to set off and carry forward of losses. (Inter source, inter head adjustment, speculation business etc.)

**[15]**

Total No. of Questions : 4]

[Total No. of Printed Pages : 2

**[3787]-44**

**P. G. D. B. M. (Semester - IV) Examination - 2010**

**COMPUTER**

**(SPECIALIZATION - I : DBMS WITH ORACLE)**

**(2005 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 60**

**Instructions :**

- (1) *Question No. 1 is compulsory.*
  - (2) *Solve **any two** questions from the remaining.*
  - (3) *Figures to the right indicate full marks.*
- 
- 

**Q.1) Consider the following Tables Structure to write SQL queries : [20]**

Emp Table

empno number(3), ename varchar2(30), sal number(4), comm number(3),  
job varchar2(10), deptno number(2), joindate date, address varchar2(30)

Dept Table

deptno number(2), dname varchar2(30), location varchar2(30)

- (a) List all employees from Pune and Mumbai City.
- (b) List all employees having "Z" as second character in their names.
- (c) Show all employees working in Sales Department.
- (d) Display names of employees who get comm.
- (e) Display how many employees are working in the Organisation.
- (f) Show all managers having salary greater than 10000.
- (g) Create emp table with proper constraints.
- (h) Insert a record in emp table.
- (i) Show department wise total salary paid.
- (j) Show alphabetical list of employees.

**[3787]-44**

**1**

**P.T.O.**



**Q.2)** (A) Explain any three date functions and any two numeric functions. [10]

(B) Explain Select Statement. [10]

**Q.3)** (A) Explain E.F. Codd's Rules. [10]

(B) Explain how sub-queries are used with examples. [10]

**Q.4)** Write short notes : (**Any Four**) [20]

(a) Data Types

(b) Create Statement

(c) Synonym

(d) Aggregate Functions

(e) Set Operators

---

Total No. of Questions : 6]

[Total No. of Printed Pages : 1

**[3787]-45**

**P. G. D. B. M. (Semester - IV) Examination - 2010**

**PRODUCTION AND MATERIALS**

**(SPECIALIZATION - I : LOGISTICS AND SUPPLY CHAIN MANAGEMENT)**

**(2005 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 60**

***Instructions :***

- (1) Attempt **any four** questions.*
  - (2) All questions carry equal marks.*
- 

- Q.1)** Explain Concept of Supply Chain. How does effectiveness of a Supply Chain impact Customer Service and Customer Satisfaction ?
  - Q.2)** Outline and explain Supply Chain for **any two** of the following products/services :
    - (a) Vernacular Language Novels
    - (b) Shoes
    - (c) Mutual Funds
  - Q.3)** Explain with examples the role played by packaging in Logistics.
  - Q.4)** Discuss strategic role of Intra-organisation Supply Chains in meeting Organisational Objectives.
  - Q.5)** Explain with examples factors to be considered in Distribution Network Planning.
  - Q.6)** Write short notes : **(Any Three)**
    - (a) Containerisation
    - (b) Third Party Logistics
    - (c) Role of JIT in Supply Chain
    - (d) Pipe Line as a Transport Mode
    - (e) Insurance in Logistics
- 

**[3787]-45/1**

Total No. of Questions : 6]

[Total No. of Printed Pages : 2

**[3787]-46**

**P. G. D. B. M. (Semester - IV) Examination - 2010**

**HUMAN RESOURCE MANAGEMENT**

**(SPECIALIZATION - I : LABOUR LAWS)**

**(2005 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 60**

**Instructions :**

- (1) Attempt *any four* questions.
- (2) All questions carry equal marks.

- 
- 
- Q.1)** (A) Define 'Manufacturing Process' under Factories Act. [05]  
(B) Discuss welfare provisions under Factories Act. [10]
- Q.2)** (A) Discuss objectives of Workman's Compensation Act. [05]  
(B) Detail-out when the employer is 'Liable' and 'Not Liable' to pay compensation under the Act. [10]
- Q.3)** (A) Define Wages under Payment of Wages Act. [05]  
(B) What are 'Authorised Deductions' under the Payment of Wages Act. Give proper examples. [10]
- Q.4)** (A) Elaborate Concept of Bonus under the Payment of Bonus Act. [05]  
(B) Discuss 'Set-on' and 'Set-off' under the Act. [10]
- Q.5)** What are the objectives of Gratuity Act and explain when the employee is 'not eligible' to get gratuity. [15]

**Q.6) Write short notes : (Any Three)**

**[15]**

- (a) Lock-out under I.D. Act
  - (b) 'Occupier' under Factories Act
  - (c) Objective of P.F. Act
  - (d) Benefits under ESI Act
  - (e) Lay-off under I.D. Act
-

Total No. of Questions : 6]

[Total No. of Printed Pages : 1

**[3787]-47**

**P. G. D. B. M. (Semester - IV) Examination - 2010**

**MARKETING MANAGEMENT**

**(SPECIALIZATION - II : INTERNATIONAL MARKETING)**

**(2005 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 60**

**Instructions :**

- (1) Attempt *any four* questions.
- (2) All questions carry equal marks.

- 
- 
- Q.1)** (A) Explain benefits received from International Marketing.  
(B) What is meant by PEST Factors ? Explain their importance.
- Q.2)** Indicate different methods needed in Pricing of Export Products along with their merits and demerits.
- Q.3)** (A) State in detail, the Procedure of Realising Pre-shipment Finance from Bank.  
(B) Explain role of ECGC in Exports.
- Q.4)** (A) How does International Marketing Research differ from Domestic Marketing Research ?  
(B) 'Steps involved in Export Order Processing', indicate stepwise.
- Q.5)** State different Strategies needed in starting International Marketing.
- Q.6)** Write explanatory notes : (**Any Three**)
- (a) IEC No
  - (b) Marine Insurance
  - (c) International Product Life Cycle
  - (d) Export Subsidies
  - (e) MNCs

Total No. of Questions : 6]

[Total No. of Printed Pages : 3

**[3787]-48**

**P. G. D. B. M. (Semester - IV) Examination - 2010**

**FINANCIAL MANAGEMENT**

**(SPECIALIZATION - II : ADVANCED FINANCIAL MANAGEMENT)**

**(2005 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 60**

***Instructions :***

- (1) Question No. 1 is compulsory. Attempt **any three** questions from the rest.*
  - (2) All questions carry equal marks.*
  - (3) Use of electronic pocket calculator is allowed.*
- 

**Q.1)** Briefly discuss the factors to be considered while deciding Capital Structure of an Business Organisation. **[15]**

**Q.2)** Explain the details of Accounting Standards in respect of Accounting for Investments and Accounting for Fixed Assets. **[15]**

**Q.3)** Explain the Working Capital Circle. Also explain in detail various factors that determine the Working Capital requirement of a Company. **[15]**

**Q.4)** Write short notes : **(Any Three)** **[15]**

- (a) Inflation Accounting
- (b) Human Resource Accounting
- (c) Buy-back of Shares
- (d) Valuation of Goodwill
- (e) Corporate Governance

**Q.5)** A company whose Cost of Capital is 12% is considering two projects 'A' and 'B'. The following data are available :

	<b>Project 'A'</b> (Rs.)	<b>Project 'B'</b> (Rs.)
Investment	1,40,000	1,40,000
Cash Flows		
Year 1	20,000	1,00,000
Year 2	40,000	80,000
Year 3	60,000	40,000
Year 4	1,00,000	20,000
Year 5	1,10,000	20,000
	<b>3,30,000</b>	<b>2,60,000</b>

Select the most suitable project by using the following methods :

- (a) Pay Back Period
- (b) Net Present Value
- (c) Profitability Index

The present value of Re. 1 at 20% are year 1 - 0.9, year 2 - 0.8, year 3 - 0.7, year 4 - 0.6, year 5 - 0.55.

[15]

**Q.6)** The following Balance Sheets have been prepared from the books of P Ltd. as appearing on 31-12-96 and 31-12-97 :

**Balance Sheets (Rs. in Lacs)**

<b>Liabilities</b>	<b>1996</b>	<b>1997</b>	<b>Assets</b>	<b>1996</b>	<b>1997</b>
Equity Capital	4.00	6.00	Buildings	5.70	5.00
Share Premium	1.00	1.10	Machinery	3.60	3.51
General Reserve	2.00	2.20	Furniture	0.90	0.81
Debenture			Cash in Hand	0.05	0.08
Redemption Reserve	1.00	1.10	Stock	1.55	1.45
Debentures	3.00	2.90	Debtors	1.80	1.60
Taxation Provision	0.40	0.35	Bills Receivable	0.04	0.40
Secured Loan	2.00	1.00	Investments	—	2.10
Current Liabilities	0.24	0.30			
<b>Total Rs.</b>	<b>13.64</b>	<b>14.95</b>	<b>Total Rs.</b>	<b>13.64</b>	<b>14.95</b>

- (1) During the year 1997, the company paid dividend of Rs. 48,000 on its equity capital of Rs. 4,00,000. The shares are of Rs. 100 each fully paid up.
- (2) Taxation provision for 1996 was utilised to the extent of Rs. 30,000 for Income Tax paid in 1997.
- (3) Depreciate for a full one year is charged at following rate :  
(a) Building 5%, (b) Machinery 10% and (c) Furniture 10%.
- (4) A building worth Rs. 70,000 was sold on 1-1-97 at Rs. 60,000 and a new building was constructed at a value of Rs. 25,000 on 31-12-97.
- (5) A machine was purchased at a cost of Rs. 40,000 on 1-1-97, while a machine having book value of Rs. 10,000 was sold on 1-7-97 at Rs. 20,000.

Prepare a statement showing changes in working capital and a statement showing the sources and application of profits.

**[15]**



Total No. of Questions : 7]

[Total No. of Printed Pages : 2

**[3787]-49**

**P. G. D. B. M. (Semester - IV) Examination - 2010**

**COMPUTER**

**(SPECIALIZATION - II : 'C' PROGRAMMING)**

**(2005 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 60**

**Instructions :**

- (1) *Question No. 1 is compulsory.*
  - (2) *Solve **any five** from Q. Nos. 2 to 7.*
  - (3) *All questions carry equal marks.*
- 

**Q.1) (A) Fill in the blanks : (Any Five) [05]**

- (a) \_\_\_\_\_ string function receives a string from the Keyboard.
- (b) \_\_\_\_\_ is an ordered collection of data items of the same type referred to by a common name.
- (c) By default a function returns a value of type \_\_\_\_\_.
- (d) The keyword used for enumerated data type is \_\_\_\_\_.
- (e) The default initial value of a Global Variable is \_\_\_\_\_.
- (f) A pointer stores \_\_\_\_\_ .

**(B) Write a program to find factorial of a given number. [05]**

**Q.2) Write a program to print the following pattern : [10]**

A  
A B  
A B C  
A B C D  
A B C D E

**Q.3)** Write a program for addition of two matrices. **[10]**

**Q.4)** Write a recursive function to print Fibonacci Series. **[10]**

**Q.5)** Consider structure : Student having Roll No., Name, Marks. Write a program to print name of the student who scored highest marks. **[10]**

**Q.6)** Write a program to reverse contents of a File. **[10]**

**Q.7)** Write short notes : **(Any Two)** **[10]**

- (a) Data Types in 'C'
- (b) C - preprocessor
- (c) Break and Continue Statement

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**Total No. of Questions : 6]**

**[Total No. of Printed Pages : 1**

**[3787]-50**

**P. G. D. B. M. (Semester - IV) Examination - 2010**

**PRODUCTION AND MATERIALS**

**(SPECIALIZATION - II : PRODUCTION PLANNING AND CONTROL)**

**(2005 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 60**

***Instructions :***

- (1) Attempt **any four** questions.*
  - (2) All questions carry equal marks.*
- 
- 

- Q.1)** What is Production Planning and Control ? What are the major divisions into which PPC is bifurcated ? How does each division contribute to the objectives of PPC ?
- Q.2)** Production Control Function is to maximise utilization of Resources and Capacities. Discuss in detail how this is achieved ?
- Q.3)** Explain Concept of Line Balancing.
- Q.4)** Explain various methods of 'Scheduling' Production. What do you understand by 'Forward Scheduling' and 'Backward Scheduling' ?
- Q.5)** Discuss Role of Computers in PPC.
- Q.6)** Write short notes : **(Any Three)**
  - (a) Loading
  - (b) SIM
  - (c) Routing
  - (d) Group Technology
  - (e) Robotics

**Total No. of Questions : 6]**

**[Total No. of Printed Pages : 1**

**[3787]-51**

**P. G. D. B. M. (Semester - IV) Examination - 2010**

**HUMAN RESOURCE MANAGEMENT**

**(SPECIALIZATION - II : INDUSTRIAL RELATIONS)**

**(2005 Pattern)**

**Time : 3 Hours]**

**[Max. Marks : 60**

***Instructions :***

- (1) Attempt **any four** questions.*
- (2) All questions carry equal marks.*

---

**Q.1)** Explain what is Industrial Relations and discuss its growth and objectives. **[15]**

**Q.2)** Discuss any three approaches to the Study of Industrial Relations. **[15]**

**Q.3)** Elaborate duties and responsibilities of Labour Welfare Officer. **[15]**

**Q.4)** Discuss Concept of Workers' Participation in Management and explain importance of Collective Bargaining. **[15]**

**Q.5)** Explain meaning and concept of Trade Union and its characteristics. **[15]**

**Q.6)** Write short notes : **(Any Three)** **[15]**

- (a) Casual and Badli Workers
- (b) Trade Union Act, 1926
- (c) Trade Union and Productivity
- (d) Conciliation
- (e) Employees' Stock Option Plan

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**[3787]-51/1**