



[4379] – 102

Seat No.	
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**M.M.S. / M.B.S. (Semester – I) Examination, 2013**  
**102 : BUSINESS POLICY AND STRATEGIC MANAGEMENT**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

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

1. How can a SWOT analysis help in identifying strategic alternatives at the corporate-level ? 15
2. Discuss the issues that are relevant for strategic Decision-making. 15
3. What do you understand by Resource Allocation ? Explain its role in formulation of business strategy. 15
4. Describe and explain the application of the techniques for strategic control. 15
5. Write short notes on **any two** : 15
  - a) McKinsey's 7S framework
  - b) Corporate culture
  - c) PEST Analysis
  - d) BCG Matrix
  - e) Life Cycle Analysis
6. Case Study : 25

Note : Analysis of the case and logical reasoning for solving the problems/ for answers will carry more weightage.

**Managing Hindustan Unilever Strategically**

Unilever is one of the world's oldest multinational companies. Its origin goes back to the 19<sup>th</sup> century when a group of companies operating independently, produced soaps and margarine. In 1930, the companies merged to form Unilever that diversified into food products in 1940s. Through the next five decades, it

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emerged as a major fast-moving consumer goods (FMCG) multinational operating in several businesses. In 2004, the Unilever 2010 strategic plan was put into action with the mission to 'bring vitality to life' and 'to meet everyday needs for nutrition, hygiene and personal care with brands that help people feel good, look good and get more out of life'. The corporate strategy is of focusing on core businesses of food, home care and personal care. Unilever operates in more than 100 countries, has a turnover of • 39.6 billion and net profit of • 3.685 billion in 2006 and derives 41 percent of its income from the developing and emerging economies around the world. It has 179,000 employees and is a culturally-diverse organisation with its top management coming from 24 nations. Internationalization is based on the principle of local roots with global scale aimed at becoming a 'multi-local multi-national'.

The genesis of Hindustan Unilever (HUL) in India, goes back to 1888 when Unilever exported Sunlight soap to India. Three Indian subsidiaries came into existence in the period 1931-1935 that merged to form Hindustan Lever in 1956. Mergers and acquisitions of Lipton (1972), Brooke Bond (1984), Ponds (1986), TOMCO (1993), Lakme (1998) and Modern Foods (2002) have resulted in an organisation that is a conglomerate of several businesses that have been continually restructured over the years.

HUL is one of the largest FMCG company in India with total sales of Rs. 12,295 crore and net profit of 1855 crore in 2006. There are over 15000 employees, including more than 1300 managers.

The present corporate strategy of HUL is to focus on core businesses. These core businesses are in home and personal care and food. There are 20 different consumer categories in these two businesses. For instance, home and personal care is made up of personal wash, laundry, skin care, hair care, oral care, deodorants, colour cosmetics and *ayurvedic* personal and health care, while food businesses have tea, coffee, ice creams and processed food brands. Apart from the two product divisions, there are separate departments for specialty exports and new ventures.

Strategic management at HUL is the responsibility of the board of directors headed by a chairman. There are five independent and five whole-time directors. The operational management is looked after by a management committee comprising the Vice Chairman, CEO and managing director and executive directors of the two business divisions and functional areas. The divisions have a lot of autonomy with dedicated assets and resources. A divisional committee having the executive director and heads of functions of sales, commercial and manufacturing looks after the business level decision-making. The functional-



level management is the responsibility of the functional head. For instance, a marketing manager has a team of brand managers looking after the individual brands. Besides the decentralised divisional structure, HUL has centralised some functions such as finance, human resource management, research, technology, information technology and corporate and legal affairs.

Unilever globally and HUL nationally, operate in the highly competitive FMCG markets. The consumer markets for FMCG products are finicky: it's difficult to create customers and much more difficult to retain them. Price is often the central concern in a consumer purchase decision requiring producers to be on continual guard against cost increases. Sales and distribution are critical functions organisationally. HUL operates in such a milieu. It has strong competitors such as the multinationals Proctor & Gamble, Nivea or L'Oreal and formidable local companies such as, Amul, Nirma or the Tata FMCG companies to contend with. Rivals have copied HUL's strategies and tactics, especially in the area of marketing and distribution. Its innovations such as new style packaging or distribution through women entrepreneurs are much valued but also copied relentlessly, hurting its competitive advantages.

HUL is identified closely with India. There is a ring of truth to its vision statement: 'to earn the love and respect of India by making a real difference to every Indian'. It has an impeccable record in corporate social responsibility. There is an element of nostalgia associated with brands like Lifebuoy (introduced in 1895) and Dalda (1937) for senior citizens in India. Consequently, Indians have always perceived HUL as an Indian company rather than a multinational. HUL has attempted to align its strategies in the past to the special needs of the Indian business environment. Be it marketing or human resource management, HUL has experimented with new ideas suited to the local context. For instance, HUL is known for its capabilities in rural marketing, effective distribution systems and human resource development. But this focus on India seems to be changing. This might indicate a change in the strategic posture as well as a recognition that Indian markets have matured to the extent that they can be dealt with by the global strategies of Unilever. At the corporate level, it could also be an attempt to leverage global scale while retaining local responsiveness to some extent.

In line with the shift in corporate strategy, the locus of strategic decision-making seems to have moved from the subsidiary to the headquarters. Unilever has formulated a new global realignment under which it will develop brands and streamline product offerings across the world and the subsidiaries will sell the products. Other subtle indications of the shift of decision-making authority could be the appointment of a British CEO after nearly forty years during which there were Indian CEOs, the changed focus on a limited number of international brands rather than a large range of local brands developed over the years and the name-change from Hindustan Lever to Hindustan Unilever.



The shift in the strategic decision-making power from the subsidiary to headquarters could however, prove to be double-edged sword. An example could be of HUL adopting Unilever's global strategy of focussing on a limited number of products, called the 30 power brands in 2002. That seemed a perfectly sensible strategic decision aimed at focusing managerial attention to a limited set of high-potential products. But one consequence of that was the HUL's strong position in the niche soap and detergent markets suffering owing to neglect and the competitors were quick to take advantage of the opportunity. Then there are the statistics to deal with : HUL has nearly 80 percent of sales and 85 percent of net profits from the home and personal care businesses. Globally, Unilever derives half its revenues from food business. HUL does not have a strong position in the food business in India though the food processing industry remains quite attractive both in terms of local consumption as well as export markets. HUL's own strategy of offering low-price, competitive products may also suffer at the cost of Unilever's emphasis on premium priced, high end products sold through modern retail out-lets.

There are some dark clouds on the horizon. HUL's latest financial are not satisfactory. Net profit is down, sales are sluggish, input costs have been rising and new food products introduced in the market have yet to pick up. All this while, in one market segment after another, a competitor pushes ahead. In a company of such a big size and over powering presence, these might still be minor events or developments in a long history that needs to be taken in stride. But, pessimistically, they could also be pointers to what may come.

Questions :

- 1) State the strategy of Hindustan Unilever in your own words.
- 2) At what different levels is strategy formulated at HUL ?
- 3) Comment on the strategic decision-making at HUL.
- 4) Give your opinion on whether the shift in strategic decision-making from India to Unilever's headquarters could prove to be advantageous to HUL or not.

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Seat No.	
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**M.M.S./M.B.S. (Semester – I) Examination, 2013**  
**Financial Specialization**  
**103 B : MERCHANT BANKING AND FINANCIAL SERVICES**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

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

1. Explain how the stock exchanges play an important role in financial market.
  2. What are the important instruments in the money market ? Explain each in brief.
  3. Explain the concept of merchant banking. What are the services rendered by them ?
  4. What are the motives and benefits of mergers and acquisitions ?
  5. What is mutual funds ? Comment on their future in India.
  6. Explain the procedure and steps involved in credit rating.
  7. Write short notes (**any two**) :
    - a) SEBI
    - b) Factoring and Forfeiting
    - c) Buyback of Shares
    - d) ADR.
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Seat No.	
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**M.M.S./M.B.S. (Semester – I) Examination, 2013**  
**HRM Specialisation**  
**103 E – ORGANIZATIONAL DEVELOPMENT**  
**(New) (2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

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

1. What is diagnosis in OD ? Discuss the importance of correct diagnosis in the success of OD.
2. What is Total Quality Management ? Explain with example of any organisation that you have come across.
3. Explain the role of OD consultant in details.
4. What are the three types of OD interventions and its impact on success of OD ?
5. Brief 7's framework and its role in OD.
6. Write short notes (**any two**) :
  - 1) Six Box Model
  - 2) Work Resign
  - 3) Models of Change Management
  - 4) Team Development.



[4379] – 202

Seat No.	
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**M.M.S./M.B.S. (Semester – II) Examination, 2013**  
**MARKETING SPECIALIZATION**  
**202 – A : Retail and Distribution Management (New)**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

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

1. Define “Franchisee”. What is the significance and importance of Franchisee in Channel Decision ?
2. Explain the Retail marketing mix with the help of suitable examples.
3. Explain the concept of Marketing Channels in detail. Discuss the different types of Marketing Channels.
4. Explain the concept of store layout in detail. Discuss the different types of layouts.
5. “Information Technology has revolutionized the modern retailing”. Comment.
6. Explain the concept, importance and functions of Merchandizing in detail with the help of suitable examples.
7. Write short note on **any two** :
  - a) Significance of Supply Chain Management
  - b) Importance of Interiors and Exteriors
  - c) Channel Performance Evaluation.



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**M.M.S./M.B.S. (Semester – II) Examination, 2013**  
**Production and Materials Management Specialization**  
**202-D : OPERATION STRATEGY**  
**(2008 Pattern) (New)**

Time : 3 Hours

Total Marks : 70

**Instructions :** i) Answer **any five** questions.  
ii) **All** questions carry equal **14** marks.

1. Discuss-Operation Strategy and Competitive dimensions of business Correlates.
2. Explain New Product Development Cycle – Process and challenges.
3. What is lean manufacturing ? How it is important in deciding the operation strategy ?
4. Discuss factor considerations in organization's make or buy decision.
5. Discuss implications of Down Sizing decision in business situation.
6. What is the importance of focused Manufacturing ? Why it is important today ?
7. What is the risk in linking investments to product life cycle ? Explain with suitable example.
8. Write notes on **any two** of the following :
  - a) Use of IT in operations strategy
  - b) Order winners and order qualifiers
  - c) Product Profiling
  - d) Strategic Fit.





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Seat No.	
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**M.M.S./M.B.S. (Semester – II) Examination, 2013**  
**203-D (Operation Materials Specialization)**  
**MODELING TECHNIQUES AND IT FOR OPERATION MANAGEMENT**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

- Instructions :** 1) Answer **any 5** questions.  
2) **All** questions carry **equal 14** marks.  
3) Use of simple calculator is **allowed**, not scientific calculator.

1. What is Business Modeling ? Write a note on certainty and uncertainty in Business Models.
2. Give the concept and applications of decision tree in operation management.
3. Write a conceptual introduction to dynamic programming.
4. Give the concept and applications of simulation in operation management.
5. What is project scheduling ? Give the characteristics and key features of software in project scheduling.
6. What is LPP ? Comment on formulation of LPP.
7. Write short notes on **any two** :
  - a) ERP
  - b) Design of experiments
  - c) IT in operation management
  - d) Simplex method.
8. Consider two machines and five jobs as follows. Find out optimum scheduling and priority by using the Bellman-Johnson algorithm.

Job →	JW-1	JW-2	JW-3	JW-4	JW-5
Machine ↓					
MC-1	16	7	9	5	10
MC-2	3	5	1	7	2



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**M.M.S./M.B.S. (Semester – II) (HRM Specialisation) Examination, 2013**  
**203 E : PERFORMANCE MANAGEMENT SYSTEMS**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

**Instructions :** 1) Q. No. 1 is **compulsory**.  
2) Answer **any three** from the **remaining**.

1. a) What are the objectives of Performance Appraisal ? **10**  
b) Explain any two methods of Performance Appraisal. **15**
  2. Discuss the importance of linking individual goals with the organisational goals. **15**
  3. How Counselling can help for better performance ? Explain. **15**
  4. Explain 360° Performance Appraisal system in depth. **15**
  5. How Technology can be used in Performance Appraisal systems ? Explain. **15**
  6. Write short notes on **any two** :
    - a) MBO
    - b) Halo Effect
    - c) Potential Appraisal
    - d) Career Planning.
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Seat No.	
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**M.M.S./M.B.S. (Semester – I) Examination, 2013**  
**101 INTERNATIONAL BUSINESS MANAGEMENT**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

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

SECTION – I

1. What is a Multinational Corporation ? Discuss the factors contributed for the growth of MNCs along with advantages and disadvantages for home and host country view points.
2. Explain the concept of country Risk Analysis. Comment on socio-cultural and Ethical risk and their management.
3. Explain in detail the different methods of entering foreign market with suitable current examples.
4. What are Trade Barriers ? Explain different types of tariff and non tariff barriers ?
5. Write short notes on (**any three**) :
  - a) Asian Development Bank
  - b) Balance of Payment
  - c) WTO's Ministerial Conferences
  - d) India's competitive advantage in textile industry
  - e) SEZ in India.

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## SECTION – II

### 6. Case Study.

#### **What Was Good for GM is not so for Others**

General Motors (GM) is the case of a company which grew like dinosaur and unlike cockroach that survived, the US car maker perished under its own weight. The company very well proves the adage – difficult to achieve success and more difficult to sustain it. The company also proves how disastrous it is to be too greedy, depend much on inorganic route to grow and be megalomaniac.

#### **History :**

GM was started in 1908 by William C 'Billy' Durant, a high school drop out who had risen to be president of the Buick Motor company. GM was initially set up as a holding company to acquire other automakers. It soon took over Oldsmobile, Cadillac and Oakland, which would later change its name to Pontiac and eventually Chevrolet.

Under the leadership of Alfred Sloan, a Massachusetts institute of Technology trained engineer who ran the company in the 1920's, the car maker pioneered a strategy of organising its various divisions in a way that would fuel its growth for decades.

The idea of Sloan was to use the brands to offer 'a car for every purse and purpose'. Chevrolet made affordable cars. Pontiac and Oldsmobile were progressively more upscale. Buick was a true premium brand and Cadillac, the pinnacle of luxury. Together, they formed a 'ladder of success', allowing customers to move on to better cars as their status in life improved, without having to leave the GM family.

In 1932, a focused GM moved past its oldest rival, Ford Motor Co., to become the world's largest car maker a title it would hold for 77 years. By the late 1950s, GM alone had 50% of the US auto market. GM's dominance in the US auto market was so much that the government questioned whether it should use antitrust laws to break up the firm.



Beyond the US, GM's major markets included Europe, Asia Pacific, Latin America, Africa and the Middle East. With manufacturing operations spread over 32 countries and an employee strength of 324000, GM was sitting pretty at the top of the world. In 2004, the GM,s revenues were \$ 191.4 billion, that was greater than the GDP of more than 148 countries. Charles Wilson, the CEO of GM was emboldened in 1953 to point out : "What was good for our country was good for GM, and vice-versa".

Gm was Microsoft, Apple and Toyota, all rolled into one. It set the standards of how a company should be run, how utilitarian products could be made cool and how they should be sold. It helped win a world war (Peter Drucker said it was not the generals but GM who won the Second World War for America), drove American prosperity and reinvigorated business schools curricula. Behind the success of GM were the famous brands which became household names throughout the world.

### **Troubles Galore :**

GM became a victim of its own success. Its path to bankruptcy paved with the very management, marketing and human resource practices that made it the world's largest and most profitable company for much of the 20<sup>th</sup> century. Strategies that had once been deemed innovative became a millstone on the whole company. Big trouble started in 1970s with the entry of Japanese car makers who gained market share with well made cars and helped by two spikes in oil prices.

GM's strategy of offering multiple brands started to backfire. To cut costs, GM began stocking its makes with nearly identical cars. That blurred the differences between brands and made it hard for consumers to tell a Chevy from a Pontiac or a Buick.



To confront the threat from foreign car makers, GM introduced a slew of new cars at a cost of several billion dollars. But things went wrong as days went by and GM reported a loss of \$ 8.65 billion for 2005. Losses mounted as years rolled by. Talks to enter an alliance with Chrysler proved futile. GM approached government for a bail out, which did not come through.

Finally, GM with a debt burden of \$70 billion, filed for bankruptcy. As the saying goes – GM is dead, long live GM – a new GM with the collaboration between Canada and US has come into being. But as of now, what was good for GM proved to be bad for shareholders, bondholders, employees, government and the public.

**Questions :**

1. What went wrong with GM ? Why was it forced to seek bankruptcy protection ?
2. What signals does GM send out to other MNCs in general and car makers in particular ?
3. Which theory of international trade shall better explain the fate of GM ?



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Seat  
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**M.M.S./M.B.S. (Semester – I) Examination, 2013**  
**103(A) : SERVICES MARKETING AND BRAND MANAGEMENT**  
**Marketing-Specialisation (2008 Pattern) (New)**

Time : 3 Hours

Max. Marks : 70

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

1. Define services marketing. Elaborate services marketing 7 Ps in detail with examples.
2. Discuss the new trends in service sector at global level. Justify with suitable examples.
3. Explain :
  - a) PZB Gap Model
  - b) SERVQUAL Model
  - c) SERVPERE Gronroos Model.
4. Discuss services marketing with special reference to intangibility and inventory of services.
5. Explain the effect of celebrity endorsement on the mindset of customer.
6. Define brand. Explain various steps in the process of brand creation.
7. Write short notes on **(any 2)** :
  - a) Brand asset valuation
  - b) Classification of services
  - c) Customer satisfaction
  - d) Consumer Vs Industrial services.



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Seat No.	
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**M.M.S./M.B.S. (Semester – I) Examination, 2013**  
**Computer Specialization**  
**103 (C) : SOFTWARE ENGINEERING**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

**Instructions :** 1) Question 1 is **compulsory**.  
2) Attempt **any 5** questions from the **remaining**.

1. There is a “Integrated customer order (Sales order) processing and finish goods stock accounting system.  
a) Draw DFD 10  
b) Design screen layout for sales order 10
2. Discuss the important of Data Dictionary in Software Development. 10
3. Explain in detail software maintenance. 10
4. What are the different ways of documenting a software product ? 10
5. What is meant by decision tree ? How do you prepare a decision tree ? Illustrate with example. 10
6. Explain waterfall model in detail. 10
7. Explain fact finding methods. 10
8. Write short note on **(any two)** : 10
  - a) CASE tool
  - b) Skills of system analyst
  - c) Agile process
  - d) Software crises.





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Seat No.	
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**M.M.S./M.B.S. (Semester – I) Examination, 2013**  
**Production and Materials Specialization**  
**103 D : QUALITY MANAGEMENT**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

**Note :** i) Answer any **five** questions.

ii) **All** questions carry equal **14** marks.

1. What is the role of Quality in deciding price and market share in today's competitive business scenario ?
2. Comment on Customer considerations in perceiving product and service quality.
3. Discuss in brief **any two** of the following :
  - a) Pareto Analysis and
  - b) Six Sigma.
4. What is process Variation and role of SPC in monitoring variation ?
5. Juran and Deming laid the foundation of Quality Management – Comment.
6. Explain customer driven quality circle and its importance.
7. Explain Malcom Balbridge National Quality Award criteria framework.
8. Write notes on **any two** of the following :
  - a) Sampling plan.
  - b) OC curve.
  - c) Internal Quality Audit.
  - d) Quality Policy.



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Seat No.	
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**M.M.S/M.B.S (Semester – II) Examination, 2013**  
**201 : ENTREPRENEURSHIP DEVELOPMENT AND PROJECT**  
**MANAGEMENT**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

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

1. a) Define business plan and elaborate the elements of a business plan. 15  
b) Distinguish between a manager and an entrepreneur. 10
2. Elaborate the external factors that influence on entrepreneurship development. 15
3. What are the different challenges faced by women entrepreneurs in today's competitive scenario ? 15
4. Explain the various financial schemes offered by commercial banks. 15
5. Explain, in detail 'Entrepreneurship Development Cycle'. 15
6. Critically evaluate the theory put forth by Prof. F. Knight. 15
7. Write short notes on **(any two)** :
  - a) Reasons for failure of women entrepreneurs
  - b) Career opportunities
  - c) Venture capital funding
  - d) Scheduling for business plan
  - e) DIC 15



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Seat No.	
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**M.M.S./M.B.S. (Semester – II) Examination, 2013**  
**202 B : FINANCIAL SPECIALIZATION**  
**International Finance (2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

- Instructions :** 1) Q. 1 is **compulsory**. From Q.2 to Q.9 attempt **any two** questions from Section – I and **any two** questions from Section – II.  
2) Figures to **right** indicate **full** marks.  
3) **Use of non-programmable calculator is allowed.**

1. State the objectives and role played by World bank. 10

SECTION – I

2. What is risk management ? Discuss the various types of risks involved in foreign exchange market. 15
3. Explain the meaning and characteristic feature of pre-shipment and post-shipment finance. 15
4. How is GDR different from ADR ? State the advantages and disadvantages. 15
5. Explain in detail the impact of US dollar in foreign exchange market. 15

SECTION – II

6. a) Explain important provisions of FEMA. 8  
b) If indirect quote is US \$ 0.025/Re. How can this exchange rate be shown under direct rate ? 7

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7. a) Write a detail note on External Commercial Borrowing (ECB). **8**
- b) Consider the following bid ask prices, Rs. 40.00- Rs. 40.30/ US \$. Calculate the bid ask spread. **7**
8. a) Explain in details the International Accounting Standards on Foreign Transactions. **8**
- b) The following are the rates of forward market deals of different maturity. Explain what should be the process forward- forward swap ? One month forward rate is Rs. 40.50/US \$. Two month forward rate is Rs.41.10/US \$. **7**
9. Write short notes (**any three**) : **15**
- A) FDI
  - B) Euro Currency
  - C) Export Oriented Unit (EOU)
  - D) Use of IT in International Finance
  - E) European Central Bank.
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Seat No.	
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**M.M.S./M.B.S. (Semester – II) Examination, 2013**  
**Computer Specialization**  
**202 (C) : BUSINESS APPLICATIONS**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

**Note :** i) Q. No. 6 is **compulsory**.  
ii) Solve **any four** questions from remaining.  
iii) Figures to the **right** indicates full marks.

1. Explain in detail recruitment procedure, draw layout of payslip. 15
2. What is bill of material ? What is its significance in production planning ? 15
3. Explain customer's complaints management in detail. 15
4. Explain various methods of stock accounting. Also explain its advantages and disadvantages. 15
5. Explain in detail procedure for recording financial entries. Also explain how trial balance is prepared ? 15
6. Write short note on **any two** : 10
  - a) Customer order processing
  - b) DEMAT account
  - c) Down time analysis
  - d) Modules in ERP.



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Seat No.	
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**M.M.S./M.B.S. (Semester – II) (HRM Specialisation) Examination, 2013  
202 E : TRAINING AND DEVELOPMENT  
(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

**Instructions :** 1) Q. No. 1 **compulsory**.  
2) Attempt **any three** from remaining.

1. a) Define Training. Explain the functions of Training. **10**  
b) Differentiate between Education, Training and Development. **15**
2. Explain Krik Patrick model for evaluation of training programme. **15**
3. What is learning ? What are the principles of learning ? Explain reinforcement theory of learning in detail. **15**
4. Explain in detail the steps involved in Training Identification of Employees. **15**
5. Propose a training budget required to organise a inhouse training programme for supervisors (20 Nos.) for 5 days by a external trainer. Assume the items required wherever necessary. **15**
6. Write short notes on **any two** : **15**
  - a) E-learning
  - b) ROI of training
  - c) Resistance of training
  - d) Evaluation of training.



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Seat No.	
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**M.M.S./M.B.S. (Semester – II) Examination, 2013**  
**Marketing Specialisation**  
**203(A) : MARKETING STRATEGY AND RELATIONSHIP MARKETING**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

**Instructions:** i) Attempt **any five** questions.  
ii) **All** questions carry **equal** marks.

1. "In today's dynamic business environment, an apt marketing strategy is a key to success". Critically discuss the statement.
2. Elaborate the process of 'New Product Development' with suitable examples.
3. Discuss the necessity of providing superior service to the customer using 3 'S' of customer service.
4. Define customer satisfaction. How will you measure customer satisfaction for a 'cellular service provider' ?
5. Discuss the paradigm shift in marketing-from 4Ps to Relationship Marketing.
6. Elaborate concept of 'Lifetime Customer Value' (LCV) along with customer life cycle.
7. Write short notes on **(any two)** :
  - i) IT in CRM
  - ii) Internal marketing
  - iii) Market Nicher strategies
  - iv) Competitive positioning.

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Seat No.	
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**M.M.S./M.B.S. (Semester – II) Examination, 2013**  
**203 (B) : Finance Specialisation**  
**LEGAL AND PROCEDURAL ASPECT OF FINANCE**  
**(New) (2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

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

1. a) What is minimum and maximum bonus under the 'Payment of Bonus Act' ?  
b) Define disability under 'Workmen's Compensation Act'. Explain partial and total disability.
2. a) Discuss the provisions regarding responsibilities of the Director under Companies Act 1956.  
b) Explain the provisions relating to 'Mergers and Acquisitions' under the Companies Act 1956.
3. What are the qualifications required for the appointment of Auditor under Companies Act 1956 ? Explain the duties of the auditor.
4. Explain the provisions of Companies Act 1956 regarding appointment and reappointment of director.
5. a) Write a detailed note on 'FEMA'.  
b) Discuss various provisions relating to employee benefits under the 'Payment of Gratuity Act'.
6. a) What is prevention of oppressions and mismanagement ? Give suitable examples.  
b) Explain aims and objectives of 'Minimum Wages Act'.
7. Write short notes (**any two**) :
  - a) Corporate governance
  - b) Borrowing power of directors
  - c) Provisions regarding 'Inter Corporate Deposits and Loans'.





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Seat No.	
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**M.M.S/M.B.S (Semester – II) Examination, 2013**  
**203-C : Computer Specialization**  
**ODD CONCEPTS AND BASIC JAVA**  
**(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

**Instructions :** 1) Question 1 and 8 are **compulsory**.  
2) Solve any **5** from remaining.  
3) Figures at **right** indicate marks.

1. Answer the questions in short. **10**
  - a) What is anonymous class ?
  - b) What is abstract class ?
  - c) What is finalize method ?
  - d) How to instantiate a radio button ?
  - e) Give 2 examples of null interfaces.
2. Write application to create 2 threads. **10**
  - a) First thread will generate Fibonacci series upto 100.
  - b) Second thread will generate even numbers upto 100.
3. Write a class called MyString, if user passes null value through its constructor it should fire an user defined exception "NotAString Exception". **10**
4. Write a java application to copy the contents of two files in a third file. **10**
5. Design GUI for SuperShopee. Accept product details using different controls. Show the accepted details in TextArea after clicking "Display" Button. (Given Structure Product Code, Description, Quantity, Rate and Amount). **10**
6. Accept 10 float values and display their sum and average. **10**
7. Explain with example how java supports Object Oriented Features. **10**
8. Write short notes on **(any 2)** : **10**
  - a) Applet Life Cycle
  - b) Access Modifiers
  - c) Interfaces in java.