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

Time : 3 Hours

Max. Marks : 60

Instructions : 1) Q. No. 6 (Case Study) is compulsory.

2) Answer any three questions from remaining questions.

3) All questions carry equal marks.

1. Explain Adam Smith's theory of absolute advantage. How does Ricardo's theory of comparative advantage differ from theory of absolute advantage ?
2. "The whole universe is a potential market for your products". Discuss the various market entry strategies that need to be evolved to exploit this potential.
3. What are the barriers to international trade ? List and explain all the types of barriers to international trade.
4. Explain the functions of WTO. Describe the dispute resolution mechanism of WTO.
5. Write short notes on (**any three**) :
 - a) TRIPS and TRIMS
 - b) Types of LIC's
 - c) Asian Development Bank (ADB)
 - d) Globalisation
 - e) Cultural Risk in International Business.

P.T.O.



6. Case study.

CASE

Mahindra & Mahindra

Mahindra & Mahindra (M & M) is a major player in the tractor and certain segments of the automobile market in India. After an impressive growth for a few years, the tractor market in India has been stagnating during 1998-1999 to 2000-2001.

M & M has been selling its tractors and utility vehicles in foreign markets including USA. Some of the components for its products have been sourced from abroad.

M & M has a 100 per cent subsidiary in USA, Mahindra USA, with a strong network of 100 dealers.

Mahindra has a five per cent market share in the US market in the 20-30 horse power (HP) range.

As a part of the strategy aimed at building a global supply chain, Mahindra USA has signed a memorandum of understanding (MoU) with the Korean tractor major Tong Yang, a part of the \$ 2 billion Tong Yang Moolsam group, according to which Mahindra will source high horse power (mostly 25-40 hp range) and sell them around the world under the M & M brand name. To start with, the premium range of tractors will be sold in the US.

M & M's current tractor range is more utility-oriented and lacks the aesthetic appeal that Tong Yang's tractors have, a must for a strong presence in the US market.

Questions

- 1) What are the advantages and disadvantages of global sourcing ?
- 2) How will the foreign market expansion help M & M ?
- 3) How does the strategic alliance with Tong Yang benefit M & M ?
- 4) What are the possible risks of the alliance ? How can they be overcome/minimised ?



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M.M.S./M.B.S. (Semester – II) Examination, 2010
(Computer Specialization)
202(C) : BUSINESS APPLICATIONS
(2008 Pattern) (New)

Time : 3 Hours

Max. Marks : 70

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

1. Explain warehouse management process in detail. Draw layout of delivery challan and Gate pass. **10**
2. Explain CRM process in detail. Draw database layout for storing customer information. **10**
3. Explain stepwise process of preparation of Trial Balance with suitable example. **10**
4. Explain how attendance and leave management is done. Draw layout of a Payslip. **10**
5. Explain with example explosion of Bill of Material. **10**
6. What is labour efficiency ? How it is calculated ? Draw layout of Job Card. **10**
7. State various issues related to implementation of ERP software in small scale industry. **10**
8. Write short notes on **any two** : **(2×5=10)**
 - a) Master Production Schedule
 - b) Event Management
 - c) Service Billing
 - d) Logistic Management.



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M.M.S./M.B.S. (Semester – II) Examination, 2010
203 C : OOP CONCEPTS AND BASIC JAVA
Computer Specialization
(2005 Pattern) (Old)

Time : 3 Hours

Max. Marks : 60

- Note : 1) Question 1 is compulsory.*
2) Solve any three from remaining.
*3) Figures to **right** indicate **full** marks.*

1. Solve the following :

15

a) Trace the output

```
class Test{static boolean flag;
           public static void main(String args[]){
               if ( flag )
                   { System.out.println(flag);
                   }
           }
}
```

b) class Q1b{

```
public static void main[String ka[]){
           while(false){
               System.out.println("Great");
           }
       }
}
```

c) What is thread synchronization ?

d) How to find attributes of a file ?

e) How applet is called from a HTML file ?

P.T.O.



- 2. a) Accept details of 50 items, like itemcode(string), description, quantity available, rate. Fire exception if itemcode is less than 5 characters, quantity and rate is zero or negative. 10
- b) Write an anonymous class to close the window. 5
- 3. a) Accept name of the two files on command line swap the contents of files. 10
- b) Write program, which will show the life cycle of an applet. 5
- 4. a) Write applet program to accept details of employee using appropriate GUI. Take one command button to display the accepted details in a label pasted to panel. 8
- b) Create an application to display scrolling banner. (Do not use Applet). 7
- 5. Write notes on **(any three)** : 15
 - a) Differentiate between method overloading and method overriding.
 - b) Differentiate between class and interface.
 - c) Justify that “Java is Object oriented Language”.
 - d) Write note on final, finally, finalize.



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

Time: 3 Hours

Max. Marks : 60

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

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

1. What are internal and external failure costs ? How can these be controlled ?
2. Discuss the various elements of operation characteristics curve in details.
3. Discuss the benefits and application of control charts with suitable examples.
4. Write a short note on (**any two**) :
 - a) House of quality
 - b) Poka-Yoke
 - c) Quality circle
 - d) Ishikawa's Fish Bone Diagram.
5. Discuss the concept of failure model under reliability.
6. Develop the model for leadership for quality in service industry.
7. Give the outline, prerequisites and applications of ISO 9000.
8. Define Quality. Explain role of quality management for manufacturing industry in today's business scenario.



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M.M.S./M.B.S. (Semester – II) Examination, 2010
Marketing Specialization
203 – A : MARKETING STRATEGY AND RELATIONSHIPS
MARKETING
New (2008 Pattern)

Time : 3 Hours

Max. Marks : 70

Instructions : 1) *All questions are compulsory.*
2) *Figures to the right indicate full marks.*
3) *Logical Reasoning, justifying your answers and relevant examples will carry weightage.*

1. An electronic goods company is about to enter the rapidly growing DTH (direct to home) services sector in India. Company has a proven track record in the 'Electronic goods' segment.
As a marketing consultant, advise the company to formulate appropriate marketing strategy for its new venture in DTH. Also help the company to develop maintain and enhance sustainable relationship with customers in the market. **20**

2. Write short notes (**any four**) : **(5×4=20)**
 - a) Life time customer value.
 - b) e-marketing.
 - c) Internal Marketing.
 - d) Customer detection.
 - e) Corporate vision.
 - f) Planned Innovation.

3. "An effective RM (Relationship Marketing) strategy reduces the cost of customer acquisition".
Critically comment on the statement. **15**

OR

Explain the RFM (Regency-Frequency-Monetary Value) model in detail. **15**

4. Explain necessity of 'Competitor Analysis' in today's dynamic marketing environment and also elaborate various aspects and components of 'Competitor Analysis'. **15**

OR

Discuss various steps involved in 'New Product Development' process. **15**



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M.M.S./M.B.S. (Semester – I) Examination, 2010
ORGANISATIONAL DEVELOPMENT
Human Resource Management Specialisation (Old)
(103 E) (2005 Pattern)

Time: 3 Hours

Total. Marks : 60

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

1. Explain organisational development. Discuss the characteristics, values, beliefs and assumptions in relation with OD.
2. What is system theory and action research in organisational development ? Discuss.
3. Brief the concept of “Work Redesign” and “Total Quality Management” in detail.
4. Focus on the techniques of structural and comprehensive interventions.
5. Highlight the term “Team Development”. Explain Appreciation and concern exercise techniques with “Role analysis” for team intervention.
6. Write short notes : (**any two**)
 - 1) TQM
 - 2) Gestalt approach
 - 3) Role of change agent (OD consultant)
 - 4) Force field analysis.



M.M.S./M.B.S. (Semester – II) Examination, 2010
OOP CONCEPT AND BASIC JAVA
(2008 Pattern) (New)
203-C : Computer Specialization

Time: 3 Hours

Max. Marks: 70

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

1. A) Trace the output justify the answer : **15**

```
a) Class Base {
    public final void amethod ()
    {
        System.out.println("A Method ");
    }
}
public class Fin extends Base {
    public static void main (String arg[ ])
        {Base b = new Base ();
        b.amethod()
    }
}

b) // File p1.java
package myPackage;
class P1
{
    void afancyMethod()
    {
        System.out.println("What a fancy method");
    }
}

// File P2.java
Public class P2 extends P1
{ public static void main(String ar[ ])
    {
        P2 p2 = new P2();
        p2.newFancyMethod();
    }
}
```



- c) Which of the following correct syntax for suggesting that the JVM performs garbage collection
- System.free();
 - System.setGarbageCollection ();
 - System.out.gc();
 - System.gc();
- d) Public class prg {
 Static int cal(int x, int y) {
 return(x + 2 * y);
 }
 public static void main(String a[]) {
 int x= 0, y = 2;
 System.out.println (cal (x +=5, y = x = 9));
 }
}
- e) Which of the following will output – 4.0 ?
- System.out.println(Math.floor(–4.7));
 - System.out.println(Math.round(–4.7));
 - System.out.println(Math.ceil(–4.7));
 - System.out.println(Math.Min(–4.7));

1. B) What is polymorphism ? How Java supports it ? **5**
2. Write an application that will accept addresses of 10 friends in array of objects. Fire an exception if pin code supplied is empty or is not numeric design suitable class to do the same. **10**
3. Write an applet application to accept two digit number in a text field. Take another text field and “CONVERT” button on GUI. When user clicks convert button, the entered number is shown in another text field in words i.e. if number is 12 other text field will show Twelve or if number is 35 the other text field will show Thirty Five. **10**



4. Write application to accept name of file on command line. Display number of words and number of lines present in the file. **10**
5. What is exception ? Explain with example. **10**
6. Create multi threaded application that will perform following tasks **10**
- Accept user name and find length of it.
 - Accept string find number of vowels in it.
7. Write notes on (**any 2**) : **10**
- 1) Vector class
 - 2) Differentiate between class and interface
 - 3) Access modifiers.



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M.B.S./M.M.S. Semester – II Examination, 2010
MODELING TECHNIQUES AND IT FOR OPERATIONS
MANAGEMENT
(Operation Materials Specialization)
(2008 Pattern)

Time: 3 Hours

Max. Marks: 70

- N.B. :*
- i) Answer **any five** questions.
 - ii) **All** questions carry **equal** marks.
 - iii) **Use of calculator is allowed.**

1. Explain the steps involved in modeling process and state limitations of modeling in context of decision making in operations.

2. Find the optimum value of variables of following linear programming problem using simplex method.

$$\text{Minimize } Z = 25X + 30Y$$

Subject to the constraints

$$2x + 3y \geq 30$$

$$4x + 3y \geq 60$$

$$\text{and } x, y \geq 0$$

3. A company manufacturing parts of Air conditioner has to decide on size of the proposed plant. It has two options available at present.

a) Build a large plant so as to accommodate any possible demand in future

b) Build a small plant to accommodate a low demand and consider the possibility of expanding when the demand increases.

The management has categorized the demand as low, medium or large with corresponding probabilities of 0.4, 0.3 and 0.3 respectively. Following is the data collected.

i) Building large plant would cost 10 crores. it would accommodate any possible demand.

ii) If a small plant is to be built, it would cost Rs. 4 crores. It would meet only low demand and would require expansion for medium or high demand.

iii) In case demand is medium, cost of expansion of small plant would be Rs. 4 crores and for expansion to large plant to meet large demand, expenditure is estimated to be Rs. 8 crores.

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- iv) The estimated returns from low, medium, and high demands for large plant are Rs. 8 crores, Rs. 18 crores and Rs. 22 crores respectively.
- v) The estimated returns to be realized for small plant with no expansion, small expansion and large expansion is 8, 16 and 19 Rs. crores respectively.
- a) Draw a decision tree
 - b) Calculate Expected monetary value and suggest the course of action to the management.
4. a) Explain with example meaning of priority sequencing rules and their application.
- b) State the procedure for sequencing n jobs 3 machines.
5. A dentist schedules all his patients for 30 minutes appointments. Some of the patients take more or less than 30 minutes depending on the type of dental work to be done. The following summary shows category of work, time required in minutes and probabilities.
- | Category service | Time Required in minutes | Probability |
|------------------|--------------------------|-------------|
| Filling | 45 | 0.40 |
| Crown | 60 | 0.15 |
| Cleaning | 15 | 0.15 |
| Extraction | 45 | 0.10 |
| Checkup | 15 | 0.20 |
- Simulate the dentist's clinic for four hours and determine average waiting time for the patients. Use the following random numbers.
40, 82, 11, 34, 25, 66, 17, 79.
6. a) Explain the concept of dynamic programming. How does it differ from linear programming ?
- b) Describe application of design of experiments in managing operations with examples.
7. Discuss the role of IT in logistics operations.
8. a) Explain key features of software :
- MS-project of Prime-vera of any version
- b) State prerequisites for effective implementation of ERP.



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

Time: 3 Hours

Max. Marks: 60

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

1. Describe the operations in Foreign Exchange Market.
2. Explain in detail the measurement of various risks.
3. Enumerate the concept of 'Interest Rate Parity'.
4. Explain the role and importance of FEMA 1999.
5. Discuss the trade settlement methods in international finance.
6. Write the role of following institutions :
 - a) World Bank
 - b) EXIM Bank
7. Write notes on **any two** of the following :
 - a) Fluctuating exchange rates
 - b) Suppliers credit
 - c) Foreign Trade Policy
 - d) Globalization and its impact.

B/II/10/110



[3879] – 102

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

Time : 3 Hours

Max. Marks : 70

Instructions : i) Attempt **any three** questions from Q. 1 to 5.

ii) Questions 1 to 5 carry **16 marks each**.

iii) Question 6 is **compulsory** and it carries **22 marks**.

iv) Clarity and logical reasoning, justifying your answers will be given more weightage.

1. Explain GE Nine cell model. What are the advantages of GE Nine cell over BCG matrix ?
2. What do you understand by 'Organizational Capability Profile (OCP) ? Discuss its various functional areas and their relation in determining different functional capabilities of an enterprise.
3. Define strategy and explain the elements in strategic management process.
4. Why is strategy evaluation and control important to organizations ? Explain with suitable examples.
5. Write short notes on **any two** :
 - a) Vision and Mission
 - b) Porter's five forces model of competition
 - c) GAP Analysis
 - d) SWOT analysis.

6. Case Study (**Compulsory Question**)

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

Corporate Culture Changes at Warner Hindustan-Parke Davis

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

P.T.O.



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

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

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

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



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

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

B/II/10/



M.M.S./M.B.S. (Semester – I) Examination, 2010
Computer Specialization
103 C : SOFTWARE ENGINEERING
(2008 Pattern) (New)

Time: 3 Hours

Max. Marks: 70

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

1. An engineering Manufacturing Company procures the material from its vendors against the factory requisition. The stores department forwards the requisition to purchase department for the procurement. A copy of purchase order is given to stores for references. Supplier supplies the material against the purchase order. Stores Department receives the material and prepares Goods Receipt Note (GRN) based on DC (Delivery Chelan). The GRN is sent to inspection department for quality confirmation. On receipt of Inspection Report from inspection department, storekeeper updates the stock for quantity accepted. **20**
 - a) Draw Context Level Diagram **5**
 - b) Draw ERD **5**
 - c) Design normalization tables. **10**
2. Design following reports from Payroll System. **15**
 - 1) Payslip
 - 2) Paysheet
 - 3) Provident Fund statement to be submitted to State Govt.
3. Draw Decision Tree and Decision table for sending internal marks to university based on the following rules. **15**
 - Attendance less than 20% send absent.
 - Attendance more than 70% and internal score more than 70% then send 90%
 - Attendance more than 70% and internal score more than 60% then send 70%
 - Attendance more than 70% and internal score more than 50% then send 60%
 - Attendance less than 70% and internal score more than 70% then send 70%

P.T.O.



- Attendance less than 70% and internal score more than 60% then send 60%
- Attendance less than 70% and internal score more than 50% then send 50%
- Attendance more than 70% and fails in internal then send minimum passing marks.

4. What is CASE tool ? Explain use of case tools in project management. **15**
5. What is WEB Engineering and Agile process ? **15**
6. Write short notes on **any two** : **20**
- a) Data Dictionary
 - b) Object oriented methodology
 - c) Roll and skills of system analyst.



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

Time: 3 Hours

Max. Marks: 60

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

1. Design a training module on “managing change” for twenty managers from an industry.
2. Distinguish between education, training and development. State the main objectives of training in an organisation.
3. What steps needs to be taken to facilitate training programme in an organisation ? Discuss in detail.
4. Explain various methods of training.
5. Explain needs and importance of training evaluation. Explain Kirkpatrick model of evaluation.
6. Write short notes on **(any two)** :
 - a) Pre-requisites for adult learning
 - b) Distance learning
 - c) Challenges in training
 - d) Training feedback and analysis.



[3879] – 101

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

Time : 3 Hours

Max. Marks : 70

Instructions : 1) Q.No. 6 Case Study is compulsory.

2) Answer any three questions from the remaining questions.

3) Q. 1 to Q. 5 carries 15 marks each and Q. 6 carries 25 marks.

1. Explain the Ricardo's theory of comparative cost advantage with some example. What are the assumptions made in the theory of comparative cost advantage ?
2. What are the causes of political risk that may impact a firm ? What are different means adopted by the companies to deal with the political risks in the international business ?
3. Discuss the following :
 - a) Impact of Global sourcing on Indian industry.
 - b) India's competitive advantage in Textile industry.
4. Distinguish between 'Balance of Trade' and 'Balance of Payment'. What are the reasons for disequilibrium in the balance of payment ?
5. Write short notes on (any three) :
 - a) South East Asian Crisis.
 - b) International Monetary Fund (IMF)
 - c) TRIPS & TRIMS.
 - d) Methods of payment in International Trade.
 - e) NAFTA.

P.T.O.



6. Case Study :

Benetton in the fast lane

Famous for its shocking advertisements Benetton started in 1955 as a small business. Luciano Benetton and his family started by selling colored sweaters door to door in Treviso, Italy. Over time a regional network of family, friends and agents set up a closely monitored set of distinctive retail outlets. Over a 15-year period Benetton built up 300 affiliated but independently owned outlets in Italy and a factory with new methods to dye and condition wool. Benetton was not directly involved in the retail outlets, who received high quality products at low costs. Part of the manufacturing savings are realized by outsourcing to neighbouring subcontractors.

Today Benetton has kept this loose network of independent production subcontractors and distribution agents but has now built up to a global network of over 7,000 retail stores. Of these, Benetton owns only about 50 flagship stores and the great majority are operated by independent entrepreneurs. Over 80 per cent of production still takes place in Italy and the company is still 72 per cent owned by the Benetton family.

Benetton is one of those successful global companies that was partly successful because its production and design concept was built on a strong home base. It then expanded the marketing end of its business through closely monitored (but not owned) independent stores. These were able to use the Benetton brand name and distinctive colours and were supported by clever international advertising.

Benetton does not advertise its clothes directly. Rather its advertisements are for a “lifestyle”. The “United Colors of Benetton” ads are designed for a homogeneous global consumer interested in fast cars and a fast lifestyle. Benetton goes in for cutting-edge advertising that grabs public attention. This creates an image of new-age awareness, as Benetton advertising has featured Formula I cars, AIDS, high art, and “attitude”.



How well this plays out globally is uncertain. For example, in 1988 Benetton had 700 retail stores in the US but by 1995 it only had 150. Is this because Benetton has too European an image to succeed in middle America ? How can an Italian family firm understand the American lifestyle from its European bases ?

- 1) Is Benetton a multinational enterprise ?
- 2) What are the country-specific factors that have helped Benetton be a success ?
- 3) What are Benetton's firm-specific advantages ?



[3879] – 103

M.M.S./M.B.S. (Semester – I) Examination, 2010
(New) (2008 Pattern)
103 (A) : Marketing Management Specialization
SERVICES MARKETING AND BRAND MANAGEMENT

Time: 3 Hours

Max. Marks: 70

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

1. “Marketing of services is more challenging than product marketing”-Give your views. Also explain the difference between goods and services.
2. “Not all products become brands”-Comment. Also explain the steps brand building process.
3. Discuss the role of technology and e-services in the customer satisfaction with the help of suitable examples.
4. Describe the concept, merits and demerits of celebrity endorsement’ with the help of suitable examples.
5. Explain any three potential service sectors in India.
6. a) Explain SERVQUAL model in detail.
b) Comment on “Failure and Recovery of services”.
7. Write short notes on (any **two**) :
 - a) Brand Equity.
 - b) Self-service technologies.
 - c) Co-branding.



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

Finance Specialization (2008 Pattern)

103-B : MERCHANT BANKING AND FINANCIAL SERVICES (New)

Time : 3 Hours

Max. Marks : 70

Instructions: 1) Attempt any five questions.

2) All questions carry equal marks.

1. What is the concept of Merchant Banking ? What are the services offered by Merchant Banker ?
2. What is Money Market ? Explain the instruments of Money Market.
3. What is credit rating ? What are its benefits and limitations ?
4. What is leasing ? Explain the types of leasing.
5. What is derivatives ? Differentiate between futures and options.
6. Write notes on **any two** :
 - a) Book building
 - b) Housing finance
 - c) Commercial paper
 - d) ADR/GDR.

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[3879] – 106

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

Time : 3 Hours

Max. Marks : 70

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

1. Define Quality. Discuss how the following aspects influence quality.
 - a) Management Policy
 - b) Leadership.
2. Explain the contribution of Dr. Edward Deming in the field of Quality Management.
3. Describe the types of control chart ? Explain various uses of control chart.
4. Explain concept and application with an example of **any two** of following :
 - a) Fish bone diagram
 - b) Six Sigma
 - c) Pareto Analysis.
5. Discuss types of quality audits and their significance.
6. Elaborate cost and quality relation with respect to F.M.C.G. products.
7. Describe the concept and principles of total quality management.
8. Write a note on (**any two**) :
 - a) ISO 9000
 - b) Sampling Plans
 - c) House of Quality
 - d) Poka-Yoke.



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M.M.S./M.B.S. (Semester – I) Examination, 2010
HRM SPECIALISATION
103 E : Organisational Development
(New) (2008 Pattern)

Time: 3 Hours

Total Marks: 70

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

1. a) Define OD in detail.
b) Explain important characteristics of OD.
2. What do you mean by organisational change ? Why change requires in organisation ?
Why do people resist change ?
3. While dealing process of organisational development, What is the importance of correct diagnosis ? Brief in detail Six-Box model.
4. What is the role of Change Agent (OD-consultant) in OD interventions and how does it help the OD process ?
5. Discuss about “System theory” and parallel learning structure.
6. Explain the importance of “Total Quality Management” and “Quality of Work life” in structural interventions. Brief structural intervention.
7. Short notes (**any two**) :
 - 1) Re engineering
 - 2) Work redesign
 - 3) Stages of Team Development
 - 4) Role Analysis Technique



[3879] – 12

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

Time : 3 Hours

Max. Marks : 70

*Instructions : i) Attempt **any four** questions from questions 1 to 7.
These carry **13** marks **each**.
ii) Question No. 8 is compulsory, it carries **18** marks.*

1. How corporate strategies are developed using analysis of environmental appraisal ?
Explain. **13**
2. Discuss Porter's Five-Forces Model of true competition in an Industry ? **13**
3. Describe the essential characteristics of a mission statement. In what different ways can a mission statement be formulated ? **13**
4. Why are strategists interested in determining organizational capabilities ? Explain with examples. **13**
5. Explain McKinsey's 7-S frame work with reference to IT company of your choice. **13**
6. Explain the role of objectives in strategic management. What are the desirable characteristics of objectives in order to be effective ? **13**
7. Write short notes on **any two** :
 - a) BCG matrix.

OR

GE Nine cell matrix. **7**
 - b) Definition and benefits of vision.

OR

Value chain analysis. **6**

P.T.O.



8. Solve the case (enclosed).

Case Study

Systematic Analysis and logical reasoning will be given more weightage.

Bharat Heavy Electricals Limited Concentrates on the Power Equipment Industry

Bharat Heavy Electricals Limited (BHEL) is India's largest engineering and manufacturing enterprise, operating in the energy sector, employing more than 42000 people. Established in 1956, it has established its presence in the heavy electrical equipments industry nationally as well as globally. BHEL is one of the navaratnas (lit. nine gems) among the public sector enterprises in India. Its vision is to be 'a world class enterprise committed to enhancing stakeholder value'. Its mission statement is: 'to be an Indian multinational engineering enterprise providing total business solutions through quality products, systems, and services in the fields of energy, industry, transportation, infrastructure, and other potential areas'.

BHEL is a huge organisation, manufacturing over 180 products categorised into 30 major product groups, catering to the core sectors of power generation and transmission, industry, transportation, telecommunications and renewable energy. It has 14 manufacturing divisions, four power sector regional centres, over 100 project sites, eight service centres and 18 regional offices. It acquires technology from abroad and develops its own technology at its research and development centres. The operations of BHEL are organised into three business sectors of power, industry and overseas business. Besides the business sector departments, there are the corporate functional departments of engineering and R & D, human resource development, finance and corporate planning and development.

BHEL's turnover hit an all-time high of Rs. 18,739 crore, registering a growth of 29 per cent, while net profit increased by 44 per cent to touch Rs. 2,415 crore in 2006-07. The company has a comfortable order book position of Rs. 55,000 crore for 2007-8 and beyond. The company booked export orders worth Rs. 1,903 crore in 2006-07. It is looking forward to US\$10 billion exports by 2012 from the present US\$ 4 billion. The capital investment plan of BHEL for the 11th National Plan period envisages an investment of Rs. 3,200 crore, mainly to enhance its manufacturing capacity from 10000 MW to 15000 MW.

BHEL has formulated a five-year strategic plan with the aim of achieving a sustainable profitable growth, targeting at a turnover of Rs. 45,000 crore by 2012. The strategy is driven by a combination of organic and inorganic growth. Organic growth is planned through capacity and capability enhancement, designed to leverage the company's core areas of power, supported by the industry, transmission, exports and spares and services businesses. For the purpose of inorganic growth, BHEL plans to pursue mergers and acquisition and joint ventures and grow operations both in domestic and export markets.



BHEL is involved in several strategic business initiatives at present for internationalisation. These include targeting the export markets, positioning itself as a reputed engineering, procurement and construction (EPC) contractor globally, and looking for opportunities for overseas joint ventures.

An example of a concentration strategy of BHEL in the power sector is the joint venture with another public enterprise, National Thermal Power Corporation, to perform EPC activities in the power sector. It is to be noted that NTPC as a power generation utility and BHEL as an EPC contractor have worked together on several domestic projects earlier, but without a formal partnership. BHEL also has joint ventures with GE of the US and Siemens AG of Germany. Other strategic initiatives include management contract for Bharat Pumps and Compressors Ltd. and a proposed takeover of Bharat Heavy Plates and Vessels, both being sister public sector enterprises.

Despite its impressive performance, BHEL is unable to fulfil the requirements for power equipment in the country. The demand for power has been exceeding the growth and availability. There are serious concerns about energy shortages owing to inadequate generation and transmission, as well as inefficiencies in the power sector. Since this sector is a major part of the national infrastructure, problems in the power sector affect the overall economic growth of the country as well as its attractiveness as a destination for foreign investments. BHEL also faces stiff competition from international players in the power equipment sector, mainly of Korean and Chinese origin. There seems to be an undercurrent of conflict between the two governmental ministries of power and heavy industries. BHEL operates administratively under the Ministry of Heavy Industries, but supplies mainly to the power sector that is under the Ministry of Power. There has been talk of establishing another power equipment company as a part of the NTPC for some time, with the purpose of lessening the burden on BHEL²³.

Questions :

- 1) BHEL is mainly formulating and implementing concentration strategies nationally as well as globally, in the power equipment sector. Do you think it should broaden the scope of its strategies to include integration or diversification ? Why ?
- 2) Suppose BHEL plans to diversify its business. What areas should it diversify into ? Give reasons to justify your choice.



[3879] – 13

M.M.S. /M.B.S. (Semester – I) Examination, 2010
MARKETING MANAGEMENT SPECIALIZATION
103 (A) : Services Marketing and Brand Management
(2005 Pattern) (Old)

Time: 3 Hours

Max. Marks: 60

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

*2) All questions carry **equal** marks (15 marks each).*

1. Comment on growth and future of service sector in India. Give suitable examples.
2. What do you understand by the term- 'Brand' ? Also explain the process of brand building.
3. Define segmentation and discuss various bases of segmentation for services.
4. "Distribution of services is more challenging than distribution of products". Do you agree ? Justify your answer with suitable examples.
5. Explain the concept of brand-positioning. Why it is necessary ?
6. Write short notes on (**any 3**) :
 - a) Service quality
 - b) Relationship marketing
 - c) Four I's of services
 - d) Brand Image.



[3879] – 14

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

Duration : 3 Hours

Max. Marks : 60

Instructions : 1) All questions carry equal marks.
2) Attempt any 4 questions.

1. Explain the role and achievements of mutual funds in India after 1991.
2. What is Merchant Banking ? State its features, scope and importance in finance sector.
3. Explain the role and functions of Stock Exchanges in primary and secondary market.
4. Which instruments are traded and deal with in money market in India ?
5. Write short notes on (any 3) :
 - i) Features of Scripless Trading.
 - ii) Schemes and types of mutual fund.
 - iii) Importance of depositories.
 - iv) Limitations of off line (through Broker) Trading in Stock Market.
 - v) Securitization of debts.

B/II/10/110



[3879] – 15

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

Time : 3 Hours

Max. Marks : 80

Note : 1) Question 1 is compulsory.

*2) Attempt **any two** from the remaining.*

*3) Make your own assumptions, **whenever** necessary.*

1. A BCS college would like to computerize the students admission system for FY, SY and TYBCS. Each class has maximum 100 students. First candidates purchase the admission form by paying Rs. 300/-. They fill the form and attach necessary documents and submit it in the office. After submitting the entire form, office gives the challan (four copies) to the candidates. They pay the course fees mentioned on the challan in the specified bank. Banks keeps two copies of paid challan and two copies are returned to the candidate. The candidates submit one copy of paid challan in the college office. Bank also sends one copy of the same paid challan to the office for reconciliation. The candidate as a paid receipt keeps one copy of it.

Draw

- a) Context Level DFD **10**
- b) ER diagram. **10**
- c) Database Design. **10**
- d) Form layouts (any two). **10**

P.T.O.



2. What is SDLC ? Describe various phases in brief. Also describe the role of software engineer in each phase. 20

3. a) Describe various fact-finding techniques. 20

b) What is cost-benefit analysis ? How is it done ?

4. Draw the decision tree and decision table for the following : 20

A bank offers discount 8% per year for the deposit more than 10,000/-, 7% per year for the deposit of amount between 5,000 and 10,000/-, and 6% for the amount less than 5,000. If the customer is senior citizen, 0.5% extra is given on all types of amounts.

5. Write short notes on **any four**. 20

- a) Open Vs Closed System
- b) Water Fall Model
- c) Functional Decomposition Diagram
- d) Data Dictionary.
- e) Elements of System.



[3879] – 201

M.M.S./M.B.S. (Semester – II) Examination, 2010
201 : ENTREPRENEURSHIP DEVELOPMENT AND PROJECT
MANAGEMENT (2008 Pattern) (New)

Time : 3 Hours

Total Marks : 70

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

1. a) Define Entrepreneur with its role and responsibilities. **15**
b) Elaborate the role played by Central Government in promoting entrepreneurship. **10**
2. Explain the theory put forth by Everett Hagen. **15**
3. What are the challenges faced by a woman entrepreneur in today's competitive scenario ? **15**
4. Elaborate the different factors responsible for entrepreneurship development. **15**
5. What do you mean by Entrepreneurship Development Cycle ? Explain its relevance. **15**
6. Explain the role played by EDII to promote entrepreneurship. **15**
7. Write short notes on **(any three)** : **15**
 - a) Elements of Business plan.
 - b) Reasons for success of an entrepreneur.
 - c) Opportunities through change.
 - d) Entrepreneurial traits.
 - e) NEDB.



[3879] – 202

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

Time: 3 Hours

Max. Marks: 70

Instructions : 1) Attempt any 5 questions.

2) All questions carry equal marks.

1. M/s. Yashoda Milk and Milk Products Co-operative Ltd.-manufacturers of brands of packaged milk and milk products like milk powder, Dahi, Ghee, Ice-cream, etc., are looking for wholesalers in all districts of Maharashtra. As a marketing consultant, advise them about criteria on which wholesalers can be selected; along with reasons.
2. Write a detailed note on 'Retailing – Indian Vs. Global Scenario'.
3. A Self-Help Group (SHG) of women in Pune are producing approximately 10,000 (ten thousand) chapatis every day. How they can select a correct channel so that the chapatis can be received by the end consumers at the desired time ?
4. Define and explain the process of Category Management. How it is helpful in retail business ?
5. "Implementation of technologies in distribution management have resulted in better productivity". Do you agree with the statement ? Justify your answer with appropriate examples.
6. What are the different types of store layouts ? Which one of them will be applicable for a store, selling variety of reading material book, magazines and newspapers, etc ? Why ?
7. Write notes on **any two** of the following :
 - a) Franchising
 - b) Floor space management
 - c) Retail communication Mix.
 - d) Channel performance evaluation.



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

Time : 3 Hours

Max. Marks : 70

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

SECTION – I

1. Explain ‘Purchasing Power Parity Theory’. 10
2. Describe trade settlement methods of International Finance. 15
3. Define ‘Forex Markets’. Explain in detail operations in Foreign exchange market. 15
4. Enumerate the measurement of various risks. 15
5. Write notes on the following : 15
 - a) GDR
 - b) Impact of globalization in International business
 - c) Flexible exchange rate system.

SECTION – II

6. a) Write a note on ‘International receivables and cash management’. 10
 - b) What will be the forward rate for 1 month and 10 days (broken date contract) if :
Spot : Rs. 40.00 – 40.10/\$
1 - month forward : Rs. 40.50 – 40.70/\$
3 - month forward : Rs. 40.80 – 41.10/\$. 5

P.T.O.



7. a) Write a note on ‘Financial Derivates’. 10
- b) Calculate the 3-month forward rate, if spot rate is Rs. 46/US\$; interest rate in India and the USA is respectively 6% and 3%. 5
8. London spot quotation for Swiss Francs, delivery 1st July is 4.2940 - 4.2990 and the forward margins are .50-25c, 1.00-.75c and 1.25-1.00 c for 1, 2, and 3 month’s premium. What rates would a banker quote to customers for the following forward transactions ? 15
- a) Customer sells “Option July”
- b) Customer sells “Option July / August”
- c) Customer sells “Option over 3 months”
- d) Customer sells “September option”
- e) Customer buys “July option”
- f) Customer buys “Option over July/August”
- g) Customer buys “September option”.
9. Write short notes on **any three** : 15
- a) FEMA
- b) European Central Bank
- c) Syndication
- d) International Accounting standards on Foreign transactions
- e) Export Finance.



[3879] – 206

M.M.S./M.B.S. (Semester – II) Examination, 2010
202 E : HRM SPECIALISATION
Training and Development
(2008 Pattern) (New)

Time : 3 Hours

Max. Marks : 70

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

1. Define Training. Explain objectives of Training. **10**
2. What is the need of identification of Training needs ? Explain any three methods. **15**
3. Distinguish between Education, Training and Development. State the importance of Training. **15**
4. Design a training module of “Subordinate Development” for twenty managers from industries. **15**
5. Explain need and importance of training evaluation. Explain Kirkpatrick model of evaluation. **15**
6. Write short notes on **(any two)** : **15**
 - a) Managing change through Training.
 - b) Cost-benefit analysis for Training
 - c) Audio-visual aids in Training
 - d) Skills inventory.



[3879] – 208

M.M.S./M.B.S. (Semester – II) Examination, 2010
FINANCE SPECIALIZATION
203 B : Legal and Procedural Aspect of Finance
(2008 Pattern) (New)

Time : 3 Hours

Total Marks : 60

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

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

1. Explain the duties of company secretary regarding formation or public Ltd. Company.
2. Who can conduct cost Audit ? State the provision in the company Act regarding appointment of cost auditor.
3. Explain the provisions of companies Act regarding :
 - a) Acceptance of inter corporate deposits
 - b) Qualifications of a Auditors.
4. A) What do you mean by corporate governance ?
B) What is the meaning of oppression and mismanagement ?
5. State the provisions of Companies Act regarding
 - I) Removal of Director
 - II) Appointment of Auditors.
6. Write short notes on (**Any 3**):
 - I) Available surplus under payment of Bonus Act.
 - II) Secretarial duties regarding change in share capital.
 - III) Disqualifications of directors.
 - IV) Special Audit by Central Government.
 - V) Liability of employer about payment of gratuity.



[3879] – 21

M.M.S./M.B.S. (Sem. – II) Examination, 2010
Marketing Mgmt. Specialization
202 A : RETAIL AND DISTRIBUTION MANAGEMENT
(2005 Pattern) (Old)

Time : 3 Hours

Max. Marks : 60

Instructions : 1) Answer any four questions.

2) All questions carry equal marks.

1. Describe the various retailing formats in India and in international markets.
2. Describe in detail the different components involved in physical distribution.
3. Discuss the functions of marketing channels of distribution. Who are the primary participants of the channel ?
4. Explain the various factors which affect location decisions.
5. Select and design channel for the following products :
 - a) New water filter to be introduced in the market.
 - b) A new two-wheeler to be launched by a tractor company.
6. Write short notes on (**any three**) :
 - a) Advantages and disadvantages of franchising
 - b) Floor space management
 - c) Different modes of transportation
 - d) Inventory management
 - e) Positive and negative motivators for channel members.



[3879] – 211

M.M.S./M.B.S. (Semester – II) Examination, 2010
203 E : HUMAN RESOURCES MANAGEMENT SPECIALISATION
Performance Management Systems
(2008 Pattern) (New)

Time : 3 Hours

Max. Marks : 70

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

1. “Performance appraisal” helps the management to understand their employees. Explain. **10**
2. Why performance appraisal fails in certain circumstance ? What are its consequences ? **15**
3. Explain the importance of performance planning especially with regards to linking individual and team goals to organisational goals. **15**
4. Discuss the process and importance of self -assessment in performance appraisal. **15**
5. Discuss in detail the challenges ahead in performance management systems. **15**
6. Write short notes on **(any two)** : **15**
 - a) Career planning
 - b) M.B.O.
 - c) Potential appraisal
 - d) Use of Technology in P.M.S..



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M.M.S./M.B.S. (Semester – II) Examination, 2010
Production and Materials Specialization
202-D : MANUFACTURING STRATEGY (Old)
(2005 Pattern)

Time : 3 Hours

Max. Marks : 60

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

1. Define manufacturing strategy. Explain the importance of strategic integration while formulating manufacturing strategy.
2. Describe a methodology for developing manufacturing strategy.
3. What is Technology strategy ? Describe in brief factors to be considered while evolving technology strategy.
4. Explain the concept and principles of focused manufacturing.
5. Discuss with examples strategic issues involved in Make or Buy decisions.
6. Explain the importance and role of manufacturing infrastructure in manufacturing strategy.

OR

Discuss the impact of manufacturing infrastructure development on efficiency and cost of the plant.

7. Discuss the risks involved and advantages in linking investment decisions to product life cycle.
8. Write short notes on **any two** of the following :
 - a) Process choice
 - b) Economies of scale
 - c) Just in time production.



[3879] – 26

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

Time: 3 Hours

Max. Marks: 60

Instructions. : i) Attempt any four questions.
ii) All questions carry equal marks.
iii) Quote suitable examples wherever possible.

1. Discuss the salient features and common trends in strategic marketing management with the help of suitable examples.
2. What strategies are appropriate at each stage of the Product Life Cycle ? Discuss with examples.
3. What factors would consider in selection of distribution channels ? Give examples.
4. Explain the necessity and importance of Social Marketing with the help of suitable examples.
5. “Rural Indian Markets” offer immense potential for most of the consumer goods companies.” Discuss with suitable examples.
6. How corporate companies take into consideration various concerns of controlling pollution while selecting their consumer products ?
7. Write short notes on (**any three**) :
 - a) Concept of sustained competitive advantage.
 - b) Importance of Social Advertising.
 - c) Modern Trends in Packaging.
 - d) Brands and Branding.



[3879] – 29

M.M.S./M.B.S. (Semester – II) Examination, 2010
Production and Material Spl.
203- D : INVENTORY MANAGEMENT
(Old) (2005 Pattern)

Time : 3 Hours

Max. Marks : 60

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

1. Define Inventory. Explain why inventories are needed in manufacturing organizations.
2. Describe salient features of Fixed Order Quantity Inventory model.
3. State the meaning of inventory turnover. Explain how the concept of inventory turnover can be used to stimulate productivity improvements.
4. Discuss the effect of huge inventory of finished goods on the following :
 - a) Meeting customer demand
 - b) Quality
 - c) Profitability.
5. Explain the relationship between manufacturing lead time and work in progress inventory in manufacturing organizations.
6. “Managerial inefficiencies can be covered up by higher inventories”. Discuss.
7. Discuss the salient features of inventory management practices in JIT environment.
8. Write short notes on **any two** of the following :
 - a) Computerization in Inventory Management.
 - b) Service level.
 - c) Objectives of Inventory Management
 - d) Symptoms of poor inventory management



[3879] – 30

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

Time : 3 Hours

Max. Marks : 60

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

1. Discuss in detail the challenges ahead in performance management system.
2. Explain the important steps in performance planning. What are the various problems faced in performance planning ?
3. What is performance appraisal ? What are the essentials of a good performance Appraisal system ?
4. Discuss the process and importance of self-assessment in performance appraisal.
5. What is performance management system ? Explain in detail performance management system with reference to performance coaching.
6. Write short notes on **(any two)** :
 - a) Potential Appraisal.
 - b) Assessment centres.
 - c) Career planning.
 - d) MBO.

B/II/10/100