

Total No. of Questions : 7]

[Total No. of Printed Pages : 2

[3887]-101

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

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

(New 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 importance of Planning as the beginning of Process of Management. State how decision-making plays vital role in the exercise of Planning ? **[15]**
- (B) Distinguish clearly between Interpersonal and Intrapersonal Conflicts. How does it deteriorate team work in the Organisation ? **[10]**
- Q.2)** “Leaders are born and not made.” Discuss. **[15]**
- Q.3)** Describe various Forms of Organisation Structure with their advantages and limitations.
Suggest appropriate structure for a Large Marketing Company with a field network all over the country. **[15]**
- Q.4)** What is Departmentation ? Explain its nature and purpose. **[15]**
- Q.5)** What is the meaning of the term ‘Personality’ ? How can Personality be developed ? **[15]**

Q.6) Explain Concept of 'Stress Management' with its types. [15]

Q.7) Write short notes : (Any Three) [15]

- (a) Dimensions of Attitude
 - (b) Principles of Decision-making
 - (c) Decentralization
 - (d) Maslow's Theory of Need Hierarchy
 - (e) Change Management
-

Total No. of Questions : 9]

[Total No. of Printed Pages : 3

[3887]-102

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

MANAGEMENT ACCOUNTING

(New 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 : [10]

- (a) Money Measurement Concept
- (b) Accrued Concept

SECTION - I

Q.2) What do you mean by Elements of Cost ? Which items are excluded from preparation of Cost Sheet ? Draw a Format of Cost Sheet. [15]

Q.3) What is Budgetary Control ? Explain main objectives and steps required in Budgetary Control. [15]

Q.4) How do Management and Financial Accounting differ ? Are there any similarities between the two ? [15]

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

- (a) Types of Stores
- (b) Types of Accounts
- (c) Idle Time
- (d) Trial Balance

SECTION - II

Q.6) The following information is obtained from a Company for January, 2010 : [15]

Sales	Rs. 20,000
Variable Cost	Rs. 10,000
Fixed Cost	Rs. 6,000

Calculate P/V Ratio, B.E.P. and Margin of Safety at this level and the effect of :

- (a) 20% decrease in Fixed Cost
- (b) 10% decrease in Variable Cost
- (c) 10% increase in Selling Price
- (d) 20% decrease in Selling Price

Q.7) Standard Labour Hours and Rate for Production of Article 'A' are given below :

	Hours	Rate (Rs.)	Total (Rs.)
Skilled Worker	5	1.50 per hour	7.50
Unskilled Worker	8	0.50 per hour	4.00
Semi-skilled Worker	4	0.75 per hour	3.00
			14.50
Actual Data :			
Articels Produced	1,000 units		
Skilled Worker	4,500 Hours	2.00 per hour	9,000
Unskilled Worker	10,000 Hours	o.45 per hour	4,500
Semi-skilled Worker	4,200 Hours	0.75 per hour	3,150
			16,650

Calculate :

- (a) Labour Cost Variance
- (b) Labour Rate Variance
- (c) Labour Efficiency Variance
- (d) Labour Mix Variance [15]

Q.8) Prepare a Flexible Budget for Overheads on the basis of the following data. Ascertain overhead rate at 50%, 60% and 70% capacity. (Data at 60% capacity is given below) [15]

Variable Overhead :	at 60% Capacity (Rs.)
Indirect Material	3,000
Indirect Labour	9,000
Semi-variable Overheads :	
Electricity (40% fixed, 60% variable)	15,000
Repairs (80% fixed, 20% variable)	1,500
Fixed Overheads :	
Depreciation	8,250
Insurance	2,250
Salaries	7,500
Total Overheads	<u>46,500</u>

Q.9) You are required to find out :

(a) Direct Material Cost Rate, (b) Direct Labour Cost Rate, (c) Direct Labour Hours, (d) Prime Cost Rate from the following particulars :

Total Overheads for the period	Rs. 12,500
Total Direct Labour Cost (Direct)	Rs. 4,000
Total Material used or Direct Material Cost	} Rs. 5,000
Total Direct Labour Hours	Rs. 1,000 [15]

Total No. of Questions : 7]

[Total No. of Printed Pages : 1

[3887]-103

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

MANAGERIAL ECONOMICS

(New 2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions :

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

Q.1) Define 'Managerial Economics'. Describe its scope and practical significance.

Q.2) Explain inverse relationship between Price and Demand for a Commodity. Can there be direct relationship between the two ?

Q.3) What is Production Function ? State and explain Law of Variable Proportions.

Q.4) Compare Perfect Competition with Monopoly. Which Market Category is socially and economically desirable ? Why ?

Q.5) Explain with examples, Cost Plus Pricing and Marginal Cost Pricing.

Q.6) (A) Justify need for Government Intervention in the Market.

(B) How Monopolies can be controlled ?

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

- (a) Exceptions to the Law of Supply
- (b) Any two Methods of Demand Forecasting
- (c) Break-even Analysis
- (d) Features of Oligopoly

Total No. of Questions : 7]

[Total No. of Printed Pages : 1

[3887]-11

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

ORGANISATIONAL BEHAVIOUR

(Old 2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

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

-
-
- Q.1)** Define the term Motivation. Explain Herzberg's Theory of Motivation in detail. **[15]**
- Q.2)** What do you understand by the term Personality ? Explain its dimensions. **[15]**
- Q.3)** What is the importance of Team Work ? Explain formation of Team Work. **[15]**
- Q.4)** Define Leadership. Explain any one Theory of Leadership. **[15]**
- Q.5)** What do you understand by the word Morale ? Explain its relationship to Productivity. **[15]**
- Q.6)** What is Organisational Design ? Elaborate various Organisational Structures. **[15]**
- Q.7)** Write short notes : **(Any Three)** **[15]**
- (a) Behavioural Management
 - (b) Social Perception
 - (c) Organisational Effectiveness
 - (d) Motives
 - (e) Group Dynamics

[3887]-11/1

Total No. of Questions : 8]

[Total No. of Printed Pages : 4

[3887]-12

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

MANAGEMENT ACCOUNTING

(Old 2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

- (1) Answer any two questions from each section.*
 - (2) All questions carry equal marks.*
 - (3) Answers to both sections should be written in one and the same answer-book.*
-
-

SECTION - I

- Q.1)** “Budget without Budgetary Control is useless and Budgetary Control without Budget is impossible.” Explain this statement elaborating its meaning and inter-relationship.
- Q.2)** Describe in detail various steps involved in recording Business Transactions in the books of accounts upto the stage of preparing Final Account.
- Q.3)** Write short notes : **(Any Three)**
- (a) Flexible Budget
 - (b) Double Entry System of Accounting
 - (c) Labour Turnover
 - (d) Bank Reconciliation
 - (e) Rectification of Errors

Q.4) Distinguish between : (Any Three)

- (a) Time Keeping and Time Booking
- (b) LIFO and Weighted Average Method of Pricing of Issues
- (c) Fixed Costs and Variable Costs
- (d) Labour Utilisation and Labour Efficiency
- (e) Apportionment and Absorption of Overheads

SECTION - II

Q.5) Superfine Ltd. has furnished the following particulars for the half year ended 31-3-07. Compute departmental overhead rates for each Production Department given that the overheads are to be recovered as percentage of direct wages :

	Production Departments			Service Departments	
	A	B	C	X	Y
Direct Wages Rs.	4,000	6,000	8,000	2,000	4,000
Direct Materials Rs.	2,000	4,000	4,000	3,000	3,000
No. of Employees	100	150	150	50	50
Electricity KWH	8,000	6,000	4,000	2,000	2,000
Light Points Nos.	10	16	4	6	4
Asset Value Rs.	1,20,000	80,000	60,000	20,000	20,000
Area Occupied M ²	150	250	100	50	50

The Overhead Expenses for the above period were :

	Rs.
Motive Power	3,300
Lighting	400
Stores Expenses	800
Staff Welfare Expenses	4,800

Depreciation	30,000
Repairs	15,000
Rent, Rates and Taxes	1,200
General Expenses	12,000

Apportion Service Department X's expense in proportion to the Direct Wages and that of Service Department Y's in the ratio of 5 : 3 : 2 to Production Departments A, B and C.

Q.6) For completing a job the following standards were set :

- 10 Skilled operators working 40 hours each and paid at the rate of Rs. 20 per hour per person, and
- 20 Unskilled labour working 40 hours each and paid at the rate of Rs. 15 per hour per person.

The job was completed with the same number of persons, each of them working for 42 hours and actually paid at the rate of Rs. 21 per hour for skilled operators and at Rs. 13 per hour for unskilled labour.

Calculate various Labour Cost Variances and show their Tally.

Q.7) Following information is available in respect of a certain product :

Selling Price	Rs. 200 per unit
Variable Cost	Rs. 140 per unit
Fixed Overheads	Rs. 3,00,000 per annum
Present Sales Volume	8,000 units per annum

Using above information, calculate :

- (a) Break-even Point in units as well as money value.
- (b) Margin of Safety as percentage of present volume.
- (c) No. of units to be sold to earn a profit of Rs. 2,40,000.
- (d) How much profit can be made if sales are increased to 9,000 units ?

Q.8) From the following particulars, prepare a Cash Budget from June to August, 2007 :

Month	Sales Rs.	Purchases Rs.	Expenses		
			Administrative Rs.	Production Rs.	Selling Rs.
April, 07	12,00,000	7,00,000	1,25,000	1,30,000	90,000
May, 07	14,50,000	9,00,000	1,25,000	1,60,000	1,15,000
June, 07	16,00,000	11,00,000	1,75,000	1,70,000	1,45,000
July, 07	19,00,000	13,00,000	2,00,000	1,95,000	1,60,000
August, 07	19,00,000	14,00,000	2,10,000	2,00,000	1,70,000

Additional Information :

- (1) On 1st June, 07 expected Cash Balance is Rs. 80,000.
- (2) 20% of the total sales are on cash basis. Customers are allowed one month credit.
- (3) All purchases are on credit of 2 months.
- (4) Capital Expenditure proposed to be incurred on acquisition of machinery in August, 07 is Rs. 4,00,000.
- (5) Advance Tax of Rs. 90,000 is payable in June, 07.
- (6) Interest on Investment is receivable in July, 07 – Rs. 35,000.
- (7) All expenses are paid in the following month.

Total No. of Questions : 7]

[Total No. of Printed Pages : 1

[3887]-13

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

MANAGERIAL ECONOMICS

(Old 2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

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

Q.1) Define Managerial Economics. Describe its nature, scope and practical significance.

Q.2) Why is Joint Stock Company Form of Business Organisation popular ? Give examples.

Q.3) Explain Law of Variable Proportions with examples.

Q.4) Explain Short Run Equilibrium of a Monopoly Firm.

Q.5) Explain any two Methods of Demand Forecasting with its merits and demerits.

Q.6) What is Cost Benefit Analysis ? Explain steps and justification for the use of Cost Benefit Analysis.

Q.7) Short notes : **(Any Two)**

- (a) Price Discrimination
- (b) Break-even Analysis
- (c) Price Elasticity of Demand
- (d) Law of Supply

[3887]-13/1

Total No. of Questions : 7]

[Total No. of Printed Pages : 1

[3887]-201

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

MARKETING MANAGEMENT

(New 2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions :

(1) Attempt any five questions.

(2) All questions carry equal marks.

-
-
- Q.1)** Explain Concept of Product Mix. How a two-wheeler motorcycle manufacturer can manage his Product Mix ?
- Q.2)** What are new trends in Packaging ? How these new trends help to expand Market Size ? Discuss with examples.
- Q.3)** What are the Pricing Objectives for any Organisation ? Which factors influence Pricing Decisions ?
- Q.4)** “Usage of Internet has revolutionised the Distribution Management to a large extent.” Do you agree with the statement ? Justify your answer.
- Q.5)** What are the various methods of Promotion ? Write detailed note on any two of them.
- Q.6)** What are extended P’s of Marketing ? Why they are required to be considered ?
- Q.7)** Write notes on **any two** of the following :
- (a) Impact of Technology and Internet on Promotion
 - (b) Price and Non-price Competition
 - (c) Levels of Product

[3887]-201/1

Total No. of Questions : 9]

[Total No. of Printed Pages : 4

[3887]-202

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

FINANCIAL MANAGEMENT

(New 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) ABC Ltd. has an Average Selling Price of Rs. 150 per unit. Its Variable Unit Cost is Rs. 105 and Fixed Cost Amounts to Rs. 25 lakhs. It finances all its assets by equity funds. It pays 35% tax on its income. XYZ Ltd. is identical to ABC Ltd. except in respect of the pattern of financing. The later finances its assets 50% by equity and 50% by debt, the interest on which amounts to Rs. 3,00,000.

Calculate Relevant Leverages at Rs, 1,05,00,000 sales for both the firms. [10]

SECTION - I

Q.2) What are the characteristics of various forms of Business Organisation ? [15]

Q.3) Explain Concept of Under-capitalisation with respect to its causes, consequences and remedies. [15]

Q.4) Explain factors which determine Dividend Policy of a Company. [15]

Q.5) Write short notes : (Any Three)

[15]

- (a) ADR and GDR
- (b) Public Deposit
- (c) Trading on Equity
- (d) Factoring
- (e) Pay Back Period Method

SECTION - II

Q.6) Ram Ltd. plans to sell 30,000 units next year. The expected cost of goods sold is as follows :

	Rs. (Per Unit)
Raw Material	100
Manufacturing Expenses	30
Selling, Administration Expense	20
Selling Price	200

The duration at various stages of the operating cycle is expected to be as follows :

Raw Material Stage	2 months
Work-in-Progress	1 month
Finished Goods Stage	$\frac{1}{2}$ month
Debtors Stage	1 month

Assuming the monthly sales level of 2,500 units.

- (a) Calculate investment in various current assets.
- (b) Estimate gross working capital requirement if the desired cash balance is 5% of the gross working capital requirement. **[15]**

Q.7) One of the two machines A and B is to be purchased. From the following information find out which of the two will be more profitable. The average rate of tax may be taken at 50% :

	Machine A	Machine B
	Rs.	Rs.
Cost of Machine	50,000	80,000
Working Life	4 years	6 years
Earning before tax after depreciation :		
1st year	10,000	8,000
2nd year	15,000	14,000
3rd year	20,000	25,000
4th year	15,000	30,000
5th year	–	18,000
6th year	–	13,000

Calculate Pay Back Period and Average Rate of Return and comment. [15]

Q.8) A company needs Rs. 12 lakhs for the installation of a new factory which would yield an annual EBIT of Rs. 2,00,000. The company has an objective of maximizing the earnings per share. It is considering the possibility of issuing equity shares plus raising a debt of Rs. 2,00,000, Rs. 6,00,000 or Rs. 10,00,000. The Current Market Price per share is Rs. 40 which is expected to drop to Rs. 25 per share if the market borrowings were to exceed Rs. 7,50,000.

Cost of Borrowings are indicated as under :

Upto Rs. 2,50,000	10% p.a.
Between Rs. 2,50,000 to Rs. 6,25,000	14% p.a.
Between Rs. 6,25,001 and Rs. 10,00,000	16% p.a.

Assuming a tax rate of 50% work out the EPS and the scheme which would meet objectives of the Management. [15]

Q.9) Write short notes : (Any Two)

[15]

- (a) Bonus Shares
 - (b) Commercial Papers
 - (c) Fund Flow Statement
 - (d) Time Value of Money
-

Total No. of Questions : 8]

[Total No. of Printed Pages : 2

[3887]-203

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

OPERATIONS MANAGEMENT

(New 2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions :

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

Q.1) Discuss Contributions made by Taguchi and Crossby in the field of Quality and state its relevance.

Q.2) Describe factors influencing choice of Manufacturing Methods.

Q.3) (A) Explain strategic importance of Location Decision.

(B) Describe in brief salient features of Cellular Layout or Fixed Position Layout.

Q.4) Explain with an example application of CPM/PERT in Managing Projects.

Q.5) An Inspector in an Engineering Company recorded diameter of each of the five components selected every hour. The diameter data is given in table below for one shift of eight hours :

Sample No.	Individual Measurement of diameter in cm.				
	1	2	3	4	5
1	10.45	10.39	10.55	10.38	10.40
2	10.55	10.38	10.40	10.39	10.44
3	10.46	10.44	10.44	10.35	10.36
4	10.38	10.39	10.55	10.38	10.40
5	10.37	10.45	10.44	10.41	10.41
6	10.45	10.37	10.44	10.38	10.41
7	10.46	10.38	10.35	10.50	10.44
8	10.44	10.39	10.37	10.45	10.39

Draw \bar{X} , R chart, state whether process is in control. Assume $A_2 = 0.577$, $D_3 = 0$, $D_4 = 2.114$.

[3887]-203

1

P.T.O.

Q.6) Explain with an illustrative example **any two** of the following charting techniques :

- (a) Flow Diagram
- (b) Process Mapping
- (c) Flow Process Chart

Q.7) Explain meaning of Statistical Quality Control. How do use of Statistical Quality Control Methods help in controlling quality ? Describe with an example.

Q.8) (A) Describe KANBAN System for controlling production in an Organisation.

(B) Discuss Concept of Mass Customisation and its relevance.

Total No. of Questions : 6]

[Total No. of Printed Pages : 1

[3887]-21

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

MARKETING MANAGEMENT

(Old 2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

(1) Answer any four questions.

(2) All questions carry equal marks.

-
-
- Q.1)** What are the main attributes of Marketing Mix ? Discuss any two attributes that failed due to poor integrating of Marketing Mix. [15]
- Q.2)** Focus on the recent trends in Packaging. State types of Packaging and Purposes. [15]
- Q.3)** Illustrate with appropriate examples the Utility of Direct Marketing, On-line Marketing as Promotional Tools. [15]
- Q.4)** Comment on four pillars on which the building of logistics is constructed. (i.e. Materials Handling, Transportation, Warehousing and Inventories) [15]
- Q.5)** What is Distribution Channel ? Suggest and justify Distribution Channels for : [15]
- (a) Automatic LCD Projector
- (b) CNG Fuel
- Q.6)** What do you understand by Price ? Explain its various factors which influence Price Decision of a Product. [15]

[3887]-21/1

Total No. of Questions : 8]

[Total No. of Printed Pages : 3

[3887]-22

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

FINANCIAL MANAGEMENT

(Old 2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

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

SECTION - I

- Q.1)** What is Working Capital Management ? Discuss factors to be considered while estimating working capital requirement.
- Q.2)** What do you mean by Bonus Shares ? What are the advantages to the Company and the Investors due to issue of Bonus Shares ?
- Q.3)** What do you mean by Fund Flow Statement ? What are its objectives and uses ?
- Q.4)** Write short notes : (**Any Three**)
- (a) Functions of Finance Manager
 - (b) Joint Stock Company
 - (c) Commercial Paper
 - (d) Pay Back Period Method
 - (e) Current Ratio and Liquid Ratio

SECTION - II

Q.5) Calculate the following ratios :

- (a) Gross Profit Ratio
- (b) Net Profit Ratio
- (c) Current Ratio
- (d) Liquid Ratio
- (e) Proprietary Ratio

Particulars	Amount	Particulars	Amount
Sales	25,00,000	Fixed Assets	14,40,000
Cost of Sales	20,00,000	Net Worth	15,00,000
Net Profit	4,00,000	Debts (Long Term)	9,00,000
Inventory	8,00,000	Current Liabilities	5,00,000
Other Current Assets	7,00,000	Net Profit before Tax and Interest	8,00,000

Q.6) The following is the information available for two firms A and B Ltd. :

(Rs. Lacs)

Particulars	A Ltd.	B Ltd.
Sales	5.00	10.00
Variable Costs	2.00	3.00
Fixed Cost	1.50	4.00
Interest	0.50	1.00

Calculate different leverages for both the firms.

Q.7) Calculate working capital requirement to manufacture 1,20,000 units of output for a year. Given the following information :

Particulars	Cost per Unit (Rs.)
Raw Material	20
Direct Labour	5
Overheads	<u>10</u>
Total Cost	35
Profit	<u>10</u>
Selling Price	45

Additional Information :

- (1) Minimum Cash Balance is Rs. 20,000.
- (2) On an Average Stock of Raw Materials is held for two months.
- (3) Work-in-progress is 50% completion stage will be half a month of production.
- (4) Finished Goods are held for an average one month.
- (5) Credit extended by suppliers two months, and two months credit is given to debtors.
- (6) Cash Sales are 25% of total sales.
- (7) Delay in Payment of Wages one month.
- (8) Half a month delay in Payment of Overheads.

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

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

Total No. of Questions : 8]

[Total No. of Printed Pages : 2

[3887]-23

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

MANUFACTURING AND OPERATIONS MANAGEMENT

(Old 2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

(1) Answer any five questions.

(2) All questions carry equal marks.

Q.1) Discuss nature of Manufacturing Management and state its importance.

Q.2) Describe all the characteristics of Project Production.

Q.3) “Right Plant Location helps in increasing profits and reducing costs.”
Discuss this statement with examples.

Q.4) (A) Explain reasons for considering three time estimates for each activity in PERT.

(B) Discuss Relationship of Crashing and Project Duration with an example.

Q.5) Describe with example how Effective Planning and Control of Production helps in meeting Customer Requirement and reducing Manufacturing Costs in an Organisation ?

Q.6) Explain steps involved in conducting Method Study.

Q.7) What is Standard Time ? Explain how Standard Time for a Job can be determined by Work Sampling Studies ?

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

- (a) Equipment Replacement Problems
 - (b) Production Work Order
 - (c) Importance of Layout
 - (d) Group Incentive Scheme
-

Total No. of Questions : 7]

[Total No. of Printed Pages : 2

[3887]-301

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

HUMAN RESOURCE MANAGEMENT

(New 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) Define Human Resource Management. Mention briefly its importance and evolution. **[15]**
- (B) Explain significance and steps of Human Resource Planning Process. **[10]**
- Q.2)** Explain importance of Training and Development. Discuss importance of need for evaluation of Training Programs. **[15]**
- Q.3)** "Recruitment is a Positive Process and selection is a Negative Process." Justify this statement. **[15]**
- Q.4)** Explain meaning and objectives of Job Evaluation. Discuss Analytical Methods of Job Evaluation. **[15]**
- Q.5)** What is the concept and meaning of Performance Management System ? Explain different methods of Performance Appraisal. **[15]**
- Q.6)** What do you understand by Collective Bargaining ? Explain Concept of Settlement of Disputes. **[15]**

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

[15]

- (a) Placement and Induction of Employees
 - (b) Succession Planning
 - (c) TQM and Kaizen
 - (d) Retention of Employees
 - (e) Voluntary Retirement Schemes
-

Total No. of Questions : 6]

[Total No. of Printed Pages : 1

[3887]-302

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

MANAGEMENT INFORMATION SYSTEM (MIS)

(New 2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions :

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

-
-
- Q.1)** (A) What are different Social and Ethical Issues related to MIS ? [08]
(B) Explain Spiral Model in detail. [07]
- Q.2)** (A) What are the Contemporary Approaches of MIS ? [08]
(B) What are the different Topologies used in Networks ? [07]
- Q.3)** (A) Explain Herbert Simons Model. [08]
(B) Explain QA and QC concepts with respects to the processes of various functional areas of Management. [07]
- Q.4)** (A) Define Information. Explain types of Informations. [08]
(B) What are advantages and disadvantages of DBMS ? [07]
- Q.5)** (A) Explain EIS. [08]
(B) Explain advantages and disadvantages of MIS. [07]
- Q.6)** Write short notes : (Any Two) [10]
(a) DSS
(b) Water-fall Model
(c) Information Attributes
(d) Expert System
-

Total No. of Questions : 7]

[Total No. of Printed Pages : 2

[3887]-303

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

LEGAL ASPECTS OF BUSINESS

(New 2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions :

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

-
-
- Q.1) Answer any two :** [14]
- (a) Rules of Acceptance
 - (b) Contingent Contracts
 - (c) Fraud
- Q.2) Explain in detail Rights and Liabilities of Agents and Principal.** [14]
- Q.3) Explain any two :** [14]
- (a) Difference between Sale and Agreement to Sale.
 - (b) Essentials of Sale
 - (c) Digital Signature
- Q.4) Explain :** [14]
- (a) Essentials of Bill of Exchange and how it differs from Cheque ?
 - (b) Explain Share and kinds of Shares.
- Q.5) Define 'Complaint' and 'Unfair Trade Practices'.** [14]
- Q.6) (A) Give in detail types of Meetings under Companies Act, 1956.** [07]
- (B) Enlist Certifying Authorities under I.T. Act, 2000.** [07]

Q.7) Answer any two :

[14]

- (a) Methods of Discharge of Contracts
 - (b) Indemnity
 - (c) Unpaid Seller
 - (d) Promissory Note
 - (e) Name Clause in Memorandum
-

Total No. of Questions : 7]

[Total No. of Printed Pages : 1

[3887]-31

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

HUMAN RESOURCE MANAGEMENT

(Old 2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

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)** Distinguish between HRM and Personnel Management and explain Internal Sources of Recruitment. **[15]**
- Q.2)** Define Training. Elaborate On-the-job Training Method in detail. **[15]**
- Q.3)** Explain the term Performance Management System. Elaborate on 'Rating Errors' in an Organisation. **[15]**
- Q.4)** Define Job Analysis. Explain its objectives and importance. **[15]**
- Q.5)** Differentiate between Dismissal and Discharge of an Employee with its disadvantages. **[15]**
- Q.6)** Define Benefits. Elaborate various benefits that an employee gets in an Organisation. **[15]**
- Q.7)** Write short notes : **(Any Three)** **[15]**
- (a) Competency Mapping
 - (b) Succession Planning
 - (c) Need of HRM
 - (d) Job Evaluation
 - (e) Ethics in Performance Management
-

[3887]-31/1

Total No. of Questions : 6]

[Total No. of Printed Pages : 1

[3887]-32

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

MANAGEMENT INFORMATION SYSTEM (MIS)

(Old 2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

- (1) Question No. 1 is compulsory.
- (2) Attempt **any three** from Q. Nos. 2 to 6.
- (3) Figures to the right indicate full marks.

-
-
- Q.1)** Explain “MIS is an Instrument for the Organisational Change” with neat diagram. **[15]**
- Q.2)** Draw and explain all Phases of Software Development Life Cycle. **[15]**
- Q.3)** Define Information Technology. State and explain various types of Networks used for day to day application. **[15]**
- Q.4)** Explain Concept of Group Decision Support System and its applications. **[15]**
- Q.5)** Differentiate between DSS, MIS and EIS. **[15]**
- Q.6)** Write short notes : **(Any Three)** **[15]**
- (a) Herbert Simon Model of Decision-making
 - (b) Data Warehousing
 - (c) Information Security and Quality
 - (d) Intellectual Property Rights related to IT Services

Total No. of Questions : 6]

[Total No. of Printed Pages : 1

[3887]-33

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

LEGAL ASPECTS OF BUSINESS

(Old 2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

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

Q.1) Explain in detail terms and conditions of a Valid Contract.

Q.2) Explain rights and liabilities of an Unpaid Seller.

Q.3) Explain characteristics and types of Negotiable Instruments.

Q.4) Define 'Company'. What are different features of 'Company'.

Q.5) Explain role and functions of Consumer Protection Council.

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

- (a) Undue Influence
 - (b) Quasi Contracts
 - (c) Sale and Hire Agreements
 - (d) Holder In Due Course
 - (e) Restrictive Trade Practices
 - (f) Company Meetings
-

[3887]-33/1

Total No. of Questions : 7]

[Total No. of Printed Pages : 2

[3887]-401

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

MANAGEMENT CONTROL SYSTEM

(New 2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions :

- (1) Answer **any four** questions from section A and **any one** CASE STUDY from section B.
 - (2) All questions carry equal marks.
-
-

SECTION - A

- Q.1)** Explain difference in Management Control and Operational Control. What do you understand by Strategic Planning ? Explain in brief.
- Q.2)** Explain various types of Responsibility Centers. What are the advantages and disadvantages of Profit Center ?
- Q.3)** Explain how Management Control System in Manufacturing Sector differs from Management Control System in Service Sector ?
- Q.4)** Explain difference between : **(Any Three)**
- (a) Management Audit and Financial Audit
 - (b) Economic Value Added and Return on Investment
 - (c) Financial Performance Measure and Non-financial Performance Measure
 - (d) Incremental Budgeting and Zero-base Budgeting
 - (e) Engineering Expense Center and Discretionary Expense Center

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

- (a) Goal Congruence
- (b) Functions of a Controller
- (c) Balanced Score Card
- (d) Activity Based Costing
- (e) Value Chain Analysis

SECTION - B

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 : 7]

[Total No. of Printed Pages : 2

[3887]-402

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

(A) INTEGRATED MARKETING COMMUNICATION

(SPECIALIZATION - I)

(New 2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions :

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

-
-
- Q.1)** “Advertising means Salesmanship in Print.” Do you agree with this statement ? Discuss. **[14]**
- Q.2)** Assume that you have been appointed as Manager for a Multinational Firm entering Indian Markets with its chain of retail stores called ‘Wal Mart’ across India. Design an ‘IMC Programme’ as a Marketing Manager. Justify your answer. **[14]**
- Q.3)** What are different types of Advertising Agencies ? Discuss a full time Advertising Agency in detail. Mention names of any top 5 Advertising Agencies in India. **[14]**
- Q.4)** Define role and functions of a ‘Public Relation Officer’ of an Organisation. What is the relationship between PR and IMC ? **[14]**
- Q.5)** (A) Discuss the following Advertising Budgeting Approaches : **[09]**
- (a) Percentage of Sales
 - (b) All-you-can Afford
 - (c) Competitive Parity
- (B) Which of these (stated above) is widely used and why ? **[05]**

[3887]-402

1

P.T.O.

Q.6) Define IMC. Discuss advantages and disadvantages of various media available for IMC. **[14]**

Q.7) Write short notes : **(Any Two)** **[14]**

- (a) 'AIDA' Model
 - (b) Event Management
 - (c) Ethics in Advertising
 - (d) Global Media
-

Total No. of Questions : 7]

[Total No. of Printed Pages : 4

[3887]-403

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

(B) DIRECT TAXES

(SPECIALIZATION - I)

(New 2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions :

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

Q.1) Write short notes : (Any Two) [10]

- (a) Assessment Year
- (b) Residential Status of HUF
- (c) Short Term Capital Gain
- (d) Foreign Company
- (e) Minimum Alternative Tax

Q.2) Explain provisions with respect to Deduction of Tax at Source from Salaries and Rent Payments. [15]

Q.3) For the previous year 2008-09, X submits the following information :

- (1) Basic Salary Rs. 1,20,000
- (2) Dearness Allowance Rs. 40,000 (46% of which is part of salary for retirement benefits)
- (3) Commission Rs. 6,000
- (4) Children Education Allowance for his two children Rs. 7,200.
- (5) Employer Contributes Rs. 20,000 towards Provident Fund to which a matching contribution is made by X.

(6) Interest credited in Provident Fund Account on March 15, 2009 @ 11% comes to Rs. 93,500.

(7) Income from other sources is Rs. 86,000.

Find out Net Income of X for Assessment Year, 2009-10. [15]

Q.4) Define Agricultural Income and state implications of the same under Income Tax Act, 1961. [15]

Q.5) Explain provisions regarding Set-off and Carry Forward of Losses. [15]

Q.6) X owns a house property. It is used by him throughout the previous year 2008-09 for his residence. Municipal Value of Property is 1,66,000 whereas Fair Rent is 1,76,000 and Standard Rent is 1,50,000. Following expenses are incurred by X : Repairs Rs. 20,000, Municipal Tax Rs. 16,000, Insurance Rs. 2,000, Interest on Capital Borrowed to construct Property Rs. 1,36,000, Interest on Capital Borrowed by Mortgaging Property for Daughter's Marriage Rs.20,000, Income from Business is Rs. 7,10,000, Capital is Borrowed before April 1, 1999.

Find out Net Income of X for Assessment Year, 2009-10. [15]

Q.7) Calculate Income from Business from the following P and L Account for Mr. Shekhar for the year ended on 31-3-2009 : [15]

Particulars	Rs.	Particulars	Rs.
To General Expenses	10,000	By Gross Profit	8,00,000
To Bad Debts	10,000	By Commission	7,000
To Advance Tax	11,000	By Sundry Receipts	20,000
To Income Tax	2,000	By Bad Debts recovered (earlier allowed)	4,000
To Insurance	500	By Bad Debts recovered (earlier not allowed)	3,000
To Salary to Staff Member	50,000	By Interest on Debentures	30,000
		By Interest on Deposit with a Company	10,000
To Salary to Mr. Shekhar	5,000	By Short Term Profit on Sale of Investment	20,000

Particulars	Rs.	Particulars	Rs.
To Interest on Bank Loan (for business purpose)	3,000	By Long Term Capital Gain	8,000
To Interest on Capital of Mr. Shekhar	10,000	By Gift from Father	25,000
To Depreciation	25,000	By Income from Let Out Property	20,000
To Advertisement	25,000	By Interest on Bank Deposits	17,000
To Expenditure on Acquisition of Patent Rights (put to use on 20-4-2008)	20,000	By Dividend from Foreign Company	12,500
To Expenditure on Acquisition of Copyrights (put to use on 5-1-2009)	12,000		
To Entertainment Expenses	3,000		
To Audit Fees	12,000		
To Legal Charges	5,000		
To Extension of Building	10,000		
To Excise Duty	6,000		
To Donations	10,000		
To Payment to approved Scientific Research Association	25,000		
To Diwali Expenses	2,000		
To Telephone under OYT	9,000		
To Net Profit	7,11,000		
Total (Rs.)	9,76,500	Total (Rs.)	9,76,500

- (1) Apart from the expenditure given towards Scientific Research which has been spent by Mr. Shekhar not for the business, he has purchased Rs. 25,000 worth of plant for the purpose of business to carry out Scientific Research relating to Business.
- (2) Rs. 25,000 spent on Advertisements is paid through a crossed cheque.
- (3) Rs. 10,000 provision for General Reserve is not shown in the P and L Account.
- (4) Depreciation should be allowed only to the extent of 50% shown in the P and L Account as per the Income Tax provisions.
- (5) General Expenses include Rs. 2,000 spent for terminating an employee for the benefit of the business and Rs. 2,500 as drawings by Mr. Shekhar.
- (6) Sundry Receipts to the extent of Rs. 5,000 related to the Business of Shekhar's son.

Total No. of Questions : 5]

[Total No. of Printed Pages : 2

[3887]-404

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

(C) D.B.M.S. WITH ORACLE

(SPECIALIZATION - I)

(New 2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions :

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

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

Patient Table :

pno number(3), pname varchar2(30), billamt number(4), disease varchar2(10), doctorno number(2), address varchar2(30), admitdate Date, discharge_date Date.

Doctor Table :

doctorno number(2), dname varchar2(30), specialization varchar2(30)

PatientDoctor Table :

pno number(3), doctorno number(2)

- (1) List all patients from Pune City.
- (2) List all patients having 'R' as third character in their names.
- (3) Show alphabetical list of patients admitted on 20 August, 2009.
- (4) Show all doctors working for cancer patients.
- (5) Display names of doctors attending maximum patients.
- (6) Display how many days patients were admitted in the hospital ?

- (7) Show which doctor has not attended any patient ?
 - (8) Create patient table with proper constraints.
 - (9) Insert a record in patient table.
 - (10) Show patient name who has paid maximum bill amount.
- Q.2)** (A) Write PL/SQL block which will accept a number and print table of that number. [10]
- (B) Explain Alter Statement. [10]
- Q.3)** (A) Explain E.F. Codd's Rules. [10]
- (B) Write a user defined function which will accept patient name and will return admit date of that patient. [10]
- Q.4)** (A) Explain Oracle Architecture. [10]
- (B) Explain characteristics of DBMS. [10]
- Q.5)** Write short notes : **(Any Two)** [10]
- (a) Select Statement
 - (b) Data Types
 - (c) Aggregate Functions
 - (d) Constraints
-

Total No. of Questions : 5]

[Total No. of Printed Pages : 2

[3887]-405

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

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

(SPECIALISATION - I)

(New 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) Explain three basic types of Inventories.
- (b) Enlist Objectives of Inventory Management.
- (c) Explain Concept of Bill of Materials Explosion.
- (d) What are the criteria for evaluating performance of Materials Function ?
- (e) Why do organisations maintain Safety Stock ?

Q.2) Attempt any three :

[15]

- (a) Explain relevance of Effective Inventory Management to Profitability.
- (b) How does Inventory Management impact Customer Satisfaction ?
- (c) Explain what is Dependent and Independent Demand ?
- (d) What are the inputs to MRP System ?
- (e) Explain Concept of Vendor Managed Inventory.

[3887]-405

1

P.T.O.

Q.3) Attempt any two : [14]

- (a) Discuss EOQ Model with quantity discount and explain its significance.
- (b) How does JIT expose shortcomings in a Manufacturing Environment ?
- (c) 'BPO' is the catchword of present era. Explain concept and reasons for adopting the same.

Q.4) Attempt any two : [14]

- (a) Explain 'Fixed Order Quantity System'.
- (b) Explain various Methods of Replenishment with their importance.
- (c) What is the relation between Productivity and Inventory Turns ?

Q.5) Attempt any two : [12]

- (a) Master Production Schedule
 - (b) Make or Buy Decisions
 - (c) Strategies to Reduce Throughput Time
 - (d) Impact of Setup Time on Inventory Control
-

Total No. of Questions : 8]

[Total No. of Printed Pages : 2

[3887]-406

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

(E) LABOUR LAWS

(SPECIALIZATION - I)

(New 2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions :

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

-
-
- Q.1) Define the term Shop. State Procedure for Registration of the Shops and Commercial Establishments under the Bombay Shops and Establishment Act.
 - Q.2) What are the various Welfare Measures under Factories Act ?
 - Q.3) What is the procedure for Licencing of Contractors under the Contract Labour (Regulation and Abolition) Act ?
 - Q.4) What is Industrial Dispute ? Write note on Labour Court under the Industrial Disputes Act.
 - Q.5) What are the Rights of Recognized and Unrecognized Unions under the Maharashtra Recognition of Trade Unions and Prevention of Unfair Labour Practices Act ?
 - Q.6) Every standing order shall be certified. Explain with help of provisions for Certification of Standing Orders mentioned under the Industrial Employment (Standing Orders) Act.
 - Q.7) Define the term Factory. State provisions relating to Annual Leaves with Wages.

Q.8) Write notes : (Any Two)

- (a) Working Hours under Factories Act
 - (b) Lay-off and Retrenchment
 - (c) Residential Hotels
 - (d) Display of Standing Orders
-

Total No. of Questions : 7]

[Total No. of Printed Pages : 2

[3887]-407

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

(A) INTERNATIONAL MARKETING

(SPECIALIZATION - II)

(New 2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions :

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

-
-
- Q.1)** Vetrofex India is planning to export grapes for Industrial Market in Mediterranean (European) Countries. Mention basis of segmentation of market and suggest a Marketing Mix for the same.
 - Q.2)** “International Marketer faces challenges and opportunities different from the Domestic Marketing.” Comment on this statement.
 - Q.3)** Discuss advantages and disadvantages of Uniform, Pricing and Market by Market Pricing Strategies in details.
 - Q.4)** Discuss how Government of India and Banks (RBI and EXIM Bank) enhance exports by providing Fiscal and Financial Incentives ?
 - Q.5)** Mention various Documents which are required for Exports with its significance.
 - Q.6)** Describe Specifications regarding Labelling of Packages, Packing and Marketing Goods for orientation to GATT.

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

- (a) Export License
 - (b) Functions of W.T.O.
 - (c) Letter of Credit
 - (d) Pricing Policies
-

Total No. of Questions : 8]

[Total No. of Printed Pages : 5

[3887]-408

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

(B) ADVANCED FINANCIAL MANAGEMENT

(SPECIALIZATION - II)

(New 2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions :

- (1) *Question No. 8 is compulsory. Attempt **any two** questions from section I and **any two** from section II besides question No. 8.*
- (2) *Figures to the right indicate full marks.*

SECTION - I

- Q.1)** Explain details of Accounting Standards in respect of Accounting for Investments and Accounting for Fixed Assets. **[15]**
- Q.2)** Explain concepts and types of Working Capitals. Also explain in detail various factors that determine Working Capital requirements of a Company. **[15]**
- Q.3)** What is Financial Planning and Financial Forecasting ? Discuss various steps of Financial Planning. **[15]**
- Q.4)** What is Cash Flow Statement ? Explain its uses to management and others. **[15]**

SECTION - II

Q.5) Following are the summarised Balance Sheets of X Ltd. as on 31st March, 2008 and 31st March, 2009 :

Balance Sheets

	31-3-2008	31-3-2009
	Rs.	Rs.
Assets :		
Land and Buildings	2,00,000	2,40,000
Machinery	1,80,000	1,30,000
Stock	1,00,000	1,26,000
Sundry Debtors	88,000	69,000
Cash and Bank	52,000	9,000
	6,20,000	5,74,000
Liabilities :		
Share Capital	2,00,000	2,50,000
General Reserves	40,000	70,000
Profit and Loss A/c.	32,000	39,000
Bank Loan (Long Term)	1,60,000	40,000
Reserve for Doubtful Debts	8,000	5,000
Sundry Creditors	1,50,000	1,30,000
Provision for Taxation	30,000	40,000
	6,20,000	5,74,000

Additional information is as under :

- (1) During the year ended 31st March, 09, Dividend of Rs. 42,000 was paid.
- (2) Assets of another company were purchased for a consideration of Rs. 50,000 payable in shares. These assets were Land and Buildings Rs. 25,000 and Stock Rs. 25,000.

(3) Depreciation Written Off on Machinery was Rs. 12,000 and on Land and Buildings was Rs. 22,500. Loss on Sale of Machinery amounting to Rs. 12,000 was Written Off to General Reserves.

(4) Income Tax paid during the year was Rs. 35,000.

You are required to prepare a statement showing Sources and Application of Funds for the year ending 31st March, 2009. Show your workings in detail. [15]

Q.6) The Balance Sheet of AB Ltd. disclosed the following position on 31st December, 2009 :

Balance Sheet

Liabilities	Rs.	Assets	Rs.
1,000, 8% Preference Shares of Rs. 100 each	1,00,000	Land and Buildings	3,50,000
1,000, Equity Shares of Rs. 100 each	1,00,000	Plant and Machinery	4,00,000
General Reserves	10,000	Stock in Trade	2,00,000
Profit and Loss A/c.	40,000	Book Debts	1,50,000
7% Debentures	5,00,000	Cash at Bank	50,000
Trade Creditors	4,00,000		
	11,50,000		11,50,000

You are required to value Goodwill of AB Ltd. for which the following information is also supplied :

- (1) Adequate provision has been made in the accounts for taxation.
- (2) The Fixed Assets of the company have been adequately depreciated.
- (3) The Present Market Value of Plant and Machinery is Rs. 5,00,000.
- (4) The Turnover and Profits and Losses of the Company since formation have been as follows :

Year	Turnover in Rs.	Profit/Loss in Rs.
2003	11,00,000	1,40,000
2004	12,00,000	1,10,000
2005	9,00,000	-1,20,000
2006	6,00,000	40,000
2007	12,00,000	1,00,000
2008	14,00,000	1,50,000
2009	17,50,000	1,70,000

The reasonable return on capital invested in the class of business done by AB Ltd. is 10%.

It may be assumed that the company will be able to maintain its projects for the next few years on the same level as in the past. The loss incurred in 2005 was due to exceptional circumstances.

[15]

Q.7) A Company has an investment opportunity costing Rs. 40,000 with the following expected Net Cash Flow (i.e. after tax and before depreciation)

[15]

Year	Net Cash Flow Rs.	Discount Factor at 10%	Discount Factor at 15%
1	7,000	0.909	0.870
2	7,000	0.826	0.756
3	7,000	0.751	0.658
4	7,000	0.683	0.572
5	7,000	0.621	0.497
6	8,000	0.564	0.432
7	10,000	0.513	0.376
8	15,000	0.467	0.327
9	10,000	0.424	0.284
10	4,000	0.386	0.247

Using 10% as the Cost of Capital, determine the following :

- (1) Pay Back Period
- (2) Net Present Value at 10% discounting factor.
- (3) Profitability Index at 10% discounting factor.
- (4) Internal Rate of Return with the help of 10% discounting factor and 15% discounting factor.

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

[10]

- (a) Human Resource Accounting
 - (b) Solvency Ratios
 - (c) Corporate Governance
 - (d) Depreciation Policy Standards
-

Total No. of Questions : 7]

[Total No. of Printed Pages : 2

[3887]-409

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

(C) 'C' PROGRAMMING

(SPECIALIZATION - II)

(New 2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions :

(1) Question No. 1 is compulsory.

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

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

[12]

(a) #include <stdio.h>

main()

{

int i, n; n = 0;

for (i = 0; i < = 10; i++, printf("%d", i))

n++;

printf("%d", n);

}

(b) #include <stdio.h>

main()

{

int k, no = 0;

k = (no < 5 ? (no < = 10 ? 100 : 200) : 500);

printf("%d", k);

}

[3887]-409

1

P.T.O.

```

(c) #include <stdio.h>
    main( )
    {
        int i = 6720, j = 4;
        while ((i % j) == 0) {
            i = i/j;
            j = j + 1;
        }
        printf("%d", j);
    }

```

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

- (a) Storage Classes
- (b) Dynamic Memory Allocation
- (c) Arrays in C

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

```

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

```

Q.3) Accept 10 numbers in a integer array and sort array in the descending order. **[10]**

Q.4) Write user defined function to find length of the given string. **[10]**

Q.5) Write a recursive function to calculate x raise to y (x^y). **[10]**

Q.6) Write a program to generate score card of cricket match which will accept name of player, number of balls played, number of runs scored, wickets taken. (Use structure) **[10]**

Q.7) Write a program to accept file names through command line argument and copy contents of file 1 to file 2 skipping all the vowels from file 1. **[10]**

Total No. of Questions : 6]

[Total No. of Printed Pages : 2

[3887]-41

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

MANAGEMENT CONTROL SYSTEM

(Old 2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

- (1) Answer **any three** questions from section - A and **any one** question from section - B.
- (2) All questions carry equal marks.

SECTION - A

- Q.1)** Explain characteristics of Management Control System. How strategic planning helps in achieving Set Goals ? Explain in detail.
- Q.2)** What is Responsibility Centre ? Explain characteristics of Engineered and Discretionary Responsibility Centres.
- Q.3)** Explain Non-financial Performance Measures with respect to Balance Score Card.
- Q.4)** Write short notes : **(Any Three)**
- (a) Long Range Planning
 - (b) Management Control System in Manufacturing Sector and Service Sector
 - (c) Transfer Pricing
 - (d) Economic Value Added (E.V.A.)
 - (e) Functions of a Controller

SECTION - B

Q.5) A firm has two divisions, A and B. The details are as follows :

Particulars	Division A (Rs.)	Division B (Rs.)
1. Divisional Profit	2,00,000	3,20,000
2. Divisional Investment	10,00,000	16,00,000
3. Divisional Sales	20,00,000	48,00,000

- (a) Calculate Return on Investment of the Divisions.
- (b) Analyse and comment on Performance of the two Divisions.

Q.6) A reputed Welding Company has a Service Centre which operates on the following basis :

- (a) Under warranty period this centre maintains equipments which are sold by the company.
- (b) This centre also maintains its own equipments as well as competitor's against billing.
- (c) It sells imported spares from various agencies for various welding equipments imported by customers.
- (d) It also sells spare parts to customer for maintaining their own equipment as well as others.

This centre has been considered as a good profit centre, for which credit goes to the Managing Director, who was responsible for setting up this centre. Of late this centre has shown reduction in profit. Normally the practice of the company was to compensate good profit against low realisation of price of equipment. All top level managers were worried. To find out the reality, they appointed a task force which was given this assignment.

The task force gave the following findings :

Profit has shown considerable reduction under item (a) and (d) and Negative Growth under Item (b).

Analyse and find out possible causes of above and suggest suitable Management Control Technique.

Total No. of Questions : 7]

[Total No. of Printed Pages : 1

[3887]-410

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

(D) LOGISTICS AND SUPPLY CHAIN MANAGEMENT

(SPECIALISATION - II)

(New 2008 Pattern)

Time : 3 Hours]

[Max. Marks : 70

Instructions :

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

Q.1) Define the terms 'Supply Chain' and 'Supply Chain Management'. Explain different opportunities in SCM to enhance value.

Q.2) Identify and explain Supply Chain for **any two** of the following :

- (a) Printed Books
- (b) Rail Reservation
- (c) An IPO
- (d) A Courier Service

Q.3) State and explain various Modes of Transport in India.

Q.4) What is the importance of Packaging in Logistics ? State various types of Packaging.

Q.5) When, where and why is the Containerisation adopted ? Explain with examples.

Q.6) What is the importance of Insurance in SCM ? Explain various related Insurance Policies.

Q.7) How do Material Handling and Warehousing affect Network Distribution Planning ?

[3887]-410/1

Total No. of Questions : 7]

[Total No. of Printed Pages : 2

[3887]-411

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

(E) INDUSTRIAL RELATIONS

(SPECIALIZATION - II)

(New 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 meaning of the term 'Industrial Relations', with its objectives and determinants. **[15]**
- (B) Elaborate role of Judiciary in Industrial Relations. **[10]**
- Q.2)** What do you understand by Collective Bargaining ? Explain its process in detail. **[15]**
- Q.3)** Elaborate different forms of Workers Participation in Management with its benefits in detail. **[15]**
- Q.4)** Define Trade Union. Explain various functions of Trade Union. **[15]**
- Q.5)** Elaborate various Causes of Industrial Disputes in an Organisation. **[15]**
- Q.6)** Discuss Machinery for Settlement of Industrial Disputes under the Industrial Disputes Act, 1947. **[15]**

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

[15]

- (a) Impact of Globalisation on Industrial Relations
 - (b) Relation between Trade Union and Productivity
 - (c) Role of ILO
 - (d) Standing Orders Act, 1946
 - (e) Economic Factors on Industrial Relations
-

Total No. of Questions : 6]

[Total No. of Printed Pages : 1

[3887]-42

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

MARKETING MANAGEMENT

(SPECIALIZATION - I : ADVERTISING AND SALES PROMOTION)

(Old 2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

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

-
- Q.1)** Define the term 'Advertising'. Discuss advertisement of 'Tata Sky' featuring Aamir Khan or 'Idea' featuring Abhishek Bacchan. Do they fulfill the function of Advertising ?
 - Q.2)** Discuss Concept of 'Copy' and 'Message'. What are elements of a Good Copy ?
 - Q.3)** List various types of Media. Discuss strength and weakness of Print Media in detail.
 - Q.4)** How are Advertising and Sales Promotion related to each other ? In short enumerate various techniques of Sales Promotion.
 - Q.5)** Discuss method of measuring effectiveness of an Advertising Campaign.
 - Q.6)** Write short notes :
 - (a) Various Approaches to Advertising
 - (b) Forms of Publicity

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Total No. of Questions : 7]

[Total No. of Printed Pages : 2

[3887]-43

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

FINANCIAL MANAGEMENT

(SEPECIALIZATION - I : DIRECT TAXATION)

(Old 2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

- (1) *Q. No. 1 is compulsory. Attempt **any three** of the remaining.*
- (2) *All questions carry equal marks.*

Q.1) Write short notes : (Any Three)

[3x5=15]

- (a) Person
- (b) Previous Year
- (c) Assessment Year
- (d) Gross Annual Value
- (e) Long Term Capital Gain

Q.2) Explain how residential status of an individual is decided as per the provisions of Income Tax Act ?

[15]

Q.3) (A) Discuss in detail the calculation of Income from House Property. [07]

(B) Calculate Income from House Property from the following information :

[08]

Gross Annual Value Rs. 31,000

Municipal Taxes paid Rs. 4,000

Repairs Rs. 100

Q.4) Explain provisions regarding Agricultural Income.

[15]

[3887]-43

1

P.T.O.

Q.5) What are the provisions regarding Filing of Returns as per Income Tax Act ? **[15]**

Q.6) (A) An assessee purchased a house on 1st July, 2006 and sold it on 31st October, 2006. The cost of acquisition was Rs. 7,00,000 and the sale proceeds were Rs. 10,00,000. Compute Capital Gain. Also mention whether this is a Long Term or Short Term Capital Gain and why ? **[08]**

(B) Explain Assessment. **[07]**

Q.7) Discuss tax implications in the following situations : **[5x3=15]**

(a) Personal Expenses of Rs. 1,000 were debited to the Profit and Loss A/c.

(b) Rent paid for the premises Rs. 8,200 was by mistake written on the Credit Side of the Profit and Loss A/c.

(c) Loss of Rs. 45,000 on account of Embezzlement by an Employee.

(d) Furniture Costing Rs. 10,000 was purchased and debited to Profit and Loss A/c. The profit was then calculated as Rs. 1,00,000. The furniture was put to use for more than 200 days.

(e) Office Expenses of Rs. 3,500 and Audit Fee of Rs. 4,000 was not debited to the Profit and Loss A/c. and the Net Profit was Rs. 4,50,000.

Total No. of Questions : 4]

[Total No. of Printed Pages : 2

[3887]-44

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

COMPUTER

(SPECIALIZATION - I : DBMS WITH ORACLE)

(Old 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 table structure to write SQL queries : **[20]**

TOUR Table :

Tno number(2), tname varchar2(30), startDate date, endDate date, fair number(7), Tourtype varchar2(3) (budgeted, classic), leavingFrom varchar2(40), goingTo varchar2(40).

TOURIST Table :

Tourist no number(5), touristName varchar2(40), address varchar2(50)

BOOKING Table :

Tno number(2), touristno number(2), tourtype, varchar2(3), noOfPersons number(2), bookingDate date

- (1) Display various tours available.
- (2) List all tours which will start on 16-April-2010.
- (3) List Tourists who have booked tour 2 months in advance.
- (4) Create TOUR table with proper constraints.
- (5) List tour name and duration of the tour.

- (6) Display for which tour highest preference is given by tourists.
- (7) Increase tour fair by 5% for classic tours.
- (8) Display tours for “Kulu Manali”.
- (9) Display total fair-amount collected for tour no. 1 which starts on 31-March-2010.
- (10) List all tourists from Pune City.

Q.2) (A) Explain Oracle Architecture. **[10]**

(B) Explain Select Statement with all clauses. **[10]**

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

(B) Explain Database Users. **[10]**

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

- (a) Views
- (b) Constraints
- (c) Predicates (like, in, between etc.)
- (d) Alter Statement
- (e) Data Types

Total No. of Questions : 6]

[Total No. of Printed Pages : 1

[3887]-45

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

PRODUCTION AND MATERIALS

(SPECIALIZATION - I : LOGISTICS AND SUPPLY CHAIN MANAGEMENT)

(Old 2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

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

-
-
- Q.1)** State various transportation alternatives available in India and explain their characteristics.
- Q.2)** Differentiate between Packing and Packaging. What importance does Packaging have in Logistics ? State various types of Packaging.
- Q.3)** How does JIT help in efficient working of Supply Chain ?
- Q.4)** What advantages does Supply Chain have over Traditional Method of Purchasing, Manufacturing and Distributing Goods/Services to Customer ?
- Q.5)** What are the different considerations in setting Distribution Network ? Explain giving examples.
- Q.6)** Write short notes : **(Any Three)**
- (a) Containerisation
 - (b) Third Party Logistics
 - (c) Freight Billing
 - (d) Flow of Information in Supply Chain

[3887]-45/1

Total No. of Questions : 6]

[Total No. of Printed Pages : 1

[3887]-46

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

HUMAN RESOURCE MANAGEMENT

(SPECIALIZATION - I : LABOUR LAWS)

(Old 2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

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

-
-
- Q.1)** Define 'Factory' under the Factories Act and discuss provisions of 'Welfare'. **[15]**
- Q.2)** Explain what is 'Workmen' under I.D. Act and elaborate provisions of 'Lay-off' ? **[15]**
- Q.3)** Discuss objectives of Workmen's Compensation Act and explain when the employer is liable to pay compensation and when not liable to pay compensation ? **[15]**
- Q.4)** What are the objectives of Payment of Bonus Act ? Discuss provisions of 'Available' and 'Allocable' Surplus under this Act. **[15]**
- Q.5)** Discuss provisions of Payment of Gratuity Act in relation to qualification and disqualification for getting Gratuity Payment. **[15]**
- Q.6)** Write short notes : **(Any Three)** **[15]**
- (a) Benefits available under E.S.I.C. Act
 - (b) Conciliation
 - (c) Unauthorised Deductions under Payment of Wages Act
 - (d) Method of Revising Wages under Minimum Wages Act
 - (e) Certifying Surgeon

[3887]-46/1

Total No. of Questions : 6]

[Total No. of Printed Pages : 1

[3887]-47

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

MARKETING MANAGEMENT

(SPECIALIZATION - II : INTERNATIONAL MARKETING)

(Old 2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

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

-
-
- Q.1)** Indicate importance of Environment Analysis in International Marketing. Also indicate its salient parameters.
 - Q.2)** Explain major Market-entry Strategies adopted. In your idea, which one is most suitable for Indian Jewelleries ?
 - Q.3)** Specify steps involved in Custom Clearance of Containerised Export Cargo.
 - Q.4)** Draw an International Marketing Channel diagram suitable for leather products manufactured in India that is to be marketed in Europe.
 - Q.5)** Write an essay with suitable examples on Opportunities and Challenges in International Marketing.
 - Q.6)** Write explanatory notes : **(Any Three)**
 - (a) Post-shipment Credit
 - (b) Export Incentives
 - (c) International Product Life Cycle
 - (d) Marginal Costing
 - (e) Role of DGTD

Total No. of Questions : 6]

[Total No. of Printed Pages : 3

[3887]-48

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

FINANCIAL MANAGEMENT

(SPECIALIZATION - II : ADVANCED FINANCIAL MANAGEMENT)

(Old 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.*
-
-

Q.1) Write short notes : (Any Three)

- (a) Internal Rate of Return
- (b) Liquidity Ratios
- (c) Inter-firm Comparison
- (d) Valuation of Goodwill
- (e) Trading on Equity

Q.2) What is Working Capital ? What are the main constituents of Working Capital ?

Q.3) Briefly discuss important aspects of Accounting of Investments and Fixed Assets as laid down by Indian Accounting Standards.

Q.4) Explain in brief the concept of 'Cost of Capital'. State its significance in Capital Expenditure Decisions. Mention steps to be taken for computing overall Cost of Capital.

Q.5) From the following Balance Sheets of X Ltd. on 31st December, 2008 and 31st December, 2009 you are required to prepare a Statement of Sources and Application of Funds for the year 2009 :

Balance Sheets

Liabilities	2008 Rs.	2009 Rs.	Assets	2008 Rs.	2009 Rs.
Share Capital	1,00,000	1,00,000	Goodwill	12,000	12,000
General Reserves	14,000	18,000	Buildings	40,000	36,000
P and L A/c.	16,000	13,000	Plant	37,000	36,000
Creditors	8,000	5,400	Investments (Long Term)	10,000	11,000
Bills Payable	1,200	800	Stock	30,000	23,400
Provision for Tax	16,000	18,000	Bills Receivable	2,000	3,200
			Debtors	17,600	18,400
			Bank	6,600	15,200
	1,55,200	1,55,200		1,55,200	1,55,200

Additional Information :

- (1) Depreciation charged on Plant was Rs. 4,000 and on Buildings Rs. 4,000.
- (2) Provision for Taxation of Rs. 19,000 was made during the year 2009.
- (3) An interim dividend of Rs. 8,000 was paid during the year 2009.

Q.6) Mahesh Co. Ltd. is considering purchase of a machine. Two machines viz X and Y are available, each costing Rs. 50,000. Earnings after taxation are expected to be as follows :

Year	Cash Flow	
	Machine X	Machine Y
	Rs.	Rs.
1	15,000	5,000
2	20,000	15,000
3	25,000	20,000
4	15,000	30,000
5	10,000	20,000

Evaluate these two alternatives according to :

- (a) The Pay Back Method
- (b) Return on Investment Method
- (c) Net Present Value Method. A discount rate of 10% is to be used.
(P.V. of Re. 1 : I year - 0.909, II year - 0.826, III year - 0.751,
IV year - 0.683, V year - 0.621)

Total No. of Questions : 7]

[Total No. of Printed Pages : 2

[3887]-49

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

COMPUTER

(SPECIALIZATION - II : 'C' PROGRAMING)

(Old 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) _____ function receives string from keyboard.
- (b) _____ is collection of data item of different data type referred by a common name.
- (c) The string is always terminated by _____.
- (d) Malloc() Function has _____ parameters.
- (e) The default initial value of static variable is _____.
- (f) _____ function is used for case conversion of character.

(B) Write a program to print Fibonacci Series from 1 to n numbers. [05]

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

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

Q.3) Write a program for transpose of Matrix. **[10]**

Q.4) Write a recursive function to print sum of digits of a number. **[10]**

Q.5) Consider structure - Election {candidate-id, name, votes} accept details of 10 candidates and display details of candidates having maximum votes. **[10]**

Q.6) Write a program to copy source file into destination file by replacing all upper case characters with '*'. **[10]**

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

- (a) Dynamic Memory Allocation
 - (b) Arrays in 'C' Programming
 - (c) Operators in C
-

Total No. of Questions : 6]

[Total No. of Printed Pages : 2

[3887]-50

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

PRODUCTION AND MATERIALS

(SPECIALIZATION - II : PRODUCTION PLANNING AND CONTROL)

(Old 2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

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

Q.1) Explain :

- (a) Production Planning
- (b) Capacity Planning
- (c) Process Planning

Give suitable examples.

Q.2) State various Manufacturing Systems and explain characteristics of each System.

Q.3) Explain different functions in Production Control. Draw sketches as necessary.

Q.4) What is Line Balancing ? Explain giving examples. Explain as to how Johnson's Rule for 3 ups can be utilised to balance the line ?

Q.5) Define and explain Purpose of Scheduling. Explain various types of Schedules.

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

- (a) Gault Chart
 - (b) FMS
 - (c) Robotics
 - (d) Group Technology
 - (e) Aggregate Planning
-

Total No. of Questions : 6]

[Total No. of Printed Pages : 1

[3887]-51

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

HUMAN RESOURCE MANAGEMENT

(SPECIALIZATION - II : INDUSTRIAL RELATIONS)

(Old 2005 Pattern)

Time : 3 Hours]

[Max. Marks : 60

Instructions :

(1) Answer *any four* questions.

(2) All questions carry equal marks.

-
-
- Q.1)** Explain the term Industrial Relations, with its objectives and significance in today's scenario. [15]
- Q.2)** Elaborate any two approaches of Industrial Relations and their effect on Management. [15]
- Q.3)** Define Trade Union. Explain its characteristics and functions in detail. [15]
- Q.4)** What do you mean by 'Workers Participation in Management' ? Explain its benefits. [15]
- Q.5)** Elaborate duties and responsibilities of a Welfare Officer. [15]
- Q.6)** Write short notes : (Any Three) [15]
- (a) Working Women
 - (b) Role of I.L.O.
 - (c) Ethical Code
 - (d) Globalisation - its Impact on Trade Union
 - (e) Arbitration

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