Seat
No.

M.M.S./M.B.S. (Semester – I) Examination, 2012
Marketing Specialisation
103-A : SERVICES MARKETING AND BRAND MANAGEMENT
(2008 Pattern)

Time : 3 Hours   Max. Marks : 70

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

1. Define Services Marketing. Discuss 7 Ps of services marketing mix in detail with suitable examples. **14**

2. What is customer satisfaction ? What is its significance in the service Industry ? What factors will you consider to measure customer satisfaction ? **14**

3. What is brand equity ? Explain any one model of brand equity. **14**

4. Critically examine the reasons for growth of Services Industry in India. **14**

5. Explain :
   a) Co-branding **7**
   b) Celebrity endorsement. **7**

6. Elaborate the steps in brand building process. Give suitable examples. **14**

7. Write short notes on **(any 2)** : **14**
   a) Classification of services
   b) Service life cycle
   c) e-services
   d) Brand tracking.

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Seat
No.

M.M.S./M.B.S. (Semester – I) Examination, 2012
103 D : QUALITY MANAGEMENT
(Production and Materials Specialization)
(2008 Pattern)

Time : 3 Hours　　　　　　　　　　　　　　　　　　　　Max. Marks : 70

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

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

1. Explain the concept of Quality. Discuss role and relation of Quality with price and market share.

2. Illustrate the Malcom Balbridge National Quality Award criteria framework and explain following criteria :
   a) Leadership
   b) Business results.

3. Discuss in brief **any two** of the following :
   a) Crossby's Absolutes of Quality Management
   b) Deming's PDCA cycle
   c) Juran's trilogy.

4. Prepare a questionnaire for customer satisfaction measurement for a hospital or a white good manufacturing organization.

5. a) Explain the concept of process variation.
   b) Describe OC curve and its application.

6. a) Discuss relative advantages and disadvantages of using acceptance sampling and statistical process control.
   b) Explain the steps involved in drawing P chart or C chart and its application.

7. Explain with examples how does use of Fishbone Diagram and Pareto chart help in improving quality.

8. Write notes on **any two** of the following :
   a) Cross functional teams
   b) Quality function deployment
   c) Internal Audit.

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| Seat No. | |

M.M.S./M.B.S. (Semester – II) Examination, 2012
(Operations and Materials Management Specialisation)
202-D : OPERATION STRATEGY   (2008 Pattern – New)

Time : 3 Hours
Max. Marks : 70

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

1. Define operations strategy. Discuss its role in corporate strategy.

2. Write short notes on **(any two)** :

   i) Attribute of order winners and order qualifiers

   ii) Use of IT in operation strategy

   iii) Down sizing decisions

   iv) Hybrid process.

3. What is manufacturing infrastructure ? State the impact of huge investments in it on a firm's ability to remain competitive.

4. Discuss strategic issues involved in manufacturing in globalised and competitive business environment.

5. Discuss the process and issues involved in new product development.

6. Explain the concept and principle of focussed manufacturing.

7. Explore the various factors affecting organisations make or buy decision.

8. Discuss salient features of lean manufacturing in context of operations strategy.

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Seat
No.

M.M.S. / M.B.S. (Semester – II) Examination, 2012
Marketing Specialization
203 - A : MARKETING STRATEGY AND RELATIONSHIP MARKETING
(New) (2008 Pattern)

Time : 3 Hours　　　　　　　　　　　　　　　　　　　　Max. Marks : 70

Instructions : 1) Attempt **any three** questions from Section '**A**' and **any two**
　　　　　　　　　questions from Section '**B**'.
　　　　　　　2) Answers to **both** Sections should be written in the **same**
　　　　　　　　　answer book.
　　　　　　　3) **All** questions carry **equal** marks.

SECTION – A

1. Explain with the help of an example, how SWOT analysis could be used for
   formulation of marketing strategies of an organization. **14**

2. Differentiation strategies are useful in obtaining sustainable competitive
   advantage". Explain with the help of appropriate examples. **14**

3. What is customer database marketing ? What are its advantages and
   disadvantages ? Explain with examples. **14**

4. What do you understand by RFM value model ?

5. Write short notes on **any two** : **14**

   a) e-marketing

   b) Marketing strategies in declining markets

   c) Customer culture

   d) Building offensive and defensive competitive strategies.

SECTION – B

6. Critically analyse the role of Information Technology in CRM. **14**

7. Discuss the paradigm shift from transactional marketing approach to relationship marketing philosophy. **14**

8. Discuss the emerging trends in relationship marketing in the Indian scenario with suitable examples. **14**

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Seat No.

MMS/M.B.S. (Semester – II) Examination, 2012
203-C : Computer Specialization
OOD CONCEPT AND BASIC JAVA
2008 Pattern

Time : 3 Hours   Max. Marks : 70

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

1. Solve the following. Answer in **1** to **2** sentences.   **10**
   1) What is null interface ?
   2) What is method overriding ?
   3) What are adapter classes ?
   4) What is use of final keyword ?
   5) What are wrapper classes ?

2. Write program to accept file name from user. Check if file exist or not. If exists, count number of characters in file. Display contents of file and count of characters in file.   **15**

3. Write application to create following threads :
   a) To print sum of alternate natural numbers upto 1050
   b) To print string in reverse order (accept string from user)   **15**

4. Write applet which accepts n as parameter and displays n rectangles.   **15**

5. Create class "Book" with attributes bookid, title, author, no-of-copies, price. Accept details of 10 (ten) books in an array of objects and display accepted details.   **15**

6. Write notes on **(any 3)** :   **15**
   a) String functions
   b) Access modifiers
   c) Thread synchronization
   d) User defined exceptions.

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Seat
No.

M.M.S. / M.B.S. (Semester – I) Examination, 2012
101 : INTERNATIONAL BUSINESS MANAGEMENT
(2008 Pattern)

Time : 3 Hours   Max. Marks : 70

Instructions : 1) Answer **any two** questions from Que.No. **1** to **4**.
2) Que. No. **5** and **6** are **compulsory**.

1. Explain and compare David Ricardo's theory of comparative advantage with Adam Smith's theory of competitive advantage. **15**

2. Explain the concept of country risk analysis. What is political and economic environment ? **15**

3. Explain various international market entry strategies, along with their advantages and disadvantages. **15**

4. Explain the concept of globalisation. What is the impact of globalisation on Indian industry in general and I.T. industry in particular. **15**

5. Write short notes **(any four)** : **20**

   a) SEZ

   b) Balance of Payment

   c) TRIP and TRIM

   d) Tariff and non-tariff barriers

   e) South East Asian currency crisis

   f) IMF and World Bank.

6. **Case study :** **20**

   The European Union is the most significant market in the world for bananas, consuming over 37 percent of the world's output. That is why a decision by the EU Farm Council attracted attention among both banana-growing nations and

those consuming them. The decision was made to favor imports coming from EU countries' (mainly British, French and Spanish) former colonies in Africa, Caribbean and the Pacific under a preferential trading agreement called the Lomé Convention. Other producing countries would be subject to a quota of 2.2 million tons with a 20 percent tariff. All imports beyond that amount would be subject to a 170 percent tariff.

The EU's stated reason for the decision was to protect the former colonies in what, for some of them, is the main source of revenue. For example, in the case of St. Lucia, more than 60 percent of its export revenue is from bananas. One of the other (hidden agenda) reasons was to attempt to curb U.S. influence in the banana trade. The United States is home to three of the major companies in the business: Chiquita, Del Monte and Dole.

The Caribbean nations have favored the decision as a consideration of smaller nations' right to exist with a decent standard of living, self-determination, and independence. Their main concern is that free trade would soon put their growers out of business due to the inherent inefficiencies of smaller farms. In Latin America, the view was quite the opposite. For countries such as Equador, Costa Rica, Colombia, and Honduras, the restrictions resulted in losses of $1 billion and 1,70,000 jobs. The unit-costs of production in Latin America are typically 2.5 times less than in the Caribbean.

Initially, the United States acted as an interested observer given that it is not a banana-growing nation (except for small amounts grown in Hawaii). However, at the request of Chiquita, the United States filed a complaint with the World Trade Organization. The main driver was the dangerous precedent of inaction if the EU banana regime went unchallenged. Unless deterred, the EU could possibly enjoy similar measures in other sectors of agriculture.

Questions :

1) Is the involvement of the United States in the "banana wars" justified ?

2) Are there any other ways the EU countries could support their former colonies apart from erecting trade barriers ?

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Seat
No.

M.M.S./M.B.S. (Semester – I) Examination, 2012
102 : BUSINESS POLICY AND STRATEGIC MANAGEMENT
(2008 Pattern)

Time : 3 Hours   Max. Marks : 70

Instructions : 1) Questions No. **7** is **compulsory**.

2) Attempt **any four** questions from question No. **1** to **6**.

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

1. What do you understand by Resource Allocation ? Explain its role in formulation
   of business strategy.   **14**

2. What are the strategic options for firms operating in mature and declining
   industries ? Discuss with the help of relevant examples.   **14**

3. Discuss the following in detail :   **14**

   a) Cooperation strategies.

   b) Outsourcing strategies.

4. Explain Porter's five forces model of industry analysis of composition.   **14**

5. Why is strategy evaluation and control important to organizations ? Explain with
   suitable examples.   **14**

6. Write short notes on **any two** :   **14**

   a) Value chain.

   b) Internet strategies for traditional business.

   c) ETOP.

   d) Stakeholders in business and their role in strategy formulation.

7. **Case Study :** 14

> **Note :** Systematic approach, critical analysis of the case, identification of the issues involved, solutions to problems with logical reasoning will carry more weightage.

Indian Leather Goods Exports

Leather and leather goods are one of the largest export categories in India. Although there has been a significant increase in the export of this product group, India's performance has been poor in comparison with late comers like China and South Korea. India's share of world exports of leather and leather goods fell from about 9 per cent in the early 1970s to about 3 per cent in the early 1990s.

The Indian leather industry is considered as one with large export potential. Large raw material base, processing facilities and availability of cheap and skilled labour were India's strengths. According to a study by the Indo-German Export Promotion Project (IGEP) India has the basic strength of material and human resources which it must harness to forge ahead.

The Indian leather industry which employs about 15 lakh people is dominated by small family units many of which have been in this business for generations. The reservation of leather manufacturing for the small scale sector and the licensing policy discouraged the entry of large units in the industry. Leather industry continued under licensing, untouched by the economic liberalisation of 1991.

However, of late the market witnessed the entry of big players like Liberty, Phoenix, Lakhani and Aero. Large houses like Hindustan Lever, L&T and Tata have also been in the leather business. Most Indian manufacturers import finished leather from abroad to execute export orders. In fact, many of them merely execute contracts using the buyer's leather in the buyer's colours as per the buyer's designs with the buyer's trimmings.

An interesting development has been that a number of Indian firms who were primarily in the export business has recently turned to the domestic market due to various reasons. In case of Aero it was the collapse of the Soviet Union and the resultant substantial excess capacity with its export oriented unit that provoked it to turn to the booming domestic market and to new markets in Europe. The development of the Indian market, as evinced by the total market expansion and emergence of considerable demand for premium and fashionable products and fierce competition in the international market from China, Malayasia, Thailand and S. Korea which combined high labour productivity with low cost inputs have promoted many firms to pay due attention to the domestic market. The list of such firms include Liberty, Wasan Shoes, Mideast India (which markets the Mescos brand) Hidesign, and R.Y. Gaitonde and Co.

Another interesting development is that several foreign firms have manufacturing marketing tie-ups with Indian firms. Some Indian firms have such tie-ups with more than one foreign firm. Phoenix which has its own brands in the market manufactures for Reebok.

Reebok has manufacturing contracts with Lotus Bawa and Lakhani which also manufactures shoes for Adidas which is an arch rival of Reebok.

In fact, due to high production costs in the developing countries, firms in those countries have been moving to low cost production bases. Their earlier choices were Korea and Taiwan. Recently they have moved to countries like Vietnam, China and India.

One of the major hurdles in increasing India's exports is the shortage of raw materials. To get a 10 per cent share in the world market India will need 4.8 million sq. feet of raw leather against the availability of 3.5 million sq. feet. One of the immediate problems to be addressed is to reduce the wastage of hides and skin, the loss on account of which is estimated to be about Rs. 660 crore annually.

The leather technology mission, launched in 1995, had an uphill task in this respect. Over 1500 tanneries had to be modernised.

Government decided to establish a Leather Industry Development Fund (LIDF) through a development fee to be raised in lieu of the export duty abolished in the 1994–1996 Union Budget.

Pollution is a serious problem of the leather industry. Use of certain chemicals/ dyes which are not acceptable in foreign markets will have to be stopped. The LIDF should help ensure compliance with international demand for eco-label for leather and leather products. A new trend in leather manufacture in the developed countries is the use of computers for the simplification of existing machinery in the leather manufacture. Already micro-electronics is being applied to certain process of leather goods manufacture. The scale of operation and resources of the Indian units again pose a problem in respect of such modernisations. Further, if and when these electronic and computer controlled manchinery are introduced in the Third World countries, the cost differential will be less because operations will be less labour intensive.

Germany emerged as the biggest importer of leather goods in the EC with over one-third of its sales of footwear being accounted for by goods of Indian origin. Other major markets are UK, France, USA, Italy, Japan and the CIS. Demand in Asia is growing.

One of the important problems which Indian exporters encounter is the unfavourable consumer attitude towards Indian products.

According to a former President of the Council for Leather Exports, leather goods exports from India face a highly biased international market. At a Paris fair he had himself exhibited goods that could not be bid for more than $ 85. But, changing the site of exhibition to a German stall, he could market the same for $125.

Similarly, a jacket that could not be sold for 125 French Francs was accepted for 900 Francs, just because it was carrying a different brand name.

Italian goods enjoy a good reputation in the Western markets. Italian leather goods manufacturers enjoy the benefit of easy availability at low price of the chemicals needed for manufacture of leather goods. Compared to the situation in Italy, though Indian labour is cheap, Indian machinery and chemicals are not up to the mark.

An interesting fact is that, Italy, which is an important supplier of leather goods in the Western market, is one of the most important importers of leather items from India. Indian leather goods imported to Italy are stamped by Italian firms and re-exported to other countries without any further finish or packing. The re-exported goods fetch a better price.

What is worse is that foreign markers buy inferior grade leather from India and finish these for high priced items. Indian manufactures are still unable to utilise such leather to their advantage. This is exactly the opposite in Holland or Italy where inferior grade leather is used in a big way.

Questions :

1) Discuss the strengths and weaknesses of the Indian leather industry vis-a-vis the international market for leather goods.

2) Discuss the role of the Government, Council for Leather Exports (CLE) and the industry in the healthy development of the Indian leather industry.

3) Discuss the marketing, including branding, pricing, distribution and promotion, strategies appropriate for Indian leather goods in the international market.

4) What can the OLE do to improve the image of the Indian leather goods ?

5) How will the expansion of the domestic market help the Indian leather goods exporters ?

6) What are the possible benefits to the Indian firms from the tie-up with the foreign firms ?

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M.M.S./M.B.S. (Semester – I) Examination, 2012
Financial Specialization
103-B : MERCHANT BANKING AND FINANCIAL SERVICES
(2008 Pattern)

Time : 3 Hours   Max. Marks : 70

Instructions :   1) Answer **any five**.

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

1. What is Mutual Fund ? What are advantages and disadvantages of investing in mutual fund ?

2. Explain the role of merchant Banker in IPO.

3. Explain the various instruments in money market.

4. What is share buy back and why company goes for buyback ?

5. What is depository ? What are the advantages of depository services ?

6. Explain the role of SEBI as market regulator.

7. Write short notes **(any two)** :

    a) Commercial paper

    b) Credit Rating

    c) Debt securitization.

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Seat
No.

M.M.S. / M.B.S. (Semester – I) Examination, 2012
Human Resource Management Specialization
103 E : ORGANISATIONAL DEVELOPMENT
(2008 Pattern)

Time : 3 Hours   Total Marks : 70

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

ii) **Each** question carries **equal** marks.

1. Explain O.D. Process. Elaborate on survey feedback in detail

2. Discuss the term intervention in O.D. Explain in details advantages of structural intervention.

3. Explain various steps involved in Action Research Model in OD.

4. Explain the meaning and working process of quality circles.

5. What is suggestion scheme ? Explain its importance in Corporate World.

6. Explain the different types of cross functional teams.

7. Short notes (**any 2**) :

   a) Just-in-time

   b) T-group Training

   c) Self-management team

   d) Quality Cost.

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Seat No.	

M.M.S. / M.B.S. (Semester – II) Examination, 2012
201 : ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT
(2008 Pattern)

Time : 3 Hours   Max. Marks : 70

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

1. Define entrepreneur and entrepreneurship. What are the qualities required for becoming an entrepreneur ?

2. Elaborate the theory putforth by Schumpeter to promote entrepreneurship.

3. Explain the different external factors that influences entrepreneurship development.

4. What are the various reasons for failure of women entrepreneurs in Indian context ?

5. Explain the role played by EDII to promote entrepreneurship development.

6. Elaborate business planning process in detail.

7. Write short notes on : (**any two**)

   a) Entrepreneurial Traits

   b) NEDB

   c) Project Funding

   d) Elements of business plan

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Seat No.

M.M.S. / M.B.S. (Semester – II) Examination, 2012
Marketing Specialization
202-A : RETAIL AND DISTRIBUTION MANAGEMENT (New)
(2008 Pattern)

Time : 3 Hours　　　　　　　　　　　　　　　　　　Max. Marks : 70

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

1. Discuss the steps involved in deciding the store location.

2. Explain the concept of the Integrated Marketing Channels. Discuss Horizontal, Vertical and Multichannel marketing system in detail.

3. In detail define the concept of Merchandizing. Elaborate the steps involved in Merchandize planning in detail.

4. Discuss the different factors affecting store lay out.

5. Define Retailing. Explain in detail Store and Non Store Retailing. Justify it with suitable examples.

6. Discuss various applications of Technology in retailing. Explain advantages of Technology in retailing.

7. Write short note on **any two** :

　　a) Channel conflicts

　　b) The Internet Store

　　c) Private Label Brands.

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**Seat
No.**

M.M.S./M.B.S. (Semester – II) Examination, 2012
Financial Specialization
202 B : INTERNATIONAL FINANCE
(New) (2008 Pattern)

Time : 3 Hours   Max. Marks : 70

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

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

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

1. Describe the rise of Eurocurrencies.   **10**

SECTION – I

2. Explain the objectives, role and functions of Exim Bank.   **15**

3. Discuss in detail mechanism of spot and forward exchange contracts.   **15**

4. Explain in detail, trade settlement methods.   **15**

5. Write notes on the following :   **15**

   a) Interest Rate Parity Theory.

   b) A.D.R.S.

   c) SEZ's.

SECTION – II

6. a) State the objectives and important provisions of FEMA 1999. **8**

   b) What is indirect quote ? If indirect quote is US $ 0.025/Re., how can this exchange rate be shown under direct quote ? **7**

7. a) Write a note on 'External hedging tools'. **8**

   b) If the rate of inflation in India and the USA is 7% and 4% respectively and if interest rate in the USA is 6%, find the interest rate in India. **7**

8. a) Distinguish between spot and forward exchange rates. **8**

   b) Find the one month forward rate of US dollar, if spot rate is Rs. 45 and the forward premium is 12%. **7**

9. Write short notes on **any three** of the following : **15**

   a) Impact of Chinese Yuan and US Dollar.

   b) Forex Markets.

   c) International Accounting Standards.

   d) Risk measurement.

   e) Syndication.

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M.M.S./M.B.S. (H.R.M. Specialization) (Semester – II) Examination, 2012
202 E : TRAINING AND DEVELOPMENT
(2008 Pattern)

Time : 3 Hours   Max. Marks : 70

Instructions: 1) Q.**1 compulsory**.
2) Attempt **any 3** from **remaining**.

1. Design "Cross-cultural training program" for newly merged German and Indian four wheeler manufacturing firms. Training is for production managers. **25**

2. Explain any one theory of learning in detail. **15**

3. Explain KIRKPATRICK model of evaluation of training program. **15**

4. Differentiate between training and development. **15**

5. Write notes **(any two)** : **15**

   a) E-learning

   b) ROI of training

   c) Resistance to training

   d) Objectives of training.

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Seat
No.

M.M.S./M.B.S. (Semester – II) Examination, 2012
MODELING TECHNIQUES AND IT FOR OPERATION MANAGEMENT
203-D : (Operation Materials Specialisation)
(2008 Pattern)

Time : 3 Hours   Marks : 70

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

1. What is simulation techniques ? Why simulation is used ? Describe its role in operation management.

2. Write short notes **any two** of the following :

    a) Quality Management

    b) Goal Programming

    c) Supply chain management

    d) Project scheduling.

3. What is the concept of ERP system ? How it is applying in operation management ?

4. "IT (Information Technology) is a competitive advantage in operation management" – Discuss it with example.

5. Solve the L.P.P. problem using simplex method
    Maximise $Z = 107x_1 + x_2 + 2x_3$
                subject to the constraints
                $14x_1 + x_2 - 6x_3 + 3x_4 = 7$

$$16x_1 + \frac{1}{2}x_2 - 6x_3 \leq 5$$

$3x_1 - x_2 - x_3 \leq 0$
$x_1, x_2, x_3, x_4 \geq 0.$

6. What is modeling technique ? What is importance of understanding data before modeling in operation management ?

7. Determine a sequence for the five (5) jobs that will minimise the elapsed 'T' (Time) from the following :

   We have five jobs, each of which must go through the machines A, B, C in the order ABC. The processing times are

Job	A	B	C
1	4	5	8
2	9	6	10
3	8	2	6
4	6	3	2
5	5	4	11

8. What is concept of decision trees ? What is its application in operation management ?

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Seat No.

M.M.S. / M.B.S. (Semester – II) Examination, 2012
HRM Specialization
PERFORMANCE MANAGEMENT SYSTEMS
(2008 Pattern)

Time : 3 Hours   Max. Marks : 70

N.B. : 1) Q. *1 compulsory*.
                2) Answer **any three** from remaining.

1. Design a 360° appraisal for a "front office sales person" of a four wheeler company.   **25**

2. What can be the reasons for failure of performance appraisal ?   **15**

3. How counseling can help for better performance ?   **15**

4. How technology can be used in performance appraisal systems ?   **15**

5. Write notes (**any two**) :   **15**

    a) Career planning

    b) Halo effect

    c) Potential appraisal

    d) MBO.

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