



[3979] – 107

M.M.S./M.B.S. (Semester – I) Examination, 2011
103 E : H.R.M. Specialization
ORGANISATIONAL DEVELOPMENT
(New) (2008 Pattern)

Time : 3 Hours

Max. Marks : 70

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

1. State any three types of OD interventions with examples of any organisation.
2. What is Team Development ? Discuss with role analysis for team interventions.
3. Focus the system theory and action research in organisational development.
4. What is OD ? Highlight the essential characteristics values, beliefs and assumptions in relation with OD.
5. Explain the techniques of comprehensive and structural interventions.
6. Write short notes (**any two**) :
 - 1) Work Design
 - 2) TQM
 - 3) OD Consultant
 - 4) Six Box Model.

B/I/11/315



[3979] – 12

M.M.S./M.B.S. (Semester – I) Examination, 2011
102 : BUSINESS POLICY AND STRATEGIC MANAGEMENT (Old)
(2005 Pattern)

Time : 3 Hours

Max. Marks : 70

Instructions : i) Attempt **any four** questions from questions **1 to 7**. **Each** of them carry **13** marks.
ii) Q. No. **8** is **compulsory**, it carries **18** marks.

1. Describe the characteristics of strategy and outline the process of strategic management with block diagram.
2. Discuss new business models and strategies for Internet Economy.
3. What is the importance of operations control and strategic control ? How they influence the performance of strategy ?
4. Explain the role of various stakeholders in business strategy formulation and framing the vision, mission and purpose.
5. What role do ETOP and Organizational Capability Profile play in Strategic Analysis ?
6. Discuss the following issues in the context of strategy implementation :
 - a) Leadership style
 - b) Corporate culture
 - c) Values
 - d) Power.
7. Write notes on **any two** of the following :
 - a) Michel Porter's Five Forces Model (with diagram). **6**

OR

 - a) G.E.J. cell model (with diagram). **6**
 - b) McKinsey's 7S framework (with diagram). **7**

OR

 - b) Definition and benefits of vision. **7**

P.T.O.



8. Case study : Systematic analysis and logical reasoning will be given due weightage.

Tiles and Ceramics Ltd.

Background and SWOT Analysis :

Tiles and Ceramics Ltd. (TCL), a fairly young firm in Iznik, Turkey, faces rapidly changing markets and increasing competition, Iznik is famous for its hand-painted tiles, mostly in different shades of blue. The region's special clay has enabled to produce long-lasting quality tiles over the centuries.

Modern methods of production are new to the industry in Iznik. TCL, is regarded as the largest and most modern domestic producer. However, as a manufacturer for the international market, it is considered to be in its infancy and in need of technical and management knowhow.

Current production comprises ceramic tiles for walls, flooring and decorative purposes. The company is considering entry into the export trade and diversifying into sanitaryware and tableware. Its managing director is an experienced retailer of tiles and sanitaryware.

Tableware, a product line unrelated to the construction industry, will require separate construction channels.

TCL holds 30 per cent of the domestic market for the ceramic tiles and is facing significant challenges from its closest competitors, BCD and EGF, which have a combined share of 65 per cent. Considering that both these companies were established many years earlier, TCL has been exceptionally successful. The remaining 5 per cent of the market is supplied by imports, mainly from Italy and Germany.

Demand for high-quality, high-priced imports carrying prestigious brand names is increasing as income is rising significantly in certain sections of the population.

TCL's production costs are rising with the costs of imported raw materials, a situation exacerbated by the imposition of an import duty of 40 – 120 per cent on such items as dyes, moulds and chemicals.

The company's profit margins are shrinking and the impending entry of another domestic supplier is regarded as a threat.

Strengths : TCL's managing director is strongly committed to the idea of exporting and has chosen the Middle East as an initial target market. He has based his choice on informal and experience-related market research he has carried out himself. He has noted that TCL's two largest competitors in the domestic market are exporting significant quantities to the Middle East, particularly to the Islamic-Republic of Iran and Iraq where a significant upswing in construction activities (and therefore in demand for tiles and ceramics) is expected.



As a result of a managing director's experience as a retailer in the ceramics industry, he is knowledgeable about general market requirements and the competition. His background as a retailer of sanitaryware will be useful if the company does diverse into this product line.

The entry of other suppliers is expected to erode TCL's domestic market share and therefore to liberate production capacity which it can devote to export operations. Although its profit margins are contracting, the company is still sufficiently profitable domestically to have a solid base for exporting.

TCL's tiles and ceramics are perceived as high-quality but moderately priced products. However, these are available only in a limited variety of designs and colours owing to production constraints.

Weaknesses TCL is a young firm and it is small in international terms. This need not necessarily be a fatal weakness but it should be taken into account if the company decides to compete with large foreign companies.

The forthcoming implementation of new regulations will exempt TCL from paying duties on imports used for export production.

However, its likely competitors in the export market, particularly foreign firms located where materials such as moulds, dyes, other chemicals and spares are produced, will have definite cost advantage. TCL has no experience of any kind in regard to tableware. The lack of familiarity with distribution aspects may be a disadvantage even in the domestic market. The company's current distribution systems are in the construction industry.

The escalating costs of fuel and natural gas are pushing production costs up. As a result, TCL's products are priced higher than some alternative materials. The prices of its ceramic floor tiles, for example, are 50 per cent higher than those of mosaic flooring.

The control exercised by the national authorities on the tiling industry significantly restricts the expansion of production facilities.

TCL's limit is 5,00,000 square metres of tiles annually.

Opportunities : Exporting could provide TCL a base for shifting to production abroad. In the meanwhile, until the time such a shift can be made, exporting will give it a relief from the costs of holding excess capacity, rising production expenses and duties on imported raw materials.

The shift in domestic consumer preference to foreign products suggests a need for new product ideas. If it manufactures innovative goods, TCL may be able to compete with foreign suppliers in the domestic market.



Threats : TCL's two leading competitors and the new company about to start operations are its largest threats on the domestic market. The new company is likely to have more modern production facilities and therefore to have some cost advantage over TCL.

Misjudging the potential of target markets and over or under-estimating the company's resources for meeting this potential could harm TCL. Market research would reduce this danger.

Strategic Options :

The strategic options open to TCL are as follows :

- Delay entry into the export trade and concentrate all resources on domestic expansion. TCL could seek to obtain its raw materials from a cheap supplier (or acquire ownership of a supply source-backward integration), implement other cost cutting measures, position itself as a low-cost domestic producer and thus try to establish an advantage over its competitors, both old and new. As its two established competitors serve the high-quality, high-price end of the market, price cutting could be a profitable strategy.
- Move its production facilities from Turkey to its targeted export market (e.g., the Islamic Republic of Iran and Iraq). TCL could tap the low-cost investment capital available in these countries and build a modern factory with a large capacity. Production on a big scale will lead to products with lower unit costs which it can then market where its new facilities are located; in other Middle Eastern markets and even in Turkey.
- Diversify into either tableware or sanitaryware and export these products along with ceramic tiles. Target markets would include Europe and the Middle Eastern countries that have already been identified.
- Export ceramic tiles to the markets identified in the Middle East. The opening on these new markets will enable the in this way can then be invested in planning further export expansion and in product development.
- Under all these strategies, TCL will exert efforts together with the rest of the ceramic industry to obtain from the government authorities a reduction or elimination of import duties on raw materials used for producing goods for domestic consumption. By contrast, a rise in import duties on foreign tiles will be sought.

Questions

- 1) Evaluate each of the strategic options suggested above. Do you have any other better alternative to suggest ?
- 2) Suggest suitable international marketing mix strategy/strategic for the TCL.



[3979] – 15

M.M.S./M.B.S. (Semester – I) Examination, 2011
103-C : Computer Specialization
SOFTWARE ENGINEERING (2005 Pattern) (Old)

Time : 3 Hours

Max. Marks : 60

Note : 1) Question 1 is compulsory.

*2) Attempt **any 4** questions from the remaining.*

*3) Draw **neat** diagrams **wherever** necessary.*

*4) State your assumptions, **if any**.*

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

1. Draw context level and first level DFD for library management system.
2. For payroll system for small scale industry draw ER diagram and design database.
3. Draw the decision tree and decision table for the following :
To declare the result of students following procedure is followed. A student having marks greater than or equal to 70% in exam gets distinction. If marks are greater than or equal to 60% then gets first class. If marks are greater than 50% then he is declared as pass otherwise he is declared as fail.
4. What are different skills required by a system analyst ?
5. What are different types of documentations ? Explain the role of documentation in maintenance phase.
6. Write short notes (**any 2**) :
 - a) SDLC
 - b) GUI
 - c) Validation checks required for input design.



M.M.S./M.B.S. (Semester – II) Examination, 2011
Finance Specialization
202 B : INTERNATIONAL FINANCE
(New) (2008 Pattern)

Time : 3 Hours

Max. Marks : 70

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

1. Explain the role of WTO and its impact on international finance. **10**

SECTION – I

2. Explain in brief the Purchasing Power Parity and Interest Rate Parity theories. **15**
3. Describe the impact of Euro currency on forex markets. **15**
4. What do you mean by 'Forex Risk Management' ? Explain in detail internal hedging tools. **15**
5. Write notes on the following : **15**
- a) Suppliers Credit
 - b) Syndication
 - c) GDR.

SECTION – II

6. a) Write a note on "rupee convertibility". **8**
- b) If interest rate in India and the USA is 9.06% and 6% and if spot exchange rate is Rs. 43.91/US \$, find the exchange rate during the next year. **7**
7. a) Write a note on "EPZs". **8**
- b) A pound options put contract has strike rate of \$ 1.820/£ and a premium of \$ 0.08. Spot rate on maturity is \$ 1.830/£. Find gain or loss to option buyer or options seller. **7**

P.T.O.



8. a) Explain in detail 'Risk measurement'. 8
- b) Calculate the 3-month forward rate, if spot rate is Rs. 46/US \$; interest rate in India and the USA is respectively 6% and 3%. 7
9. Write notes on **any three** of the following : 15
- a) European Central Bank
 - b) Export finance
 - c) Impact of globalization on international business
 - d) Merits of floating exchange rate system
 - e) Use of IT in international finance.



[3979] – 27

M.M.S./M.B.S (Semester – II) Examination, 2011
203-B : Finance Spl
LEGAL AND PROCEDURAL ASPECTS OF FINANCE (Old)
(2005 Pattern)

Time : 3 Hours

Max. Marks : 50

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

1. Explain the role of the secretary of a company regarding the Board Meeting.
2. Explain the qualification required to become the Director of a company. Also explain the provisions for removal of Director of a company.
3. Explain oppression and mismanagement in detail.
4. Explain the rights and duties of Auditors.
5. Write short notes on :
 - a) Corporate governance
 - b) Audit Reports.
6. Explain the provisions of Companies Act 1956 regarding Inter Corporate Deposits and Loans.
7. Explain the duties of the secretary of the company in connection with alteration to Memorandum and Articles of Association.
8. Write short notes (**any 2**) :
 - a) Objectives of Payment of Wages Act.
 - b) Payment of Bonus Act.
 - c) Payment of Gratuity Act.
 - d) Directors Responsibility Statement.



[3979] – 101

M.M.S. / M.B.S. (Semester – I) Examination, 2011
101 : INTERNATIONAL BUSINESS MANAGEMENT
(2008 Pattern) (New)

Time : 3 Hours

Max. Marks : 70

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

2) Answer **any three** questions from the remaining questions.

(Q. 1 to Q. 5)

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

1. Explain the concept of trade barriers. What are different types of tariff and non-tariff barriers ?
2. What is country risk analysis ? Comment on cultural environment and ethical practices.
3. What do you mean by Multinational Enterprises ? Comment on potential, need and problems in Indian companies becoming multinational.
4. a) Explain the functions of International Monetary Fund.
b) What are various methods of payment in International Trade ?
5. Write short notes (**any three**) :
 - a) GATT vs. WTO
 - b) Ministerial Conference of WTO
 - c) International market selection
 - d) India's competitive advantage in I.T.
 - e) Asian Development Bank.

P.T.O.



6. Case Study :

Investing in Russia

Since the end of the Cold War in 1989, Russia has been making overtures towards a free market economy. During the early 1990s annual economic growth rates among developed countries such as the US, Germany, and Japan dropped from an average of 5 per cent down to 2 per cent. At the same time Eastern European and the Russian economies fell much more sharply, with annual growth rates tumbling from 4 per cent in 1988 to - 10 in 1991 ! Clearly, the Russian economy was in big trouble.

Investment from the West was seen as a way to improve the economy. However, significant changes needed to take place to reduce political risk in Russia. Initially, five steps were recommended by outside experts : (1) change the relationship between the national government and the republics in order to set up a federal political system in which central powers are limited ; (2) eliminate or slash most state subsidies, including defense spending, and create a uniform sales tax and personal and corporate income tax system ; (3) establish a commercial banking system, boost interest rates, and create an independent bank that will halt current inflationary practices ; (4) break up state monopolies and industrial cartels : and (5) free the price of most goods immediately and gradually add to this list those changes that must be phased in more slowly : energy, public transportation, housing, and basic consumer goods such as milk, bread, and meat.

By the mid-1990s things looked good ; the republics had become more autonomous from the Central Government and new private banks had begun to emerge. Most importantly, by 1997, the private sector accounted for more than half of Russia's output. Some 18,000 industrial firms had been privatized and over 1 million new businesses were created. The old Russia, its ideology and institutions, had ceased to exist.



Yet the late 1990s proved to be a wake-up call to foreign investors in Russia. The Asian crisis left many feeling Russia could be next and it would have been had the IMF and the World Bank not been ready to bail the country out. The Russian Government had pegged the ruble to the US dollar and used interest rates to defend the exchange rate. This led to skyrocketing interest rates that reached over 50 per cent in peak periods. When the government allowed the ruble to float, investors lost on the devaluation what they had earned on interest rates.

What brought this about ? While Russia's steps towards liberalization have been significant, the country is only mid-way to becoming a truly democratic free market. The new private banks are not real banks. They offer no real credit system. They lack credibility, which makes Russians more likely to hold currency or send their savings to foreign banks than to deposit them in these new banks. A large bureaucratic web still exists and a small corrupt mafia is proving difficult to police.

Despite all setbacks, Russia is bound to turn itself around. In 2001, for the first time since the end of communism Russia had a balanced budget, a trade surplus, reserves, and a growing economy. In 2000, the economy grew by 8 per cent. This growth, however, has done little to lure foreign investors who would rather flock to the Chinese market than face the volatility and corruption of the Russian economy.

Questions :

- 1) What political risks do MNEs face in Russia ? Identify and describe three of them.
- 2) What strengths would a consumer goods manufacturing firm bring to the country ? What Russian needs would it help to meet ?
- 3) How could this manufacturer employ integrative or protective / defensive techniques in the country ? Identify and describe one approach that could be used for each.



[3979] – 102

M.M.S./M.B.S. (Semester – I) Examination, 2011
102 : BUSINESS POLICY AND STRATEGIC MANAGEMENT
(2008 Pattern) (New)

Time : 3 Hours

Max. Marks : 70

Instructions: 1) Question 7 is **compulsory**.

2) Attempt **any four** questions from question 1 to 6.

1. Define mission. What are the characteristics of a good mission statement ? What problems can an imprecise and unclear mission statement create for an organization ? Discuss.
2. What does resource allocation deal with ? Explain. Objectives affect resource allocation. Can resource availability affect objective setting ? Explain giving relevant examples.
3. Why is strategy evaluation and control important to organizations ? Explain with examples.
4. What is the importance of leadership for issues like ethics, social responsibility, corporate culture and values ? Cite examples to substantiate your answer.
5. Explain McKinsey's 7-S Frame work with reference IT company of your choice.
6. Write short notes on **any two** :
 - a) Business definition
 - b) BCG matrices
 - c) Environmental Threat and Opportunity Profile (ETOP).
7. Case study : Solve the case (enclosed)

TILES AND CERAMICS LTD.

Background and Swot Analysis

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P.T.O.



Modern methods of production are new to the industry in Iznik. TCL, is regarded as the largest and most modern domestic producer. However, as a manufacturer for the international market, it is considered to be in its infancy and in need of technical and management knowhow.

Current production comprises ceramic tiles for walls, flooring and decorative purposes. The company is considering entry into the export trade and diversifying into sanitaryware and tableware. Its managing director is an experienced retailer of tiles and sanitaryware.

Tableware, a product line unrelated to the construction industry, will require separate construction channels.

TCL holds 30 per cent of the domestic market for the ceramic tiles and is facing significant challenges from its closest competitors, BCD and EGF, which have a combined share of 65 per cent. Considering that both these companies were established many years earlier, TCL has been exceptionally successful. The remaining 5 per cent of the market is supplied by imports, mainly from Italy and Germany.

Demand for high-quality, high-priced imports carrying prestigious brand names is increasing as income is rising significantly in certain sections of the population.

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The company's profit margins are shrinking and the impending entry of another domestic supplier is regarded as a threat.

Strengths : TCL's managing director is strongly committed to the idea of exporting and has chosen the Middle East as an initial target market. He has based his choice on informal and experience-related market research he has carried out himself. He has noted that TCL's two largest competitors in the domestic market are exporting significant quantities to the Middle East, particularly to the Islamic-Republic of Iran and Iraq where a significant upswing in construction activities (and therefore in demand for tiles and ceramics) is expected.



As a result of a managing director's experience as a retailer in the ceramics industry, he is knowledgeable about general market requirements and the competition. His background as a retailer of sanitaryware will be useful if the company does diverse into this product line.

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TCL's tiles and ceramics are perceived as high-quality but moderately priced products. However, these are available only in a limited variety of designs and colours owing to production constraints.

Weaknesses TCL is a young firm and it is small in international terms. This need not necessarily be a fatal weakness but it should be taken into account if the company decides to compete with large foreign companies.

The forthcoming implementation of new regulations will exempt TCL from paying duties on imports used for export production.

However, its likely competitors in the export market, particularly foreign firms located where materials such as moulds, dyes, other chemical and spares are produced, will have definite cost advantage. TCL has no experience of any kind in regard to tableware. The lack of familiarity with distribution aspects may be a disadvantage even in the domestic market. The company's current distribution systems are in the construction industry.

The escalating costs of fuel and natural gas are pushing production costs up. As a result, TCL's products are priced higher than some alternative materials. The prices of its ceramic floor tiles, for example, are 50 per cent higher than those of mosaic flooring.

The control exercised by the national authorities on the tiling industry significantly restricts the expansion of production facilities.

TCL's limit is 5,00,000 square meters of tiles annually.



Opportunities : Exporting could provide TCL a base for shifting to production abroad. In the meanwhile, until the time such a shift can be made, exporting will give it a relief from the costs of holding excess capacity, rising production expenses and duties on imported raw materials.

The shift in domestic consumer preference to foreign products suggests a need for new product ideas. If it manufactures innovative goods, TCL may be able to compete with foreign suppliers in the domestic market.

Threats : TCL's two leading competitors and the new company about to start operations are its largest threats on the domestic market. The new company is likely to have more modern production facilities and therefore to have some cost advantage over TCL.

Misjudging the potential of target markets and over or under-estimating the company's resources for meeting this potential could harm TCL. Market research would reduce this danger.

Strategic Options

The strategic options open to TCL are as follows :

- Delay entry into the export trade and concentrate all resources on domestic expansion. TCL could seek to obtain its raw materials from a cheap supplier (or acquire ownership of a supply source-backward integration), implement other cost cutting measures, position itself as a low-cost domestic producer and thus try to establish an advantage over its competitors, both old and new. As its two established competitors serve the high-quality, high-price end of the market, price cutting could be a profitable strategy.
- Move its production facilities from Turkey to its targeted export market (e.g., the Islamic Republic of Iran and Iraq). TCL could tap the low-cost investment capital available in these countries and build a modern factory with a large capacity. Production on a big scale will lead to products with lower unit costs which it can then market where its new facilities are located; in other Middle Eastern markets and even in Turkey.



- Diversity into either tableware or sanitaryware and export these products along with ceramic tiles. Target markets would include Europe and the Middle Eastern countries that have already been identified.
- Export ceramic tiles to the markets identified in the Middle East. The opening on these new markets will enable the in this way can then be invested in planning further export expansion and in product development.
- Under all these strategies, TCL will exert efforts together with the rest of the ceramic industry to obtain from the government authorities a reduction or elimination of import duties on raw materials used for producing goods for domestic consumption. By contrast, a rise in import duties on foreign tiles will be sought.

Questions :

- 1) Evaluate each of the strategic options suggested above. Do you have any other better alternative to suggest ?
- 2) Suggest suitable international marketing mix strategy/strategic for the TCL.



[3979] – 103

**M.M.S./M.B.S. (Semester – I) Examination, 2011
(Marketing Specialisation)**

**103 (A) – SERVICES MARKETING AND BRAND MANAGEMENT (New)
(2008 Pattern)**

Time : 3 Hours

Max. Marks : 70

Instructions: 1) Answer *any five* questions.

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

1. “Service sector has a major contribution in developing Indian Economy”.
Do you agree ? Justify your answer with relevant examples.
2. Explain 7 P’s of services marketing in detail with specific reference to :
 - a) Insurance company.
 - b) Banks in India.
3. Discuss the importance of quality in service. Also explain SERVQUAL model in detail.
4. Define Brand. Discuss the process of brand building for the product of your choice.
5. What is brand equity ? Explain methods which are used to determine brand equity of a particular brand.
6. What is brand positioning ? What factors one should consider for successful positioning of the brand ? Support your answer with relevant examples.
7. Write short notes (**any two**) :
 - a) Classification of services.
 - b) Service failure and recovery.
 - c) e-services.
 - d) Celebrity endorsement.
 - e) Brand audit.



[3979] – 104

M.M.S/M.B.S. (Semester – I) Examination, 2011
103B : Finance Specialization
MERCHANT BANKING AND FINANCIAL SERVICES (New)
(2008 Pattern)

Time : 3 Hours

Max. Marks : 70

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

1. What is Mutual Fund ? Explain the advantages and disadvantages of investing in mutual fund.
2. What is debt securitization ? Explain the process of debt securitization.
3. What are the changes seen in capital market due to SEBI guidelines of recent past ?
4. What is scrip less trading ? Explain its modus operandi in stock market.
5. What is IPO ? Explain the role of SEBI as regulator for IPO.
6. Write notes on **any two** :
 - a) Buy back of shares
 - b) Credit rating
 - c) Derivatives
 - d) Depository.



[3979] – 105

M.M.S./M.B.S. (Semester – I) Examination, 2011
103 – C : Computer SPL
SOFTWARE ENGINEERING
(2008 Pattern) (New)

Time : 3 Hours

Max. Marks : 70

Note : 1) Question 1 is compulsory.

*2) Attempt **any 4** questions from the remaining.*

*3) **Draw** neat diagrams **wherever** necessary.*

*4) State your assumptions, **if any**.*

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

1. Draw context level and first level DFD for purchase order system.
2. For payroll system for small scale industry draw ER diagram and design database.
3. Design GUI to accept information about Employee joining the organization.
4. What are different models ?
5. What are different types of documentations ? Explain the role of documentation in maintenance phase.
6. Write short notes (**any 2**) :
 - a) GUI
 - b) Validation checks required for input design
 - c) Feasibility study.



[3979] – 106

M.M.S./M.B.S. (Semester – I) Examination, 2011
103-D : QUALITY MANAGEMENT (2008 Pattern) (New)
Production and Materials Specialization

Time: 3 Hours

Max. Marks: 70

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

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

1. Explain the contributions made by Juran and Crosby in development of Quality.
2. Describe criteria for Malcom Baldrige National Quality Award and state its significance.
3. Explain customer driven quality cycle with example.
4. a) Explain how customer satisfaction measurement may help in improving Quality.
b) Describe Customer perception of quality in service business.
5. a) Describe the meaning of AQL and AOQL and its significance.
b) “Use of OC curve helps in reducing producer’s risk and consumers’ risk”.
Comment.
6. Discuss steps involved in drawing control chart and describe application of C chart.
7. Explain the role and importance of leadership in achieving excellence in Quality.
8. Write notes on **any two** of the following :
 - a) Quality audit
 - b) Flow chart
 - c) Quality and price
 - d) Cross functional team.



[3979] – 11

M.M.S./M.B.S. (Semester – I) Examination, 2011
101 : INTERNATIONAL BUSINESS MANAGEMENT
(2005 Pattern) (Old)

Time : 3 Hours

Max. Marks : 60

Instructions : 1) *Question No. 6 (case study) is compulsory.*
2) *Answer **any three** questions from remaining questions (Q. 1 to Q. 5).*
3) *All questions carry **equal** marks.*

1. Explain various international market entry strategies in detail.
2. What is globalisation ? Explain forces, meaning dimensions and stages in globalisation.
3. Explain political, social, economic and cultural environment.
4. a) Explain the impact of global sourcing on Indian industry.
b) Explain the advantages and disadvantages of MNEs from the point of view of host country.
5. Write short notes (**any three**) :
 - a) India's competitive advantage in Gems and Jewellery Industry.
 - b) TRIPS and TRIMS.
 - c) Balance of Trade.
 - d) World Bank and Asian Development Bank.
 - e) Responsibilities of International business.

P.T.O.



6. Case Study.

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 Lome' 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 Ecuador, 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 ?



[3979] – 14

M.M.S./M.B.S. (Semester – I) Examination, 2011
Finance Specialization (2005 Pattern)
MERCHANT BANKING AND FINANCIAL SERVICES (Old)

Time : 3 Hours

Max. Marks : 60

***Instruction :** Answer **any five**, **all** questions carry **equal** marks.*

1. What is money market ? Explain any three instruments of money market.
 2. What is mutual fund ? What are the advantages and disadvantages of mutual fund ?
 3. Discuss the latest changes in the capital market.
 4. What is IPO and role of merchant banker in IPO ?
 5. What is stock exchange and explain the functions of stock exchange ?
 6. Explain the process of factoring and advantages of factoring.
 7. Write notes on **any two** :
 - a) Share buy back
 - b) Debt securitization
 - c) Index
-

B/I/11/65



[3979] – 16

M.M.S. /M.B.S. (Semester – I) Examination, 2011
Production and Materials Specialization
103-D : QUALITY MANAGEMENT (2005 Pattern) (Old)

Time : 3 Hours

Max. Marks : 60

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

1. Explain contributions of Juran and Taguchi in the field of quality.
2. Discuss the costs associated with quality and how they can be reduced.
3. Explain concepts of following :
 - a) Process variation
 - b) Quality control.
4. Describe the steps involved in constructing control charts.
5. “Quality circle concept has little relevance in current business environment”. Discuss the statement.
6. Explain the role of leadership in building excellence in quality.
7. Discuss the process involved in carrying out internal quality audit.
8. Write notes on **any two** of the following :
 - a) Quality manual
 - b) TQM
 - c) Concept of reliability
 - d) Flow chart
 - e) Quality policy.



[3979] – 204

M.M.S./M.B.S. (Semester – II) Examination, 2011
COMPUTER SPECIALIZATION
202 C : Business Applications
(2008 Pattern) (New)

Time: 3 Hours

Max. Marks: 70

Instructions : i) *Q. No. 6 is compulsory.*

ii) *Solve **any four** from rest.*

1. Explain various factors that are considered while evaluating and implementing an ERP package. **15**
2. Explain various operations required to process employee monthly salary. Also explain files to be maintained. **15**
3. Explain various ratios calculated in accounting, also explain their interpretations. **15**
4. How production plan is prepared ? Also explain production schedule. **15**
5. What is CRM ? Explain its need and advantages. **15**
6. Write short note on **any two** : **10**
 - a) Material accounting methods.
 - b) Down time analysis.
 - c) Vendor analysis.



[3979] – 205

**M.M.S. /M.B.S. (Semester – II) Examination, 2011
(Operations and Materials Management Specialization)
202-D : OPERATION STRATEGY (2008 Pattern) (New)**

Time : 3 Hours

Max. Marks : 70

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

1. Explain the meaning of operations strategy. Discuss the role of operations strategy in corporate strategy.
2. Discuss strategic issues involved in manufacturing in globalized and competitive business environment.
3. Describe with examples how does organizations identify order winning and order qualifying attributes and build them into product.
4. Discuss the process and issues involved in new product development.
5. Discuss salient features of lean manufacturing in context of operations strategy.
6. What is manufacturing infrastructure ? State the impact of huge investments in manufacturing infrastructure on a firm's ability to remain competitive.
7. Explain the concept and principles of focussed manufacturing.
8. Write notes on **any two** of the following :
 - a) Use of IT in operations strategy
 - b) Product profiling
 - c) Risks in linking investments to product life cycle
 - d) Core competency and distinctive capabilities.



[3979] – 206

M.M.S./M.B.S. (Semester – II) Examination, 2011
202 E : H.R.M. Specialization
TRAINING AND DEVELOPMENT
(2008 Pattern) (New)

Time : 3 Hours

Max. Marks : 70

Note : 1) *Q. No. 1 is compulsory.*
2) *Attempt **any four** questions from the remaining questions.*
3) *Figures to the **right** indicate **full** marks.*

1. Define Training. Explain any two types of Training. **10**
2. Explain in detail the process of identification of training needs of employees in the organisation. **15**
3. Design a Training program for newly joined sales officer in manufacturing Industry. **15**
4. Why evaluation of Training is important ? Explain in detail “Cost benefit analysis” method of evaluation. **15**
5. What is learning ? What are the principles of Learning ? Explain reinforcement theory of Learning in detail. **15**
6. Write short notes on (**any two**) : **15**
 - a) Distance learning
 - b) Budgeting of Training
 - c) Cross-cultural Training.

B/I/11/400



[3979] – 207

M.M.S./M.B.S. (Semester – II) Examination, 2011
203 (A) : MARKETING SPECIALIZATION
Marketing Strategy and Relationships Marketing (New)
(2008 Pattern)

Time: 3 Hours

Max. Marks: 70

Instructions : 1) Attempt *any five* questions.

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

1. “Current markets crowded with competing products, offer a great challenge for a marketing strategist”. Discuss.
2. Explain the future of Internet-based competition and its significance for an Indian marketer.
3. Explain relationship with corporate vision, mission and objectives with reference to marketing strategy.
4. Explain the necessity and advantage of offering superior service to your customers. Also explain what are the 3 ‘S_s’ of customer service.
5. Define customer satisfaction. How do you measure customer satisfaction of a commercial bank ? Illustrate your answer.
6. Devise a loyalty-based marketing strategy for a tour and travel agency.
7. Write short notes on **any two** :
 - a) Marketing strategy formulation accross PLC stages
 - b) Constraints in marketing strategy implementation
 - c) Service competition
 - d) Learning organization.



[3979] – 21

M.M.S./M.B.S. (Semester – II) Examination, 2011
202 A : RETAIL AND DISTRIBUTION MANAGEMENT
(2005 Pattern) (Old)

Time : 3 Hours

Max. Marks : 60

Instructions : 1) *All questions carry equal marks.*

2) *Answer any four questions.*

1. Explain the significance of Distribution channels in Marketing Management.
 2. Write a note on :
 - a) Multilevel Marketing.
 - b) Franchising.
 3. “Location plays vital role in the success of Retail Business” comment. Explain the Retail ‘location’ selection process.
 4. What is Retailing ? And explain its significance.
 5. Explain various components of Logistics Management.
 6. Design a marketing channel for FMCG (Fast Moving Consumer Goods) and explain the various steps involved in it.
 7. Write short notes on (**any two**) :
 - a) Current Indian Scenario of Retailing.
 - b) Channels for services.
 - c) Significance of ‘Whole saler’.
-



[3979] – 210

M.M.S./M.B.S. (Semester – II) Examination, 2011
(203 D) MODELING TECHNIQUES AND IT IN OPERATIONS
MANAGEMENT
(2008 Pattern) (New)
Production and Materials Specialization

Time : 3 Hours

Max. Marks : 70

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

1. a) State the specific areas of application (in operations management) of the following quantitative methods :
 - a) Design of experiment
 - b) Dynamic Programming
 - c) Simulation. 6
- b) “Application of quantitative techniques in decision making has been increasing”. Discuss the statement. 8
2. Solve the following linear programming problem using simplex method. Maximize $Z = 3X + 5Y$.
Subject to the constraints :
 $12X + 5Y \leq 500$
 $4X + 5Y \leq 300$
and $X \geq 0, Y \geq 0$. 14
3. Explain the concept and formulation of Goal programming with an example. 14
4. A hospital canteen has collected following data on requirement of oranges for 200 days :

Daily Demand	0	10	20	30	40	50
Frequency	4	40	30	100	22	4

Find the average demand of oranges by simulating the demand for 10 days.
Use following random numbers : 25, 39, 65, 76, 12, 05, 73, 89, 19, 49. 14

P.T.O.



5. Explain the concept of ERP. Describe prerequisites for effective implementation of ERP System in an organization. **14**
6. Discuss the concept of and steps involved in using Decision Tree for decision making with example. **14**
7. Five jobs are required to be processed on three machines : A, B and C. All the five jobs are processed in the order of A, B and C that is through machine A first, then through machine B and lastly through machine C. Processing times of these jobs on each of the three machines are given below.

Jobs	Processing Times in Hours		
	Machine		
	A	B	C
I	9	4	4
II	8	6	9
III	6	2	8
IV	7	3	6
V	11	4	5

- i) Determine the sequence for the five jobs to minimize total elapsed time.
 ii) Calculate total elapsed time.
 iii) Calculate idle time on the machines. **14**
8. Write notes on **any two** of the following :
- i) Transshipment problem
 ii) Sensitivity analysis
 iii) Design of Experiments
 iv) Priority Sequencing Rule **14**



[3979] – 211

M.M.S. / M.B.S. (Semester – II) Examination, 2011
203.E. HRM Specialisation
PERFORMANCE MANAGEMENT SYSTEMS
(2008 Pattern) (New)

Time : 3 Hours

Max. Marks : 70

Note : i) Q. No. 1 is compulsory.

*ii) Attempt **any four** questions from the remaining questions.*

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

1. Define Performance Appraisal. What are the objectives of Performance Appraisal ? **10**
2. How career planning and compensation management help design an effective Performance Management System ? **15**
3. Discuss the importance of linking individual goals with the organisational goals. **15**
4. Do you agree that the cultural issues and communication plays an important role in making Performance Appraisal effective ? Justify. **15**
5. Explain the process of Training Need Assessment. **15**
6. Write short note on (**any two**) : **15**
 - a) Potential Appraisal
 - b) MBO
 - c) Employee Coaching.



[3979] – 23

M.M.S./M.B.S. (Semester – II) Examination, 2011
COMPUTER SPECIALIZATION
202 (C) : Business Applications
(2005 Pattern) (Old)

Time : 3 Hours

Max. Marks : 70

Instructions : i) *Q. No. 6 is compulsory.*
ii) *Solve **any four** from rest.*

1. Explain capacity and material planning of any manufacturing system. Also explain how labour efficiency is calculated. **15**
 2. Explain employee recruitment procedure of any organization also explain how salary is calculated. **15**
 3. Explain customer order processing system also explain follow up of pending customer order. **15**
 4. Explain the terms CRM and SCM in detail. **15**
 5. Explain process of preparation of Trial balance with suitable example. **15**
 6. Write short note on **any two** : **10**
 - a) ERP implementation
 - b) Accounts receivable
 - c) Service billing
 - d) Downtime analysis.
-



[3979] – 25

M.M.S./M.B.S. (Semester – II) Examination, 2011
202 E : HRM Specialization
TRAINING AND DEVELOPMENT (Old)
(2005 Pattern)

Time: 3 Hours

Max. Marks: 60

*Note : 1) Solve **any four** questions.*

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

1. “Training is the important function in the organisation”, discuss. **15**
2. Design a training program for newly joined management trainee in Marketing or Finance Department. **15**
3. Why evaluation of training is important ? Explain any two methods of evaluation in detail. **15**
4. Explain theories of learning in brief. **15**
5. How training needs are identified for employees in manufacturing organisation ? Explain in detail. **15**
6. Write short notes on (**any two**) : **15**
 - a) Distance learning
 - b) Budgeting of training
 - c) Cross-cultural training
 - d) Training for leadership.



[3979] – 26

M.M.S./M.B.S. (Sem. – II) Examination, 2011
Marketing Management Spl.
203 (A) : MARKETING STRATEGY AND SOCIAL MARKETING
(Old) (2008 Pattern)

Time : 3 Hours

Max. Marks : 70

Instructions : 1) Attempt *any five* questions.

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

1. “Differentiation strategies help in obtaining sustainable competitive advantage in business.” Discuss with relevant examples.
2. What factors would you consider for deciding an appropriate Marketing Channel Strategy for a specially developed tooth paste capable of preventing formation of tooth cavities ?
3. How would you design effective product promotion, packaging and branding for rural products in India ? Explain with suitable examples.
4. Discuss various strategies for entry in foreign markets with relevant examples.
5. Discuss the factors that influence pricing decision.
6. What are the specific features of rural marketing in India ? Discuss and also explain its significance and limitations.
7. Write short notes on **any two** :
 - a) Utility of SWOT analysis in strategy formulation.
 - b) Classification of products and services in Rural Marketing.
 - c) Strategies for hostile markets.



[3979] – 29

M.M.S. /M.B.S. (Semester – II) Examination, 2011
(Production and Material Specialization)
203-D : INVENTORY MANAGEMENT (2005 Pattern) (Old)

Time : 3 Hours

Max. Marks : 60

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

1. Define inventory. Explain the reasons for holding inventory of material by manufacturing organizations.
2. Explain with an example steps involved in determining economic order quantity in Quantity Discount Model.
3. Discuss characteristics of Fixed Order Quantity and Fixed Time period inventory model.
4. Explain the relationship between manufacturing lead time and WIP inventory level. Discuss how work in progress inventory level can be reduced in manufacturing organization.
5. What is inventory turnover ? Explain how efforts to increase inventory turnover ratio can trigger productivity improvement in manufacturing organisations.
6. Discuss salient features of managing inventory in JIT environment.
7. Explain how integration of production planning control and distribution function with inventory management is achieved by computerization.
8. Write notes on **any two** of the following :
 - a) Service level
 - b) Objectives of inventory management
 - c) Classification of inventories
 - d) Zero inventory.



[3979] – 30

M.M.S./M.B.S. (Semester – II) Examination, 2011
203.E : HRM Specialisation
PERFORMANCE MANAGEMENT SYSTEMS (Old)
(2005 Pattern)

Time : 3 Hours

Max. Marks : 60

*Note : 1) Solve **any four** questions.
2) Figures to the **right full** marks.*

1. Discuss in detail challenges ahead in performance management systems. **15**
 2. Differentiate between traditional and modern methods of Performance Appraisal. **15**
 3. What is counselling ? How and what way it is used in organisation for better performance ? **15**
 4. Why performance appraisal fails ? What are its consequences ? What are the remedies to correct these failures ? **15**
 5. Explain the importance of performance planning, especially with regard to linking individual and team goals to organisational goals. **15**
 6. Write short notes on (**any two**) : **15**
 - a) MBO
 - b) Use of Technology in Performance Mgt. Systems
 - c) 360 Degree – Performance Appraisal
 - d) Potential Appraisal.
-

B/I/11/45



M.M.S./M.B.S. (Semester – I) Examination, 2011
(Marketing Management Specialisation)

103 (A) : SERVICES MARKETING AND BRAND MANAGEMENT (Old)
(2005 Pattern)

Time : 3 Hours

Max. Marks : 70

Instructions : 1) Answer *any five* questions.

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

1. Explain characteristics of services. Also discuss how industrial services differ from consumer services.
2. “Marketing of services is more difficult task than marketing of goods (products)”. Do you agree ? Justify your answer with relevant examples.
3. Explain service ‘Gap Model’ in detail.
4. What is brand ? Discuss steps in brand building process.
5. Explain the following terms :
 - a) Brand Image
 - b) Brand Equity
 - c) Brand Endorsement
 - d) Brand Value.
6. What is brand positioning ? Why success or failure of a brand is many times depends on how it is positioned ? Support your answer with suitable examples.
7. Write short notes (**any two**) :
 - a) Distribution of services
 - b) Service failure and recovery
 - c) Brand audit
 - d) Use of technology in services
 - e) Brand Identity.



[3979] – 202

M.M.S./M.B.S. (Semester – II) Examination, 2011
202 – A : MARKETING SPECIALIZATION
Retail and Distribution Management
(2008 Pattern) (New)

Time : 3 Hours

Max. Marks : 70

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

1. The four pillars of channel logistics are “Material handling, Transportation, Warehousing and Inventories”. Do you agree with this statement ? Justify your answer with practical examples.
2. What decisions are taken for deciding the location and size of the business by a ‘Retailer’ ?
3. Define ‘Franchising’. What is the importance of Franchisee in channel decisions ?
4. Explain the causes of Channel Conflicts. Discuss strategies to resolve these conflicts.
5. Design marketing channel for the following :
 - a) New “SACH” toothpaste.
 - b) Touch Screen mobile phone with latest applications.
6. Define Retailing and discuss the functions of a retailer.
7. Write short notes on **any two** :
 - a) Store and Non-store Retailing
 - b) Types of Wholesalers
 - c) Role of Warehousing in Physical Distribution
 - d) Floor Space Management.



[3979] – 208

M.M.S./M.B.S. (Semester – II) Examination, 2011
203 – B : Finance Specialization
LEGAL AND PROCEDURAL ASPECT OF FINANCE
(New) (2008 Pattern)

Time : 3 Hours

Max. Marks : 70

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

1. Explain provisions regarding appointment and removal of director of a company.
2. Explain the Provisions of Company's Act regarding oppression and mismanagement.
3. Explain the rights and duties of Auditors.
4. Write short notes on :
 - a) Directors Report
 - b) Auditor's Report.
5. Explain the provisions under Company's act regarding mergers and acquisitions.
6. Write a detailed note on FEMA.
7. Write short notes (**any 2**) :
 - a) Objectives of Payment of Wages Act
 - b) Payment of Gratuity Act
 - c) Minimum Wages Act.