

A

(Printed Pages 15)

Roll No. \_\_\_\_\_

**CM-2951**

**M.B.A. (First Semester) (CBCS)**

**Examination, 2016**

**Principles of Management & Business Ethics**

**(GC-101)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note : Question No. 1 is compulsory.** Attempt any **one** question from each unit.

1. Read the case and answer the following questions : 10×3=30

**Case Study**

In 1975 as a fresh graduate in Architecture, Mr. Raman had discovered that it was not easy to get a lucrative job (say for Rs. 1800 per month). He had taken competitive examinations, had tried some foreign assignments but all in vain.

Mr. Raman's elder brothers aged 28 and 25

P.T.O.

(2)

were technically qualified and employed with big corporations. They were earning more than Rs. 3,000 per month. His father had five more years to retire from government service.

Mr. Raghu, a friend of Mr. Raman used to visit Mr. Raman now and then. Mr. Raman used to share some of his problems and anxieties with Mr. Raghu. In one such meeting, Mr. Raman said to Mr. Raghu, "My family is basically a service base one. I also tried first to get a job. However, my efforts to get a job came to an end in September 1975. I was partially successful in the sense that I got a part-time job with an architectural firm that did not offer a lucrative salary. I accepted the offer. Later on, however, I found that to do justice to my job, it required by full time attention. It was then that I made up my mind to go for my own architectural firm. Though I had made up my mind to set-up my own architectural firm, yet for three months I was in a dilemma as to

CM-2951

(3)

whether actually do so or try for another job elsewhere".

Mr. Raman set up his own architectural consultancy firm at Okhla, Phase I in September 1976 called M/s Raman & Company. As a specialist in interior designing he could get some small jobs from local factories and offices for designing the interiors of their premises. The units annual turnover was in the range of Rs. 1.75 lakh to 2.25 lakh.

After two years Mr. Raman won a hotel contract for architectural designing. The three star Hotel Triveni was a Rs. 3 crore project for which Mr. Raman had won the contract against competing with other reputed architectural firms. He charged Rs. 2.5 lakh as consultancy fee for this project. He had quoted the lowest amount which an architect would never quote for such a big job. According to him, other consultants had quoted a consultancy fee of Rs.4.5 lakh to Rs.6 lakh for the same job. He

CM-2951

P.T.O.

(4)

said to Mr. Raghu, "Though I has quoted the lowest fee for the work, I felt proud of handling it successfully. However, that big job with a great a deal of involvement but proportionately less income affected my units's local functioning at Delhi. I had often thought of expanding my team to handle big projects but I was not sure of getting big projects on a continuous basis. I came to realize that taking up a big project with the existing staff was not a profitable proposition".

Meanwhile, Mr. Raman's father who had by now (1981) retired from government service, advised him to stop worrying about his own consultancy firm and take up a salaried job-elsewhere. His elder brothers also held the same opinion, mainly due to his physical strain involved in carrying out time-bound jobs. His father and brothers persisted with their suggestions. Mr. Raman said to them, "I am not ready for a salaried job any where. I will run

(5)

any own firm any how".

Mr. Raman got a project from M/s Blue Diamond Co. for interior designing of their office building and the house of the proprietor. Mr. Raman took keen interest in accomplishing the task in time and submitted the final designs and plant to M/s Blue Diamond Co. However, the proprietor of M/s Blue Diamond Co. Ltd., Mr. B.R. Kapoor entrusted the task of executing the plans to Mr. Raman himself, something that no one had asked him before.

Mr. Raman's estimate for the interior designing of the factory and house was Rs. 55,000 under various heads such as flooring, ceiling, furniture, curtains, carpets, electrical fittings, window panel, paints etc. With the task of implementing the plans in hand, Mr. Raman began to have doubts about the accuracy of his estimates. He had neither done such a job before nor did he have any feedback on his plans. However, Mr. Raman decided to take

P.T.O.

CM-2951

(6)

up the implementation part of the plans too. M/s Blue Diamond Co. Ltd. approved of Mr. Raman's estimates. They had laid the condition that no further price escalation would be acceptable. They also agreed to pay to Mr. Raman a 10% commission on the total estimates.

Mr. Raman said to Mr. Raghu, "Even though I had some doubts about my own estimates. Yet I decided to implement the job to test these estimates". He went on to add, "during execution, the furniture part made me mad. It was not easy to get the furniture items as per my specification and rates. There was no other go as I was already half-way through with the project. The expense on furniture items not only escalated but quality was not as expected and took most of my time". After five weeks Mr. Raman was able to execute the plans and got his commission. The proprietor of M/s Blue Diamond Co. Ltd., said to Mr. Raman, "Well

(7)

done Mr. Raman I like you taste. You have really done an excellent job",. But Mr. Raman had spent five weeks time on this alone. Meanwhile, his unit was unable to complete other assignments in time. The proprietor of M/s. Blue Diamond Co. Ltd. invited Mr. Raman for his 'Grahapravesh' (House warming) ceremony. There Mr. Raman was introduced to the industrialist circle, who were all special invites of M/s Blue Diamond Co. Ltd. Mr. Raman said to Mr. Raghu, "At the function, though I was smiling and mingling with the guests, I was feeling bad about having taken a risk as well as the additional role of execution".

After two weeks of the ceremony, Mr. Raman started getting similar types of assignments for interior designing and execution. Mr. Raman recalled to Mr. Raghu that he was not able to jump happily at the assignments, as the furniture items were a headache and would swal-

(8)

low both time and profit. At the same time, Mr. Raman found that his consultancy alone (without taking execution of jobs) was not providing a comfortable margin. To support the firm, he had to take up work involving implementation and execution. Mr. Raman had three such assignments, each with a different budget.

It was a major decision to take up the execution part of all the three jobs at the same time. In the process, he said, he had to consider going in for a furniture unit of his own. He shared with Mr. Raghu that he was bothered about how to manage the initial investment on furniture item? How much money was needed to invest on such a furniture firm? He felt sure of one thing that unless he manufactured the furniture items he was not going to make money out of the jobs involving execution. Moreover, he said to Mr. Raghu, "It was not just the money or profit I was bothered

(9)

about but also the quality of the furniture supplied to the clients. I used to receive complaints on furniture supplied (through other dealers), for which I had to depend on the supplier for service or repairing. This was also one of the reason why I decided to go for the furniture venture too. At that time, however, I had only Rs. 2000 with me. I still decided to carry out the jobs".

Mr. Raman took up all the three jobs at the same time and asked the parties to pay him an advance of 50% of the estimated amount. The parties paid him some advance. The total amount that he received as advance was barely enough to start his furniture unit.

The decision to start a furniture unit was questioned by members of Mr. Raman's family, and also his previous professor. His professor asked him as to why did he have to manufacture furniture; designing would be an appropriate job (to handle) for an architect. An architect

(10)

was not meant to go for furniture-mart. Mr. Raman told his professor that he had no complex about taking up a furniture unit and thought that it was quite all right to do so. His family members told him that going for a furniture unit was not a dignified job for an architect.

Mr. Raman also told them that in order to get job satisfaction he would not only like to design furniture, but would also enjoy the risk and involvement needed for a furniture venture, and derive pleasure out of giving the best possible furniture to his clients.

The wood was expensive. After making a thorough survey, Mr. Raman fixed a dealer for supply of necessary wood for his new unit. However, Mr. Raman had to give the wood dealer an advance of 50% of the value of the wood ordered. Mr. Raman was not happy to spend so much on wood alone without having enough order, and also his unit's establishment ex-

(11)

penses were pressing. Mr. Raman's previous employment experience with an architectural firm came in handy to enable him to locate wood suppliers, dealers, carpenters etc.

His next step was to complete atleast the committed assignments. This time, he worked out a systematic plan by charting out the various functions involved. Mr. Raman's chart of functions from the procurement stage to implementation stages were made explicit. He executed the three jobs in time keeping within the estimated budget and earned a profit. Mr. Raman said to Mr. Raghu the he felt encouraged and now wanted to take up big projects in interior designing and execution.

One such project came from M/s Nova Continental Corporation (NCC). He was surprised to learn that he had won the contract despite severe competition. The project was worth Rs. 45 lakh and 20% of the total cost, i.e. Rs. 9 lakh as advance he got from NCC Ltd. Even

(12)

after taking Rs.9 lakh as advance Mr. Raman needed an additional Rs. 10 lakh to carry out the order. Mr. Raman knew that carrying out the order without sufficient capital was not feasible. He also knew that his involvement in this project would divert his units activities from his local clients.

Mr. Raman had to state his willingness to take up the work within 15 days time, i.e., after taking up the order and the execution time was 90 days from the date of acceptance; else NCC Ltd., would withdraw their offer and give the assignment to the firm that was ranked second to Mr. Raman's firm,. Mr. Raman said. "This involvement would definitely put my unit to go for full time furniture job and architectural unit will take a secondary role". Mr. Raman was worrying what to do and how to go about it.

- (a) Discuss different barriers faced by Mr. Raman in his pursuit of setting up of his

CM-2951

(13)

enterprise.

- (b) The growth of Mr. Raman's enterprise was not smooth. If you were in his position how would you react? What traits in Mr. Raman helped him pull on?
- (c) Imagines yourself in Mr. Raman's position and solve NCC's dilemma.

#### Unit-I

2. (a) Management is considered as both a science and an art. Is one of these more important than the other? Under what circumstances can one be more important than the other? Explain. 7
- (b) 'A successful manager does not rely on a single managerial skill, but rather a combination of skills'. Elaborate. 3
3. Explain in detail the different perspectives and approaches to management theories that have evolved through out the history. How can the managers apply these in the contemporary manner? 10

CM-2951

P.T.O.

(14)

**Unit-II**

4. (a) Define the term 'Span of management'. How do you determine the optimum span of management in a given situation? 5
- (b) 'By delegating authority, a manager cannot free oneself from his own responsibility'. Critically examine the statement. 5
5. 'Planning is an all-pervasive and continuous function of management'. Elucidate what are the limitations of planning? As a manager what remedial suggestions do you have? 10

**Unit-III**

6. (a) State the different principles and techniques of coordination. 5
- (b) In your opinion, which types of control feedforward concurrent or feedback is most desirable in an organization? Justify. 5
7. 'There are various overall control techniques which can be applied in an organization'. Explain in detail. 10

(15)

**Unit-IV**

8. 'Transactional Analysis is to provide better understanding of how people relate to one another. It is a method, of studying interactions between individuals. Elaborate. 10
9. "Ethics is not a nicety". Critically examine the statement. As a manager do you think 'code of Ethics' for an organization is a better way to advocate business ethics than leadership skill of a manager? Discuss. 10



A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**CM-2952**

**M.B.A. (CBCS) (Semester-I)**

**Examination, 2016**

**Global Business Environment**

**GC-102**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Read the case below and answer the questions that follow : 3×10

Brexit : What Britain decides today will affect India tomorrow :

In 1975, a pint of milk cost 7 p (Rs 7) in Britain, a loaf of bread 16p (about Rs 15). Arthur Ashe became the first Black man to win Wimbledon and England hosted the first Cricket

P.T.O.

(2)

World Cup.

But it was also the year people were asked to vote on whether Britain should stay a member of the European Economic Community (EEC), the Common Market. It seems after 41 years, Britain's marriage with the European Union (EU) has hit a seriously rocky patch.

Forty-one years apart, the two referenda have plenty of similarities. Britain, under Labour Prime Minister Harold Wilson held a referendum to give people the chance to decide whether the country should stay in the Common Market or leave it.

Fast forward to 2015, and Conservative Prime Minister David Cameron promised to hold a referendum on the EU, if he won the general election. It seemed like good politics at the time, with the UK Independence Party (UKIP) taking votes from the Conservative Party and deep divisions within his own ranks on the issue of Europe.

In the run-up to 1975, Wilson announced that

(3)

the government had decided to recommend a 'yes' to Europe vote. But it emerged that the Cabinet had split, with seven of its 23 members seeking withdrawal. The 'no' faction included Michael Foot, Secretary of State of Employment (and later Labour Leader) and Tony Benn, Industry Secretary.

Now in 2016 again, the leading party is split. Cameron is campaigning to 'remain' and members of his own party and cabinet - like former London Mayor Boris Johnson and the Justice Secretary Michael Gove - are urging voters to 'leave'.

In 1975, just over 67% of voters backed the Labour government's campaign to stay in. Come around 4 am in the UK (8.30 am IST) on Friday (June 24), we should know the outcome of the same question.

Every indication is that the gap will be much smaller. The polls seem to have narrowed and those that are still undecided may well hold the key.

CM-2952

CM-2952

P.T.O.

(4)

The economy and immigration are the key battle grounds. And not just in Britain as we've been reflecting on BBC World News. Most of my relatives in Mumbai have, at one stage or another in this campaign, texted me their views or challenged a particular line they've seen. This is a referendum that's being argued about in many parts of the globe. India, too, is watching closely.

BBC correspondent Justin Rowlatt noted that Prime Minister Modi has always been careful to avoid taking a clear stand on the referendum, although he has said that he sees Britain as India's "entry point to the EU". And with India as the fastest growing economy in the world, Britain will be keen to preserve those links whatever the result.

A recent report from the State Bank of India suggested if Britain chooses to leave the EU the decision could open up wider opportunities for India. That it would become easier for India to negotiate outside of the rules of EU

(5)

membership. Indeed the bank's chief economic advisor SK Ghosh commented: "UK has an expertise in cyber security and its military technology is still competitive. This can become the point of convergence under Make in India....."

It's what the 'leave' campaigners point to - the hope that Britain can compensate for the loss of market in the EU, by the gains in India, China and America. 'Remain' campaigners, however, argue that the shock to the British economy, and the European economy would be so great, that the ripples would be felt around the globe. Both sides insist the other is wrong, in the middle the public are trying to make up their minds.

Then there is immigration. It's an issue that drills into the minutiae of what matters to people both at home and abroad. One of the most common questions on a local level is around who can come and who can stay. According the Office of National Statistics (ONS),

(6)

India was the most common non-UK country of birth (a position it's held since at least 2010). In 2014, an estimated 793,000 residents of Britain were born in India (9.6% of the total number of non-British born residents in Britain in 2014) up from 709,000. However, in the same five years the estimated population of Poland-born residents increased from 540,000 to 790,000.

And this highlights concerns of the 'leave' campaigners - what is the impact for Britain if this level of EU migrants continues. How do services like housing, hospitals and schools cope with the pressure?

The 'remain' campaign argues that it's mitigated by the benefits migrants bring to the economy, with extra tax, skills and spending power.

Source :

June 22, 2016, Economic Times in ET Commentary [World] ET Matthew Amroliwala

(a) How does Britain's exit from the European Union impact India.

(7)

- (b) How important is the political environment of Britain in deciding its global trade future.
- (c) How do you look at the relationship between migrants from the European Union countries other than Britain and the impact on services sector.

#### Unit-I

2. What issues should a business consider while doing business in a cross cultural environment? 10
3. Write a detailed note on the performance and challenges faced by Indian business environment post 1991. Elaborate your answer in context of national and global changes. 10

#### Unit-II

4. RBI and SEBI are the pillars on which Indian economic system rests. Detail the importance of both in the context of Indian Economic System. 10

(8)

5. How has the industrial revolution shaped up Indian economy? Detail the development of Indian industry since 1947. 10

**Unit -III**

6. Briefly explain the genesis of the WTO. Identify the distinguishing features of WTO vis a vis GATT. 10
7. How do the views of Adam Smith differ from Ohlin and Heckscher? 10

**Unit- IV**

8. Discuss the importance of BRICS in the current global economic scenario. How does this structure pose a threat to existing economic world powers. 10
9. The concept of sustainable development has grown from the "triple bottom line approach" to the "egg of sustainability model". How do the two models contribute to the concept of sustainable development? 10

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**CM-2953**

**M.B.A. (First Semester) (CBCS)**

**Examination, 2016**

**ACCOUNTING FOR BUSINESS DECISIONS**

**(GC-103)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit. Use of Financial/Scientific calculator is permitted.

1. Attempt **all** of the following parts:  $3 \times 10 = 30$ 
  - (a) "Management accounting is an extension of financial accounting." Explain with reason.
  - (b) Accrual basis of accounting is considered to be superior to cash basis of accounting. Why?
  - (c) Calculate total assets if:
    - (i) Capital is Rs. 1,80,000
    - (ii) Accounts payable is Rs. 75,000
    - (iii) Profits earned during the year is Rs. 36,000

**P.T.O.**

(2)

- (d) What types of questions are answered by income statement and balance sheet?
- (e) ABC Limited has a current ratio of 1.5:1 and working capital of Rs. 5,00,000. Compute the current assets.
- (f) If debt to total assets of a business firm is 0.4:1, what would be debt to equity ratio?
- (g) Companies X and Y are in the same industry. Company X is highly automated whereas Company Y relies primarily on labor in the manufacture of its product. If sales in the two companies are about the same which of the two companies would you expect to have lower margin of safety and why?
- (h) Write the significance of marginal costing.
- (i) What is zero base budgeting? How is it different from traditional budgeting.
- (j) Write the advantages and limitations of profit centre.

**Unit-I**

2. (a) Differentiate between Accounting Standards and Generally Accepted Accounting Principles (GAAP). State the significance of both. 5

CM-2953

(3)

- (b) Following statements/events belong to some accounting concept or convention. Match them and explain their relationship further: 5
- (i) Requires that financial statement information be supported by something other than someone's opinion or imagination.
  - (ii) Requires that revenue be recognized at the time it is earned.
  - (iii) Assumes that business will continue operating instead of being closed or sold.
  - (iv) Requires expenses to be reported in the same period as the revenue earned.
  - (v) Requires that every business to be accounted for separately from the owner.
3. Asian trading company limited made a cash sales of Rs 18,50,000 and credit sales of Rs 8,70,000 during the year 2015-16. The cash purchases during the year were Rs 12,00,000 and credit purchases were 5,00,000. The company paid 2,60,000 towards various expenses including an advance payment of Rs. 55,000

CM-2953

P.T.O.

(4)

and Rs. 18,000 becoming due but not paid.  
Ascertain the profit of loss for the year using:

$$4+4+2=10$$

- (a) Cash basis of accounting
- (b) Accrual basis of accounting
- (c) Comment on the suitability of each basis.

**Unit-II**

4. The following Trial Balance and additional data are for Boswell Interior Decorators Private Limited:

$$4+4+2=10$$

Trial Balance of Boswell Interior Decorators Pvt. Ltd as on March 31, 2016

	Debit	Credit
Cash	55,700	-
Supplies on hand	4,000	-
Accounts receivable	81,400	-
Rent	12,400	-
Advertising	2,900	-
Office equipment	11,600	-
Accumulate depreciation on office equipment	-	2,700
Office furniture	29,200	-
Accumulated depreciation on office furniture	-	8,200
Accounts payable	-	29,200

(5)

Capital	-	1,00,000
Retained earnings	-	22,400
Dividends	42,500	-
Service revenue	-	2,20,000
Salaries expense	98,800	-
Utilities expense	20,000	-
Miscellaneous expense	24,000	-
Total	3,82,500	3,82,500

Additional information:

- (i) Closing stock of supplies on hand on 31<sup>st</sup> March, 2016 was Rs. 15,000
  - (ii) Actual rent expense during the year was Rs. 18,400
  - (iii) Prepaid advertising was Rs. 1,600
  - (iv) Depreciation expense for the current year was:
    - Office equipment Rs. 900
    - Office furniture Rs. 1200
- You are required to prepare
- (a) Income statement
  - (b) Statement of Retaind earnings
  - (c) Balance Sheet
5. Which accounting ratios will be useful in indicating the following symptoms? Write the concerning ratio and explain each of them briefly:

10

- (i) Low capacity utilization.



(6)

- (ii) Falling demand for the product in the market
- (iii) Inability to pay interest
- (iv) Borrowing for short term and investing in long term assets.
- (v) Large inventory accumulation
- (vi) Inefficient collection of debtors
- (vii) Inability to dues to financial institutions
- (viii) Return on shreholders' funds being much higher than overall return on investment
- (ix) Liquidity crisis
- (x) Increase in average credit period to maintain sales in view of falling demand.

**Unit-III**

6. Following information is available about for RS Limited:

2×5=10

Year (ending on 31 March)	Sales (Rs.)	Profit (Rs.)
2015	10,00,000	2,00,000
2016	15,00,000	4,00,000

You are required to find out:

- (a) Profit Volume (P/V) Ratio
- (b) Fixed cost

(7)

- (c) Break even sales revenue
  - (d) Sales Revenue to earn a profit of Rs-3,00,000
  - (e) Profit when sales revenue is Rs. 8,00,000
7. (a) What is product mix decision? How can the CVP-analysis be used to take a product mix decision? 5
- (b) XYZ Limited is selling 50,000 units of a product at Rs.40 per unit. Variable cost is Rs. 25 per unit and fixed cost is Rs. 2,00,000. The producer can increase sales volume by 20% with the help of reducing the sales price by 10%. Do you recommend the reduction in the sales price? 5

**Unit-IV**

8. Write the uses of budgetary control? How are rolling out budget, flexible budget and zero budget helpful for a business concern? 10
9. (a) Bring out the significance of responsibility accounting and its' associated responsi-

(8)

bility centres. 5

- (b) Following is the data relating to the performance of three divisions of JP Engineering Limited for the year 2016. 5

Particulars	Division A (Rs)	Division B (Rs)	Division C (Rs)
Sales Revenue	4,50,000	17,00,000	24,00,000
Net Profit	60,000	2,30,000	12,00,000
Investment	10,00,000	15,00,000	18,00,000

You are required to measure the performance of the three divisions on the basis of:

- (a) Profit centers
- (b) Investment centres

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**CM-2954**

**M.B.A. (First Semester)**

**Examination, 2016**

**QUANTITATIVE TECHNIQUES FOR BUSINESS**

**(GC-104)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No. 1** is **compulsory**. Attempt **one** question from each unit. Use of Financial/Scientific Calculator is permitted.

1. Answer the following :  $3 \times 10 = 30$
- (a) Distinguish between primary data and secondary data .
- (b) A college management wanted to give scholarships to B.Com. Students securing 60 percent and above marks in the following manner :
- The marks of 25 students who were eligible for scholarship are given below :
- 74, 62, 84, 72, 61, 83, 72, 81, 64, 71, 63, 61, 60, 67, 74, 66, 64, 79, 73, 75, 76, 69, 68, 78, & 67

P.T.O.

(2)

Percentage of Marks	Monthly Scholarship in Rs.
60 - 65	250
65 - 70	300
70 -75	350
75 - 80	400
80 - 85	450

Calculate the monthly scholarship paid to the students.

(c) Calculate the range and the coefficient of range of A's monthly earnings for a year.

Month	Monthly Earning (in'00 Rs.)
1	139
2	150
3	151
4	151
5	157
6	158
7	160
8	161
9	162
10	162
11	173
12	175

CM-2954

(3)

(d) Eight coins were tossed together and the number of heads (x) resulting was noted. The Operation was repeated 256 times and the frequency distribution of the number of heads is given below :

No.of heads (x) :	0	1	2	3	4	5	6	7	8
Frequency (f)	1	9	26	59	72	52	29	7	1

Calculate Median

(e) If  $A = \begin{bmatrix} 2 & 4 & 6 \\ -4 & 8 & -4 \end{bmatrix}$  &  $B = \begin{bmatrix} 5 & 10 & 15 \\ -10 & 20 & -10 \end{bmatrix}$

Find  $5A - 2B$

- (f) What is a scatter diagram? How does it help in studying correlation between two variables.
- (g) In a single throw with two uniform dice, find the probability of throwing.

(i) Five

(ii) Eight

CM-2954

P.T.O.

(4)

(h) If  $A = \begin{bmatrix} 3 & 1 \\ -1 & 2 \end{bmatrix}$ , show that  $A^2 - 5A + 7I = 0$

I is identity matrix.

(i) What is dispersion? Name any four measures of dispersion.

(j) What are the Chief Functions of Tabulation?

### Unit-I

2. Given below is the distribution of marks obtained by 140 students in an examination: 10

Marks	No.of Students
10 - 19	7
20 - 29	15
30 - 39	18
40 - 49	25
50 - 59	30
60 - 69	20
70 - 79	16
80 - 89	7
90 - 99	2

Find the mean of the distribution.

CM-2954

(5)

3. A survey of 370 students from Commerce Faculty and 130 students from Science Faculty revealed that 180 students were studying for only C.A. Examination, 140 for only costing examination and 80 for both C.A and costing examinations.

The rest had offered Part- time Management courses. Of those studying for costing only, 13 were girls and 90 boys belonged to Commerce Faculty. Out of 80 Studying for both C.A. and costing, 72 were from Commerce Faculty amongst which 70 were boys. Amongst those who offered part-time management courses, 50 boys were from Science Faculty and 30 boys and 10 girls from Commerce Faculty. In all there were 110 boys in science faculty.

Present the above information in a tabular form. Find the number of students from Science Faculty studying for part - time management courses.

CM-2954

P.T.O.

(6)  
**Unit-II**

4. Find : 10

- (i) Inter- quartile Range
- (ii) Quartile Deviation
- (iii) Coefficient of Quartile Deviation

For the following distribution :

Class Interval	0-15	15-30	30-45	45-60	60-75	75-90	90-105
Frequency	8	26	30	45	20	17	4

5. Four Cards are drawn at random from a pack of 52 cards. Find the probability that:

- (i) They are a king, a Queen, a Jack an Ace.
- (ii) Two are kings and two are Aces.
- (iii) All are diamonds
- (iv) Two are red and two are black
- (v) There is one Card of each suit.

**Unit-III**

6. Calculate the coefficient of correlation for the ages of Husbands and Wives:

Age of Husband	23	27	28	29	30	31	33	35	36	39
Years										
Age of Wife	18	22	23	24	25	26	28	29	30	32
Years										

CM-2954

(7)

7. Fit a binomial distribution to the following data: 10

x	:	0	1	2	3
y	:	28	62	46	10

**Unit-IV**

8. Solve the following system of equation by matrix method : 10

$$x + 2y - 3z = -4$$

$$2x + 3y + 2z = 2$$

$$3x - 3y - 4z = 11$$

9. (a) Ram, Shyam & Mohan purchased biscuits of different brand P, Q & R. Ram purchased 10 packets of P, 7 Packets of Q and 3 Packets of R. Shyam purchase 4 packets of P, 8 packets of Q and 10 packets of R. Mohan purchased 4 packets of P, 7 packets of Q and 8 packets of R. If brand P

CM-2954

P.T.O.

(8)

cost Rs. 4 each, Q cost Rs. 5 and R cost Rs. 6 then using matrix operation, find the amount of money spent by these person individually. 5

(b) If  $A = \begin{bmatrix} 3 & 1 & 2 \\ 1 & 2 & 3 \\ 2 & 3 & 4 \end{bmatrix}$  &  $B = \begin{bmatrix} 1 & -2 \\ -1 & 0 \\ 2 & -1 \end{bmatrix}$  5

Obtain the product AB & Explain why BA is not defined.

A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

**CM-2955**

**M.B.A. (Semester-I) Examination, 2016**

**Organizational Behaviour**

**(GC-105)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No. 1** is **compulsory**. In addition, attempt **four** questions, selecting **one** question from each of the **four** units.

1. Read the case given below and answer the questions based on it :

Rohini Chawla was slumped. Sitting in her office at the plant, she pondered the same questions she had been facing for months. How to get her company's employees to work harder and produce more-No matter what she did, it didn't seem to help much.

Rohini had inherited the business three years ago when her father, Ramesh Chawla, passed away unexpectedly. Chawla Machine Parts was founded four decades ago by Ramesh and had

**P.T.O.**



(2)

grown into a moderate - size corporation. It makes replacement parts for large scale manufacturing machines such as lathes and mills. Although Rohini grew up in the family business, she never understood her father's approach. Ramesh had treated his employees like part of his family. In Rohini's view, however he paid them more, asked their advice, and spent too much time listening to their ideas and complaints. When Rohini took over, she vowed to change how things were done.

In addition to changing the way employees were treated, Rohini wanted to meet the challenge of International competition. Japanese firms had moved aggressively into the market for heavy industrial equipment. She saw this as both a threat and an opportunity.

From the day Rohini took over, she increased production quotas by 20% . She instructed her first line supervisors to eliminate all idle time. She also decided to shut down the company basket ball court her father had built and use the space for future expansion.

She had private plans to cut future pay increases to bring average wages down. She announced that future contributions to the

CM-2955

(3)

firm's profit- sharing plan would be phased out. Rohini changed a number of operational procedures and stopped asking other people for their advice. She thought output should be up and costs should be way down, resulting in higher levels of productivity and profits.

But that was not happening. She sensed that people weren't doing their best. Performance reports indicated that output was only marginally higher, but scrap rates soared. Payroll costs were lower, but training costs substantially increased due to high turnover.

In desperation, Rohini hired a consultant. After carefully researching. The organization, the consultant advised Rohini to be more humanistic. Suddenly, Rohini knew just what to do. She would announce that all employees who failed to increase their productivity by 10% would suffer an equal pay cut.

**Questions :**

- (i) How successful do you think Rohini Chawla's new plan will be? 10
- (ii) What challenges does Rohini Confront? 10
- (iii) If you were Rohini's consultant, what would you advise her to do? 10

CM-2955

P.T.O.

(4)

**Unit-I**

2. What are the major job attitudes? What are the factors that influence the attitudes? 10
3. What is attribution theory? What are its implications in explaining organization behaviour. 10

**Unit-II**

4. Discuss 'Big Five' personality factors. How does it influence individual behaviour. 10
5. Compare and contrast Maslow's need hierarchy theory with Herzberg's two factor theory of motivation. 10

**Unit - III**

6. Define the term "group". What are different types of groups? What purposes do groups serve? 10
7. Explain the working of a self managed team? 10

**Unit -IV**

8. Differentiate between : 10
  - (a) Transactional and Transformation leadership
  - (b) Traditional and Modern approaches to conflict.
9. Write short notes on : 10
  - (a) OCTAPACE Model
  - (b) Lewins' Model

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**CM-2956**

**M.B.A. I Sem. (CBCS) Examination, 2016**

**Legal Framework for Business Decisions**

**(GC-106)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following :

3×10=30

- (a) Agreement
- (b) Undue Influence
- (c) Void contract
- (d) Bailment
- (e) Partnership
- (f) Cheque

**P.T.O.**

(2)

- (g) Deficiency of service
- (h) Future goods
- (i) Digital signature and electronic signature
- (j) Private Limited Company

**Unit-I**

- 2. State the factors which vitiate the consent in the Contract Act. 10
- 3. Discuss the doctrine 'caveat emptor' in The Sale of Goods Act, 1930. 10

**Unit-II**

- 4. What is promissory Note and Bill of exchange under the Negotiable Instruments Act? 10
- 5. Discuss the liabilities of partners under the Partnership Act? 10

**Unit-III**

- 6. Explain the grievance redressal machinery for a consumer under the Consumer Protection Act, 1986. 10

CM-2956

(3)

- 7. What were the factors responsible for enactment of IT Act, 2000? What is the scope and objective of the act? 10

**Unit-IV**

- 8. Discuss the doctrine of constructive notice and indoor management under the company law. 10
- 9. What is 'One person company' under the Companies Act, 2013? What are the relaxations available to a one person company? 10

CM-2956

A

(Printed Pages 7)

Roll No. \_\_\_\_\_

**CM-2957**

**M.B.A. (First Semester) Examination, 2016**

**Managerial Economics**

**[ GE -101 ]**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No. 1** is **compulsory**. In addition, attempt one question from each unit. Use of financial/scientific calculator is permitted.

1. Attempt the following :  $3 \times 10 = 30$

(a) The price of a particular good increases by 10%. As a result, the demand falls by 15% and the demand of some other good increases by 15%. What are the elasticity estimates that can be calculated

**P.T.O.**

(2)

- from this information? What inferences can be answer?
- (b) How does a firm determine the profit-maximizing level of output?
- (c) How should a firm determine the best level of (i) Advertising (ii) Impact use and (iii) Investment?
- (d) What is the distinction between economic costs and accounting costs? Which of the above is more important for calculating the economic profits of a firm?
- (e) Discuss the concept and relevance of Prisoner's Dilemma.
- (f) What is the relationship between the marginal product and average product curves of a variable input?

(3)

- (g) What would happen in a perfectly competitive market if the condition of free entry and free exit closed to be a characteristic?
- (h) For each of the following production function, determine whether the function exhibits decreasing, constant or increasing returns to scale :
- (i)  $Q = 5 K^{0.3} \cdot L^{0.8}$
- (ii)  $Q = K/L$
- (iii)  $Q = 100 + 3L + 4 K$
- (i) In the Keynesian consumption function, how do we interpret the constant term and the coefficient?
- (j) What is meant by free market economy? Discuss with examples.

(4)

**Unit-I**

2. Suppose a firm is considering two different activities, X and Y, which yield the total benefits presented in the schedule below. The price of X ₹ 2 per unit, and the price of Y is ₹ 10 per unit. 10

Level of Activity	Total Benefit of Activity X (TBx)	Total Benefit of Activity Y (TBy)
0	₹ 0	₹ 0
1	30	100
2	54	190
3	72	270
4	84	340
5	92	400
6	98	450

CM-2957

(5)

- (a) The firm places a budget constraint of ₹ 26 on expenditure on activities X and Y. What are the levels of X and Y that maximize total benefit subject to the budget constraint.
- (b) What is the total benefit associated with optimal levels of X and Y in Part (a)?
- (c) What are the optimal levels of X and Y if we raise the budget constraint to ₹ 58?
3. Discuss various types of elasticities of demand along with their application in managerial decision making. 10

**Unit-II**

4. (a) What is the difference between complete information and asymmetric information? In a situation of asymmetric information, even with adequate market response, the solution will not be as efficient as a perfect information situation. Why? 5

CM-2957

P.T.O.

(6)

- (b) How is the principal agent relationship C source of moral hazards? How does a market respond to moral hazards? 5
5. Explain the environmental factors that frequently stimulate innovation at the firm levels. How can we classify the various innovation outputs for the purpose of an organisation?

### Unit-III

6. (a) Contrast dominant strategy equilibrium with 'Nash' equilibrium. 5
- (b) In oligopolistic markets, price cuts are matched more often by the firms than price increases. Why? 5
7. Explain the following pricing strategies : (i) Peak-load pricing (ii) Price-lining (iii) Skimming (iv) Auction Pricing (v) Contract Pricing. 10

(7)

### Unit-IV

8. (a) Briefly discuss the various approaches to the quantification of the level of economic activity in an economy. 5
- (b) Under what circumstances would GDP be greater than GNP? Would GDP at factor cost be greater or less than GDP at market price? 5
9. Write short notes on the following : 5+5
- (i) IS Schedule for a two-sector model
- (ii) Expenditure multiplier



A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**CM-2958**

**M.B.A. (Semester-I) (CBCS)**

**Examination, 2016**

**IT Skills for Managers**

**(GE-102)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions. Question **No. 1** is **compulsory**, in addition answer **one** question from each unit.

1. Give precise answers to the following :

$3 \times 10 = 30$

- (a) Differentiate between magnetic storage and optical storage?
- (b) List any three tasks you can perform to improve the performance of a computer's hard disk?

P.T.O.

(2)

- (c) What is Internet? What are the major services available through the internet?
- (d) Differentiate between Serif and Sans Serif fonts? Give examples.
- (e) Explain the concept of bullets and numbering.
- (f) What is mail merge?
- (g) What is text wrap? How can you wrap the text within a cell?
- (h) What are worksheets and how can you add or remove worksheets?
- (i) What is a primary key? What is its use?
- (j) What are the uses of 'Forms' in DBMS?

**Unit-I**

- 2. What is a Computer? Using a block diagram, explain the components of a Computer system and the functions of each. 10
- 3. Differentiate between impact printers and non-impact printers. What attributes should be compared while choosing a computer printer?

10

(3)

**Unit-II**

- 4. What security issues are involved in the use of Computers and networks for Business? How are these issues resolved? 10
- 5. In what ways does formatting of a slide in presentation software differ from that of a document in a word processor? 10

**Unit-III**

- 6. What 'IF' function does in Excel? Explain with an example, the use of multiple 'IF' function in a formula. 10
- 7. Differentiate between relative and absolute cell referencing in a spreadsheet with the help of sample data. 10

**Unit-IV**

- 8. Explain the concept of structured programming and object oriented programming? What advantages do these offer over unstructured programming? 10

(4)

9. What is a query? What are the different options for creating a query? Explain with example the use of query. 10

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**CM-2959**

**M.B.A. (First Semester) (CBCS)**

**Examination, 2016**

**Personal Effectiveness Skills**

**(GE-103)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No. 1** is **compulsory**. Attempt **one** question from each Unit.

Read the following case and answer the questions that follow :

Rohit Narang joined Apex Computers (Apex) in November after a successful stint at Zen Computers (Zen), where he had worked as an assistant programmer. Rohit felt that Apex offered better career prospects, as it was growing much faster than Zen, which was a relatively small company. Although Rohit had enjoyed working there, he realized that to grow further in his field, he would have to join

P.T.O.

(2)

a bigger company, and preferable on that handled international projects. He was sure he would excel in his position at Apex, just as he had done in his old job at Zen. Rohit joined as a Senior Programmer at Apex, with a handsome pay hike. Apex had international operations and there was more than a slim chance that he would be sent to USA or the UK on a project. Knowing that this would give him a lot of exposure, besides looking good on his resume, Rohit was quite excited about his new job. Rohit joined Aparna Mehta's five-member team at Apex. He had met Aparna during the orientation sessions, and was looking forward to working under her. His team members seemed warm and friendly, and comfortable with their work. He introduced himself to the team members and got to know more about each of them. Wanting to know more about his boss, he casually asked Dipti, one of the team members, about Aparna. Dipti said, "Aparna does not : interfere with our work. In fact, you could even say that she tries to ignore us as much as she can." Rohit was surprised by the comment but decided that

CM-2959

(3)

Aparna was probably leaving them alone to do their work without any guidance, in order to allow them to realize their full potential. At Zen, Rohit had worked under Suresh Reddy and had looked up to him as a guide and mentor-always guiding, but never interfering. Suresh had let Rohit make his own mistakes and learn from them. He had always encouraged individual ideas, and let the team discover the flaws, if any, through discussion and experience. He rarely held an individual member of his team responsible if the team as a whole failed to deliver-for him the responsibility for any failure was collective. Rohit remembered telling his colleagues at Zen that the ideal boss would be someone who did not interfere with his/her subordinate's work.

Rohit wanted to believe that Aparna too was the non-interfering type. If that was the case, surely her non interference would only help him to grow. In his first week at work, Rohit found the atmosphere at the office a bit dull. However, he was quite excited. His team had been assigned a new project and was facing a

CM-2959

P.T.O.

(4)

few glitches with the new software. He had thought about the problem till late in the night and had come up with several possible solutions. He could not wait to discuss them with his team and Aparna. He smiled to himself when the thought of how Aparna would react when he told her that he had come up with several possible solutions to the problem. He was sure she would be happy with his having put in so much effort into the project, right from day one. He was daydreaming about all the praise that he was going to get when Aparna walked into the office. Rohit waited for her to go into her cabin, and after five minutes, called her up, asking to see her. She asked him to come in after ten minutes. When he went in, she looked at him blankly and asked, "Yes?" Not sure whether she had recognized him, Rohit introduced himself. She said, "Ok, but why did you want to meet me?" Rohit started to tell her about the problems they were having with the software. But before he could even finish she told him that she was busy with other things, and that she would send an email with the solution to all the mem-

(5)

bers of the team by the end of the day, and that they could then implement it immediately. Rohit was somewhat taken aback. However, ever the optimist, he thought that she had perhaps already discussed the matter with the team. Rohit came out of Aparna's cabin and went straight to where his team members sat. He thought it would still be nice to bounce ideas off then and also to see what solutions others might come up with. He told them of all the solutions he had in mind. He waited for the others to come up with their suggestions but not one of them spoke up. He was surprised, and asked them point-blank why they were so disinterested. Sanjay, one of the team members, said, "What is the point in out discussing these things" Aparna is not going to have time to listen to us on discuss anything. She will just give us the solution she thinks is best, and we will just do what she tells us to do; why waste everyone's time?"

Rohit felt his heart sink. Was this the way things worked over here? However, he refused to lose heart and though that maybe, he could change things a little. But as the days went

(6)

by, Rohit realized that Aparna was the complete opposite of his old boss. While she was efficient at what she did and extremely intelligent, she had neither the time nor the inclination to groom her subordinates. Her solutions to problem were always correct, but she was not willing to discuss or debate the merits of any other ideas that her team might have. She did not hold the team down to their deadlines not did she ever interfere. In fact, she rarely said anything at all! if work did not get finished on time, she would just blame her team, and totally disassociate herself from them. Time and again, Rohit found himself thinking of Sureshm his old boss, and of how he had been such a positive influence. Aparna, on the other hand, even without actively doing anything, had managed to significantly lower his motivation levels. Rohit gradually began to lose interest in his work- it had become too mechanical for his taste. He didn't really need to think; his boss had all the answers. He was learning nothing new, and he felt his career was going nowhere. As he became more and more discouraged, his per-

(7)

formance suffered. From being someone with immense promise and potential Rohit was now in danger of becoming just another Mediocre techie.  $10 \times 3 = 30$

- (a) What according to you were the reasons for Rohit's disillusionment? Discuss using Maslow's Hierarchy of Needs.
- (b) Was the low communication level amongst the team and its leader affecting the mental intelligence and contributing to stress and depression?
- (c) What should Rohit do to resolve the situation?

#### Unit-I

2. What do you understand by personality? Explain the role and influence of environment in evolving the personality of an individual. 10
3. "The career and personality have a direct relationship". Do you agree? Give reasons for your answers. 10

#### Unit-II

4. "Global competition has catalyzed the role of taking effective decision" 'How does communication modules contribute to effective decision, making process to make organizational objective possible. 10

(8)

5. What are the barriers to effective communication? How is listening and hearing be discriminated? Explain with examples. 10

**Unit-III**

6. You are a fresh MBA graduate in search of a job opening. You come across an advertisement in a newspaper for a marketing position. Plan an appropriate C.V. along with a covering letter and also an imaginary reply from the advertiser. 10
7. There has been a sudden dip in the sales of certain goods in your using. You being the General Manager Sales have to send an intra office memo to your regional sales manager giving the reason behind the sales dip. Also draft a reply from the side of RSM. 10

**Unit-IV**

8. How does self evaluation contribute to effective time management and objective setting? 10
9. Discuss **two** of the following : 10
- (a) Stress
  - (b) Depression
  - (c) Fatigue
  - (d) Emotional Intelligence



A

(Printed Pages 3)

Roll. No. \_\_\_\_\_

**CM-2960**

**M.B.A. (Semester-I) Examination, 2016**

**ENVIRONMENT STUDIES**

**(GE-104)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. **Question**

**No.1** is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following:  $3 \times 10 = 30$

- (a) Importance of Environment studies
- (b) Wild Life Act of India
- (c) Harmful effects of deforestation
- (d) Soil erosion
- (e) Food chain and Food web
- (f) Water cycle
- (g) Hot spots of biodiversity in India

**P.T.O.**

(2)

- (h) Climate change
- (i) Endangered and endemic species of India
- (j) Pyramid of Energy.

**Unit-I**

2. Why is the environment study considered to be multi disciplinary? Discuss the role of public awareness in maintaining the environment balance. 10
3. Write an explanatory notes on: 5×2=10
- (a) Environment and Human health
  - (b) Environment Protection Act.

**Unit-II**

4. Differentiate between renewable and non-renewable resources and discuss briefly their conservation. 10
5. Describe the following: 5×2=10
- (a) Timber and wild medicinal plants as forest resources.
  - (b) Land degradation and desertification.

(3)

**Unit-III**

6. What are the functions of an ecosystem? Give a detailed account of energy flow in an ecosystem. 10
7. Explain in brief the following: 5×2=10
- (a) Ecological succession
  - (b) Estuaries

**Unit-IV**

8. What is pollution? What are the important sources of environmental pollution? Discuss measures of its control. 10
9. Discuss: 5×2=10
- (a) In-Situ and Ex-Situ conservation of Biodiversity.
  - (b) Floods and Earth quakes as natural disaster.

**A**

**(Printed Pages 8)**

**Roll. No. \_\_\_\_\_**

## **CM-2961**

**M.B.A. (Semester-III) Examination, 2016**

**Business Policy & Strategic Analysis**

**(GC-301)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No. 1** is **compulsory**. Attempt **one** question from each unit.

1. Read the given case and answer the questions that follow.

Adapted from : Going Telecom way : Life Insurance at the M×A Junction, Economic Times, Lucknow, Aug. 31, 2016.

### **Case**

Indian Insurance Industry was considered very attractive market for private players as less

**P.T.O.**

(2)

than 30% population was covered with life insurance. The industry grew 35% between 2000 and 2008 but the growth fell to 7% after that. Insurance is going through the same phase as was telecom during 1990-2000. There were 17 licenses in the first round and 23 licenses issued in the second round but there are only 6-7 operators with many having sold their licenses or business to large companies thereby exiting. In insurance industry, companies which went for securing licenses looked at it as a financial investment but are now disillusioned and foreign insurance companies are also under stress due to circumstances in their home markets. In addition, packaging of equity investments as unit-linked insurance plans led to preference given by distributors due to

(3)

35% commission.

Some early entrants are still struggling to attain significant size despite being in the industry for over 15 years. Aviva India's business income has fallen by 11% during last three years, Future general in business for 9 years has only profit of Rs. 1 crore, India First, JV between Bank of Baroda, Andhra Bank and L & G of United Kingdom has earnings of mere Rs. 7 crores and Star Union Daichi reported earnings of Rs. 13 Crores after eight years of operations.

Indian Life Insurance industry having 24 players is dominated by LIC having 50% market share. The top four private players together account for 30% market share with remaining players others accounting for 20% of the

(4)

market share.

The ones which are doing well are because of distribution network. HDFC Life as well as ICICI Prudential Life succeeded because of distribution strength of HDFC Bank and ICICI Bank respectively. Max Life similarly benefits from distribution arrangement with Axis Bank. Birla Sun Life and Bajaj Allianz, both having sound policies are unable to penetrate much due to lack of distribution network. Companies not able to build distribution network are short of capital and are looking forward towards banks to help them. A spokesman said that bancassurance is going to change the scenario. In FY 2016 bancassurance contributed to almost 53% of new business premium for private sector companies.

(5)

The regulation requires insurance companies to get listed for providing transparency and practice good corporate governance. Listing requires financial strength and is able to convince investors about growth and not all companies have this capability to go in for IPO or growth expectations. ICICI Prudential is planning to go for an IPO while HDFC Life is contemplating a merger with Max Life.

- (a) Critically appraise the competitive environment in the Indian Life Insurance Industry.
- (b) What are the critical success factors in Indian Life Insurance Industry?
- (c) If so many companies have not been able to achieve growth in last 15 years, how they would be able to survive? Suggest strategies.

(6)

**Unit-I**

10×3

2. (a) Describe the key elements in Strategic management process.
- (b) Outline the role of Board of Directors and CEO in the driving and executing the Strategic Management Process. 5+5
3. Give your understanding of any **two** of the following :
- (i) Company's business model
- (ii) Resource based view
- (iii) Business definition 5+5

**Unit-II**

4. (a) Why it is preferred to assess the capabilities of cross functional business processes rather than assessing individual functions/departments or activities? 5+5
- (b) Explain the implications of the value chain

CM-2961

(7)

configuration for competitive advantage?

5. (a) Outline the key limitations of Porter's model of industry competition.
- (b) Discuss the entry and exit barriers in any industry of your choice. 5+5

**Unit - III**

6. What are the prerequisites and organizational capabilities a firm should possess to support a competitive advantages of :
- (i) Cost leadership
- (ii) Differentiations
- (iii) Speed 5+5
7. (a) Give examples of concentric diversification and extract the relatedness in terms of market, customers and or technology.
- (b) What action plan do you suggest to turn-around a sick business? 5+5

CM-2961

P.T.O.

(8)

**Unit -IV**

8. (a) Discuss the factors you would consider in designing a business portfolio. 5+5
- (b) Highlight the salient features and limitations of any one of the Portfolio Matrices.
- (9) Answer any **two** of the following:
- (a) What in your views are the characteristics of coherent companies
- (b) If diversification into unrelated business is riskier, what could be the reasons that many companies still diversify conglomerately?
- (c) What are the different modes of corporate restructuring? 5+5

A

(Printed Pages 8)

Roll. No. \_\_\_\_\_

**CM-2962**

**M.B.A. (CBCS) (Semester-III)**

**Examination, 2016**

**Entrepreneurship and New Venture**

**Management**

**(GE-301)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions. Question **No. 1** is **compulsory**; in addition answer one question from each unit.

1. Read the case and answer the following questions :  
10×3

**Case study**

Snapdeal, founded by Kunal Bahl and Rohit Bansal, is an online shopping marketplace started in February 2010 as a daily deals platform inspired bygroupon.com but expanded in to become an online marketplace offering an assortment of 12 million+products across diverse categories from over 150,000 sellers catering to a user base of 25 million members. Snapdeal is now the third-largest e-tailing company after Amazon and Flipkart in India.

P.T.O.



(2)

In 2010, when Kunal Bahl and Rohit Bansal wanted to start their own business, they chose an offline coupon business and named it MoneySaver. In first three months, 15000 coupons were sold. To carry the business to the next level they met investor Vani Kola. After two rounds of discussions, Vani Kola's venture capital firm decided to invest in Snapdeal. It was a jerky ride in the first few months. Mistakes were made, but lessons were learnt too.

However, the biggest decision came in November 2011 when inspired by the success of Alibaba.com, Rohit and Kunal decided to create something on similar lines. The Coupon and deals business was shut down and an online marketplace was opened instead. It was a make or break decision. Snapdeal had a huge market share in the deals business at that time and starting something new was very risky and this move surprised the investors too. At that point of time, eBay was the only marketplace in India.

In just two years, the company went from scrapping their coupon business and starting an online marketplace to become a billion dollar company. Its year on year growth is almost 600%. The average age of the workforce at Snapdeal is 25. Their values-Innovation, Change, Openness, Honesty and Ownership drive them to press for greater success. Great ideas might be important for a business, but it is the confident implementation of those ideas and the right effort which are more important.

CM-2962

(3)

A marketplace model like Snapdeal needs to ensure that technology integrations work seamlessly and this is what Bahl is trying to achieve constantly. The powerful model of local merchants gives the opportunity to provide wider variety of choice to the customers. Snapdeal is a conservative company in making investments. Company culture is about how to do more with less.

Of a total of 210 million Internet users in India, 155 million users access the web through mobile devices. Like most e-tailing companies, Snapdeal also has its own mobile app. In 2015 when mobile visitors to the site were just five percent of the total, Bahl and Bansal created a separate team for mobiles and urged it to compete with the PC team. This strategy worked in favor of the company and soon the mobile traffic climbed and the result can be seen in terms of orders coming from mobile. Now between 70 and 80 percent of the orders come over the mobile. It is predicted that the figure will rise to 85 to 90 percent in the coming two years. "On mobile, the conversion is over five percent, and that is 20 percent higher than over PCs. It makes a lot of difference," says Bansal.

When launched, Snapdeal was first of its kind. Within 2 years of its launch, Snapdeal succeeded in creating more than 8 million user base and entered the list of top 100 Indian websites in terms of traffic. To further increase their user base and traffic, they started referral program in which a user was paid a fixed amount for successful sign up of a

CM-2962

P.T.O.

(4)

friend after receiving the referral link to use Snapdeal. Other than this, they started "Get your first deal free" offer which got huge response from the user side. This led to the strong brand value of Snapdeal. Side by side, affiliate marketing campaign was launched after 8-9 months of its inception. They started cost per lead (CPL) campaign in which the affiliates were paid Rs. 30 for each lead generated. But the problem was that the margin was very less related to cost per acquisition which was very high, and the average revenue generated on each transaction was approx. Rs. 50-100 only. But Snapdeal tried promoting themselves in this adverse situation. After leads were generated, an aggressive email marketing campaign was launched to reach out those leads. Everyday on regular basis, promotional emails were sent to the registered users. Flipkart and Amazon were entering the market at the same time. So to survive in the market, Snapdeal started to add more products listing on their website. Soon Snapdeal ventured into a proper e-commerce site including categories like electronics, fashion, kitchen appliances, apparels and many more. Finally in September 2011, Snapdeal turned into a marketplace. The company began to concentrate on building scale and improving speed.

As of now, Snapdeal has over 150,000 sellers, shipping to 5,000+ towns and cities in India, offering more than 6,000 brands across 500 categories. It has 25 million of user base and adds a new product every 20 seconds. One out of every eight

CM-2962

(5)

internet users in India is subscribed on Snapdeal, and the company is growing at the rate of 2 million new subscribers per month.

Technology is the single biggest expense in the company. Every line of code in Snapdeal is written in-house as they don't outsource anything and don't use other platforms. The company is tapping customers in non-metros and tier-II and tier-III cities; 60 percent of its sales come from these areas, and Snapdeal is hoping to widen its reach.

When Flipkart launched its "Big Billion Day" offer in October 2014, Snapdeal introduced its own advertisement showcasing the advantage to shop with them. Again when Flipkart launched its new advertisement in June 2015, then also Snapdeal created its own ad. Other than that, Snapdeal launched various television advertisements for promotion and bring traffic to their portal. Snapdeal used the face of many well-known Bollywood celebrities including Aamir Khan, Pulkit Samrat, Alok Nath and Krishna Abhishek as their brand ambassadors.

**Snapdeal has received 7 rounds of funding till date :**

- Round 1 : In January 2011 a funding of \$12 million from Nexus Venture Partners and Indo-US Venture Partners.
- Round 2 : In July 2011, \$45 million from Bessemer Venture Partners, along with existing investors Nexus Venture Partners and Indo-US-Venture Partners.
- Round 3 : \$50 million from eBay and received par-

CM-2962

P.T.O.

(6)

ticipation from existing investors including Bessemer Venture Partners, Nexus Venture and Indo US Venture Partners.

- Round 4 : \$ 133 million on Feb. 2014 which was led by eBay with all the current institutional investors, including Kalaari Capital, Nexus Venture Partners, Bessemer Venture Partners, Intel Capital and Saama Capital.
- Round 5 : \$105 million in May 2014 which included investments by Blackrock, Temasek Holdings, Premji Invest and others. This round valued Snapdeal at \$1,000,000,000.
- Round 6 : in Oct 2014 from Softbank with investments worth \$627 million in fresh capital. this made SoftBank the largest investor in Snapdeal.
- Round 7 : \$500 million of funding in August 2015 from Alibaba, Softbank and Foxconn.

#### **Acquisitions by Snapdeal**

- In June 2010, acquired Bangalore-based group buying site, Grabbon.com.
- In April 2012, acquired esportsbuy.com, an online sports goods retailer from Delhi.
- In May 2013, acquired Shopo.in, an online marketplace for Indian handicraft products.
- In April 2014, acquired fashion products discovery site, Doozton.com.
- In December 2014, acquired gifting recommendation site, Wishpicker.com.
- In January 2015, acquired a stake in product comparison website Smartprix.com.
- In February 2015, acquired luxury fashion products

CM-2962

(7)

discovery site, Exclusively.in.

- In March 2015, acquired 20% stake in Gojavas.com.
- In March 2015, acquired online multi-channel e-commerce order fulfillment platform, Unicommerce.
- In March 2015, acquired majority stake in RupeePower, a digital financial products distribution platform.
- In April 2015, acquired m-Commerce payments firm Freecharge.
- In May 2015, acquired Hyderabad-based mobile technology startup, MartMobi.

#### **Question :**

- (a) After just two years of incorporation, Snapdeal decided to scrap its coupon business and start an online marketplace. Discuss the pros and cons of such a bold strategy.
- (b) Should start up like Snapdeal which is incurring losses focus on growth or profitability? Defend your choice giving reasons for the same.
- (c) Snapdeal has received seven rounds of funding. What factors do venture capitalists consider while deciding to fund the loss making ventures like Snapdeal?

#### **Unit-I**

2. What is entrepreneurship? What are the key tasks of an Entrepreneur? Discuss the desired qualities in an Entrepreneur. 10
3. Discuss the role of Entrepreneurship in Economic Development of a country like India. 10

CM-2962

P.T.O.

(8)

**Unit-II**

4. What is a business opportunity and how does it differ from a business idea? Discuss. 10
5. Differentiate between patents, Trademarks and Copyrights. What are the implications of IPRs for an entrepreneurial venture? 10

**Unit - III**

6. What are the purposes of preparing a formal Business Plan? List the desirable contents of a good Business Plan. 10
7. What factors should be taken into account while finalising the Product Design and Specifications? 10

**Unit - IV**

8. List and explain the essential steps involved in launching a new venture. 10
9. What exit strategies are available to venture capitalists and entrepreneurs? Explain any four. 10

A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

**CM-2963**

**M.B.A. (CBCS) (Semester-III)**

**Examination, 2016**

**Project Planning and Mgt.**

**(GE-302)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **no.1** is **compulsory**. Attempt **one** question from each unit.

1. Briefly explain the following:  $3 \times 10$
- (a) Project scope and its components
  - (b) Types of projects
  - (c) Major project stakeholders in a big infrastructure project
  - (d) Factors affecting debt-equity ratio of a project
  - (e) Risks involved in a venture capital investment

**P.T.O.**

(2)

- (f) 'Relevant' Cash flows
- (g) Difference between Corporate financing and Project financing
- (h) Attributes and components of a good Business Plan.
- (i) Ethics in Project Management
- (j) Managing versus Leading a project

**Unit-I**

- 2. Discuss the concept of project life cycle. Also discuss in brief the various financial as well as non-financial criteria for selecting/screening project proposals. 10
- 3. What is meant by work-break-down structure (WBS)? How does it help in managing and executing a Project? 10

**Unit-II**

- 4. (a) Discuss the various types of risks encountered during various phases of a project. 5+5

(3)

- (b) Explain the concept of Break-even sensitivity analysis. What are its shortcomings?
- 5. (a) What steps are involved in PERT analysis? 5+5
- (b) How would you estimate the variability of project duration and probability of completion at a specified time?

**Unit-III**

- 6. (a) What challenges does a project manager face in managing project teams? 5+5
- (b) Discuss the important contents and objectives of an EPC contract?
- 7. (a) Explain the significance of 'Partnering' in modern project management. 5+5
- (b) As a project manager, how would you promote the 'conflicts' which are favorable for your organisation?

(4)

**Unit-IV**

8. (a) How does resource scheduling tie to project priority? 5+5
- (b) How does resource scheduling reduce flexibility in managing projects?
9. Write short notes on the following: 5+5
- (a) Indices to monitor project progress
- (b) Learning Curve

A

(Printed Pages 16)

Roll No. \_\_\_\_\_

## CM-2964

M.B.A. (CBCS) Semester-III Examination, 2016

BPR and Quality Mgt.

(GE-303)

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1** is **compulsory**. Answer any **one** questions from each of the four units.

1. Read the below case and answer the following questions :  $10 \times 3 = 30$

### Case Study

Cisco's growth has resulted in more and sales orders to process, product units to manufacture and deliver, spare parts to track, service calls to dispatch, and invoices to produce. Handling this volume of information would be quite challenging if Cisco used only manual processes, such as receiving orders that are faxed or en-

P.T.O.



(2)

tered individually on a Web portal. It is also critical for Cisco to track the large amount of continually changing inventory and manufacturing data to control costs, track order status, and match product availability with sales forecasts.

In the area of product service, Cisco must comply with contractual commitments for parts availability and repair times, while dispatching thousands of spare parts and technician visits daily. A key challenge is to maintain high levels of customer satisfaction and operational efficiency as the volume of service activity increases.

Historically, these business data and processes varied according to the systems used by Cisco and its partners, and according to local business requirements. None of the manual processes could scale as Cisco received more orders, added more products, and authorized more partners and suppliers. For Cisco's largest partners, the high volumes of transactions

(3)

and data created substantial costs and operational burdens. For example, a channel partner company that placed orders with Cisco valued at US\$40 million each year could incur administrative costs of US\$500,000 for manually entering those orders.

"Cisco wanted to be a leader among corporations in the drive to conduct business electronically, and we also wanted to make it easy and economical for our partners to conduct business with the company," says Kris Cowles, director of Enterprise B2B [Business-to-Business] at Cisco. "If our partner community cannot scale to meet Cisco's sales and operations levels, then Cisco cannot achieve its goals for business growth."

In the late 1990s, the Cisco B2B Operations group began to create automated data links and processes between the Cisco enterprise resource planning (ERP) and related systems

(4)

and the counterpart systems of channel partners, contract manufacturing and logistics providers, and third-party service companies. The goal of this effort was to implement B2B integration between Cisco and selected partners for :

- Automating and optimizing routine business processes
- Seamlessly exchanging data about orders, availability of parts and finished product units, and invoices
- Integrating back-end system, such as those for sales orders and inventory tracking
- Collaborating with partners on process improvement

The initial solution for automating these Cisco business commerce processes was a sales portal on the Cisco.com Website. Although this portal served nearly 50 percent of Cisco chan-

(5)

nel partners, the portal functionality was not adequate for the needs of the largest partners, who often entered a large quantity of very complex orders that covered hundreds of products and options. Just one of these large orders could require two to three hours of data entry by the partner.

To avoid this time-consuming step, many large partners would fax these complex orders to Cisco, which placed the time-consuming burden of manual order entry on Cisco and did not allow the company to grow its business at the targeted pace.

Although the Cisco.com Web portal continued to be adequate for many orders, a true B2B integration effort would be necessary to handle the interactions between Cisco and its largest partners. To enable its virtual supply chain, Cisco launched the Manufacturing Connection Online (MCO) initiative in 1999 to create an

(6)

online interaction with suppliers and contract manufacturers.

MCO instantly communicated customer orders to suppliers and manufacturers, which reduced Cisco's operating costs. MCO also shortened payment cycles for suppliers and eliminated paper-based purchasing, which saved Cisco US\$24 million in material costs and US\$51 million in labor costs annually while achieving a 45 percent reduction in inventory.

Now called the Engineering & Manufacturing Connection Online (EMCO), this platform is a secure, customizable portal and a private network that connects more than 15,000 users and hundreds of companies for Cisco's supply chain management activity.

As part of the evolution of EMCO, the Cisco B2B Operations group began to consider how processes could be automated throughout the entire sales cycle. The group determined the po-

CM-2964

(7)

tential for process automation in the areas of order entry, product manufacturing and delivery logistics, spare parts management, service requests, and invoicing. Over several years, the group has integrated numerous and increasingly complex types of information and processes.

Cowles explains the thinking behind the Cisco approach to B2B integration: "When we started, B2B was very much a tailored and all-or-nothing model because of the high levels of investment required," she says. "In the last few years, the emergence of new technology for enabling B2B intergration has given us more options to automate tasks and reduce the complexity of information exchange. We can separately handle the parts of a process that lead to other decisions or activities, which allows us to support B2B for new types of partners and processes."

Today, the Cisco Enterprise B2B team has cre-

CM-2964

P.T.O.

(8)

ated automated and standardized processes in the following areas :

- Sales orders : Allows Cisco channel partners to submit product orders automatically over a B2B link between the Cisco sales system and the partner's sales system, leveraging RosettaNet, Extensible Markup Language (XML), and Web Services technologies. Partner systems can also automatically receive pricing, catalog, and order status data from Cisco, which helps ensure that salespeople have up-to-date information before placing a new order.
- Manufacturing and shipment logistics: Connects with Cisco's contract manufacturing and logistics providers for fulfilling product orders, managing current inventories of components and finished products across the supply chain, and forecasting manufacturing needs based on projected product sales.

CM-2964

(9)

- Spare parts tracking: Tracks parts inventories and sends orders to spare-parts depots.
- Service dispatch: Sends service orders to third-party maintenance providers, which dispatch technicians to customer locations for making on-site repairs. Partners can maintain Cisco business rules and validations in their own systems to eliminate redundant entry of service orders, verify that the correct service is ordered based on product eligibility, and synchronize data about a customer's installed products to confirm service eligibility.
- Finance: Automates delivery of Cisco sales invoices, which allows partners to avoid rekeying the data into their purchasing and accounts payable systems for invoice reconciliation and approval.

"Cisco was a founding member of the RosettaNet board and remains active on several of its glo-

CM-2964

P.T.O.

(10)

bal councils," says Holly Fredricks, senior director, Manufacturing, Engineering and Quality IT at Cisco. "While we have adopted the RosettaNet standard and Partner Interface Processes [PIPs], the Cisco Enterprise B2B team continues to follow developments in all standards and B2B practices. This helps Cisco maintain our leadership in providing our trading partners with the most effective B2B solutions possible."

Cisco's manufacturing strategy is evolving from a "push" model, which estimates market demand when building products, to a "pull" model, in which a product is built only after a customer order is received. This "just-in-time" manufacturing approach, called the Cisco Lean model, is possible because Cisco has integrated ordering processes with its contract manufacturers using B2B technology. Business-critical information, in the form of purchase order transactions and supply chain data, is ex-

(11)

changed automatically between Cisco and its contract manufacturers, which allows for better inventory management and fewer material shortages. Additional benefits of this model include reduced process duplication and greater predictability of product lead-time, which increases customer satisfaction.

The Cisco Enterprise B2B team and Cisco IT have established a foundation of standards for integration processes, data types, and information exchange methods. These standards are grouped into solution sets that address five major corporate activities: distributor sales and inventory status, sales orders, manufacturing supply chain and logistics, spare parts and service calls, and finance.

Cisco's B2B integration has been highly successful. In 2006, more than 50 Cisco partners used some form of B2B integration, and approximately 254,000 sales orders (35 percent of the

(12)

total) were submitted to Cisco via automated processes and links with partner systems. Cisco is now processing 39 percent of total order volume-or-96,000 sales orders per quarter-using B2B automated processes. The automated B2B processes at Cisco can handle transaction volumes of up to 40,000 messages per hour.

Cisco and its partners have also gained significant benefits from B2B integration. Chief among these benefits.

**Reduced costs.** Transaction costs are lower both for Cisco and the partners because of automated processes for order entry and inventory tracking. Implementing B2B integration helps Cisco achieve a productivity savings of more than 70 percent compared to manual order processing costs. Considering that 39 percent of all Cisco product orders are now handled by B2B processes, this automation leads to significant cost savings and

(13)

improves profitability.

Increased employee productivity. By minimizing manual processes. Cisco and its partners can increase employee productivity. Cost and time savings multiply when the partner automates several processes with Cisco. One Cisco partner estimated that using an automated process for entering renewals of service contracts reduced costs by 70 percent and increased employee productivity by 88 percent.

**Reduced cycle times.** Automated processes reduce the time required to accept, process, and ship product orders or initiate service visits. Cisco also gains the scalability to easily add new partners, handle more orders, and support other business processes that are vital to accommodate company growth.

**Improved data integrity.** Automated information exchange minimizes the errors that can occur in manual entry of sales orders, prices,

(14)

order status, and other types of routine data. Automated submission of Cisco invoices to a customer's accounts payable system means faster reconciliation, processing, recognition of any discrepancies, and easier settlement of disputed amounts. This benefit of automated invoices has a multiplier effect because most orders involve multiple shipments, with a separate invoice generated for each shipment.

**Strengthened partner relationships.** B2B automation has increased partner satisfaction because partners can focus less on administrative tasks and more on revenue-generating activities. Cisco can create long-term, stronger, and more productive relationships with its partners because of the high level of partner commitment involved in B2B integration.

**Questions :**

- (a) Discuss the problems and challenges faced by CISCO?

CM-2964

(15)

- (b) What measures were taken by CISCO's management team in order to overcome these challenges?
- (c) Do you think these measures were beneficial for CISCO? Critically evaluate the same.

**Unit-I**

2. What do you understand by BPR? Explain the process of BPR-Life cycle in detail. 10
3. Develop a framework for Barriers management for the launch of BPR in your organization. 10

**Unit-II**

4. Describe in detail the role of BPR in the manufacturing Industry. 10
5. What are the four distinct role played by individuals in an organization where BPR has been successfully implemented? Also explain the seven-step approach to change management in BPR. 10

CM-2964

P.T.O.

(16)

**Unit-III**

6. Elaborate on strategic quality management phases. Also give examples in Indian context.

10

7. Discuss the Gap model of service quality management. What are the limitations of SERVQUAL instrument?

10

**Unit-IV**

8. Using a schematic diagram. Explain the various steps in the construction of the QFD House of Quality.

10

9. Write short-notes on :  $5 \times 2 = 10$

(a) Quality Audits

(b) Cost of Quality



A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**CM-2965**

**M.B.A. (CBCS) (Semester-III)**

**Examination, 2016**

**Business Intelligence and Analytics**

**(GE-304)**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Answer the following in brief :  $3 \times 10 = 30$ 
  - (a) Elaborate some of the automated IT applications that are of great help to common people in day-to-day life.
  - (b) Discuss the types of decisions taken at different managerial levels in a business house with examples.

**P.T.O.**

(2)

- (c) State an instance where inconsistent data formats caused problems in the integration of data.
- (d) Define Online Transaction Processing System (OLTP) along with its advantages. Also state its difference with OLAP.
- (e) Can the terms BI and data warehouse be used interchangeably? Justify your answer.
- (f) What is meta-data? Explain by giving examples.
- (g) Differentiate between Logical and Physical data model.
- (h) Explain how can Business Intelligence be used to enhance customer experience? Give example.
- (i) How is data integrity different from data quality? Explain.
- (j) Define cloud computing. Explain the need for putting Business Intelligence data on the cloud.

(3)

### Unit-I

- 2. Based on the parameters like characteristics, sources storing, retrieval and use compare and contrast structured, unstructured and semi-structured data. 10
- 3. By giving real life examples, explain various OLAP operations like slice, dice, Roll-up, Drill down, pivot, drill-across and drill-through. 10

### Unit-II

- 4. What is Business Intelligence (BI)? Why is BI required for businesses? How are DSS, EIS and MIS related to business Intelligence? How it is different from business analytics? 10
- 5. Discuss the layered structure of BI component framework. Elaborate the role of BI for management and for performance improvement. 10

### Unit-III

- 6. Elaborate the role of Data warehouse in a business house. How is it different from Data mart? Discuss approaches used in data integration along with its need. 10
- 7. Explain various types of dimensional models: Star, Snowflake and fact constellation. 10

#### **Unit-IV**

8. Explain the utility and role of metric in understanding measure and performances. Explain the components of metric data i.e. subject, stratum, quantum and application. Use an example to explain your answer. 10
9. (a) Explain the attributes of a good metric. 4
- (b) Discuss the purpose and utility of dashboards in a business organisation along with its types. 6

A

(Printed Pages 8)

Roll. No. \_\_\_\_\_

**CM-2966**

**M.B.A. (CBCS) III Semester**

**Examination, 2016**

**CORPORATE FINANCIAL REPORTING AND**

**ANALYSIS**

**(GE-305)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **all** questions. Question **No.1** is **compulsory**. Attempt any **one** question from each unit.

1. Read the following case carefully and answer the questions that follow:

**Case Study**

This code of conduct has been adopted by Nestle India Limited to comply with the applicable rules of the Bombay Stock Exchange Limited, Mumbai, or any other stock exchange where the securities of the company may be

P.T.O.

(2)

listed in future. The code is aimed to help the Board of Directors and senior management in fulfillment of their duties with due diligence and care.

**Applicability of the code :** This code of conduct applies to the Board of Directors and senior manager of the company who shall abide by it. Senior management means personnel of the company who are member of core management team excluding Board of Directors and normally would comprise all members of management one level below the executive directors including all functional heads.

**Guidelines for conduct:** Each director should seek to use due care in the performance of his/her duties; act in good faith and in a manner such Director reasonably believes to be not opposed to the best interest of the company. A Director should also seek to: make reasonable efforts to attend board and committee meetings; dedicate time and attention to the company to perform his/her duties diligently; comply with all applicable laws, regulations, confidentiality obligations and corporate policy of the company.

CM-2966

(3)

**Corporate business opportunities:** Directors owe a duty to the company to advance the company's interest when the opportunity to do so arises. In carrying their duties and responsibilities, directors should avoid:

- \* Taking for themselves opportunities that are discovered through the use of company property or information or through the director's position;
- \* Using the company's property or information or the director's position for personal gain;
- \* Compete with the company directly or indirectly, for business opportunities that the company is pursuing.

**Conflicts of Interest:** A conflict of interest exists when the personal interest or activities of directors may influence the exercise of his or her independent judgment in the performance of duties to the company. Directors shall endeavor to avoid such conflict of interest with the company.

**Gifts:** Directors and their immediate family

CM-2966

P.T.O.

(4)

members may not accept gifts from persons or firms who deal with the company where the gift is being made in order to influence directors' actions as a member of Board or where the acceptance of gift may create the appearance of a conflict of interest.

**Use of company property for legitimate purpose:** In carrying out their duties and responsibilities, directors should endeavor to ensure that the management is causing the company's assets, proprietary information and resources to be used by the company and its employees, only for legitimate business purpose of the company.

**Compliance with Laws and Regulations:** In carrying out their duties and responsibilities, directors should comply, and endeavor to ensure that the management is causing the company to comply with the applicable laws, rules and regulations that govern the conduct of the company.

**Insider Trading:** Directors should observe all applicable laws and regulations including the company policies and codes as applicable to them with respect to the purchase and sale of

(5)

the company's securities. It is the responsibility of each director to become familiar with and understand these laws, regulations, policies and codes and if required should seek further explanation and advice concerning their interpretation. Directors should direct questions regarding the application or interpretation of these guidelines to the company secretary/compliance officer.

**Non-compliance of the code:** suspected violation of this code may be reported to the chairman of the Board or the Chairman of the Audit Committee. All reported violations would be appropriately investigated.

**Disclosure:** The directors and senior managers shall affirm the compliance with this code on annual basis. The annual report of the company shall carry a declaration to this effect signed by the managing director of the company.

**Amendment:** The Board of Directors of a duly authorized committee would approve any amendment of this code.

(6)

**Questions:**

10×3=30

- (a) What are the possible benefits arising from the code of conduct of Nestle India Limited for the company managers and its various stakeholders?
- (b) Should there be a mechanism to ensure the proper compliance of the code? Or, the company will have to depend on its voluntary compliance? Give reasons for your arguments.
- (c) Suggest the improvements in the given code of conduct and discuss their possible outcomes?

**Unit-I**

2. Explain the qualitative characteristics of accounting information disclosed under corporate disclosure requirement. Write the pros and cons of such information for the analysts.10
3. What types of information are disclosed under voluntary disclosure? Bring the benefits and constraints of voluntary disclosure for the users. 10

CM-2966

(7)

**Unit-II**

4. (a) What is the significance value added statement? How can you ensure a good level of EVA in your business? 5
- (b) Write the objectives of segment reporting and identify the various types of segment reporting. 5
5. Info-Tech Limited operates through five segments as per the following details:

Segments	Sales revenue			Segment result or Profit /(loss)	Segment Assets
	Internal	External	Total sales		
1	200	-	200	-	50
2	60	300	360	80	100
3	40	100	140	(20)	30
4	-	60	60	15	15
5	-	40	40	5	5
Total (Segment)	300	500	800	80	200
Total (enterprise)	-	500	-	80	-

You are required to identify the reportable segments on the basis of: 4+3+3=10

- (a) Test of revenue
- (b) Test of result

CM-2966

P.T.O.

(8)

(c) Test of assets

**Unit-III**

6. As per IAS 24, who are the "Related Parties"? Which persons are excluded from the definition of "Related Parties"? What types of disclosures are required about them? 3+3+4=10
7. (a) As per IFRS 5, what are the disclosure requirements about "Discontinuing Operations"? 5
- (b) Write about EPS provisions as per IAS-33 and differentiate between "Basic EPS" and "Diluted EPS". 5

**Unit-IV**

8. Why is corporate financial disclosure required to be monitored by regulatory authorities? Explain the basic principles of corporate financial disclosure. 10
9. Differentiate between 'Earning of management and management of earnings. Brief out the practices used by managers to show case the earning of the Company. 10



A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**CM-2967**

**M.B.A. (CBCS) Semester III**

**Examination, 2016**

**Integrated Marketing Communication**

**(SC-311)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Read the case given below and answer the questions that follow:

**Relaunch of Frooti-**

There was no getting away from him. A poster at a bus stop on Chennai asked, "Will Digen Verma be in the next bus?" Or, when watching a movie; there was bound to be an interruption all of a sudden with a handwritten message saying, 'Digen, your car is being towed'. And, outside in the car park, almost all the cars had stickers on them saying, 'Digen

P.T.O.

(2)

Verma was here.' In many commercial places in metros and even far off places like Simla, there were footmarks accompanied by the mysterious words 'Digen Verma was here' pasted. There were rumours galore about 'Digen Verma' and his identity. The enigma called 'Digen Verma' was everywhere, in buses, film halls, colleges, cyber cafes and shopping malls. 'JUST who is Digen Verma?' Many popular teenage joints such as restaurants, movie theatres, buses and local trains were flooded with catchy posters asking 'Where can you find Digen Verma on Saturday nights?' or 'What is Digen Verma's favourite serial? etc. Some of the colleges even had exam banners saying 'Digen Verma will be the topper again' While cinema halls flashed DV slides exhorting him to tow his Ferrari away from the parking lot. The 'Digen Verma' Promotion campaign was one of the most interesting and innovative teaser campaigns ever made in India. Designed and executed by Everest Integrated communications (Everest), it was a series of teaser campaigns launched by Parle Agrochemicals for its mango drink Frooti, which aroused the curiosity of the public, especially teenagers. This teaser campaign was aimed at stirring up tremendous interest by building hype over the

CM-2967

(3)

mysterious character 'Digen Verma,' concealing the association with "Frooti". For the fortnight that this teaser campaign lasted, mystique, intrigue and high drama cloaked this 'faceless' man who became a talking point all around the country. Eventually it was revealed that 'Digen Verma' was the brand ambassador for 'Frooti.'

#### **'Frooti' Faltering?**

'Frooti was launched by Parle Agro in 1984. It was the first tetrapak drink to be introduced in the Indian market. By 2000, Frooti had a majority market share of the Rs. 300 croretetrapak fruit drink market. However analysts felt that this 16-year-old brand had been losing its appeal over the years. The brand, which scored a 100 on product likeability and quality and a 95 product recall, had dropped in the top-of-the-mind ranking to 60. The sales of 'Frooti' also had dropped over the years. The situation worsened with the increase in competition. In Addition to the threat it faced from soft drinks marketers, Frooti' witnessed heightened competition in its own segment tetrapak fruit drinks and juices. With pressure mounting from all sides, Parle Agro was forced to rethink its strategy. To revive the sagging appeal of the brand, it de-

CM-2967

P.T.O.

(4)

cided on a major relaunch strategy, which focussed on changing its positioning. The relaunch of 'Frooti' aimed at positioning 'Frooti' as a fun, trendy and modern drink targeted at the youth segment, a marked change from its initial positioning as a drink for kids. Said, BL Venkateshwar, Parle Agro vice-president: "There has been a change in the consumer psychology. Today sub-segments have been created with the 12-15 year olds calling themselves teenagers and 9-12 year olds as pre-teens. These segments are turning into decision-makers of today with an increase in pocket money. The segment of 16-19 years olds is the new impulse category we are targeting. "This segment was therefore strategically very important for Parle Agro.

The creative team of Parle Agro's advertisement agency decided that they had to think of something that appealed to the college-going crowd. To do this, they have to figure out where the typical college goers hung out, what their reference points were, and what would grab their attention. The typical college student hung out at the canteen, fed on small talk, and, invariably, his conversation revolved around celebrities and the handful of star students of his college; and it didn't matter that

(5)

few had actually met the celebrities. Thus it was decided that the promotion campaign for repositioning Frooti would revolve around a brand ambassador who would be someone the youth could relate to. This person had to have the following characteristics if he was to have a mass appeal: one, his name had to be ubiquitous enough; two, he had to lead a life that normal consumers could relate to and three, the storyline had to be powerful enough to sustain interest.

Once the name Digen Verma was chosen, a personality had to be built around it. Said Dhaimade, "We want college kids to drink Frooti without any image hassles. Having decided on the brand ambassador, Parle Agro needed a catchy and creative promotional campaign, which could communicate its intended positioning and differentiate it from its competitors, all within a shoestring budget. Parle Agro rolled out an aggressive multi-media advertising campaign created by Everest across the nation. The campaign included television commercials (TVCs), outdoor media campaign, offline promotions and online advertising campaigns. As part of the relaunch strategy, the Frootitetrapak was given a new packaging.

(6)

With the new tagline "Frooti-Just like that" the new campaign highlighted the new positioning of the product. Prior to the shift, the base line of the advertising for the product was "Juice up your Life" and "Fresh and Juicy. "With the hype generated through the teaser campaign and resultant interest generated, coupled with changes in packaging and tagline, Parle Agro then used regular advertising across various media (viz. Print media, TVC's, on-line promotions etc.) focussing on communication of its new positioning and attract the target segment.

#### **Can Digen Verma Generate Sales?**

The 'Digen Verma' campaign seemed to have been very successful in terms of the interest it generated. For Rs. 30 million spent on it, the customer awareness it was likely to capture for 'Frooti' seemed quite phenomenal. Though the campaign had been successful in generating interest, some analysts were skeptical about whether a campaign could actually generate sales. They held that a teaser had to deliver, otherwise, all that curiosity merely served to get people irritated faster. Ultimately, a teaser was not a substitute for advertising, nor was it a substitute for brand building.

Analysts pointed out that many of those who

(7)

had watched this campaign, had expressed certain disappointment when they learnt that it was a promotional campaign for Frooti. Some analysts felt that Digen Verma may become larger than the brand, 'Frooti': this would defeat the very purpose of the creation. Parle Agro and its ad agency however felt that its campaign had been successful in not just evoking interest but also in increasing sales.

Said Prakash Chauhan, "We have just spent Rs 30 million on this campaign, and the sales are already up by almost 30 percent."

#### **Questions :**

1. (a) In the light of above case critically analyse the issue of creativity in advertising versus its objective of sales generation. 10
- (b) Discuss the role of a promotional campaign in repositioning of a brand. 10
- (c) Which key psychological processes have been employed in the teaser campaign of Frooti? 10

#### **Unit-I**

2. "Integrated marketing communication employs a wide variety of tools to communicate". Elucidate this statement with suitable examples. 10
3. "Firms are using Public Relations in new and different ways to create visibility and image

CM-2967

P.T.O.

(8)

for a brand by getting people to "talk" about the brand". Critically analyze this statement by bringing out the objectives, tools, strategies and influencer programs of PR. 10

**Unit-II**

4. Explain the Elaboration Likelihood Model and Multi Attribute Model. How can they be employed in making marketing communication effective? Discuss. 10
5. Compare the DAGMAR model with the Response Hierarchy model given by Lavidge and Steiner. Cite a suitable example to explain their application in marketing communication. 10

**Unit-III**

6. What are the various components of a print ad? Explain their purpose and how can they be made more effective? 10
7. What is a storyboard? Which factors must be borne in mind while writing the copy for a TV ad? Mention the different copywriting approaches to interactive media. 10

**Unit-IV**

8. A company approaches you to plan its promotion budget. How will you help it decide? 10
9. What factors are kept in mind when making strategic media plan? How can media efficiency be ascertained? 10

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**CM-2968**

**M.B.A. CBCS Sem. III Examination 2016**

**Consumer Behaviour**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **5** questions. **Q. 1** is **compulsory**.

Attempt **one** question from **each** section.

1. Read the following case and answer the questions that follows :

**CASE**

Pat Mern, President of a large landscaping company with outlets and operations throughout southern New England, has long been a concerned environmentalist. Because of this certain aspects of his industry bothered him, including what he believed was the unnecessary use of chemicals for lawn care. Pat had seen the growth of chemical-based lawn-care products throughout the 1970s and 1980s, culmi-

P.T.O.

(2)

nating in the now popular lawn-care services that typically apply liquid fertilizers and pesticides to lawns. Over the years he had seen how lawns actually became dependent on these chemicals that were rich in nitrogen to promote a nice-looking green "carpet," but sparse in other nutrients that promote strong roots and hearty plants. In fact, he thought of lawns that were treated by chemically-based services as "junkies." When a homeowner stops using one of these services the lawn seems to rapidly deteriorate because of its chemical dependencies and lack of general health.

Pat had decided to do something about this in his area of business. After attending a couple of conferences on "environmentally friendly" Fertilizers he was committed to offering an organic lawn-care product line through his lo-

CM-2968

(3)

cal landscaping outlets. The first product he would carry in this line would be an organic fertilizer obtained from a north-eastern producer and sold in 50-pound bags. The contents of these bags were purely organic material obtained from large-scale composting operations of the producer. They featured a wide range of plant nutrients in addition to nitrogen.

The conferences Pat had attended provided him with a number of interesting pieces of information. These are summarized below.

- ◆ Surveys have suggested that consumers are concerned about the environment. One study found that 74 percent say that environmental protection is a priority for them. Studies also indicate that consumers are attracted by environmentally friendly products and are willing to pay a premium for them.

CM-2968

P.T.O.

(4)

- ◆ One survey found only 7 percent of the respondents believe that companies are taking appropriate steps to protect the environment.
- ◆ Another study found that just 8 percent of Americans view business and industry leaders as "very believable sources" of information on environmental issues.
- ◆ The introduction of many "environmentally friendly" products has caused growing skepticism about product claims among at least some consumers.
- ◆ Companies must demonstrate commitment on environmental issues to win the public's trust- environmental messages are likely to fail unless the company demonstrates broad-based environmental responsibility.
- ◆ It is useful for a company to gain the support of key opinion leaders to assist in getting its message out to the public. Such leaders would

(5)

include environmental groups and media.

- ◆ The market can be segmented into several categories based on consumers' interests in and acceptance of environmental products and messages. The most respective group for organic fertilizers appears to be 35-to 65-year old College-educated males who earn more than \$50,000 per year as professionals and live in the suburbs. They are socially and environmentally concerned, civic-minded, and active outdoor types. They rely mainly on the print media for information but do watch sports on TV.

Armed with this information, Pat decided to call a staff meeting to begin addressing issues and creating a plan for introducing the organic line of fertilizers. He knew that they would cost consumers at least 30 percent more than chemical-based products. He also knew that



(6)

aggressive, informative advertising and public relations campaigns would probably be essential to the success of this endeavor. However, he was not sure what methods to adopt.

**Questions :**

- (a) What marketing/Consumer research questions should Pat pursue? What research methods would be most appropriate?
- (b) What market segments might be the best targets for Pat to focus on at the outset? Why would others you considered not be the most appropriate targets?
- (c) What issues related to learning, involvement, and information processing might be important for Pat to consider?

**Unit-1**

2. "Market segmentation helps the marketers to understand the consumers in order to make

CM-2968

(7)

marketing strategies." Comment on the statement and discuss the different bases for market segmentation. 10

3. "The nature of consumer behaviour is interdisciplinary and applicatory in nature." Comment on the statement. 10

**Unit-2**

4. What are the different levels of the consumer decision making? Explain the post purchase behaviour. Give suitable examples. 10
5. Explain the Webster and Wind model of consumer behaviour and its implications on the marketing decision of a firm. 10

**Unit-3**

6. How does the movement of consumers through the stages of the decision process differ in High and Low involvement conditions? 10
7. Explain how personality and life style influence consumer decision making process? Support your answer with suitable examples. 10

CM-2968

P.T.O.

(8)

**Unit-4**

8. Why the study of culture is important to the marketer? What are the important characteristics of culture that reflects its nature? 10
9. Discuss the process of diffusion of innovation? Explain the adoption process and adopter categories which are visible in the marketing environment. 10

A

(Printed Pages 7)

Roll No. \_\_\_\_\_

**CM-2969**

**M.B.A. (CBCS) Semester-III**

**Examination, 2016**

**International Marketing**

**SE-312/SE 351**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note** : Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each section.

1. Read the case and answer the questions that follow:

**CASE**

IKEA was founded in 1943 by a year-old Swede named Ingvar Kamprad. The company, which initially sold pens, Christmas cards and seeds from a shed on Kampards family farm

P.T.O.

(2)

eventually grew into a retail titan in home furnishing and a global culture phenomenon, what Business Week called a "one stop sanctuary for coolness" and "the quintessential cult brand"

IKEA inspires remarkable levels of devotion from its customers, who visit in numbers that average 1.1 million per day. When a new location debuted in London in 2005, 6000 people arrived before the doors opened. A contest in Atlanta crowned five winners "Ambassador of kul" (Swedish for fun) who in order to collect their prizes had to live in the IKEA store for three full days before it opened, which they gladly did. IKEA achieved this level of success by offering a unique value proposition to consumers: leading-edge Scandinavian design at bargain prices. The company's fashionable bargains include Klippan sofas for

CM-2969

(3)

\$249, Billy bookcases for \$120, and Lack side tables for \$13. In Scandinavian markets, IKEA has even sold 2,500 prefabricated homes for around \$45,000, depending on local housing prices. The company is able to offer such low prices in part because most items come boxed and require complete assemble at home, meaning they are easier to transport, take up less shelf space, and seldom require delivery, which reduces costs.

IKEA's mission of providing value is predicated on founder Kamprad's statement that "People have very thin wallets. We should take care of their interests." IKEA adheres to this philosophy by reducing prices across its products by 2% to 3% annually. Its focus on value also benefits the bottom line: IKEA enjoys 10% margins, higher than competitors such as Target (7.7%) and Pier 1 Imports (5%).

CM-2969

P.T.O.

(4)

Many of its products are sold uniformly throughout the world, but IKEA also caters in local tastes. In China, for example, it stocked 250,000 plastic placemats with year of the Rooster themes, which quickly sold out after the holiday. When employees realized U.S. shoppers were buying vases as drinking glasses because they considered IKEA's regular glasses too small, the company developed larger glasses for the U.S.

IKEA managers visited Europeans and U.S. consumers in their homes and learned that Europeans generally hang their clothes, whereas U.S. shoppers prefer to store them folded. Wardrobes for the U.S. market were designed with deeper drawers. Visits to Hispanic households in California led IKEA to add seating and dining space in its California stores, brighten the color palettes, and hang more picture frames on the walls.

(5)

IKEA evolved into a retail empire with 264 stores and revenues of \$23. 1 billion in 2010 and still had excellent growth opportunities. As of 2014 IKEA has 349 stores in 43 countries and wishes to expand in a big way.

(adapted from Marketing Management by Kotler Keller, Koshy, Jha)

(a) "People have very thin wallets and we should take care of their interests".

Discuss how IKEA has justified the above statement. 10

(b) IKEA further plans to expand Globally in a big way. Discuss as to how can IKEA further expand Globally. Suggest various strategies. 10

(c) Explain Sprinkler method and waterfall method of International Marketing. 10

(6)

**Unit - I**

2. Explain Polycentric approach and Geocentric approach to international markets. Give suitable examples. 10
3. Explain Globalisation. Discuss Globalisation index as a measure to Globalisation. 10

**Unit - II**

4. Explain the concept of international Market evaluation. Discuss the Growth Share matrix framed by Boston Consulting Group. (BCG)10
5. "Effective International Marketing research is crucial to prevent marketing failures,"  
Justify the above statement and give suitable examples. 10

**Unit - III**

6. Explain the various factors which determine Selection of Entry Mode to International Markets. 10
7. Discuss International Joint Ventures and In-

(7)

ternational Strategic alliances. Give suitable examples. 10

**Unit - IV**

8. Reference to international marketing mix decisions, explain international Product Standardisation and international product adaptation. 10
9. Explain International distribution channels. What are the various factors which effect the Selection of International distribution channels. 10

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**CM-2970**

**MBA (CBCS) Semester-III**

**Examination, 2016**

**Social Marketing**

**(SE -313)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No. one** is **compulsory**. In addition attempt **one** question from each unit.

1. Read the case study and answer the questions that follow:

On the morning of March 13, 1995, Dr. Madan Kataria went to a public park and tried to convince strangers to laugh with him. Most of them thought he was crazy. However, as Dr. Kataria continued to explain the health benefits of laughter, more and more park-goers began to come around the idea. After all, people have referred to laughter, as the best

**P.T.O.**

(2)

medicine for centuries.

Laughter Yoga is ultimately available to anyone who wants to do it. While its most successful application has been in Social Clubs, Laughter Yoga has also been implemented in senior centres, schools, yoga studies, fitness centres, businesses, centre for the physically and mentally challenged, prisons, hospitals and police and fire departments.

Dr. Kataria wanted people to see Laughter Yoga as a complete delivery system, allowing laughter to actually be prescribed as a health promoting component of a daily routine. It sought to bring awareness of the benefits of laughing for no reason-without jokes, comedy, or humour. In fact the slogan of the Laughter Yoga clubs, "Fake it till you make it", is based on the scientific finding that the body cannot differentiate between real and fake emotions.

Dr. Kataria facilitates unconditional laughter by creating Laughter Yoga clubs. Sessions typically begin with clapping and warm up exercises; these are followed by laughter exercise and laughter meditation. Between laughter exercises, the teacher may lead the group in deep breathing exercises and childlike playful-

CM-2970

(3)

ness exercises-a technique used to encourage laughing for no reason. A typical Laughter Yoga session allocates 30 minutes to laughter exercises followed by 15-30 minutes of laughter meditation. Attendees feel an immediate effect on their well-being, are emotionally touched, enjoy social experience, and thus regain health by laughing.

For individual who want to join a Laughter Yoga club, membership is free and no equipment is required. For those who want to open a Laughter Yoga club, there are very few entry costs, and there is no fee charged for running the club. The founder does not have to register and can run the club however he or she wants; the only condition is that the club must be run by a certified teacher. Teachers do have to pay for the training required for their certification.

People can participate in these clubs at social gatherings, on the phone, online, or alone. Both urban and rural Laughter Yoga clubs have sprouted all over India. Karnataka has more clubs than any other state, and the city of Bangalore, with 210 clubs, boasts more Laughter Yoga clubs than any other city. Other states hosting a plethora of clubs include Gujarat and

CM-2970

P.T.O.



(4)

Maharashtra.

Its popularity results primarily from buzz marketing (e.g. word of mouth channel). At a personal level, the leadership and media management skills of teachers, laughter leaders, and Dr. Kataria himself attract people and spread the word. Laughter Yoga also receives a considerable amount of unsolicited publicity in print and electronic media, especially online technology. The Times of India caught wind of the movement when Dr. Kataria provided free Laughter Yoga sessions to unusual groups of people such as sex workers and prisoner. Time Magazine was intrigued by the notion that a group of strangers would gather in a room and laugh for no reason. Media loves to discuss Laughter Yoga because it provides opportunities to tell a positive story. Which are hard to come by. The biggest promotional tool for Laughter Yoga has been the World Laughter Day. In Mumbai, in 1998, thousands of Laughter Yoga members gathered to celebrate for the very first time. The first world Laughter Day outside India took place in 2000, when more than 10,000 people assembled at the

(5)

Town Hall Square in Copenhagen, Denmark. The Guinness Book of World Records marked it as the largest gathering that ever laughed and bonded together.

The success of Laughter Yoga club can be attributed to: a) the instant improvements in health participants receive, b) the inherent need for laughter in our lives, c) the fact that membership is free and club operators pay low start up costs, d) the minimal restrictions involved in running or joining a club, and e) the universal nature of laughter. Laughter Yoga does not require a language. These benefits are evident from the fact that of all the clubs that start, only 10% close.

10×3=30

Question:

- (a) Which traditional and non-traditional media channels have been used by the Laughter Yoga clubs? Discuss the concepts in light of the facts of the case.
- (b) What is the **Core** and the **Actual Product** made use of by the Laughter Yoga clubs? Explain the concepts in detail with more

(6)

examples.

- (c) Discuss the positioning of Laughter Yoga club. Recommend an alternative positioning strategy.

**Unit-I**

2. "For Variety of reasons most of the experts are of the view that social marketing is more difficult than commercial marketing". In view of this statement discuss what are the differences and similarities between social and commercial marketing and the challenges faced by social marketers. 10
3. Which are the different national and international organisations involved in social marketing? Apart from the usual social marketing efforts of these organisations how does technology, science, policy making impact social issues? 10

**Unit-II**

4. Situational/SWOT analyses is an important tool which is invariably used by marketers for planning purposes. Discuss how situational analysis is done by social marketers before embarking on some project. 10

CM-2970

(7)

5. Answer any one from the following: 10
- (a) Explain the steps involved in selecting target audience?
- (b) What are the variables used to segment markets? Explain.

**Unit-III**

6. Enumerate and explain with examples, the several available traditional and non traditional media channels and factors guiding communication channel decisions. 10
7. "Place as one of the marketing mix tool helps develop strategies that will make it convenient and pleasant for the target audience to perform the desired behaviour". With reference to the statement, discuss how social marketers develop the place strategy. 10

**Unit-IV**

8. What do you understand by monitoring and evaluation? What are the various categories of measurement done for monitoring and evaluation purpose? 10

CM-2970

P.T.O.

(8)

9. Answer any **one** of the following: 10

- (a) What if the costs for the marketing activities you propose are more than is currently available in your budget? Which different options you can explore for additional funding?
- (b) What do you understand by Phasing? What are the different phases created and organised by some element of the marketing plan?

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**CM-2971**

**M.B.A. (CBCS) Semester-III**

**Examination, 2016**

**E-Marketing and CRM**

**(SE-314/SE-355)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions. **Question No. 1** is **compulsory**. Attempt **one** question from each unit.

**Case Study**

1. Read the case and answer the questions that follow :

Market dynamics have changed substantially over decades. Most of these changes have happened because of the adoption of technology. In the early 1980s, a few innovators changed the personal computer (PC) industry. Visionaries such as Stephen Jobs of Apple Computer and Michael Dell of Dell Inc. tried to address complexities involved in owning PCs. They wanted to try out if PCs could be made

**P.T.O.**

(2)

simpler, Bill Gates also wanted to try out bringing PCs that can be affordable and user friendly, so that the customers do not have to be an expert to be able to use them. All of them wanted to execute their visions in different ways and set about the tasks using different approaches. Gates and Jobs simplified the computer by inventing Microsoft and Apple Macintosh, respectively, with their easy point-and-click instructions. Dell did something equally interesting and had a different approach altogether. He wanted to pass on the benefits to the customer in terms of price. He also simplified how PCs were sold. While Jobs and Gates revolutionized the design of products and influenced how PCs would be manufactured in the future, Dell revolutionized the distribution channel and influenced how PCs would be sold in the future.

Jobs and Gates built computers from scratch. On the other hand, using his imagination, Dell did not build computers; rather, he assembled them from parts. He did this in his college dormitory while he was a college student. This perspective allowed him to reach to his cus-

CM-2971

(3)

tomers through different channels. He decided to customize PCs and sell it to individuals with different product configurations. Product configuration would be decided by the customer and then Dell would assemble in his room and sell them. He concluded that since all the parts were basically the same, there would be value in buying a bunch of parts and then building a product configured to suit the needs of an individual consumer.

Over time, this focus on "configuring" products rather than building them let Dell as a company to help customers navigate thousands of possible PC system combinations available for sale. By applying this concept to the selling process, Dell not only learned how to translate customer needs, which were not technical, but also could interpret needs of end users, such as common business persons (without computer background) and household users. He transformed the customer requisition made in plain, nontechnical language into product recommendations or a customized computer built just for them. Dell made it easier for the average person without a tech-

CM-2971

P.T.O.

(4)

nical degree to select and buy PCs. All these business transactions were completed without displaying products in retail outlets, rather through sales representatives who were otherwise expensive. This meant that, in practice, Dell could take orders on telephone and then assemble and ship these PCs to customers' place through sales representatives. In contrast, other computers were still being sold through retail stores. To make this happen, they laid out options in a print catalog so that customers could see the choices they had; they used software to help call center agents calculate the costs of options and add-ons on the fly while talking to prospects. Dell used technology to immediately send proposals back to the prospects at the push of a button. As a result, Dell's selling costs were a third less than the competition, a significant gap in a business where margins were shrinking, as the price of PCs continued to drop in the wake of the low-cost Apple product line.

In the mid-1990s, when the internet came along, Dell found that the discipline of making the PC "ready" for the phone channel also

(5)

helped them make it ready for online channels. To adapt the PC for sale in online channels, they used new third-party software called "product configuration software" that automated this process of selection. This new "third party" of software (marketed by companies like Trilogy and Calico) did the permutation and combination for assembling these parts and came up with the final PC. The software helped Dell consider all possible alternatives and come up with the best set of options for a client. At Dell, this tool helped online customers navigate and understand very large and complicated product lines. This tool also helped Dell understand the universe of PC products and embedded features, which increased level of involvement of the customers. This was first of its kind and customers liked their experience as they felt like experts assembling their own PCs. They were proud to display their creations to their colleagues and this created euphoria. This also reduced the burden on the call center representatives. Assistants were available who helped these customers through the buying process over the phone. In addi-

(6)

tion, Dell's focus on configuration allowed them to become leaders in product customization and personalization because of the amount of information that could be processed quickly and then translated, as customer orders were sent directly to the factory.

Armed with these tools, Dell began to sell computers over the Internet in 1996 and soon averaged over a million dollars in online sales a day. By the turn of the century, they were doing over \$ 13 billion in sales online a year, half of their total sales. This focus on making products ready for Web enabled channels helped Dell grow faster for less money. By simplifying their products, which could be understood by common persons, they alienated the so-called techie persons but succeeded in getting huge numbers. As a result, the products could be sold through low-cost telephone and Web channels. Dell was able to get more margins out of every sale compared to their competitors, such as Compaq, IBM, HP, and even Apple. By the end of the decade, they grew at twice the rate as the rest of the industry and became the number one seller of PCs in the

CM-2971

(7)

United States. Their competitors are still scrambling to restructure and change their selling approach to close the cost-to-sell gap.

### Questions

- (a) Comment on the current Web enabled Distribution Channel structure in context to the above reading. 10
- (b) Although direct selling often results in lower prices, does it have disadvantages for buyers. 10
- (c) Explain what recommendations do you offer in order to engage customers to co-create value. 10

### Unit-I

- 2. Write an explanatory note on changing Consumer Behaviour in today's Digitally equipped markets. 10
- 3. What do you understand by E-Marketing. How should a company plan for product positioning and service differentiation in today's Consumer Markets. 10

### Unit-II

- 4. Comment on the relevance that pricing has in

CM-2971

P.T.O.

(8)

E-commerce markets. Does it makes the situation better or worse. 10

5. Suggest an E-Marketing Communication strategy for a company planning to enter a new market for Organic Agricultural products. 10

**Unit-III**

6. Discuss the relevance of Customer acquisition, satisfaction and retention in today's Globalized markets. 10
7. What do you understand by Customer lifetime value. Discuss with relevant examples. 10

**Unit-IV**

8. What do you understand by the term "CRM Automation"? How does this helps in maintaining sustainable relationships and loyal customers for the company? 10
9. How does Data Warehousing and Knowledge Management play their roles in efficient CRM. Discuss with examples. 10



A

(Printed Pages 12)

Roll No. \_\_\_\_\_

**CM-2972**

**MBA (CBCS) (Semester-III)**

**Examination, 2016**

**Product and Brand Mgt.**

**(SE -315)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No. one** is **compulsory**. In addition attempt **one** question from each unit.

1. Read the Case on "SULEKHA INKS LTD"and answer the following questions :

**Sulekha Inks Limited**

Sulekha Works Limited (SWL) is one of the pioneers in manufacturing in the field of writing inks and stationery materials. It was founded in 1934 and was a symbol of the self-reliance movement flagged of by Mahatma

**P.T.O.**

(2)

Gandhi. The pre-independence company stood for the spirit of independence from the colonial rule and thus garnered a lot of public attention, Apart from writing ink, SWL manufactures office and school stationery, including permanent and washable marking inks, adhesives, and industrial products. Most homecare products deal with health and hygiene.

The product manager reviewing documentation pertaining to Sulekha, the ink brand of India. Though he was in his early 50s, he could recall his childhood memories associated with SWL. The notes gave a brief history of Sulekha as a brand and the journey of the brand from 1934 in general and from 2005 in particular when the brand was relaunched. The product manager was entrusted with the task of bringing the brand back from its downfall marked by a decline in sales and poor visibility in the market to its past glory of a leading brand in India.

CM-2972

(3)

He was analyzing the changes in the market. People are using ballpoint pens and brands such as Reynolds and Cello are very popular in India. He wondered if this could be the end of the road for SWL and wanted to devise ways to revive the product.

### **Product Research**

The presence of a strong research and development team ensured that SWL developed top-notch products to meet the growing consumer needs. The development coupled with the Indianness attached to the brand, resulted in huge profits for the company. The company was always at an advantage as it understood target markets much better than foreign players and thus could cater to the audience in a better manner. The focus of the company was betterment of the society and independence from foreign products. The brand was synonymous with the feeling of Indianness among customers.

CM-2972

P.T.O.

(4)

### **Evolution of the Brand**

Many Indians started business to free India from the clutches of imported products. SWL was one such venture. The ink was given significance as it was a symbolic defiance of the British rule. In 1934, Satish Chandra Dasgupta, chief chemist at Bengal Chemicals, instructed Sankaracharya Maitra and Nani Gopal Maitra to set up the company for manufacturing writing ink at Rajshahi. The company was named Sulekha as it meant 'good writing' in Bengali.

Even though the start-up was a small business, the objective of the brand was crystal clear. The company was established to produce writing ink of the highest quality and to be at par with foreign inks. This led to its rapid growth, coupled with great quality and domestic sentiment.

The company had very few financial resources and it was nearly impossible for them

(5)

to use traditional methods of marketing. Initially, the Maitra brothers applied direct marketing through door-to-door selling. This led to the early popularity of the ink and the rest of the work was done by the product itself. The company started getting mails from customers inquiring about their products: thus, from the initial push strategy to market its products.

Price was a major concern. The fact that SWL provided high-quality ink at affordable price was something that no one could stop talking about. Thus, the primary mode of marketing the product was word-of-mouth. In 1936, the company opened a showroom on Mahatma Gandhi Road that served as point of sale. As fountain pens were commonly used at that point of time almost everyone walking on the road was a customer. During the 1971 war with Pakistan, many refugees were given employment at the company. Thus, the brand

(6)

continued its independence theme even after India's independence.

### **Brand Identity**

The brand, 'Sulekha Ink', reverberated in the minds of Indians long after the company had shut down. This shows the solid impact the brand on customers. The primary reason was the pillars upon which the brand stood. There were quite a few attributes of the brand that made sure that its name would be etched in history.

The company manufactured high-quality ink comparable to imported products. The brand was backed by a high-quality product that ensured all the shortcomings in marketing resources were made up by sheer product quality. The research and development team not only tried to improve the quality but at the same time tried to lower production cost so that the same could be passed on to the end consumer.

(7)

### **Good writing-Sulekha**

Foreign brands like Quink were present throughout India but masses could not fathom the meaning of the word as it was in a foreign language. Even if they understood the meaning, it was perceived to be expensive. Thus, there was already a negative sentiment towards foreign brands. Amidst these names, Sulekha stood high as it already had a strong connect with the target audience. Without spending a single rupee, the company managed to create a distinctive brand image. The product stood for low price, high quality, national integration, and the India entrepreneurial might.

The ink manufactured had a typical fragrance that was not hard to identify. The blue colour was slightly darker than normal inks. All these minute details ensured that the brand was easily distinguished from its competitors. Thus, Indian consumers could connect very

(8)

easily with the brand as they know exactly what they were looking for. The very fact that the ink was darker and smelt different was marketing ploy to attract the customer by catering to all his/her senses. Primarily good writing was assured by the quality of the ink, dark colour ensured that customers could easily distinguish the ink and gives a point of difference. Hence, there were multiple reasons for the customer to buy the product.

The company closed down in the 1980s due to financial problems and trade union issues. However, this did not hamper the spirit of the new generation of owners who re-launched the company in 2005. The brand was so strong that despite that fact that company closed down, the brand lived on. Hence, the owners decided to retain the brand.

Since the ballpoint pen had taken over the market, ink pens became redundant, This made the company shift its focus from writing

CM-2972

(9)

ink to stationary business. Currently, the company sells only 3-4% ink as part of its overall sales revenue. Although the company sells writing ink minimally, the company has 11 different colours of inks unique to the brand. The company has moved to produce solar powered lamps.

Although the company had huge brand awareness among the older generation, it is unknown among the youth. Thus, the company will have to find its relevance in the current context and build its business.

### **Challenges in the 1980s and Brand Memorability**

The company had to shut down in the 1980s due to trade union issues and other financial problems. Although the company closed down almost three decades ago, the brand, "Sulekha ink" still reverberates in the mind of customers. Fountain pens might have been replaced by ballpoint pens but the strong

CM-2972

P.T.O.

(10)

impact and typical fragrance of Sulekha ink is still imprinted in the minds of customers. This was the primary reason for the company to relaunch in 2005. customers welcomed the company's decision and expected SWL to reclaim its long-lost place as one of the top brands of India.

(Adapted from "Product and Brand Mgmt- Tapan Panda")

- (a) Discuss the product strategies and change in product technology which Sulekha Inks has followed. How have they impacted the business of Sulekha Inks? 10
- (b) In your impression, should Sulekha Inks produce Inks for mass markets or should it produce for niche markets and focus only on those who prefer the brand. 10
- (c) Suggest ways to SWL (Sulekha Works Ltd.) to expand and diversify its business. 10

(11)

### Unit-I

2. "For Organizational success, right Product Mix is of utmost importance." Comment on the statement and discuss the constituents of Product Mix giving suitable examples. 10
3. Discuss the various "Product Line Strategies." Which an organisation/company can apply for business success. 10

### Unit-II

4. Discuss the various stages of "New Product Development Process." Highlight the importance of New Product Development Process for an organisation. 10
5. Explain the concept of Product Life Cycle in Brief. Discuss the Marketing Strategies at the Introduction and Growth Phases of Product Life Cycle. 10

(12)

**Unit-III**

6. Discuss the "Brand Management Process."  
Elaborate the important of Branding. 10
7. Discuss the role of "Brand Choice Models."  
Explain the "AIETA Model" of First Purchase  
Adoption. 10

**Unit-IV**

8. Explain the concept of Brand Equity. Discuss  
David Aaker's dimensions of Brand Equity. 10
9. Discuss the concept of Brand Positioning and  
Co-Branding. Give relevant examples. 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**CM-2973**

**M.B.A. (CBCS) Semester III**

**Examination, 2016**

**Financial Systems and Institutions**

**(SC-321)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks :70*

**Note :** Answer **five** questions in all. **Question No.1** is **compulsory**. Answer any **one** question from each of the four units.

1. Write short notes on:  $3 \times 10 = 30$
- (a) Financial Dualism
  - (b) Asset Reconstruction Company (ARC)
  - (c) NABARD
  - (d) Forfeiting
  - (e) Types of Financial System Design
  - (f) Global Depository Receipts

**P.T.O.**



(2)

- (g) IFCI
- (h) Purpose of establishment of SEBI
- (i) Role of IRDA
- (j) Role of National Stock Exchange

**Unit-I**

- 2. (a) What are the roles and functions of RBI? 5
- (b) Give details about the structure of Ministry of Finance. 5
- 3. Elaborate on the effect of Financial System on the Economy and vice-versa. 10

**Unit-II**

- 4. (a) What do you understand by NBFC's? Differentiate between Banks and NBFCs. 5
- (b) What are the different types of Housing Loans available today? 5
- 5. Give detailed account of Mutual Funds Industry in India. 10

CM-2973

(3)

**Unit-III**

- 6. Describe Money Market. Explain in detail the different types of Money Market Instruments. 10
- 7. Why do we need a Derivative Market? Also describe different types of derivative instruments available in today's economy. 10

**Unit-IV**

- 8. Write short notes on: 5×2=10
  - (a) Depositories
  - (b) Credit Rating
- 9. (a) Why have Financial Inclusion become a very important concept today? 5
- (b) What do you understand by Underwriting and Guaranteeing? Clarify. 5

CM-2973

A

(Printed Pages 7)

Roll No. \_\_\_\_\_

**CM-2974**

**MBA(CBCS) Sem III Examination, 2016**

**Security Analysis and Portfolio Management**

**(SC-322)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No. 1** is **compulsory**. In addition answer **one** question from each unit.

1. Answer the following in brief :  $3 \times 10 = 30$

(a) What criterion must a portfolio meet to be in the minimum variance set?

(b) Given the following information and the assumption of the single factor model, What is the Co- variance between stocks 1 and 2?

$$\beta_1 = 0.85, \beta_2 = 1.30$$

Variance of the market factor = 0.09.

**P.T.O.**

(2)

(c) Given the following data :

Security	Beta( $\beta$ )	Residual Variance	$\sigma^2$
A	0.5	0.04	0.0625
B	1.5	0.08	0.2825

compute the residual variance of equally weighted portfolio of A and B assuming the single factor model.

(d) What do you mean by a risk-less arbitrage opportunity? Explain with an example.

(e) Discuss the Market Segmentation theory of the term structure of interest rate.

(f) Stock N has a standard deviation of 0.15 and stock O has a std. deviation of 0.20. Can the standard deviation in a portfolio containing these two stocks be reduced? Why or why not?

CM-2974

(3)

(g) Discuss the assumptions underlying Capital Asset Pricing Model .

(h) Explain 'Separation Theorem' along with its utility to an investment manager.

(i) Consider a bond selling at its face value of Rs. 1000, with 3 years to maturity and a 7% coupon rate( with annual interest payments). Calculate the bond's duration.

(j) What is meant by day- of- the week effect?

### Unit-I

2. Delphi Corporation Currently pays a dividend of ₹ 3 per share and this dividend is expected to grow at a 15 percent annual rate for 3 years, then at 10 percent for the next 3 years, after which it is expected to grow at the rate of 5 percent forever. 10

CM-2974

P.T.O.

(4)

- (i) What value you would place on the stock if an 18 percent rate of return were required?
- (ii) Would your valuation change if you expected to hold the stock only for 3 years?
3. What is meant by value at Risk (VaR)? How do we measure it? Also discuss its utility to a portfolio manager. 10

### Unit-II

4. Discuss the concept and significance of Efficient Market Hypothesis. Also explain the various forms of Efficient Market Hypothesis. 10
5. How do we conduct fundamental analysis of stocks? What insights do we try to draw from technical analysis? 10

CM-2974

(5)

### Unit-III

6. Suppose that two factors have been deemed appropriate to explain returns on stocks, and the covariance between the factors is zero. you have the following information on two stocks, x and y and the two factors, 1 and 2. Estimate the variance of a portfolio consisting of ₹ 1000 in x and ₹ 2000 invested in y?

	Beta (factor 1)	Beta(factor 2)	Residual Variance
Stock x	1.1	0.5	0.02
Stock y	0.2	0.8	0.05

$$\text{Variance of factor 1} = 0.15$$

$$\text{Variance of factor 2} = 0.10$$

7. What are the basic assumptions behind the Arbitrage Pricing Theory? Why is it necessary that the relationship between the expected re-

CM-2974

P.T.O.

(6)

turn on a stock and its beta be linear under the model?

**Unit-IV**

8. Suppose you are asked to analyse two portfolios having the following characteristics. 10

	Observed Return	Beta	Residual Variance
Portfolio 1	0.15	1.5	0.02
Portfolio 2	0.10	0.5	0.00

The risk free rate is 0.05 and the return on the market portfolio is 0.12. Standard deviation of the market portfolio is 0.04.

- (a) Compute the JEN JEN INDEX for portfolio 1 and 2.
- (b) Compute the TREY NON INDEX for portfolio 1 and 2 and the market portfolio.
- (c) Compute the SHARPE INDEX for Portfolio 1 and 2 and the market Portfolio.

(7)

9. Write short notes on the following : 5+5

- (a) Prospect Theory
- (b) Algorithmic Trading

A

(Printed Pages 7)

Roll No. \_\_\_\_\_

**CM-2975**

**M.B.A. (CBCS) Semester-III**

**Examination, 2016**

**Banking and Insurance Mgt.**

**(SE-321)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note** : Answer **five** questions in all. Question **No.1** is **compulsory**. In addition, attempt **one** question from each unit.

1. Discuss the following in brief :  $3 \times 10 = 30$
- (a) What are the various tools of Central Bank to Regulate money supply?
- (b) How do REPOS Work? Explain.
- (c) What are the demand liabilities to be considered while Computing NDTL?

P.T.O.

(2)

- (d) Present the format of balance sheet of a typical bank operating in India. (As per Sec. 29 of Banking Regulation Act).
- (e) Briefly explain the various Components of Credit risks as faced by a bank.
- (f) Name the regulations/Acts affecting General Insurance Business in India.
- (g) What is the rationale behind the provision of the Public Liability Act 1991? Explain with example.
- (h) What are ULIPs? Briefly discuss the various ULIPs available in India.
- (i) What are the matters to be included in the Life Insurance Policy Contract under IRDA (Protection of Policy holder's Interest) Regulations, 2002?
- (j) What do you mean by underwriting? Explain the process of underwriting in Insurance.

(3)

**Unit - I**

2. (a) Arrange the following information about a bank in its Income Statement. Label and place each item in the appropriate category, in the appropriate order, and compute the bank's net income: 5

Income:	(Rs. In Lakhs)
Commission, exchange and brokerage received	32,271
Income on investments	2,23,431
Interest paid on deposits	3,57,477
Payments to and provisions for employees	1,25,307
Interest paid on RBI/inter-bank borrowings	2,867
Interest/discount received on advances/bills (net of interest tax)	2,92,019
Income from leasing/hire purchase	603
Interest paid-others	13,181
Rent, taxes, lighting	13,374
Insurance	2,538

CM-2975

P.T.O.

(4)

Legal Charges	80
Profit on sale of land, building and other assets	66
Miscellaneous income	23,318
Auditor's fees and expenses	856
Printing and stationery	1,017
Profit on sale of investment-net	20,139
Depreciation on bank's property	6,591
Income by way of dividends from subsidiaries	3,001
Advertisement and publicity	333
Interest earned-others	38
Director's fees, allowances and expenses	14
Repairs and maintenance	2,469
Other expenses	12,782
Postage, telegram, telephone and other communication expenses	1,597
Interest received on balances with RBI and other inter-bank funds	46,339
Profit on exchange transactions- net	12,381

(5)

(b) For the bank, average balance sheet figures (average of previous year's and current year's balances) are given below (Rs. Lakh):

Capital	57,787	Cash and Balances with RBI	388,636
Reserves and Surplus	2,23,658	Balances with Banks and money at a call and sport notice	9,28,488
Deposits	59,06,953	Investments	21,44,546
Borrowings	1,46,625	Advances	27,83,177
Other liabilities and provisions	3,08,882	Fixed assets	64,965
		Other assets	3,34,093
Total Liabilities	66,43,905	Total Assets	66,43,905

Decompose the bank's ROE and analyze the bank's profitability.

3. (a) Discuss the RBI guidelines on discounting / Rediscounting of bills by banks. 5
- (b) Briefly explain the following terms as used in banking parlance: Pledge, Hypotheca-



(6)

tion, Assignment, Lien and Mortgage. 5

**Unit - II**

4. What is meant by Credit Risk? Elaborately discuss the instruments available with a bank to transfer the credit risk. 10
5. What are the sources of liquidity risk in a bank? Discuss a few approaches to manage the short term liquidity in banks. 10

**Unit - III**

6. What are the basic principles of Insurance? Explain each one of them in detail. 10
7. What do you mean by Insurance Intermediaries? Explain the role of each intermediary in the insurance business. 10

**Unit - IV**

8. Explain the regulations governing Life Insurance business in India. Also discuss the func-

(7)

tions and scope of IRDA. 10

9. (a) Explain the general procedure of settlement of claims in General Insurance Policies. 5+5=10
- (b) Discuss the following :
- (i) Objectives of Re-insurance.
- (ii) Micro-Insurance.

A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

**CM-2976**

**M.B.A. (CBCS) Semester-III**

**Examination, 2016**

**Merchant Banking and Financial Services**

**(SE-322)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Answer the following in brief:  $3 \times 10$
- (a) Differentiate between factoring and forfeiting.
  - (b) Bring out the differences between leasing and hire purchase.
  - (c) Which of the two Recourse and Non Recourse factoring arrangement is costly for the seller of goods.

P.T.O.

(2)

- (d) Outline the functions of an underwriter.
- (e) What is a green shoe option?
- (f) What are the eligibility norms to become a Merchant Banking Company.
- (g) Explain the mechanism of bill discounting
- (h) Differentiate between Commercial Banking and Merchant Banking
- (i) What are the services included in Investment Banking.
- (j) Outline Steps in new issues management

**Unit-I**

- 2. Analyse the tax implications of hire purchase contract. How is it superior to a lease contract? 10
- 3. Identify the different ways of determining the rate of interest under the hire purchase financing and explain briefly net present value as the decision criterion for revaluation from the lessee's perspective. 10

(3)

**Unit-II**

- 4. (a) Critically evaluate the credit card service from the point of view of a credit card holder and member establishment. 5
- (b) Explain the working of various credit rating agencies in India. 5
- 5. Describe different types of Mutual funds. How is performance of mutual funds determined. 10

**Unit-III**

- 6. Discuss the functions of merchant banking in detail. What are the various services rendered by the merchant banks? 10
- 7. Write a note on the evolution of Merchant Banking in India. What is the importance of banking commission report 1972 in the development of merchant banking. 10

(4)

**Unit-IV**

8. Highlight the importance of SEBI (Substantial Acquisition of Shares and Takeovers) Regulations, 2011 in merchant banking. Give special emphasis on how this regulation influences:
  - (a) Substantial acquisition of voting rights
  - (b) Voluntary offer
  - (c) Payment Mode
  - (d) Exemptions process of open offer 10
9. Examine the role of Merchant Banker in following:
  - (a) Disinvestment process
  - (b) Issue and listing of debt securities

A

(Printed Pages 7)

Roll No. \_\_\_\_\_

**CM-2977**

**M.B.A. (CBCS) Semester-III**

**Examination, 2016**

**Managerial Decision Analysis**

**(SE-323)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. **Question No.**

**1** is **compulsory**. In addition attempt **one** question from each unit.

1. Read the passage given below and answer the questions that follow :

The Southern Textile Company is contemplating the future of one of its plants located in Chennai. Three alternative decisions are being considered

P.T.O.

(2)

1. Expand the plant and produce lightweight, durable materials for possible sales to the military, a market with little foreign competition;
2. Maintain the status quo at the plant, continuing production of textile goods that are subject to heavy foreign competition; or
3. Sell the plant now.

If one of the first two alternatives is chosen, the plant will still be sold at the end of the year. The amount of profit that could be earned by selling the plant in a year depends on foreign market conditions, including the status of a trade embargo bill in Congress of USA, which is the main market. The following payoff table describe this decision situation.

CM-2977

(3)

Decisions	State of nature	
	Good competitive market	Poor competitive market
Expand	8,00,000	5,00,000
Maintain status quo	13,00,000	-1,50,000
Sell now	3,20,000	3,20,000

**Question :**

- (a) What is a payoff table and what are its advantages? 5
- (b) Determine the best decision using each of the decision criteria.  
(draw tables for each) 25
  - (i) Maximax
  - (ii) Maximin
  - (iii) Minimax regret

CM-2977

P.T.O.

(4)

(iv) Hurzwic

(v) Equal likelihood

### Unit-I

2. (a) Define decision making and list the features and characteristics of decision-making.  $5 \times 2$
- (b) List and explain the various types of decisions.
3. (a) What are the factors that can prevent effective decision making?  $5 \times 2$
- (b) Explain the different "Decision making Conditions".

### Unit-II

4. (a) Explain the Bounded Rationality/ Administrative model of Decision Making.  $5 \times 2$

(5)

(b) Describe the challenges in Decision Making.

5. (a) List and explain the steps involved in the process of Decision Making.  $5 \times 2$
- (b) What are the six "C's" of Decision Making?

### Unit-III

6. (a) What is Decision Analysis? What are the contextual and structural elements of a problem to be defined by a decision analyst?  $5 \times 2$
- (b) Write short notes on :
- (i) T. Chart
- (ii) Multivoting
7. (a) What is Pareto Analysis?  $5 \times 2$
- Make a Pareto diagram using the following

(6)

data:-

S.No.	Cause of Error on Website	No.of Occurrence
1.	Broken Links	300
2.	Spelling errors	200
3.	Missing title tags	90
4.	Missing description	85
5.	Broken image	50
6.	Script error	30
7.	Incorrect use of headings	30
8.	Missing ALT tags	15
9.	Browser compatibility	10
10.	Security warnings	5

- (b) What is TCO (Total Cost of Ownership) and what are the methods used to identify the appropriate life span?

CM-2977

(7)

**Unit-IV**

8. (a) What is a decision tree? What are the benefits and drawbacks of using a Decision tree? 5×2
- (b) Draw a decision tree using the following data and suggest the best option.
- "Clarks Coffee" operates 5 coffee shops in Delhi. It is looking at 2 options to increase revenues. The estimated impact of the options is shown below :

	Launch Loyalty Cards	Cut Prices
Cost of option	Rs. 5 lacs	Rs 3 lacs
Probability of high sales	0.6	0.8
Probability of low sales	0.4	0.2
Result of high sales	Rs 10 lacs	Rs 8 lacs
Result of low sales	Rs 7.5 lacs	Rs 5 lacs

9. What are DSS? List and explain the components of a decision support system. 10

CM-2977

P.T.O.



A

(Printed Pages 8)

Roll. No. \_\_\_\_\_

**CM-2978**

**M.B.A. (CBCS) (Semester-III)**

**Examination, 2016**

**Corporate Tax Planning**

**SE-324**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions. Question **no.1** is **compulsory**. Attempt any **one** question from each unit.

1. Answer the following questions in short:

3×10=30

- (a) "Tax planning must be supported by an efficient system of tax management." Explain.
- (b) Differentiate between tax evasion and tax avoidance
- (c) Write the income tax provisions relating to residential status of companies and taxability of their incomes.

**P.T.O.**

(2)

- (d) What are the conditions to be satisfied for availing deductions under section 35 ABB for Telecom licence fees?
- (e) What are the deductions available from the income of house property under section 24?
- (f) Enumerate the items of expenses which are disallowed while computing income from business or profession.
- (g) Differentiate between the short term and long term capital gains.
- (h) Write a short note on employee remuneration and corporate tax planning.
- (i) What are the factors to be considered while making an 'own or lease' decision?
- (j) What is the significance of Arm's Length Pricing (ALP)?

**Unit-I**

2. Specify with reason/s whether the following situations can be considered as an act of (a) tax planning; (b) tax management; (c) tax evasion; or (d) tax avoidance: 10
- (a) R deposits Rs. 45,000 in PPF Account so as to reduce total income. With this deposit R is shifted from 20% to 10% tax slab.
  - (b) P. Ltd. maintains the records of tax deduction effected by it to enable timely compliance.

(3)

- (c) X Ltd. Issues a credit note for Rs. 36,000 for brokerage payable to Suresh, who is son of R, the managing director of the company. The purpose is to increase his income and reduce company's income correspondingly.
- (d) X Ltd. is a chemical manufacturing company. It has a factory in Haryana near New Delhi border. Within the factory campus a piece of land of 2,000 square meters is lying unutilized. The company wants to start a new unit to manufacture computer components. If this manufacturing unit is started in the existing factory area, deduction under section 80-IB is not available. However, if the new factory is started in Jammu and Kashmir, the company can claim deduction under section 80-IB. To get the benefit of such deduction, the company starts new unit in Jammu and Kashmir.
- (e) Suppose in case (iv), the process of manufacturing actually takes place in Haryana. To get the benefit of deduction u/s 80-IB, the company takes a factory building on rent in Jammu and the manufacturing is minimum whereas the quantity of manufacturing in this factory is being shown at maximum. 2×5=10

(4)

3. P Ltd. furnishes the following particulars for the previous year relevant to the assessment year 2016-17:

Profit and Loss Account for the year ending  
31st March 2016

	Rs.		Rs.
To Salary to staff	22,000	By gross profit	2,50,000
To Entertainment Expenses	13,000		
To General Expenses	11,000		
To Bad Debts	4,500		
To Reserve for Bad debts	10,000		
To Advertisement Expenses	7,000		
To interest on P's Capital	3,000		
To exp. on acquiring patents	28,000		
To telephone expenses	12,000		
To depreciation	10,000		
To provision for income tax	4,500		
To net profit	1,25,000		
<b>Total</b>	<b>2,50,000</b>		<b>2,50,000</b>

CM-2978

(5)

Other information:

- (i) Depreciation as per income tax provisions were to be allowed were Rs. 9,500
- (ii) Salary to staff included salary paid to a relative Rs. 3,100 which is not related to business.

Find out the taxable income of P.Ltd. for the assessment year 2016-17.

10

**Unit-II**

4. Explain the provisions of Income Tax Act regarding intra-head and inter-head adjustment and carry forward of losses. 10
5. Find out the tax consequences in the following cases: 10
  - (a) Business profit of X Ltd., a tea growing and manufacturing company is Rs. 70 lakh for the assessment year 2015-16. It deposits Rs. 25 lakh in the "special account" for claiming deduction under section 33AB. It wants to claim set off of brought forward business loss of Rs. 12,00,000.
  - (b) By withdrawing Rs. 20 lakh on January 20, 2016 from the "special account", X Ltd. purchases a non depreciable asset for Rs. 18 lakh according to the scheme framed by the Tea Board. The remaining amount of Rs. 2 lakh is not utilized up to March 31, 2016.

CM-2978

P.T.O.

(6)

- (c) The asset which is purchased for Rs. 18 lakh is to be sold for Rs. 31 lakh on December 3, 2018.  $4+3+3=10$

### Unit-III

6. "When tax rates are falling. Is is better to increase the financial leverage" Explain the truth of this statement using the following information with three alternatives:

Debt Equity Ratio:

Alternative I: 40% and 60%

Alternative II: 50% and 50%

Alternative III: 60% and 40%

Cost of Equity: 20% Dividend payment

Cost of Debt: 12% Rate of Interest on debt capital

Tax rates are likely to be 35%, 30% and 25% in the next three years.  $10$

(7)

7. XYZ Ltd. is considering the purchase of a new machine costing Rs. 6,00,000 with an expected life of 5 years and with the salvage value of Rs. 30,000 in replacement of machine purchased 3 years ago for Rs. 3,00,000 with an expected life of 8 years. The present market value of this house is Rs. 35,00,000. Because of the purchase of new machine the annual profits before depreciation (EBDIT) are expected to increase by Rs. 1,20,000. The depreciation on machine is 15% on written down value basis and the corporate tax rate is 33.99%. Assume after tax cost of debt to be 14%.  
Advice the company whether the investment in new machine is suitable or should it continue with the old machine.  $10$

(8)

**Unit-IV**

8. Explain important income tax provisions as per sections 90, 90A and 91 for providing unilateral and bilateral relief of double taxation. 10
9. (a) What are the different methods for computing Arm's Length Price (ALP)? How would you determine the most suitable method under the given situation? 5
- (b) A Ltd, an Indian Company sells computer monitor to its 100 percent subsidiary X Ltd. in United States @ \$ 50 per piece. A Ltd. also sells its computer monitor to another company Y Ltd. in United States @\$80 per piece. Total income of A Ltd. for the assessment year 2016-17 is Rs. 12,00,000 which includes sales made for 100 computer monitors @ \$ 50 to X Ltd. Compute the Arm's Length price and taxable income of A Ltd. The rate of one dollar may be assumed to be equivalent to Rs. 55. 5

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**CM-2979**

**MBA (CBCS) Sem III Examination, 2016**

**Small and Family Business Finance**

**(SE-325)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No. 1** is **compulsory**. In addition attempt **one** question from each of the four units.

1. Read the following case situation and answer the questions that follow :

Deep Enterprise's current capital structure consists of 60% debt and 40% equity which it desires to maintain in future also. Forecasted sales for the next year are Rs. 150 lakhs with projected EBIT at 20% of sales. It has fixed assets of Rs. 100 lakhs. The tax rate for the business is 40%.

The Owner is considering two alternative working capital investment and financing policies as under:

**P.T.O.**

(2)

	Policy A	Policy B
Current assets/sales	60%	40%
Short term debt/total debt	30%	60%

Interest on short term debt is 14% and on long-term debt is 10%

**Notes :** Total debt includes both short term as well as long-term debt.

**Questions :** 5×6

- (a) What is the amount of total debt Deep Enterprises t can absorb under each of the policies?
- (b) If current liabilities comprise of short-term debt only, determine the amount of short-terms as well as long term debt under the two options.
- (c) Determine the total interest under each of the policies.
- (d) Determine the following for each of the policies and comment which policy is riskier given the level of current assets :
  - (i) Return on Equity
  - (ii) Return of Assets under each of the policies.

CM/2979

(3)

- (e) Deep Enterprises plans to increase capacity to take advantage of favourable market opportunities. Additional investment required for increasing the capacity is Rs. 50 lakhs. How much additional fresh equity financing is required to be made to maintain the desired D/E ratio?

#### Unit-I

2. (a) Highlight the key features of family business. 5  
(b) Discuss the key dimensions that determine cohesiveness of both family and businesses. 5
3. (a) What are the investment limits for micro, small and medium enterprises (MSMEs) in manufacturing as well as service sectors from the point of view of availing institutional support? 5  
(b) Radha Enterprises manufactures a single product that sells for Rs. 168/ per unit. Total variable cost of the product is Rs. 126/- per unit. The firm's annual total fixed costs are Rs. 6,30,000/- 5

CM/2979

P.T.O.

(4)

Prepare an income statement for Radha Enterprises showing sales, variable costs and fixed costs at the break even point. If fixed costs increased by Rs. 135,000/-, what amount of sales would be needed to break even?

**Unit-II**

4. Give financial implications of any **two** of the following for business with examples : 5+5
- (i) Asset- liability matching
  - (ii) Pecking order
  - (iii) Operating cycle
5. (a) Raman Furniture is forecasting its cash receipts. The expected sales for July-December are as follows:

	Rs.
July	80,000
August	160,000
Sept.	120,000
October	160,000
November	140,000
December	200,000

40% of the sales are collected in cash in

(5)

the month of sales, 35% are collected in the after one month and the remainder after two month. Calculate the cash receipts in each of the month from September to December. What is the Account receivable balance at the end of the year on Dec. 31. 5

- (b) Mysore Clothing Co. presently sells on terms of net 30. It has Rs. 50 lakhs in credit sales and its Average collection period is 40 days. The company is considering changing its terms of trade to net 60. The change is expected to increase sales by Rs. 10 lakhs and double the collection period.

Determine the increase required in receivables investment. If the company requires a 10% return on investment in receivables, what is the cost of increase in investment in receivables? 5

**Unit-III**

6. Describe both the short term- and long term sources of financing for MSMEs available in India. 10



(6)

7. (a) Explain and differentiate the following with examples :
- (i) Cash credit and overdraft
  - (ii) Bills discounting and factoring
- (b) Under what conditions, you would like to create the following types of charge on assets as a security for any loan? Discuss any two : 5+5
- (i) Pledge
  - (ii) Hypothecation
  - (iii) Mortgage

**Unit-IV**

8. A Health club plans to open an exercise facility in conjunction with its health foods store. It will need additional space and equipment required for the facility will cost Rs. 50,000. Besides it will incur Shipping and installation charges of Rs. 5,000 for the equipment. It will be depreciated over 5 year life using Straight line method and assuming zero salvage value. Additional initial net investment in working capital is expected to be Rs. 7,000. 10
- The incremental revenues in each year are ex-

(7)

pected as under :

The incremental revenues in each year are expected as under :

Yr. o	1	2	3	4	5
Rs.	50,000	10,000	15,000	-15,000	-15,000

The company's incremental operating costs associated with the exercise facility, including the rental of the facility, are expected to total Rs. 25,000 during the first year and increase at a rate of 6 percent per year over the 5-year project life. Depreciation will be Rs. 11,000 per year. The tax rate applicable is at 40 percent. In addition, the company expects that it will have to add about Rs. 5,000 per year to its net working capital in years 1, 2 and 3 and nothing in years 4 and 5. At the end of the project, the total accumulated net working capital required by the project will be recovered.

- (ii) Calculate the Net investment 4
- (iii) Net cash flow in each of the 5 years 6

(8)

9. (a) Calculate the Annual financing cost in each of the following cases :

(i) Newway Ice cream factory has borrowed Rs. 150,000/ on trade credit. The terms availed are 2/10, net 30. (discount is not availed) 2.5

(ii) A franchise store has line of credit of Rs. 5,00,000 from ABC Bank. It borrows Rs. 200,000 on the line at 10%. It presently has Rs. 10,000/- with the bank. The bank insists for 10% compensating balances. 2.5

(b) Write short notes on : 2.5+2.5

(i) Venture capital financing

(ii) Measures of financial and strategic performance

A

(Printed Pages 8)

Roll. No. \_\_\_\_\_

**CM-2980**

**M.B.A.(CBCS) (Sem.-III) Examination, 2016**

**Organisational Change and Development**

**(SC-331)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions. Question **No. 1** is **compulsory**. Attempt **one** question from each unit.

1. Read the attached caselet, and answer the questions that follows.

**Caselet**

The New England Arts Project had its headquarters above an Italian restaurant in Portsmouth, New Hampshire. The project had five full-time employees, and during busy times of the year, particularly the month before Christmas, it hired as many as six part-time work-

P.T.O.

(2)

ers to type, address envelopes, and send out mailings. Although each of the five full-timers had a title and a formal job description, an observer would have had trouble telling their positions apart. Suzanne Clammer, for instance, was the executive director, the head of the office, but she could be found typing just as often as Martin Welk, who had been working for less than a year as office coordinator, the lowest position in the project's hierarchy.

Despite a constant sense of being a month behind, the office ran relatively smoothly. No outsider would have had a prayer of finding a mailing list or a budget in the office, but project employees knew where almost everything was, and after a quiet fall they did not mind having their small space packed with workers

CM-2980

(3)

in November. But a number of the federal funding agencies on which the project relied began to grumble about the cost of the part-time workers, the amount of time the project spent handling routine paperwork, and the chaotic condition of its financial records. The pressure to make a radical change was on. Finally Martin Welk said it : "Maybe we should get a computer".

To Welk, fresh out of college, where he had written his papers on a word processor, computers were just another tool to make a job easier. But his belief was not shared by the others in the office, the youngest of whom had fifteen years more seniority than he. A computer would eat the project's mailing list, they said, destroying any chance of raising funds for the year. It would send the wrong

CM-2980

P.T.O.

(4)

things to the wrong people, insulting them and convincing them that the project had become another faceless organization that did not care. They swapped horror stories about computers that had charged them thousands of dollars for purchases they had never made or had assigned the same airplane seat to five people.

"We'll lose all control", Suzanne Clammer complained. She saw some kind of office automation as inevitable, yet she kept thinking she would probably quit before it came about. She liked hand-addressing mailings to arts patrons whom she had met, and she felt sure that the recipients contributed more because they recognized her neat blue printing. She remembered the agonies of typing class in high school and believed she was too old to take on some-

(5)

thing new and bound to be much more confusing. Two other employees, with whom she had worked for a decade, called her after work to ask if the prospect of a computer in the office meant they should be looking for other jobs. "I have enough trouble with English grammar", one of them wailed. "I'll never be able to learn computer language".

One morning Clammer called Martin Welk into her office, shut the door, and asked him if he could recommend any computer consultants. She had read an article that explained how a company could waste thousands of dollars by adopting integrated office automation in the wrong way, and she figured the project would have to hire somebody for at least six months to get the new machines working and to teach the staff how to use them. Welk was pleased

(6)

because Clammer evidently had accepted the idea of a computer in the office. But he also realized that as the resident authority on computers, he had a lot of work to do before they went shopping for machines.

Case Questions :

1. Is organization development appropriate in this situation? Why or why not? 10
2. What kinds of resistance to change have the employees of the project displayed? 10
3. What can Martin Welk do to overcome the resistance? 10

**Unit-I**

2. Explain the external and internal forces that induce change in the organisation. 10
3. Why do individuals and groups resist change? Suggest strategies to prevent such resistance. 10

CM-2980

(7)

**Unit-II**

4. Describe the process of Organisational development. 10
5. For sustainable organisation, fusion of technology and team based structural elements of the organisation are necessary. Explain. 10

**Unit - III**

6. Explain two techniques of organisational diagnosis. 10
7. "Organisational diagnosis, as described by one of the authors is to challenge the status quo." Do you agree with this statement? Why? Or why not? 10

**Unit -IV**

8. Discuss the role of change agents in enhancing the effectiveness of the organisation. 10

CM-2980

(8)

9. Write short notes on :

10

(a) Survey feedback

(b) Grid OD

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**CM-2981**

**M.B.A. (CBCS) Semester-III**

**Examination, 2016**

**Managing Industrial Relations**

**(SC-332)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions. **Question No. 1** is **compulsory**. Attempt **one** question from each of the four units.

**Compulsory Question**

1. From the case study given below, answer the questions following it.  $10 \times 3 = 30$   
Maruti Suzuki India Ltd. (MSIL). earlier known as Maruti Udyog Ltd. (MUL), came into existence in 1981 as a public sector enterprise. It became a joint venture between MUL and Suzuki Motor Company, Japan in 1983. In 2002 the Government of India sold its share and the company was privatised, after which MUL changed its name to Maruti Suzuki India Ltd. The first plant was started in Gurgaon, Haryana in 1984 and the second was set up

**P.T.O.**



(2)

in Manesar in the year 2006. There were about 950 regular workers, 400 trainees, 700 contract workers and 400 apprentices at the Manesar plant.

Poor working conditions and the structure of wage payment led the Manesar workers to demand a union with the name Maruti Suzuki Employees Union (MSEU) towards end -2010 or early-2011 to negotiate with the management. MSEU had filed an application with the Labour Department of Haryana Government to get registered. The company wanted the workers to be part of the existing union, i.e. Maruti Udyog Kamgar Union (MUKU), supposedly formed by cooperation between labour and management and active at the Gurgaon plant. When the company officials forced them to join MUKU, all the workers, including apprentices and contract workers (who were not members of either of the 2 unions), struck work by going for a sit-in strike on 4<sup>th</sup> June 2011. On 6<sup>th</sup> June 2011, the company dismissed 11 workers, including the 4 office bearers of the proposed union on grounds of indiscipline and striking work. The strike, supported by the All India Trade Union Congress, was joined by the workers of the neighbouring fac-

(3)

tories in sympathy. The strike ended after 13 days with joint negotiations. MSEU signed its first agreement with the management and the terminated workers were reinstated. According to the agreement, both workers and management decided to cooperate with each other.

After this strike the management changed the department of many workers; workers perceived this action as one of victimisation. Meanwhile, their application for a separate union registration was rejected by the Labour Commissioner. Through August 2011 workers adopted a go-slow policy. The impact was 50 per cent production cut in the plant. The management took a strict stance and on 29<sup>th</sup> August 2011 the company locked the factory. Workers were denied entry into factory premises unless they signed a good conduct bond, to which they refused. The company terminated the services of 18 trainees; 44 regular workers were either suspended or fired. During this period, the company hired contract workers, got its supervisors to work on the shop floor, allowed 170 workers who signed the bond to get in, and started production. Negotiations at this stage were made com-

(4)

plex by the varied political influences on workers. Deep resentment amongst workers had set in and they favoured leaders with a more radical approach. An agreement was signed on 1<sup>st</sup> October 2011, under the terms of which, the workers agreed to sign the good conduct bond, and management committed not to work with malice against workers. But this agreement was allegedly breached by the management. As a part of the agreement, MSIL had agreed to take back all the workers. However the 44 regular workers who were dismissed earlier would now only be suspended and internal investigations would be conducted against them. Later the management refused to re-engage about 1,000 casual/contract workers who had also participated in the strike. When workers came back to work on 3<sup>rd</sup> October 2011, they demanded taking back of all contract workers and the 44 suspended workers.

Another sit-in strike began on 7th October 2011 with the demand to reinstate the contract workers. Workers of 3 more Suzuki companies in the Gurgaon-Manesar belt joined the agitating workers in a sympathetic strike. The strike was declared as illegal and was called

(5)

off following a tripartite agreement between the management, workers and the Haryana Government on 19th October 2011. Terms of settlement included setting up of a Grievance Redressal Committee and a committee for labour welfare, taking back of 64 permanent workers though another 30 would remain suspended, reinstatement of around 1,200 casual workers, and that a Labour Officer from the State Government will be a permanent invitee to the Grievance Redressal Committee to review its proceedings.

Workers again applied for union registration and this time the government labour authorities granted the registration and as a pro-active HR initiative, management of MSIL also recognised the union. Later, in March 2012, the union of workers was registered as Maruti Suzuki Workers Union (MSWU), which presented its charter of demands to the management in April 2012, that included an item of 'regularisation of contract workers'. Several futile meetings took place between the union and management in the next 2 months, as management was resistant to the demand on contract workers.

(6)

In a tense environment, a disturbance was triggered off by a conflict between a worker and a manager around mid-July 2012, and a worker was suspended. The union protested and demanded reinstatement of the worker. Negotiations begun between the management and the union leaders, but violence broke out. The incident resulted in the death of a senior HR executive and left around 100 officials injured on 18<sup>th</sup> July 2012. MSIL dismissed 546 employees in connection with the violent labour unrest at its Manesar facility.

The Special Investigation Team formed by the Haryana Government came to the conclusion that the violent incident at the Manesar plant was solely due to internal issues between the management and workers.

**Review Questions**

- (a) Enumerate the reasons for problems between labour and management at Maruti's Manesar plant.
- (b) Why do you think the collective bargaining process has repeatedly failed in the given case?
- (c) What steps could have been taken by management and union leaders to ensure the success of the collective bargaining process.

(7)

**Unit-I**

2. What do you understand by the concept of industrial relations? Compare the pluralistic and unitary approaches to industrial relations. Which one seems to be more realistic to you?  
5+5
3. Discuss various factors influencing industrial relations scenario in India. 10

**Unit-II**

4. What are the different tripartite bodies that are involved in the industrial disputes? Explain the functions of each. 10
5. Discuss the different approaches of viewing organisational conflict. What are the main causes of conflicts at work? 10

**Unit-III**

6. Classify the functions of a trade union. How have these change over time? 10
7. What is the procedure for application by a trade union for its registration? Explain the provisions given in the Trade Union Act, 1926 with respect to appeal by any aggrieved person due to any refusal of the Registrar to register a union. 6+4=10

(8)

**Unit-IV**

8. Analyse the prerequisites and steps in the process of collective bargaining. 10
9. "An effective grievance handling procedure is preventive rather than curative". Comment.  
10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**CM-2982**

**M.B.A. (CBCS) (Semester-III)**

**Examination, 2016**

**Human Resource Training and**

**Development**

**(SE-331)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. In addition attempt **four** questions selecting **one** question from each of the **four** units.

1. Read the case given below and answer the questions that follow:

**Case Study**

The Hotel Doon's competitive strategy is "To use superior guest service to differentiate the Hote Doon's properties, and to there by increase the length of stay and return rate of Guests, and thus boost revenues and profit-

**P.T.O.**

(2)

ability." HR Manager Anamika Vats must now formulate functional policies and activities that support this competitive strategy, by eliciting the required employee behaviours and competencies.

As she reviewed her company's training processes, Anamika had reasons to be concerned. For one thing, the Hotel Doon relied almost exclusively on informal on-the-job training. New Security guards attended a 1-week Program offered by a law enforcement agency, but all other new hires, from assistant manager to housekeeping crew, learned the rudiments of their jobs from their colleagues and their supervisors, on the job. Anamika noted that the drawbacks of this informality were evident when she compared the Hotel Doon's performance on various training metrics with those of other hotels and service firms.

Indeed, as Anamika and the CFO reviewed the measures of the Hotel Doon's current training efforts, it was clear that some changes were in order.

Most other Service companies provided at least 40 hours of training per employee per year, while the Hotel Doon offered on average, no

(3)

more than 5 or 6 hours. Similar firms offered at least 40 hours of training per new employee, while the Hotel Doon offered, at most 10 hours. When most service firms spend about 8% of their payrolls on training, the Hotel Doon spent less than 1%. Given this and the common sense links between (i) employee training and (ii) employee performance, the CFO gave his go-ahead for Anamika and her team to design a comprehensive package of training programs for all Hotel Doon employees.

**Questions :**

- (a) What do you suggest Anamika and her team do first with respect to training?  
Why? 10
- (b) Have Anamika and the CFO sufficiently investigated whether training is really called for? Why? What would you suggest? 10
- (c) Develop a training program for one of these hotel positions: 10  
Security guard, housekeeper or valet/  
door person.

(4)

**Unit-I**

2. Discuss Koller's learning cycle and how it helps in designing training program? 10
3. How do the principles of Adult Learning make training more effective? Discuss. 10

**Unit-II**

4. What do you understand by Training Need Assessment? What are its different stages. 10
5. Discuss various methods for analyzing training needs. 10

**Unit-III**

6. Describe certain attributes that you consider essential for an effective trainer. 10
7. Differentiate between: 5+5
  - (a) Simulation and vestibule training.
  - (b) Training and management developing.

**Unit-IV**

8. Define the term evaluation? Give any four reasons why you would like to evaluate training. 10
9. Discuss Kirkpatrick's model of training evaluation. 10

A

(Printed Pages 8)

Roll. No. \_\_\_\_\_

**CM-2983**

**M.B.A. (CBCS) Semester-III**

**Examination, 2016**

**Counselling Skills for Managers**

**(SE-333)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.**

**1** is **compulsory**. Attempt **one** question from each unit.

1. Read the case given below and answer the questions that follow:

With net revenues of Rs. 7.26 billion and net profit of Rs. 300.46 million for the financial year ABCD, XYZ company was India's manufacturer and marketer of footwear products.

P.T.O.



(2)

For years, its reasonably priced, sturdy footwear had made it one of India's best known brands. XYZ sold over 60 million pairs per annum in India and also exported its products in overseas markets including the US, the UK, Europe and Middle East countries. The company was an important operation for its Toronto, Canada based parent, the BSO group which owned 51% equity stake.

The company provided employment to over 15,000 people in its manufacturing and sales operations throughout India. Headquartered in Calcutta, the company manufactured over 33 million pairs per year in its five plants located in different parts of the country. The company had a distribution network of over 1,500 retail stores and 27 wholesale depots. It

CM-2983

(3)

outsourced over 23 million pairs of footwear per year from various small-scale manufacturers.

XYZ company experienced loss and continued on the downward path for three consecutive years. Its staff costs of Rs. 1.29bn (23% of net sales) was also higher as compared to Rs. 1.18 bn incurred in the previous year. The management team implemented a massive revamping exercise in which more than 250 managers and their juniors were asked to quit. The company decided to stop further recruitment. The management offered its staff performance based salary. The company began to head towards a major labour dispute as the trade union feared a further major downsizing exercise.

CM-2983

P.T.O.

(4)

In a bid to further cut costs the company announced the phasing out of several welfare measures at one of its Unit. Among the proposals was near total withdrawal of management subsidies, canteen facilities, township maintenance, and electricity and health care schemes for the employees' families. Other measures were aimed at increasing productivity, reorganizing some departments and extending working days for some essential services.

Some employees began to experience undue stress. One of them broke down at work fearing job loss. He sobbed and wondered how will he manage his family of eight in the event of being rendered unemployed. Another employee was reported to be drinking at work. A

(5)

few of them assaulted the plant manager. Soon after the incident, the management dismissed the three employees who were involved in the violence. The employees involved accepted their dismissal letters but subsequently provoked other workers to go in for a strike to protest the management's move. The HR manager was asked to resolve this crisis.

Questions:

- i. What are the situations that warrant employee counselling? Can the situation mentioned in the case be handled by employee counselling? Give reasons to explain your answer. 10
- ii. What do you understand by the EAP (Employee Assistance Programme)? Do you think it would be advisable to adopt it at

(6)

this juncture? Why or why not? 10

- iii. If you were to counsel the employee reported to be drinking at XYZ Company, how would you conduct the counselling session? 10

**Unit-I**

2. Explain consultation, advice, help, psychotherapy and counselling. Out line the various steps involved in counselling employees. 10
3. Suppose you are working as a counsellor in a company. You have been asked to counsel three of its employees. The performance of first employee has been declining for the past two years. The second employee has been absenting himself very frequently while the third one is struggling to cope with death in family. How will you counsel them? Discuss. 10

CM-2983

(7)

**Unit-II**

4. "Counsellor's attitude and communication skills go a long way in determining the effectiveness of counselling". Critically analyse this statement. 10
5. "Silence acts as a therapeutic tool". Elucidate. 10

**Unit-III**

6. Discuss the three conflicting forces identified by Freud? Explain in detail the various psychoanalysis techniques that may be employed for employee counselling. 10
7. What are the goals of client-centric approach of counselling? Discuss its various stages and techniques. 10

CM-2983

P.T.O.

(8)

**Unit-IV**

8. What is group therapy? Discuss its advantages and disadvantages. 10
9. Differentiate between personal and group crisis by citing suitable examples. Discuss the role of assessment triage in crisis intervention. 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**CM-2984**

**M.B.A. (CBCS) Semester III**

**Examination, 2016**

**Industrial Psychology**

**(SE-335)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. **Question No.1** is **compulsory**. In addition, attempt **one** question from each unit.

1. Give precise answer to the following:
  - (a) What is the relevance of Hawthorne studies?
  - (b) What is the use of psychological tests?
  - (c) What is accident proneness?
  - (d) How does motivation influence productivity?

P.T.O.

(2)

- (e) What do you understand by quality of work life?
- (f) How do you differentiate burnout from stress?
- (g) What is Industrial Fatigue?
- (h) What are the main components of Scientific management?
- (i) How does counselling help employee adjust to working environment?
- (j) What do you understand by Human Engineering?

**Unit-I**

- 2. Discuss the historical development of Industrial Psychology with suitable example. 10
- 3. Outline the problem's of Industrial Psychology in Indian scenario. 10

CM-2984

(3)

**Unit-II**

- 4. Critically evaluate the causes and remedies of Industrial accidents. 10
- 5. Discuss the principles of Human performance with suitable illustration. 10

**Unit-III**

- 6. What is job satisfaction? Describe the various factors involved in job satisfaction. 10
- 7. "Motivation remains as a permanent function of management, but the means of motivation will change." Explain the statement in the context of Indian Industries. 10

**Unit-IV**

- 8. What do you mean by morale? Discuss the determinants of morale with suitable example. 10
- 9. Critically evaluate managing stress at work place and suggest coping strategies for it. 10

10

CM-2984

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**CM-2985**

**M.B.A. (CBCS) Semester III**

**Examination, 2016**

**International Business Mgt.**

**(SC-351)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. **Question No.1** is **compulsory**. Attempt **one** question from each of the four units.

1. Give precise explanation of the following:

3×10=30

- (a) Licensing
- (b) APEC
- (c) Bretton Wood System
- (d) TRIMS
- (e) New Trade Theory

P.T.O.

(2)

- (f) Balance of Payment
- (g) National Competitive Advantage
- (h) Most Favoured Nation clause
- (i) Free Trade Area and Customs Union
- (j) Polycentrism and Ethnocentrism

**Unit-I**

- 2. Describe the concept of globalisation. What are the drivers of globalisation in current environment? 10
- 3. "Evaluating cultural environment is an integral part of expanding businesses globally." Describe how analysing the cultural environment helps to make expansion decisions. 10

**Unit-II**

- 4. Describe various theories which explain the emergence of TNCs in the world economy. 10
- 5. What are the qualitative and quantitative trade barriers. Explain with examples. 10

CM-2985

(3)

**Unit-III**

- 6. Under what circumstances will businesses undertake the following: 2×5=10
  - (a) Licensing
  - (b) Franchising
  - (c) Exporting
  - (d) Turnkey projects
  - (e) Joint venture
- 7. How do international monetary fund and world bank assume different roles. Write about their contributions to global funding. 10

**Unit-IV**

- 8. Explain GATS? Discuss the salient features and benefits of GATS to the developing countries. 10
- 9. How has WTO evolved? What are the objectives of WTO? 10

CM-2985



A

(Printed Pages 8)

Roll No. \_\_\_\_\_

## CM-2986

M.B.A. (CBCS) Sem. III Examination, 2016

### Export Import Procedures and Documentation

(SC-352)

*Time Allowed : Three Hours / / Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1** is **compulsory**. Answer **one** question from each of the **four** units.

1. Read the Case Study and answer the questions that follow :

#### Case

Golden Industries, based in the United Kingdom, manufactures laboratory and industrial ovens, furnaces, and heat processing systems. Before Golden Industries got involved in exporting, it experienced problems when one of its customers moved overseas. Initially, the

P.T.O.

(2)

firm continued to supply the customer with furnaces, but this market eventually began to get eroded, as the customer started sourcing locally. The company initially had not considered export proactively and aggressively due to the following reasons:

- . The nature of the product: industrial ovens and furnaces are rather large and bulky, and they are also relatively expensive. Further, product sizes make shipping costs high.
- . Doubts about its success abroad: Golden was a small business and the top management presumed that they would not succeed internationally.

Golden chose to move into the international market because of a combination of factors. First of all, the company had confidence in its products. As its president noted, 'Golden's strength is in selling engineered products, us-

CM-2986

(3)

ing 45 years of expertise to build something for customers'.

Further, not only did some of Golden's clients move abroad, but also the company began to experience stiff competition in its number one and two local markets from foreign manufacturers. Additionally, they were having to contend with local competition and high transportation costs.

Thus, the changing scenario helped Golden realize that an international market might not be a bad choice. Consequently, they made efforts to increase their clientele-base abroad to increase sales and also to insulate themselves from fierce competition in one specific market.

Although considered a small company in terms of total sales, the export revenues of Golden are significant and they are the key to its survival. It is now necessary for Golden to

CM-2986

P.T.O.

(4)

maintain its export market share abroad and also its competitive position in the US market.

After initial hesitation, the executives in Golden finally adopted pro-active approach by selecting Southeast Asia as an area for export development. Golden's Chairman, Mr. Luke, was motivated towards this strategy when he attended a seminar that featured UK's ambassadors to the ASEAN\* countries.

Mr Luke used the information provided by the participants in the seminar for research on the Asian market. In addition, the top executives of Golden worked with a representative from the Export Promotion Council of the UK. Mr Luke also undertook a trip to Southeast Asia primarily to gauge the market potential and identify possible agents. He decided to export finished products and market them through agents/distributors.

The company could have explored licens-

(5)

ing its technology to manufacturers in South east Asia, but preferred to maintain control over its technology and serve Southeast Asia through exports from its own plants in the US. They advertised in leading newspapers in Thailand and Singapore.

Golden's executives quickly learned that they had to cut shipping costs to remain competitive in the Southeast Asian market. So they decided to redesign the packaging of their product, making it more compact. Additionally, they hired/contracted with freight forwarders to find the best rates, which varied depending on the forwarder's experience and relationship with a particular shipping line.

Noting that the Southeast Asian customers are very keen upon forming a personal association with the exporter, Mr Luke learned the importance of visiting potential customers in the region personally rather relying on a sales

(6)

manager. Another behavioural pattern he noticed among these customers was that they wanted to ensure that the exporter was financially secure and had sufficient funding to continue work with them for a long period. Thus, he used this knowledge to strengthen trust with his Southeast Asian clients and find his company a strong foothold in the export business.

(Adopted from export import mgmt-Paul/Ascrkas)

- (a) Discuss the reasons as to why Golden Industries decided to go global. 10
- (b) Evaluate the export strategy formulated by Mr. Luke of Golden Industries. 10
- (c) Suggest ways as to how Golden Industries can grow their export business. 10

#### Unit-I

- 2. "Exporting is a sequential process". Comment and discuss the various steps in exporting as an entrepreneur. 10

CM-2986

(7)

- 3. Discuss the Direction of India's export business. Highlight its three major trading partners. 10

#### Unit-II

- 4. Discuss the functions and importance of Export Promotion Councils in facilitating export business. Highlight any five EPC's. 10
- 5. "The role of Export Import Bank Exim Bank and Federation of Indian Exporters Organisation is very crucial". Comment on the statement and discuss Ex-Im Bank and FIEO in brief. 10

#### Unit-III

- 6. List the various commercial documents used in exporting business and discuss in detail any four of them. 10
- 7. You are a manufacturer of Ready-Made Garments (RMG). You wish to expand overseas. Design an export marketing strategy to expand overseas. 10

CM-2986

P.T.O.

(8)

**Unit-IV**

8. Discuss the various methods of financing exports. 10
9. Describe the various risks associated with export business. Explain how can you manage there risks. 10

A

(Printed Pages 12)

Roll No. \_\_\_\_\_

**CM-2987**

**MBA (CBCS) (Semester-III)**

**Examination, 2016**

**Emerging Economies and Markets**

**(SE-354)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions. Question **No.1** is **compulsory**. In addition attempt **one** question from each of the four units.

1. Read the given case and answer the questions that follow :

Arcelik is a Turkish appliance manufacturer with 16,000 employees and sales of around \$4 billion per year. The company is controlled by the Koc Group, Turkey's largest and most prestigious family conglomerate. Arcelik has over 100 home appliances in its product line. Since its founding in 1955, Arcelik has sold more than 75 million appliances, including air condi-

P.T.O.

(2)

tioners, dishwashers, washing machines, cooking appliances, and refrigerators. Arcelik produces more than half of Turkey's consumer durables, under brand names such as Beko, Altus, and Arcelik. As trade barriers declined in the 1980s and 1990s, several competitors from Europe entered the Turkish market, threatening Arcelik's market share. Arcelik management began to view its home market as too small and launched a plan for aggressive international expansion.

Turkey is an emerging market and has applied for membership in the European Union. Over 50 percent of Turkey's 71 million residents are under age 25. There are roughly 15 million households with an average family size of four. The younger population drives higher marriage rates, approximately 500,000 annually, which drives demand for household goods. Urbanization is increasing-people are moving to the cities to improve their living standards. Relatively low saturation levels of domestic brands promise strong annual growth in the market, significantly higher than in advanced economies. Turkey's average per-

(3)

capita income is relatively low; \$9,600 in 2007. Purchasing power outside urban areas like Istanbul, Ankara, Izmir, Bursa, and a handful of other cities is still very low.

Consumers tend to view home appliances as commodities, and often value low prices over brands and features. Some home appliances, such as dishwashers and cooking equipment, carry smaller profit margins. The average life span of a major appliance is 10 to 15 years. To lower manufacturing costs, firms attempt to standardize the materials, parts, and components used to make appliances, and devise similar manufacturing processes. Manufacturing plants are becoming more automated, and the use of low-cost labor is advantageous only in the short run.

To be able to charge premium prices and increase profit margins, some appliance makers differentiate their products by incorporating innovative, value-added technology and distinctive features. However, innovation is costly. Offering appliances with the latest high-tech features requires frequent changes in production methods and regular re-training of factory workers. Passing higher prices on to cus-

(4)

tomers is difficult due to substantial competition and the low spending power of buyers in emerging markets.

In the advanced economies, the household appliance industry is mature and most markets are saturated. There are many global competitors, such as BSH, Electrolux, General Electric, Haier, Merloni, National, and Whirlpool. Intense competition has triggered widespread industry consolidation. Mergers and acquisitions have created several large firms that have forced out smaller independent players. For example, where once some 400 appliance producers operated in Europe, today only five companies control over 70 percent of the market.

Although major appliance manufacturers began to globalize in the 1990's most continued to market products specifically suited to individual markets. Because of differences in cultural, legal, technical, and economic variables, manufacturers cannot market the same products across all of Europe, North America, South America, and Asia. For example, in India, consumers prefer washing machines that offer superior cleaning power at a low price. Consumers in China and Latin America have low spending power, but still went to buy popular

(5)

models with ample features. In Europe, Arcelik must contend with strict environmental rules that regulate the amount of electricity and water that washers can use. Some markets prefer front-loading models, while others emphasize top-loading models.

Increasingly, appliance firms emphasize smart business strategies. Because "hard" factors such as tooling, equipment, factory layout, materials procurement, and design do not provide a long-term competitive edge, appliance makers emphasize dynamic "soft" factors, such as innovative use of information technology, in order to achieve competitive advantages.

Market research reveals that the distribution of sales in the global household appliance industry is approximately: 34 percent for Asia/Pacific, 24 percent for Western Europe, 23 percent for North America, and 19 percent for other regions. The table on the next page indicates total sales of household appliances in millions of units. As you can see, sales prospects are especially favorable in the Asia/Pacific region, where ongoing industrialization, high population, and rising incomes promise appliance firms attractive opportunities. Latin



(6)

America also offers strong growth potential due to ongoing industrialization and urbanization. Above-average gains are also expected in most of Eastern Europe and the Africa/Mid-east region.

Total Sales of Household Appliances (in millions of units)

<b>Region</b>	<b>1998</b>	<b>2003</b>	<b>2007</b>
Asia/Pacific	80.1	106.4	135.1
Western Europe	64.9	69.7	73.9
North America	58.4	61.4	64.4
Eastern Europe	18.1	23.3	31.9
Latin America	18.0	21.3	25.9

Sources: Appliance Manufacturer and World Market Share Reporter.

Europe is typically segmented into Western and Eastern Europe. In Western Europe, markets are relatively saturated. Annual sales increases averaged about 3 percent, although some markets, such as Germany and the Netherlands, are very sluggish. Eastern Europe has the potential of higher market growth rates, and market demand is driven mainly by the upgrading of the installed appliance base. Sales in Eastern Europe have been brisk, increasing between 5 and 8 percent annually.

CM-2987

(7)

In Europe, Whirlpool is the market leader in home laundry appliances. Electrolux is the leader in refrigerators and vacuum cleaners, and BSH is the leader in dishwashers. Outside Turkey, Arcelik's biggest markets are in Europe. Arcelik first established the Beko brand of appliances and TV sets in Britain in the 1990s. The firm gradually expanded into France, Germany, and Spain. In the early 2000s, Arcelik purchased well-known local European brands Blomberg (a subsidiary of Brandt) and Grundig in Germany, Elektra Bregenz and Tirolia in Austria, as well as Leisure and Flavel (appliances and TV sets) in Britain. In Romania, Arcelik acquired Arctic (washing machines, ranges, and TV sets), and immediately invested to modernize the company's operations and double its productive capacity. In 2005, the firm built a refrigerator and washing machine manufacturing plant in Russia and established sales subsidiaries in the Czech Republic, Hungary, and Italy.

Arcelik is advantaged through its knowledge of how to produce products for lower-income countries. Manufacturing plants in Turkey and Eastern Europe allow Arcelik to pro-

CM-2987

P.T.O.

(8)

duce appliances less expensively than some competitors. Arcelik aims to become a leading player worldwide. One challenge is that Arcelik's brands are largely unknown outside Europe. Brand image acts as a barrier to entry and could reduce the likelihood of short-run success. Arcelik's competitors rely on both local and regional brands. Regional brands are distinguished by decades of tradition and a high degree of consumer awareness both local and regional brands are tailored to meet customer needs in their respective countries or regions.

To better manage sales and service, the firm established distribution centers throughout Europe, Arcelik has an unparalleled distribution network of roughly 1,700 Arcelik dealers and Beko dealers, as well as approximately 1,700 non-exclusive agents. The network is valuable because geographic reach is critical in maintaining market leadership, and few firms can afford to build such an extensive dealership network. Arcelik also boasts a strong after-sales service network with 530 authorized service shops.

Arcelik has embraced information technology (IT) to help reduce costs and facilitate its in-

CM-2987

(9)

ternational ambitions. Cisco aided Arcelik's e-transformation by supplying the underlying networking technology that supports the firm's key business applications. Arcelik has created a virtual networked organization online, where information and knowledge flow not only internally but also externally to business partners such as sales outlets and service centers. All of the firm's suppliers are connected over an extranet, with access to key ordering and product information. This innovative use of information technology saves the firm millions of dollars annually.

Arcelik aims to sustain continuous growth in the global marketplace and become a leading, global household appliances company. To achieve this goal, management needs to improve operational efficiency to levels that match or exceed major competitors, and increase investment in high-growth markets. Arcelik sees its best prospects in emerging, fast-growing markets in Eastern Europe, Asia, and Latin America. The firm's success will depend on lowering operating costs in manufacturing, leveraging low-cost manufacturing platforms and information technology, and pro-

CM-2987

P.T.O.

(10)

ducing products that appeal to foreign markets.

**Questions**

1. Arcelik has been very active in Western Europe. Do you expect Arcelik's prospects to be better in emerging market and developing economies than in advanced economies? In what ways are emerging market and developing economies attractive to Arcelik? In general terms, how can the firm reap benefits from such markets in order to maximize company performance?
2. Arcelik management is keen on entering some emerging market or developing economies. What types of risks and challenges does Arcelik likely face in doing business in emerging markets? What should management do to identify the most promising markets? How should the firm adapt its products?
3. Originating from an emerging market, Arcelik may be better poised to cater to the economic development needs of emerging market and developing economies. In what ways can Arcelik skillfully fulfill its corporate social responsibility in such countries?

(11)

**Unit-I**

2. What is an emerging market? What, is emerging in an emerging market? How different, in any case, is an emerging market from a developed market? How are all these terms related to 'the third-world?' 10
3. "Corruption is a major problem amongst most of the emerging economies throughout the globe." Would you suggest some effective measures to eradicate corruption in an emerging economy? 10

**Unit-II**

4. "In emerging markets, the size and growth rate of the middle class serve as signals of a dynamic market economy." In the light of this statement explain how the middle class in BRICS helps in strengthening their economy. 10
5. "The importance of BRICS in the world economy is increasing day by day" What are the common features of the BRICS nations which help their own as well as world economic development? 10

**Unit-III**

6. "The cultural diversity of the emerging economies of the East Asia helps to them to protect their ethical values which are visible in their business decisions." Elaborate the prominent social factors of the emerging economies of this region. 10
7. "The establishment of the export-oriented infrastructure and inflow of FDI helped Vietnam to emerge as an important economy in East Asia, Comment. 10

**Unit-IV**

8. Do you agree on the point that the traditional business patterns in the Gulf countries are also changing in this globalised era, they are not only dependent on crude oil but they are also exploring other emerging opportunities. Support your answer with examples. 10
9. What are the strengths and opportunities for the economy of Nigeria and Kenya which help these two to make their place in the emerging economic block of the world. 10

A

(Printed Pages 7)

Roll No. \_\_\_\_\_

**CM-2988**

**M.B.A. (First Semester)**

**Examination, 2016**

**(Back Paper)**

**QUANTITATIVE METHODS**

**(CP-102)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. **Question No.1** is **compulsory**. Attempt **one** question from each unit. Use of Financial/Scientific calculator is permitted.

1. Answer the following :  $3 \times 10 = 30$

(a) The following matrix gives the number of units of three products (P, Q and R) that can be processes per hour on three ma-

**P.T.O.**

(2)

chines (A,B, & C)

$$\begin{array}{c} \text{A} \quad \text{B} \quad \text{C} \\ \text{P} \begin{bmatrix} 10 & 12 & 15 \end{bmatrix} \\ \text{Q} \begin{bmatrix} 13 & 11 & 20 \end{bmatrix} \\ \text{R} \begin{bmatrix} 16 & 18 & 14 \end{bmatrix} \end{array}$$

Determine by using matrix algebra, how many units of each product can be produced, if the hours available on machines A, B, & C are 54, 46, & 48 respectively.

(b) Evaluate  $\begin{bmatrix} 2 \\ 2 \\ 3 \end{bmatrix} \times [2 \quad 3 \quad 4 \quad 5]$

(c) Calculate the arithmetic mean for the following discrete frequency distribution :

x : 20 30 40 50 60 70

f : 8 12 20 10 6 4

(d) Find the range and the coefficient of range for the following observations :

65, 70, 82, 59, 81, 76, 57, 60, 55, & 50.

(3)

(e) Distinguish clearly between :

(i) Positive and Negative correlation

(f) Ranks of 15 students in two subjects A and B are given below; the two numbers within the brackets denoting the ranks of these student in A and B respectively.

(1, 10), (2, 7), (3, 2), (4, 6), (5, 4), (6,8), (7, 3), (8, 1), (9, 11), (10, 15), (11,9), (12,5), (13,14), (14,12), (15,13).

Use the Spearman's formula to find the rank correlation coefficient.

(g) A uniform dice is thrown at random. Find the probability that the number on it is :

(i) 5                      (ii) Greater than 4

(iii) Even

(h) Eight coins were tossed together and the no. of heads (x) resulting was noted. The

(4)

operation was repeated 256 times and the frequency distribution of the number of heads is given below :

No. of head (x) : 0 1 2 3 4 5 6 7 8

Frequency (f) : 1 9 26 59 72 52 29 7 1

Calculate median.

- (i) Find the compound interest and compound amount of Rs. 500 invested for 12 years at 6% compounded semiannually.
- (j) A person deposits Rs. 5,000 in a bank which pays an interest of 11% per annum compounding continuously. How much amount will be in his account after 10 years?

#### Unit-I

2. Ram divided Rs. 70,000 between his sons-Shyam and Mohan. Both the sons invested

(5)

their respective parts at 6% rate of interest compounded annually. Ram had divided his property in such a manner that amount invested by Shyam for 3 years would be equivalent to the amount invested by Mohan for 5 years. Find the share of both sons. 10

3. A person deposited Rs. 1200 in a saving account. For the first three years, interest was compounded continuously on semiannual basis at the rate of 6% and there after for next four years compounding was done quarterly basis at the rate of 10%. Find the compound amount at the End of Seven years. 10

#### Unit-II

4. The frequency distribution of weight in grams of mangoes of a given variety is given below. Calculate the arithmetic mean and the median. 10

(6)	
Wt. in gms.	No. of mangoes
410-419	14
420-429	20
430-439	42
440-449	54
450-459	45
460-469	18
470-479	7

5. A bag contains 20 tickets marked with numbers 1 to 20. One ticket is drawn at random. Find the probability that it will be a multiple of
- (i) 2 or 5,                      (ii) 3 or 5                      10

**Unit-III**

6. From the following data, obtain two regression equations :                      10
- Sales : 91 97 108 121 67 124 51 73 111 57
- Purchase : 71 75 69 97 70 91 39 61 80 47
7. Ten unbiased coins are tossed simultaneously. Find the probability of obtaining,                      10

(7)

- (i) Exactly 6 heads
- (ii) At least 8 heads
- (iii) No head
- (iv) At least one head
- (v) Not more than three heads

**Unit-IV**

8. Solve the following system of equations, using matrix method :                      10

$$x + 2y + z = 7$$

$$x + 3z = 11$$

$$2x - 3y = 1$$

9. (a) Find x if                      5

$$Y = \begin{bmatrix} 3 & 2 \\ 0 & 4 \end{bmatrix} \text{ and } 2x + y = \begin{bmatrix} 1 & 0 \\ -3 & 2 \end{bmatrix}$$

- (b) A man buys 12 kg of Sugar, 10 kg of Pulses and 5 kg of Salt. Sugar cost Rs. 17 per kg., pulses cost Rs. 15 per kg and salt Rs. 12 per kg. Using matrix multiplication, determine the total amount spent by the man.                      5

**CM-2988**

**CM-2988**



A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**CM-2989**

**M.B.A. (Semester-I) Examination, 2016**

**Back Paper**

**MANAGERIAL ECONOMICS**

**(CP-103)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No. 1** is **compulsory**. In addition, attempt **one** question from each Unit. Use of financial/scientific calculator is permitted.

1. Briefly answer the following :  $3 \times 10 = 30$
- (a) What are the essential characteristics of an indifference curve?
  - (b) Distinguish between economic profit and accounting profit.
  - (c) Two firms in the same industry sell their products at ₹ 10 per Unit. One firm has  $TFC = ₹ 100$  and  $AVC = ₹ 6$ , while the other firm has  $TFC = ₹ 300$  and  $AVC = ₹ 3.33$ . Determine the break even output

**P.T.O.**

(2)

of each firm. Why is the break even output of the second firm larger than that of the first firm?

- (d) What are the necessary conditions for successfully practising price discrimination.
- (e) The demand equation for a commodity is given as  $P = 100 - 5Q$ , and the industry supply curve is given as  $P = 100 - 10Q$ . Calculate the equilibrium price and quantity. If a price ceiling of Rs. 60 is imposed, how much quantity will be sold?
- (f) What is the Kinked demand hypothesis and what does it explain?
- (g) What do you mean by 'returns to scale'? Discuss with examples.
- (h) Explain the functional relationship between Consumption, Saving and Investment.
- (i) Distinguish between a Business cycle and Seasonal fluctuation.
- (j) How are the CPI, the WPI, and the GDP deflator different from each other, and when can we use each of them?

#### Unit-I

2. The demand equation for fishing nets is  $P = 50 - 10Q$ , where P is the price (per 1000

(3)

nets) and Q is the quantity ( in 1000 s). 10

- (i) If the government orders that only 1000 nets be produced in a year, what would be the equilibrium price?
  - (ii) If the current price is ₹ 45, would you expect the price to rise or fall with the government's order on limiting supply to 1000? Why or why not?
  - (iii) If the government also imposes a ceiling on price at Rs. 30, what would be the situation in the market?
3. (a) Explain the relationship between ep ( Price elasticity of demand), Average Revenue (AR) and Marginal Revenue (MR). 5
- (b) Discuss the determinants of Price elasticity of demand. 5

#### Unit-II

4. Discuss various economies and diseconomies faced by a firm. What do you mean by economies of scope? Explain with examples. 10
5. Write short notes on the following : 5+5
- (i) Baumol's Model of Sales Maximisation.
  - (ii) Williamson's Model of managerial Discretion.

(4)

**Unit-III**

6. (a) Consider the case of the passenger car industry. Identify as many factors as possible that show that the passenger car market is imperfect. 5
- (b) How can an oligopolist improve its competitive position by using non-price strategies? 5
7. Given  $Q = 120 - 10P$  and  $TC = 90 + 2Q$  for a firm, determine the output at which the firm maximises its : 10
- (a) total profits, and calculate P, TR, and total profits.
- (b) total revenues, and calculate P, TR, and total profits.

**Unit-IV**

8. What are the objectives of Monetary Policy? What tools are normally employed to execute the monetary policy? 10
9. Given an estimated consumption function,  $C = 100 + 0.8y$ , compute MPC (Marginal Propensity to Consume), APC (Average Propensity to Consume) and C (consumption) for income levels equal to 100, 150, 200, 250, 300 and 400. Comment on the behaviour of MPC and APC. 10.

**A**

**(Printed Pages 8)**

Roll. No. \_\_\_\_\_

**CM-2989A**

**M.B.A. (I-Semester) Examination, 2016**

**B.P.**

**Accounting for Managers**

**(Old Course)**

**(CP-107)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions. Question **No.1** is **compulsory**. In addition answer **one** question from each unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Accrual Vs. cash basis of accounting
  - (b) Limitations of financial accounting
  - (c) Margin of safety

**P.T.O.**

(2)

- (d) Users of financial statements
- (e) Convention of conservatism
- (f) Indicators of solvency
- (g) Responsibility centers
- (h) Utility of cash flow statement
- (i) Job costing Vs. process costing
- (j) Activity based costing

**Unit-I**

2. (a) Why is management accounting required when we have a full fledged system of financial accounting in practice since the inception of business? 5
- (b) Differentiate between the Generally Accepted Accounting Practice (GAAP) and Accounting Standards (AS). 5
3. From the following balances of different accounts balances, prepare:
- (a) Trial Balance

(3)

- (b) Trading and Profit and Loss Account
- (c) Balance Sheet
- |                   |           |
|-------------------|-----------|
| Capital           | 12,00,000 |
| Drawings          | 30,000    |
| Debtors           | 1,20,000  |
| Creditors         | 30,000    |
| Bill payable      | 50,000    |
| Bills receivable  | 10,000    |
| Sales             | 4,25,000  |
| Purchases         | 2,50,00   |
| Purchase returns  | 20,000    |
| Rent Received     | 9,000     |
| Land and building | 10,80,000 |
| Motor Vehicle     | 40,000    |
| Sales returns     | 35,000    |
| Salaries          | 1,20,000  |
| General expenses  | 9,700     |
| Cash              | 7,000     |
| Bank balance      | 8,300     |
| Opening stock     | 24,000    |
- Additional information:
- (i) Closing stock at the end of the year was Rs. 27,000

(4)

(ii) Provision for bad debts was created @ 5%

(iii) Rent received in advance was Rs. 2,000

2+4+4

### Unit-II

4. What is meant by inventory valuation? Write the benefits and limitations of LIFO and FIFO methods of inventory valuation. 10

5. Garware Shipping Corporation provides the following cash transactions details for the year ending 31<sup>st</sup> March 2016:

Cash sales (Rs.)	33,000
Cash paid for inventory	8,00,000
Income tax paid	70,000
Sold investment	9,00,000
Purchased machine	1,00,000
Purchase land	5,00,000
Borrowed cash from bank	4,30,000
Issued debentures	7,20,000
Paid toward repayment of loan	2,50,000

(5)

You are required to calculate the following:

(a) Net cash inflow or outflow from operating activities. 4+3+3

(b) Net cash inflow or outflow from investing activities.

(c) Net cash inflow or outflow from financing activities.

### Unit-III

6. (a) Write the significance of CVP analysis and explain how it can be used for managerial planning. 5

(b) The information given below pertains to job no. 77. Some selected sales and cost data are given below:

Particulars	Rs.
Direct materials	4,00,000
Direct labor	5,00,000
Factory overheads: (all indirect 50% variable)	3,00,000
Selling and administrative expenses (50% direct and 70% variable)	1,00,000

You are required to compute the following:

(6)

- (a) Variable cost
- (b) Fixed cost
- (c) Product cost
- (d) Indirect cost
- (e) Direct cost

5

7. JP Company markets three lines of products. The relevant accounting information are provided as below:

Particulars	Product A	Product B	Product C
	(Rs)	(Rs)	(Rs)
Sales	6,40,000	3,00,000	5,40,000
Less: Variable expenses	1,28,000	1,50,000	2,16,000
Contribution margin	5,12,000	1,50,000	3,24,000
Less: Fixed expenses	3,76,000	2,40,000	2,52,000
Income/loss from operation	1,36,000	90,000	72,000

The average selling prices are Rs. 4, 6 and 10 for A, B and C respectively. You are required to answer with proper computation the following:

(7)

- (a) Which product is most profitable?
- (b) Calculate break even units sales for the following.
- (c) Assuming product B is dropped; prepare a contribution margin income statement.
- (d) Is it economically viable to drop product B? Explain. 2.5×4=10

**Unit-IV**

8. Prepare a flexible budget from the following data:

Capacity	50%
Volume	10,000 units
Selling price per unit	Rs. 200
Material per unit	Rs. 100
Labour per unit	Rs. 30
Factory overhead	Rs. 30 (Rs. 12 fixed)
Administrative overhead	Rs. 20 (Rs. 10 fixed)

(8)

At 60% working, material cost per unit increases by 2% and selling price per unit falls by 2%. At 80% working material cost per unit increases 5% and selling price per unit falls by 5%.

Estimate the profit and prepare budget at 60% and 80% capacity. 10

9. (a) Identify different types of variances. Why is variance analysis an important tool for managerial planning and control? Give reasons. 5
- (b) Why is responsibility accounting implemented in decentralized organizations? Discuss about various responsibility centers created under responsibility accounting. 5



A

(Printed Pages 7)

Roll No. \_\_\_\_\_

**CM-2990**

**M.B.A. (Semester-III) Examination, 2016**

**Business Policy & Strategic Analysis**

**(CP-301)**

**Back Paper**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. **Question No.1** is **compulsory**. Attempt **one** question from each unit.

1. Read the attached case and answer the question that follow

**Case**

PATANJALI AYURVED LIMITED, was originally formed as a Private limited Company on 13th January, 2006 and subsequently converted into Public Limited Company on 25th June, 2007. Presently, the Board of Directors of the Company is managed by Sri Acharya

P.T.O.

(2)

Balkrishnaji as its Managing Directors alongwith Swami Muktanandji and Sri Ajay Kumar Arya, as Directors of the Company. The Main objects as per Memorandum and Articles of Association of the Company, interalia, contains: To manufacture, process, refine, formulate, import, export and deal in all kinds of Ayurvedic and herbal Products, Life Saving Drugs etc. apart from so many other related objects.

The concept for forming this Company was to "link the rising destiny of millions of rural masses on the one hand and many more suffering and leading unhealthy urban life style on the other". PATANJALI AYURVED Ltd is a company that functions like all other companies under the Rules and Regulations of the Company Law Affairs and several other Laws applicable for these type of Industries, yet is constantly striving for nation building more than the profit accumulation. At micro level the challenge is no less herculean. Along with

(3)

PRANAYAM, the wisdom of our ancient sages, the organic food products and herbal medicines churned out of this unit, trying to undertake the challenges to fight out the dreaded and incurable diseases like CANCER and AIDS. Claim for having found a lasting cure for many other relatively more rampant but equally tormenting diseases like Diabetes, Arthritis and Thyroid is already established with thousands of patients cured with satisfaction. Superior quality of our products at a fair price is not the only concern that we have. Getting our patients rid of their diseases is again too limited a goal for us to seek.

A holistic approach to improve the quality of life of all beings, world over, is the purpose behind our being. Getting rid the food we consume of the pollutants in the form of poisonous pesticides and chemical fertilizers that our farmers use, is a goal that we strive to achieve by providing our people the eatables that are

(4)

cultivated in organic and natural manures and pest repellents. The bringing of Ayurvedic medicines along with Pranayam, Asnaas, pure food and natural drinks is a package perhaps the world was waiting for long. Units of Patanjali Ayurved Limited.

There are 12 successful units running including units for Packaging material and Containers e.g. flour mill, candy plant, herbal cosmetic and detergent plants, digestives unit, juice plant etc; Co-packing facility Tetra pak and Volpack, Multi-fruit juice processing line, Nutraceutical Processing Line. Today, the Company alone is making approx. 200 domestic products of food items, Cosmetic items and the Ayurvedic Medicines with many more things to come. There are more than 85,000 retail outlets selling Patanjali products. In terms of employment generation, the company employs more than 6000 labours in its processing activities, more than 400 sales staff, and 300 technically quali-

(5)

fied employees. PAL has provided more than 2.00 Lac indirect employment.

**(Source: Adapted from details given on the company website: [www.patanjaliayurved.org](http://www.patanjaliayurved.org))**

Question: 10×3=30

- (a) Relate the vision and mission with the activities and product offerings of the company.
- (b) The case mentions that company is not only for 'profit accumulation". What in your view is the business model of the company?
- (c) Based on your understanding of the market, discuss the competitive environment faced by the company.

#### Unit-I

2. (a) Why it is important to develop a generalist perspective to supplement functional area Specialisation? 5+5=10
- (b) Distinguish between strategic objective and financial objectives. How are they related? Explain.

(6)

3. Give your understanding of any **two** of the following :  $2.5 \times 4 = 10$
- (i) Strategic Intent
  - (ii) Leverage
  - (iii) Stretch
  - (iv) Core competence

**Unit-II**

4. Undertake a general environmental analysis of an industry of your choice to draw out the major strategic issues. 10
5. Outline the Value Chain for an organization you know. How can Value Chain analysis identify company's strengths and weaknesses? Explain the implications of the value chain configuration for competitive advantage. 10

**Unit-III**

6. Global trends indicate that almost 70-80 per cent of all mergers are not successful and do not match up to shareholder expectations. Against this backdrop, what in your opinion should be the key considerations and action

(7)

- plans when going in for M&A decision. 10
7. What is strategic alignment? Giving examples explain how can companies attempt to achieve this alignment while it is following the following strategies :  $5 + 5 = 10$
- (i) Cost leadership
  - (ii) Differentiation

**Unit-IV**

8. (a) How can companies attempt to achieve portfolio balance?  $5 + 5 = 10$
- (b) Describe how would you attempt to construct a portfolio matrix with business Strengths on vertical axis and industry attractiveness on the horizontal axis.
9. Giving examples cite the motives and advantages of any **two** of the following :  $5 + 5 = 10$
- (a) Strategic Alliances
  - (b) Merger
  - (c) Joint ventures

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**CM-2991**

**M.B.A. (Third Semester) Examination, 2016**

**Back Paper**

**Organization Effectiveness & Change**

**(CP-302)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note** : Answer **five** questions in all. Question **No.1** is **compulsory** and carries 30 marks. Attempt **one** question, which carries 10 marks from each unit.

1. Write short notes on the following:
  - (a) Planned change 3×10=30
  - (b) Types of organizational change
  - (c) Transactional Analysis
  - (d) Skills needed by an organizational practitioner
  - (e) Sequential process of change

**P.T.O.**

(2)

- (f) Freezing and unfreezing under change management.
- (g) Quality of work life
- (h) Skills needed for learning organizations
- (i) Phases of learning
- (j) Work Redesign

**Unit - I**

- 2. Enumerate the goals of organizational development and elaborate the conditions for success of organizational development. 10
- 3. Who is an organizational development practitioner? How can they be support to the organization? 6+4

**Unit - II**

- 4. Explain the basic determinants of organizational climate and culture? 10
- 5. How does Levin's model of change helps in defining Change Process? Describe the model in detail and compare it with any other model of change. 5+5

CM-2991

(3)

**Unit - III**

- 6. Socio-cultural change is an important intervention to bring about change? Discuss in detail with examples how such a change can be used effectively for any organization. 5+5
- 7. How do group process approaches help in designing an appropriate change management structure? Give answer using examples followed in industry. 6+4

**Unit - IV**

- 8. How are the concepts of organizational learning and learning organizations different? 10
- 9. What are the determinants of Quality of Work Life? How does it influence employee performance? 6+4

CM-2991

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**CM-2992**

**M.B.A. (Third Semester) Examination, 2016**

**CONSUMER BEHAVIOUR**

**(MM-311)**

**(B.P.)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No. 1** is **compulsory**. Attempt **one** question from each unit.

1. Read the case given below and answer the questions that follow:

Until 1996, Pizza in India was synonymous with only a bread dough base slathered with some ketchup. Since 1996, there was a proliferation, of 'high-priced branded' pizzas in the market, with the entry of international pizza chains. Domino's and Pizza Hut, the two big US fast food chains entered India and each claimed it had the original recipe as the Italians first wrote it and was trying desperately to create brand loyalty. Domino's and Pizza Hut -tried to grab as large a slice of the pizza pie as possible. While Pizza Hut relied on its USP

P.T.O.

(2)

of "dining experience", Domino's USP was a 30-minute delivery frame. To penetrate the market, both the players redefined their recipes to suit the Indian tastes. Domino's went a step ahead by differentiating regions and applying the taste-factor accordingly. domino's also made ordering simpler through a single toll-free number throughout the country. Domino's and Pizza Hut expanded their market ever since they entered India.

When Domino's entered the Indian market, the concept of home delivery was still in its nascent stages. It existed only in some major cities and was restricted to delivery by the friendly neighborhood fast food outlets. Eating out at 'branded' restaurants was more prevalent. To penetrate the Indian market, Domino's introduced an integrated home delivery system from a network of company outlets within 30 minutes of the order being placed. However, Domino's was not the trendsetter so far as home delivery was concerned. Delhi based fast food chain, Nirula's was the first to start free home delivery in 1994. But where Domino's stole the market was its efficient delivery record. Goutham Advani (Advani), Chief of Marketing, Domino's Pizza India, said, "What really worked its way into the Indian mind set was the promised

CM-2992

(3)

thirty minute delivery." Domino's also offered compensation: Rs. 30/- off the price tag, if there was a delay in delivery. For the first 4 years in India, Domino's concentrated on its 'Delivery' act. Pizza Hut, on the other hand, laid more emphasis on its "restaurant dining experience." It positioned itself as a family restaurant and also concentrated on wooing kids. Its delivery service was not timebound. Said Vivek Sure, Projects Manager, Pizza Express, "If you don't eat pizza fresh, it turns cold and soggy." However, Domino's seemed to have overcome this problem through its delivery pack called 'Domino's Heatwave.'

Since its entry into India, Domino's introduced nine new toppings for Pizzas to cater to the local tastes. Different flavors were introduced in different parts of India. Advani said, "The Indian palate is very definitive - people are extremely finicky and choosy, not too willing to experiment. Food tastes vary from region to region". To capture the market, we had to localize flavors." Thus, Deluxe Chicken with Mustard Sauce' and Sardines were confined to the East, Mutton Ghongura and Chicken Chettinad to the South and Chicken Pudina to Mumbai. Butter Chicken, Makhani Paneer and the Chatpata Chana Masala were confined to the North. Very soon, Pizza Hut

P.T.O.

CM-2992



(4)

followed Domino's and offered customized Spicy Paneer and Chicken Tikka toppings. Apart from this, it also opened a 100% vegetarian restaurant at Ahmedabad, a one-of-its-kind worldwide.

Domino's conducted Pizza making classes for school students. Said a company official, "Database marketing is an important part of our strategy. We have a special cell analyzing our database to look for repeat and loyal customers. "Pizza Hut also launched a promotional campaign to attract the customers. It had a 'Pan In Your Name' contest where it offered a free pizza to anybody with the word Pan in his/her name - for example, Pankaj or Panandikar. Pizza Hut launched its innovative Pizza Pooch Menu and a Pizza Pooch Birthday Party package exclusively for kids in the 6-10 age group. Batra said, "There is a specific reason to cater to this segment. Though, at this age, children are under their parents' guidance, they perceive themselves to be teenagers - and have the ability to choose or demand a particular brand of their own choice,"The Pizza Pooch menu included a wholesome delicious meal and a gift for the child. The menu was intricately designed with pictorial games. A free

(5)

set of crayons was also provided to keep the children occupied while their parents dined. The campaigns were eye-catching with cartoon characters on the mailers, hoardings and print advertisements where the cartoon characters were aimed at matching varying moods of kids. The Pizza Pooch birthday package was full of fun and excitement. The birthday party included a well-decorated area within the Pizza Hut outlet with several gifts for the children. The party was conducted by a trained host with lots of games, prizes and a special gift for the birthday child.

Domino's and Pizza Hut initially restricted their ad strategy to banners, hoardings and specific promotions. Later, Domino's launched the 'Hungry Kya? (Are You Hungry) sequence of advertisements on television. A company official said, "We realized that a Pizza couldn't be slotted - it could be a snack; then again, it could also be a complete meal" The only definitive common link between Domino's Pizzas and eating was the hunger platform. The launch of 'Hungry Kya?' campaign coincided with Domino's tie-up with Mahanagar Telephones Nigam Ltd. (MTNL) for the 'Hunger Helpline'. The helpline enabled the customers

(6)

to dial a toll-free number from any place in India. This was followed by Pizza Hut's first campaign on television, which said, 'Good times start with great pizzas.' Said Pankaj Batra. "The first ad campaign on TV defines Pizzas Hut as a brand, and what it offers to its existing and potential customers. Once the awareness of this message is high, we will focus on other facets of the brand and its offerings."

Domino's had the largest retail network in the fast food segment in India-with 101 outlets across 40 cities. It was also looking at non-traditional outlets like large corporate offices, railway stations, cinema halls and university campuses. It also had outlets at cinema halls - PVR in Delhi, Rex in Bangalore, and New Empire in Kolkata. By then, Pizza Hut had 19 outlets across India. In a move to expand further, Pizza Hut planned to open an additional five restaurants in Mumbai and 30 restaurants across major cities in India, opened its first three storeyed 125- seater dine-in restaurant at Juhu in Mumbai. Said a company official, "We are expanding the number of restaurants across the major cities to cater to today's youth which has taken to pizzas as a cuisine." Domino began to explore the idea of penetrating into smaller towns.

CM-2992

(7)

**Questions:**

- (a) Discuss the role of culture and various subcultures in Indian consumer consumption and how did Domino adapt its offerings to suit the Indian culture? 10
- (b) Explain the concept of self-product congruence in the light of the positioning of Domino and Pizza Hut. 10
- (c) If Domino was to venture into smaller towns in India, which main factors about consumer behaviour should it keep in mind? 10

**Unit-I**

- 2. What is the purpose of studying 'Consumer Behaviour'? What are the recent trends that are affecting consumers and making their behaviour dynamic? 10
- 3. How can the continuum of buying decision making help the marketers understand its customers? Which decision rules are the restaurant goers likely to employ in selecting place to dine? 10

**Unit-II**

- 4. How is the 'hierarchy of effects' theory used to explain the formation of consumer attitude? 10

CM-2992

P.T.O.

(8)

5. Differentiate between hedonic and utilitarian motivations with the help of suitable examples. Explain how these motivations influence consumer behaviour. 10

**Unit-III**

6. Discuss the importance of personality traits in understanding consumer behaviour towards the purchase of consumer durables. Illustrate your answer with examples. 10
7. What are the different types of reference groups? Explain the various types of powers that the reference groups exert on their members. 10

**Unit-IV**

8. What do you understand by 'diffusion of innovation'? Explain diagrammatically the process of diffusion that may be followed by launch of a robot for domestic help in India? 10
9. Discuss any model on consumer behaviour and explain its relevance to the Indian marketer. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**CM-2993**

**M.B.A. (Third Semester) Examination, 2016**

**Advertising Management**

**(MM-312)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No. 1** is **compulsory**. Attempt **one** question from each unit.

1. Read the following caselets and answer the questions given at the end :

- (a) "XYZ is a well known rice brand in north India. The company owning this brand now wants to enter the ready-to-eat food market. The company wishes to market both vegetarian (vegetables, soups, snacks etc.) and non-vegetarian (chicken curry, chicken biryani etc.) food products on a national scale."

P.T.O.

(2)

Advise a promotional plan to the company covering the following aspects: 10

- (i) Creating message for the advertisement.
- (ii) Media planning strategy.

(b) "In spite of the best efforts of government and NGO, child labour remains a major social issue in India. Legislations and efforts by NGOs though necessary, are not enough to eradicate this social evil. This requires involvement of public of large. In this regard a social marketing campaign is to be developed by you."

Work out a marketing communication plan for the launch of the above social marketing campaign. 10

(c) "The advertising manager for a producer of sports equipment proposes to advertise on the internet on an experimental basis so as to ascertain the relevancy and efficacy of this growing medium."

What are the new opportunities available

(3)

for the firm and the new challenges that the firm would be facing in using this new medium? 10

### Unit-I

- 2. 'Advertising reflects society and society in a way shapes today's advertising.' In view of the above statement, throw light on the evolution of advertising and the challenges ahead. 10
- 3. (a) Describe the ethical issues in advertising giving suitable real life examples. 5
- (b) Write a brief note on the structure of advertising industry in India. 5

### Unit-II

- 4. Distinguish advertising research from marketing research and explain the major areas of application of advertising research. 10
- 5. "DAGMAR treats an advertising goal as a communication task to be achieved among a defined audience in a given period of time." Comment and discuss the underlying issues. 10

(4)

**Unit-III**

6. Explain the importance of creativity in advertising. What are the stages in creative process? Discuss. 10
7. Describe the qualities of the good advertising copy and layout. Also give a specimen of an advertising copy for : 10
- (a) For print media.
- (b) For FM Radio.
- (You can make assumptions accordingly)

**Unit-IV**

8. Discuss the various steps involved in media planning. Is it going to be different in the case of industrial products than in consumer products? Explain with reasons. 10
9. (a) Outline the reasons for the growth of internet as a preferred advertising media by advertisers worldwide. 5
- (b) Explain the various factors which should be taken into account while selecting an advertising agency by the company marketing consumer non-durables. 5

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**CM-2994**

**M.B.A. (Third Semester)**

**Examination, 2016**

**(Sales and Distribution Management)**

**(MM-313)**

**(B.P)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. **Question No.1** is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Objectives of Personal Selling.
  - (b) Compensation of Sales Personnel.
  - (c) Sales Quotas.
  - (d) Sales Contents.
  - (e) Vertical Marketing System.

**P.T.O.**

(2)

- (f) Sales and Cost Analysis.
- (g) Wholesaling.
- (h) Legal Issues in Marketing Channel
- (i) Sales Budget.
- (j) Relevance of Information System in Sales.

**Unit-I**

- 2. Discuss the process of recruitment and selection of sales personnel. 10
- 3. Explain the concept and relevance of sales training program. 10

**Unit-II**

- 4. Discuss the various methods of motivating sales personnel. 10
- 5. What is territory design in sales? Discuss the factors which contribute to territory design. 10

(3)

**Unit-III**

- 6. Explain the concept of a marketing channel. Discuss any two marketing channels. 10
- 7. Discuss the process of sales evaluation. What are the bases of sales evaluation? 10

**Unit-IV**

- 8. Discuss retailing as a channel intermediary. Give suitable examples. 10
- 9. Discuss the channel policies. How do you assess performance of marketing channels. 10



A

(Printed Pages 7)

Roll No. \_\_\_\_\_

**CM-2995**

**M.B.A. (Third Semester) Examination, 2016**

**SALES PROMOTION MANAGEMENT**

**(MM-314)**

**(B.P.)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. **Question No.1** is **compulsory**. Attempt **one** question from each Unit.

1. Read the Case and answer the question that follow.

Zantac 75 is a remedy for indigestion and heartburn that was launched in 1994 as an over-the-counter (OTC) version of Zantac, the leading prescription medicine. OTC products are medicines that the consumer buys with-

P.T.O.

(2)

out a prescription, but not on open shelves. The consumer must ask the pharmacist or pharmacy assistant for them, and will often seek their advice.

The difficulty Zantac 75 faced was that the product story was complicated. There were seven training manuals for sales reps to read. Unless reps could talk knowledgeably about the product to pharmacists, there was little chance that they would stock or display it, let alone recommend it to consumers.

The promotional objective was simple: to ensure that reps were fully educated about Zantac 75 and able to present it effectively to pharmacists.

The promotional Campaigns Group's solution was an e-mail game that took the theme of Zantac 75's world leadership in the prescription market.

CM-2995

(3)

Each rep chose a world leader from a list that included Margaret Thatcher, Boris Yeltsin and Nelson Mandela. This identity was flashed on their laptop computers every day. Every three days, a new episode of an amusing story about world leaders was sent by e-mail. The script was tailored to each rep's personality to increase involvement. Product learning was reinforced by questions from an imaginary Home office, Treasury and Foreign Office.

All the reps participated, scoring an average of 90 per cent correct answers. Within four months, Zantac 75 had achieved 100 per cent distribution in independent pharmacist, and within six months it was the second most recommended brand of indigestion remedy in the UK.

Boring people into learning is hard work for learner and teacher alike. This promotion used

CM-2995

P.T.O.

(4)

a novel technique to make learning fun. It focused on product knowledge as the critical issue for the brand at that point in its life, and delivered the goods. Pensions companies that are counting the cost of poorly trained reps could well learn from this case.

- (a) How did the promotional campaign involved sales representative into product learning and pushing sales? 10
- (b) "E-mail sales promotion is a risky affair". Discuss the advantages and disadvantages of the exercise 10
- (c) Design a sales promotion strategy based on above experience for any product of your choice. 10

(5)

### Unit-I

2. "The evolution of modern technologies along with globalization of the world markets have led to shortening of the product life cycle and catalytic spurt in SALES PROMOTION tools." Comment. 10
3. "The demand states determine the perceptual buying behavior of the customers." Explain how the demand states determine the success and failure of sales related promotional exercise. 10

### Unit-II

4. How are the sales promotion processes influenced by the following? 5+5
- (a) The rising cost of advertising.
- (b) Price sensitive, inquisitive and product aware customers.
5. "Price, place, product and perception effect the consumer psychology and buying behavior resulting in the success and failure of a sales

(6)

promotion exercise." Elaborate with example from the textile industry. 10

### Unit-III

6. Effective resource management leads to achievement of Sales promotion objectives whereas inventory overload leads to failure. How does a effective sales promotion drive differ between the two? 10
7. Explain following:  $2\frac{1}{2} \times 4 = 10$
- (a) Speciality advertising
  - (b) Vendor supported trade program,
  - (c) Unit of sale method of sales Budgeting
  - (d) Sponsorship oriented sales promotion

### Unit-IV

8. "The success and failure of a sales promotion programme revolves around establishing a commonality of perceptions in terms of objectives between the end consumer and the organizational objectives." Comment. 10

(7)

9. Explain with examples the pros & cons of any **two** of the following: 5+5
- (a) Coupon oriented sales promotion
  - (b) Premium based sales promotion
  - (c) Refunds and Rebates

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**CM-2996**

**M.B.A. (Third Semester)**

**Examination, 2016**

**MARKETING OF SERVICES**

**(MM-315)**

**(B.P.)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all, including Question No.1 which **is compulsory**. In addition attempt **one** question from each unit.

1. Answer the following in brief:  $3 \times 10 = 30$ 
  - (a) What are the basic differences between services and goods?
  - (b) Provide an example of a service industry where customers are involved in co- production.

**P.T.O.**

(2)

- (c) Give an example of a social risk involved in using a service.
- (d) Define "high-contact service".
- (e) What is a positioning map?
- (f) What is the service recovery paradox?
- (g) What are facilitating supplementary services?
- (h) What are impersonal delivery channels?
- (i) What is price customization?
- (j) What is relationship marketing?

**Unit-I**

- 2. It is possible for an economy to be entirely based on services? What are the main reasons for the growing share of the service sector in all major economies of the world? Explain. 10

CM-2996

(3)

- 3. Describe the role of Information Technology in services marketing. Identify the benefits derived by marketers and customers, give suitable examples. 10

**Unit-II**

- 4. High - contact services differ greatly from low-contact services. Explain giving two examples of each. 10
- 5. Describe how the three- stage model of service consumption could explain consumer behavior in a low-contact service like investing. 10

**Unit-III**

- 6. Identify the gaps that can occur in service quality and the steps that service marketers can take to prevent them. 10

CM-2996

P.T.O.

(4)

7. Name two services in which you think price is a signal of quality. do you believe that there are true differences between services that are priced high and those that are priced low? Why or why not? 10

**Unit-IV**

8. Discuss how service firms can minimize non-monetary purchase costs for its customers. 10
9. Point out the various factors, which India has to be cautious of while negotiating for service sector in World Trade Organization (WTO). 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**CM-2997**

**M.B.A. (Third Semester)**

**Examination, 2016**

**Management of Financial Institutions**

**(FM-321)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.**

**1** is **compulsory**. Attempt **one** question from each unit.

1. Answer the following in brief:  $3 \times 10 = 30$

(a) What are the risks for investors in Bond Markets?

(b) Explain the objectives of FRBM Act. ( Fiscal Responsibility and Budget Management Act.)

P.T.O.



(2)

- (c) Elucidate the meaning and purpose of securitization.
- (d) Discuss the sources of interest rate risk in a financial institution.
- (e) What instruments are available now a days for mitigating credit risk?
- (f) Explain the terms 'de materialization' and 'Rematerialization.'
- (g) Explain the salient features of prudential norms with respect to capital adequacy.
- (h) What does the shape of an yield curve reveal?
- (i) What are the major sovereign bond indices in India?
- (j) Explain the meaning of 'Stress Testing'. When is this used by financial institutions.

CM-2997

(3)

**Unit-I**

- 2. Discuss the role of Money Market in the financial system. Also discuss Repo transactions and Liquidity Adjustment Facility in brief. 10
- 3. Give an account of the reforms undertaken by the government to improve the functioning of capital market in India. 10

**Unit-II**

- 4. How do we conduct GAP analysis? Explain with hypothetical example. What are the limitations of traditional GAP analysis? 10
- 5. (a) Explain why is it inappropriate to use one yield to discount all the cash flows of a financial asset? 5
- (b) Explain the role that for word notes play in making investment decisions. 5

CM-2997

P.T.O.

(4)

**Unit-III**

6. Explain Macaulay's Duration. How is it used in immunising portfolios from interest rate risk?

10

7. Write short notes on the following : 5+5

- (i) Role of primary Dealers in G-Sec market.
- (ii) Clearing Corporation of India Ltd. (CCIL).

**Unit-IV**

8. Explain Liquidity Risk in case of banking institution. How can we measure and manage it?

10

9. Write notes on the following : 5+5

- (i) Securities Scam 1992-its measures and implication
- (ii) Value at Risk (Var) and its measurement.

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**CM-2998**

**M.B.A. (Third Semester) Examination, 2016**

**Management of Financial Services**

**(FP-324)**

**(B.P.)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit. Use of Financial/Scientific calculator is permitted.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Fee based vs. Fund based financial services.
  - (b) Role of SEBI
  - (c) Consumer Credit
  - (d) Benefit of Forfeiting

P.T.O.

(2)

- (e) Factoring vs. Bill Discounting
- (f) Credit Cards
- (g) Problems of venture Capital Financing in India.
- (h) General Insurance vs. Life Insurance
- (i) Benefits of mutual fund investment
- (j) Book Building.

**Unit-I**

- 2. What are the characteristics of financial services? Explain the scope of financial services in India. 10
- 3. Differentiate between leasing and hire purchase. Discuss the various types of leases. 10

**Unit-II**

- 4. Explain the functions of factoring. What are the different types of factoring? 10

(3)

- 5. Bring out the features of housing finance provided by different Financial Institutions in India. What factors are considered by such Financial Institutions while granting home loans to the applicants? 10

**Unit-III**

- 6. Differentiate between venture financing and conventional financing. Explain the process of venture capital investment. 10
- 7. Discuss the advantages and limitations of credit rating for investors and companies. 10

**Unit-IV**

- 8. Write important features of mutual funds and explain the different types of mutual fund products. 10
- 9. Enumerate the services provided by merchant bankers. Discuss about the pre-issue and post issue activities of merchant bankers. 10

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**CM-2999**

**M.B.A. (Third Semester) Examination, 2016**

**WORKING CAPITAL MANAGEMENT**

**(FP-325)**

**(BP)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. **Question No.1 is compulsory.** In addition, attempt **one** question from each unit. Use of Financial/Scientific calculator is permitted.

1. Give precise answers to the following:

$3 \times 10 = 30$

- (a) What are the principal motives for holding cash?
- (b) What specific strategies can be adopted for slowing cash disbursement?
- (c) Contrast deposit float and payment float.
- (d) What insights does a schedule of Accounts receivable provide?

P.T.O.

(2)

- (e) Explain key features of Commercial Paper as source of working capital finance.
- (f) Differentiate between bills discounting and factoring.
- (g) What are the reasons for difference in Annual financing cost and Annual percentage rate?
- (h) If JIT inventory system caters to timely availability of inventory, why safety stocks have to be maintained?
- (i) What are 5 Cs of credit worthiness?
- (j) Differentiate between cash credit and overdraft facility.

**Unit-I**

2. (a) How are net working capital, liquidity, technical solvency and risk related? Explain. 6
- (b) If a firm has constant fund requirement throughout the year, which if any of the three financing plans is preferable? Give reasons. 4
3. ABC Manufacturing Company's balance sheet and income statement for last year as follows:

CM-2999

(3)

**Balance Sheet**  
**As on Dec.31,2015**  
**(in thousands of Rupees)**

Assets		Liabilities and Equity	
Cash and Marketable securities	Rs. 887	Accounts payable	Rs. 724
Accounts receivable	2075	Accrued Liabilities	
Inventories	2,120	(Salaries and benefits)	332
Other current assets	300	Other current liabilities	1,665
<b>Total current assets</b>	<b>Rs. 5,382</b>	<b>Total current liabilities</b>	<b>Rs.2,721</b>
Fixed assets (net)	3,707	Long-term debt and other liabilities	1,677
Other assets	687	Common stock	296
		Retained earnings	5,082
		Total stock-holders' equity	Rs.5,378
<b>Total assets</b>	<b>Rs. 9,776</b>	<b>Total liabilities and equity</b>	<b>Rs.9,776</b>

CM-2999

P.T.O.

(4)

**Income Statement**

**For the year 2015**

**(in thousands of Rupees)**

Net sales	Rs. 11,990
Cost of sales	6,946
Selling, general, and administrative expenses	2,394
Other expenses	581
Total expenses	Rs. 9,921
Earnings before taxes	2,069
Taxes	825
Earnings after taxes (net income)	Rs.1,244

\*All sales are credit sales

Compute the following :

- (i) Operating cycle
- (ii) Cash conversion cycle 6+4

**Unit-II**

4. (a) Recommend the suitable method for managing liquidity under each of the following circumstances :

CM-2999

(5)

- (i) The firm's cash inflows and outflows are variable but completely predictable.
- (ii) The firm's cash inflows and outflows are completely random.

(b) Projected cash flows of Uma Enterprises for the following week are as under :

Day	1	2	3	4	5	6	7
Projected Cash flows in Rs. lakhs	48	15	20	-26	-32	10	-30

The minimum cash balance of the firm is Rs. 25,000/-. The firm incurs a cost of Rs. 2,000/- per transaction every time it invests or disinvests. Use the Miller-Orr model to calculate the following :

- (i) Return point
- (ii) Upper control limit 6+4

5. (a) How is the firm's credit policy linked to the management of its accounts receivables? Explain.

(b) The variable cost of manufacturing com-

CM-2999

P.T.O.

(6)

ponent number x234 is Rs. 750/-.The manufacturer sells the component for Rs. 1,000/- per unit. For the calendar year 2015, the company sold on an average 500 pieces per month. Presently, the firm grants one month's credit to customers. It is thinking to extend the same to two months. The following changes are expected on account of change in credit period :

Increase in sales : 25%

Increase in stock : Rs. 200,000

Increase in creditors : Rs. 100,000

Advise the company whether or not it should extend the credit period to all customers. 4+6

6. (a) What is the role of Finance Manager in management of inventory? Explain. 5  
(b) Discuss the limitations of EOQ model. 5
7. (a) What costs are included in carrying costs and ordering costs? Give details for a merchandiser as well as for a producer.

(7)

(b) Classify the following items using the ABC method of inventory classification :

Item No.	Annual usage (Units)	Unit Price (Rs.)
1	120000	120
2	110000	100
3	100000	90
4	113200	32
5	150000	22
6	180000	10
7	240000	5
8	220000	4
9	160000	2
10	205000	1

8. Discuss the main forms of working capital advance by banks. 10
9. (a) Reliable company is considering borrowing Rs. 100,000 for 182 days from its bank.  
The company will pay Rs. 6,000 of interest at maturity, and it will repay the Rs. 100,000 of principal at maturity.



(8)

Calculate the loan's :

(i) Annual financing cost 5

(ii) Annual percentage rate.

(b) Determine the annual financing cost of forgoing the cash discount if credit terms are 2/10, net 60. 5

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**CM-3012**

**M.B.A. (Semester-IV) Examination, 2016**

**FINANCIAL DERIVATIVES**

**B.P.**

**(FP-425)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. In addition, answer **one** question from each unit. Use of financial/scientific calculator is permitted.

1. Answer the following questions in brief:

3×10=30

- (a) What is meant by 'Hedging'? Explain with an example.
- (b) Describe the essentials of a futures contract.
- (c) Explain the settlement procedure of future contracts.
- (d) A put option with a strike price of Rs. 450 is bought at a premium of Rs. 8.60. The underlying share is trading at the market price of Rs. 451.50. Compute the intrinsic value and time value of the contract.

**P.T.O.**

(2)

- (e) Using a suitable example, define a synthetic derivative option contract.
- (f) What is a hedge ratio? How do we construct a hedge portfolio?
- (g) Explain the following risk measures:
  - (i) Delta risk
  - (ii) Vega risk
  - (iii) Theta risk
- (h) Contrast historical volatility with implied volatility.
- (i) Discuss the assumptions under Binomial option pricing model.
- (j) Construct a bull spread using the following derivative instruments: 1-month expiry put contracts with strike prices of Rs. 115 and Rs 140 trading at premiums of Rs. 18.45 and Rs. 29.80 respectively.

**Unit - I**

- 2. Discuss and contrast the price and value of a forward contract and that of a futures contract at: 10
  - (i) When the contract is initiated
  - (ii) The time of expiry of the contract
  - (iii) Any time prior of expiration
- 3. (a) What are interest rate derivatives? Explain their basic features. 5
- (b) What is a 'Contango' market? How do we interpret the cost of carry in a Contango market? 5

(3)

**Unit - II**

- 4. A corporation enters into a \$35 million notional principal interest rate swap. The Swap calls for the corporation to pay a fixed rate and receive a floating rate of LIBOR. The payment will be made every 90 days for one year and will be based on the adjustment factor 90/360. 10

The term structure of LIBOR when the swap is initiated is as follows:

Days	Rate
90	7%
180	7.25
270	7.45
360	7.55

- (a) Determine the fixed rate on the swap.
- (b) Calculate the first net payment on the swap.
- (c) Assume that it is now 30 days into the life of the swap. The new term structure of LIBOR is as follows:

Days	Rate
60	6.80%
150	7.05
240	7.15
330	7.20

Calculate the value of the swap.

(4)

5. (a) Explain and illustrate how a butterfly strategy would be different from a condor strategy. 5
- (b) What derivative strategies are beneficial in stable market conditions? 5

**Unit - III**

6. (a) Discuss the Put-Call parity relationship. 5
- (b) Explain the factors influencing option price. 5
7. Wipro shares are trading at Rs. 265. Determine the European put option value with a strike price of Rs. 270 with a one-month maturity. The annualized volatility for the share is 96 percent. Assume the risk-free rate to be 4.45%. 10

**Unit - IV**

8. (a) What is meant by risk-neutrality? How this is applied to the pricing of derivatives? 5
- (b) What are Interest Rate STRIPS? What are their feature and benefits? 5
9. Write short notes on the following: 5+5
- (a) Regulation of Derivatives in India.
- (b) Forward Rate Agreements (FRAs).

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

## MS-3080

M.B.A.II Sem.(C.B.C.S.) Examination, 2016

MARKETING MGT

Paper - GC-201

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. In addition attempt **one** question from each unit.

1. Read the case given below and answer the questions that follow :

### CASE

#### Berger Paints Success

Consumer products : In Decorative Paints, Berger has paints and paint systems for every application interior, exterior, every surface, concrete, plaster, metal and wood as well as special applications like water storage, etc. Berger acrylic brands like Luxol Silk and Rangoli for interiors and Weathercoat for exteriors are quality leaders in technology and represent decor statements that redefined the premium category. Luxol Hi-Gloss is the national hallmark for excellence in paint enamel.

P.T.O.

(2)

In addition to these premium trendsetters, Berger offers paint users other attractive options across the price spectrum in every category thus enabling buyers to make the choices most appropriate to their budget, always with the Berger assurance of the best quality for the price.

**Industrial Products :** Acknowledged pioneer and pathfinder in the industrial coatings segment in India, Berger Paints has been in the forefront of leading edge technology in the battle of loss prevention. The long list of national assets protected by Berger is proof of the Company's commitment to fight corrosion and help sustain the nation's industrial economy. From general industrial paints to heavy-duty specialist industrial coatings, from automotive coatings to powder coatings, Berger's presence has been comprehensive. In each of these segments Berger has technical agreements with world leaders to reinforce its own expertise with evolving international technologies. To tap the fast emerging coil coatings segment, Berger Paints has set up a joint venture, Berger Becker, with Becker Industriefarg AB of Sweden.

With a variety of solutions to fit the needs of industry, from a total service package and customization of products to consulting and maintenance, there is always a Berger coating

MS-3080

(3)

system and service that is equal to the task. Berger Paints Industrial Coatings has 3 divisions :

- \* Protection - High Performance Industrial Coatings.
- \* General Industrial Coatings & Automotive Coatings
- \* Powder Coatings

(1) **Protection :** The specialist Berger division that deals in heavy industrial coatings plays a crucial role in the prevention of corrosion across India's industrial terrain. From chemical and fertilizer plants to nuclear installations, the protecton range of high performance formulations has a solution for your problem. With a strong focus on customisation, industrial formulations under the protecton range are backed by continuous updating of technology and initiatives in customer support. The protecton division works in close association with the Berger R&D Lab, a reputed center of Basic and Applied Research in Paint and Resin technology-the first in the paint industry to be recognized by the Council of Scientific & Industrial Research, Government of India. The Lab has an exceptional record in innovating high performance coatings based on chlorinated rubber, pure epoxy, modified epoxy, polyurethanes and inorganic zinc silicate systems.

MS-3080

P.T.O.

(4)

The expertise of the Company is further reinforced by its technical agreement with Orica Australia Pvt. Ltd. This arrangement enables Berger to offer state-of-the-art coatings for specialist industrial applications.

The protecton division is supported by the protecton Technical Consultancy Service that has emerged as a premier national agency in the fight against industrial corrosion. From concept through to commissioning and maintenance, the Protecton team offers a variety of field and support services. These include :

- \* Corrosion Audit Program
- \* Cost-effective Coatings Solution
- \* Close supervision and inspection of jobs at all stages
- \* Constant client contact on the status of jobs

(2) **General Industrial Coatings** : From bicycles, fans and lighting fixtures to domestic, office and electrical equipment, Berger innovations and products have given many brands of consumer durables the extra appeal that has made them popular. Leading OEMs like Hero, Avon, TI, Khaitan, Balmer Lawrie and a host of others have come to depend on Berger General Industrial Coatings fast drying stoving enamels, clear varnishes, primers and customized products because of their exceptional quality and durability.

(5)

For generations now, a wide range of Berger's general industrial coatings have stood as the benchmarks of solid value. Berger's Luxol 2 range of stoving products with a wide variety of finishes viz. Polychromatic, hammertone and flamboyants remains the acknowledged market leader in this segment. Working closely with its customers, products are also tailor-made in adherence to specifications, observing critical factors like oven temperature and application systems. In addition, each general industrial product is packaged with comprehensive technical services and backed by Berger R & D.

(3) **Automotive Coatings** : Telco, Ashok Leyland, Bajaj Tempo, TVS, Yamaha Motors, Escorts, LML, Kinetic Engineering, Punjab Tractors, HMT, Mahindra and many others use Berger Automotive Coatings in the automotive segment. From heavy and light commercial vehicles to cars and jeeps, this Division has also made its mark in the auto-ancillary industry. Berger's own R&D is buttressed by the latest international technology from specialist companies like DuPont Performance Coatings, Germany and Nippon Paints, Japan-collaborations that enable Berger to offer state-of-the-art products to its customers.

Berger offers an impressive range of products including water-borne dip primers, anodic and

(6)

cathodic electro-deposition primers, epoxy and polyester primer surfacers as well as thermo-setting acrylics, polyesters and alkyd-amino primers and top coats in a variety of finishes - solid colors, metallics and flamboyants. Formulations are customized to the customer's specifications and Berger's technical services team is manned by experienced professionals who serve as the crucial link between customer's, Berger's marketing division and R&D.

(4) **Powder Coatings** : Optimizing protection and decor the world over, powder coatings are finding increasing use in areas traditionally dominated by liquid paints. Whether it is refrigerators, marine fixtures or steel and aluminum furniture-practically every leading manufacturer of metal clad consumer durables is switching to this new generation coating. Ranked as a leader in high quality, superior grade powder coatings. Berger Paints' range is manufactured in a state-of-the-art 2500 TPA plant.

Between them, Berger Ultracoat, Permacoat and Qualicoat Powder Coatings encompass the complete range of powder products. While Ultracoat is a top favorite among job-coaters. Permacoat pure polyester powders are dedicated for use in the architectural segment. Qualicoat powders are customized products and

(7)

are used by nearly every top manufacturer of consumer durables in the country. Fully trained distributors provide on-the-spot technical services to small industries and job-coaters.

**Questions :**

- (a) Keeping the above case in mind, differentiate between consumer and industrial goods. How will the promotion strategy to be undertaken by Berger for its industrial clients differ from that it will pursue for its consumer segment? 10
- (b) How can Berger grow much faster than its current businesses will permit? Explain with the help of Ansoff's grid. 10
- (c) In what other areas can Berger diversity in near future? What should be its brand strategy in each of these areas and why? 10

**UNIT-I**

- 2. Explain the various dimensions of holistic marketing while highlighting the relationship between each of them. 10
- 3. What do you understand by the term 'value'? How can an airline service provider / operator create and deliver value to its target market? 10



(8)

**UNIT-II**

4. What is the need for market segmentation? Which criteria may be adopted by a company selling a luxury car for effective segmentation? What will be the profile of its target market? 10
5. What is a product? Explain the five product levels for a hotel. How can value be added at each of these levels? 10

**UNIT-III**

6. What are the common pricing mistakes made by a marketer? Discuss the role of consumer psychology in pricing decision. 10
7. Differentiate between 'pull' and 'push' strategy with the help of suitable examples. Design a suitable distribution strategy for the sale of a laptop computer or chocolates. 10

**UNIT-IV**

8. How can companies integrate direct marketing for competitive advantage? 10
9. Discuss in brief the 5 Ms of advertising by citing a suitable example. 10

A

(Printed Pages 7)

Roll No. \_\_\_\_\_

## MS-3081

M.B.A. II Sem. (CBCS) Examination, 2016

Financial Mgt.

GC-202

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Question **No.1** is **compulsory**. In addition answer **one** question from each of the four units.

1. (a) What are the situations where there can be conflicts between the interest of owners and managers?  $3 \times 10 = 30$
- (b) "The profit maximisation is not an operationally feasible criterion". Do you agree? Explain.
- (c) "The cash flow approach of measuring future benefits of a project is superior to the accounting approach". Discuss.
- (d) At 15% the NPV is ₹ 1540 and at 16%

P.T.O.

(2)

the NPV is ₹ -2,250. Find out IRR.

- (e) The current market price of a share is ₹ 90 and the expected dividend at the end of the current year is ₹ 4.50 with a growth rate of 8% thereafter. Calculate the cost of equity capital.

- (f) Find out Operating Leverage from the following data :

Sales = ₹ 50,000

Variable Costs = 60%

Fixed Costs = ₹ 12,000

- (g) Find out the Financial Leverage from the following data :

Networth (Equity) ₹ 2500000

Debt Equity Ratio 3 : 1

Interest Rate 12%

Operating Profit ₹ 20,00,000

(3)

- (h) Examine the MM approach to capital structure as an extension of NOI approach.
- (i) Write the important features of an optimum capital structure.
- (j) What are the different considerations that make a dividend policy optimum?

#### Unit-I

2. "Financial decision making is the hallmark of financial management." Explain in the light of this statement, the important financial decisions in a firm. 10
3. (a) How does the financial decision making involve risk-return trade-off? 5
- (b) Critically examine the role and interrelationship of financial regulation with financial management. 5

(4)

**Unit-II**

4. The cash flows of projects X and Y are given below :

Projects	X	Y
Year 0	-10,000	-10,000
Year 1	+2000	+10,000
Year 2	+4000	+3,000
Year 3	+12,000	+3,000
NPV at 10%	+4134	+3,821
IRR	26.5%	37.6%

- (a) Why is there a conflict in ranking? 5
- (b) Which project would you recommend to be selected and why? 5
5. A machine costing ₹ 110 lacs has a life of 10 years, at the end of which its scrap value is likely to be ₹ 10 lacs. The firm's discount rate is 12%. The machine is expected to yield an annual profit after tax (PAT) of ₹ 10 lacs. De-

(5)

preciation is charged on straight line basis. Ascertain the Net Present Value of the project.

10

**Unit-III**

6. The following information is available from the Balance sheet of a company :

Equity share capital (20,000 shares of ₹ 10 each)	₹ 200000
Reserve & Surplus	₹ 130000
8% Debentures	₹ 170000

The rate of tax for the company is 30%

Current level of equity dividend is 12%

Calculate the weighted average cost of capital (WACC) using the above figures. 10

7. (a) Which combination of operating and financial leverages constitutes
- (i) risky situation and
- (ii) ideal situation? 5
- (b) A firm requires total capital funds of

(6)

₹ 25 Lacs and has two options : All equity ; and half equity and half 15% debt. The equity share can be currently issued at ₹ 100 per share. The expected EBIT of the company is ₹ 250000 with tax rate of 40%. Find out the EPS under both the plans. 5

#### Unit-IV

8. The cost sheet of PQR Ltd. provides the following data :

	Cost per unit
Raw Material	₹ 50
Direct Labour	20
Overheads (including depreciation of ₹ 10)	<u>40</u>
Total Cost	110
Profits	20
Selling Price	<u>130</u>

Average raw material in stock is for one

(7)

month. Average material in progress is for half month. Credit allowed by suppliers is one month; credit allowed to debtors is one month. Average time lag in payment of wages is 10 days; Average time lag in payment of overheads is 30 days. 25% of sales are on cash basis. Cash balance to be maintained is ₹ 100000. Finished goods remain in the warehouse for one month. You are required to prepare a statement of the working capital needed to finance a level of the activity of 54000 units of output annually. State your assumptions if any. 10

9. (a) Explain the factors considered while determining the need for working capital for a business concern. 5
- (b) What are the objectives of credit policy of a firm? 5

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**MS-3082**

**M.B.A. (II Sem.) CBCS (GC)**

**Examination, 2016**

**Human Resource Management**

**GC-203**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

1. Write short notes on the following :10×3=30
  - (a) Skill Inventories (Manning Tables)
  - (b) Check off System
  - (c) Delphi Technique of Forecasting
  - (d) Multiple Hurdle method of selection decisions
  - (e) Patterned Interview
  - (f) Forced Distribution method of appraisal
  - (g) Error of Commission in selection

**P.T.O.**

A

(Printed Pages 8)

Roll. No. \_\_\_\_\_

**MS-3083**

**M.B.A. II Sem CBCS Examination, 2016**

**Information System Mgt**

**Paper : GC-204**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions In all. Question **No.1** is **compulsory**. In addition attempt **one** question from each unit.

1. Read the attached case and answer the questions that follow.

**CASE**

Founded in 1919 in London, Tesco plc is a British-based international grocery and general merchandising retail chain. With revenues of £60 billion (2009), it is the largest British retailer by both global sales and domestic mar-

P.T.O.

(2)

ket share, with profits exceeding £3 billion. With almost 500,000 Employees (2009) and over 4000 stores Tesco is currently the third largest global retailer. Originally specialising in food and drink, it has diversified into areas such as clothing, consumer electronics, financial services, telecoms; home, health and car insurance, Internet services, and software.

Tesco's UK stores are divided into six formats, differentiated by size and the range and of products sold: Tesco Extra stores are larger , mainly out-of -town hypermarkets that stock nearly all of Tesco's product ranges; Tesco superstores are standard large supermarkets, stocking groceries and a much smaller range of non-food goods that Extra stores; Tesco Metro stores are sized between Tesco superstores and Tesco Express stores. They

(3)

are mainly located in the city centres and on the high streets of small towns; Tesco Express stores are neighbourhood convenience shops, stocking mainly food; One Stop stores are the only category which does not include the word Tesco in its name. These are the very smallest stores. In addition, Tesco has a banking arm called Tesco Personal Finance; operates as an ISP, mobile phone, home phone and Volp businesses; sells petrol and diesel at their own petrol Stations; and offers a loyalty card-scheme to customers. Customers can collect one Clubcard point for every £1 they spend in a Tesco store, Tesco Petrol or Tesco. com. Tesco has operated on the internet since 1994 and was the first retailer in the world to offer a robust home shopping service in 1996. Tesco. com was formally launched in 2000.



(4)

In common with most other large retailers, Tesco draws goods from suppliers into regional distribution centres, for preparation and onward delivery to stores. Tesco is extending this logistic practice to cover collection from suppliers (factory gate pricing) and the input to suppliers, in a drive to reduce costs and improve reliability. Radio-frequency identification (RFID) technology is taking an increasing role in the distribution process.

Tesco's international expansion strategy has responded to the need to be sensitive to local expectations in other countries by entering into joint ventures with local partners. Tesco operates in the following markets: China, Czech Republic, Hungary, India, Japan, Malaysia, Poland, Republic of Ireland, Slovakia, South Korea, Thailand, Turkey, UK, and USA.

(5)

The business is dependent on efficient Information Technology (IT) systems. Any significant failure in the IT processes of their retail operations (e.g. barcode scanning of supply chain logistics) impacts ability to trade. Tesco recognise the essential role that IT plays across the Group in allowing efficient trade and achievement of commercial advantage through implementing IT innovations which improve the shopping trip for customers and make life easier for employees. The company has extensive controls in place to maintain the integrity and efficiency of IT infrastructure and share world-class systems across International operations to ensure consistency of delivery. (Adapted from <http://www.infodev.org/>)

**Questions :**

(a) Discuss the challenges faced by the CIO-

(6).

which are the most important and why?

10

(b) Discuss examples of how IT and IS may be used to help the company operate and achieve its objectives. 10

(c) Which of Tesco's systems are most likely to confer a competitive advantage for the company? Why? 10

#### Unit-I

2. How can Information Systems improve customer value, partner relationships, and service quality for a business? Explain giving examples. 10

3. What do you understand by TPS, MIS and DSS? Discuss the objectives and functions of each. 10

MS-3083

(7)

#### Unit-II

4. How does the value chain model help businesses identify opportunities for information system applications? Explain. 10

5. What are the ethical and social impacts of increasing storage of sensitive private information in organizational databases? 10

#### Unit-III

6. What is an ERP system and what are its functions? Explain with the help of a block diagram, how it interfaces with the other systems in an organization. 10

7. Discuss the functions and role of cross-functional integrated enterprise systems in business. 10

MS-3083

P.T.O.

(8)

**Unit-IV**

8. List and explain the steps involved in the Knowledge Management process. 10
9. Explain the concept, need and methods of feedback in a system? Can you have a viable system without feedback? Explain. 10

A

(Printed Pages 16)

Roll. No. \_\_\_\_\_

**MS-3084**

**M.B.A. II Semester (CBCS)**

**Examination, 2016**

**Production and Logistics Mgt.**

**(GC-205)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No. 1** is **compulsory**. Select **one** question from each unit.

1. Read the case and answer the following questions : 10×3=30

**CASE**

SCL had decided to apply for the Deming Prize in the early 1990s itself. This decision was the result of management's belief in the total quality control efforts that had started in 1979, after Venu Srinivasan (Srinivasan) became the CEO (1977). A SWOT analysis conducted by Srinivasan in 1997 revealed that though the

P.T.O.

(2)

company had a 90% share of the air-brake systems market in India, it was not competent enough to deliver world-class quality products. This analysis prompted the company to seek excellence through total quality control/management.

As a part of this initiative, SCL managers were introduced to the concept of Total Quality Control (TQC) and exposed to the quality control practices of world's leading companies. The managers were also trained in modern manufacturing techniques. By the mid-1980s, the TQC culture was well established at SCL. Famous Japanese quality control experts like Yoshio Kondo and Washio trained managers and employees extensively in TQC. The company also introduced the concept of quality circles<sup>5</sup>. To remain focused on quality control and to keep the employees interested in quality control practices, external targets such as winning national quality awards were set, following which the company won the Quality

MS-3084

(3)

Circle Award of the Confederation of Indian Industry<sup>6</sup> (CII) in 1989 and the Quality Circle Federation of India awards successively for the next few years.

According to analysts, TQC has to be translated into a culture in the organization, if the organization has to reap benefits. To make TQM a culture at SCL, Srinivasan threw a challenge, to the employees-winning the Deming Prize. Suresh Lulla, CEO, Qimpro Consultants, "Such goals help inculcate a sense of pride and purposefulness in people."

As a part of its strategy to win the Deming Prize, SCL appointed Yoshikazu Tsuda (Tsuda)<sup>7</sup> as its quality control consultant in the early 1990s. Under Tsuda's guidance, SCL integrated Deming's 10 parameters into four streams of its quality practices-policies, processes, products and people. The company's TQM model ensured Policy Deployment, Employee involvement, Kaizen<sup>8</sup>, Standardization and Training apart from promoting employer-employee

MS-3084

P.T.O.

(4)

relations. Under this model every employee of the company was a custodian of quality<sup>9</sup>. SCL began to prepare itself for the Deming Prize by formalizing a clear company-wide quality policy. The policy stated, "Sundaram Clayton will deliver a level of quality that totally meets customer expectations. This customer satisfaction will be obtained by supplying products of the right quality, at the right time, and at the right place. Total employee involvement and continuous improvement in every sphere of activity will be the twin supports on which Sundaram-Clayton quality will stand" This conformed to the guidelines of the Deming Prize that quality was everyone's job and was not just the management's responsibility. Srinivasan said, "Quality is a multifaceted body. It has to encompass the entire organization." Thus the policy framework at SCL was extended to the entire organizational value-chain comprising product development, operations, marketing, finance and personnel.

MS-3084

(5)

The policy framework clearly spelt out the objectives of employees at levels, from the CEO (for the next 5 years) to the machine operator (for the next 30 minutes).

SCL's quality initiatives began at the product design stage itself. In the late 1980s, the company switched to the product module system from process module system to ensure that quality standards and problem solving were more product-based rather than process-based. Following this, the company's product lines such as compressors, actuators and valves began to operate as separate modules. This meant that a team of workers was responsible for a complete product and not just a specific component or process. Product features were tailored accurately to meet customer needs. The company emphasized on factors such as reliability, serviceability and durability of products. It got the customers to participate in the design and test stages of the products.

MS-3084

P.T.O.

(6)

The product development team of SCL comprised members from different functional areas such as engineering, production, marketing, purchase and R&D. The team collected information from customers regarding their requirements, product-related problems, suggestions etc. It then examined various factors such as the life-expectation of the product, target-cost, production volume, and growth and availability of in house expertise to meet the requirements. Based on these, the team sanctioned a design and developed a prototype, which was tested rigorously before being finally approved for manufacture.

SCL used concurrent engineering technique<sup>10</sup>, which considerably reduced its cycle-time. Thus, while one part of the product-development team designed the product, the other worked on setting up the components base. This way, the suppliers were also ready by the time customer approved the design and a prototype was made. Thorough fault-analysis and

(7)

validation checks decreased the product-design and development costs significantly. Focus on customer needs, development of prototypes and quality checks also reduced the need for product replacements or expensive servicing.

With the help of Deming's Plan-Do-Check-Act (PDCA) cycle<sup>11</sup>. SCL identified certain key issues three months before the beginning of a new financial year. These issues were chosen and communicated to all levels in the company. SCL used 'Managing Points and Checking Point's as TQC tools to control the course of operations after the operations had been defined (The concept of management points and checking points can be understood with the help of the following : The objective of the company president will be his managing point and when it flows to the manager immediately below him, it will become the manager's checking point. Similarly, marketing head's sales target will be his managing point and

(8)

when this target flows down to the next level, it will be spilt into checking points, the segment sales and territory sales).

SCL plotted these managing and checking points on a chart and vertically connected those points. The chart formed the pictorial representation of an organization involved in pursuing its stated policy objectives for that specific year. It implemented a company-wide quality control program, to record the progress (and any deviation) and depict it in the form of charts. Repeated deviations from the stated objectives were immediately attended to and corrected.

According to Deming, inducting people into the quality culture of the organization is as important as the actual implementation of TQM tools, techniques and systems. SCL offered periodical on-the-job and off-the-job training to its employees. Apart from training them in their functional areas, the company also trained employees on the utilization of vari-

(9)

ous statistical tools related to quality control. It was reported that on an average every employee at SCL spent 45 hours per year on classroom training, which was very high compared to the industry average of 4 hours.

Employees were also trained on various aspects such as housekeeping, 5 Ss-Seiri (clearing up), Seiton (organizing), Seiso (Cleaning), Seiketsu (standardizing) and Shitsuke (Training). Training included training in TQC tools such as control charts, cause-and-effect diagram, check-sheet, the Pareto chart, scatter diagram, histograms and other graphs and charts, which helped operators identify, analyze and solve day-to-day problems on their own (Refer Exhibit III). SCL encouraged employees to think rather than merely accept orders.

SCL emphasized on quality circles. It had 67 Quality Circles, which improved operations in the organization. On an average 250 suggestions ranging from simple tasks such as changing the place of a coolant pipe to complex tasks



(10)

such as altering in the tooling design, were implemented. Each quality control circle had six members and operated on specific projects, made monthly presentations to the management and competed for a reward. The PDCA cycle was used here as well, i.e., in the identification of projects (Plan), collection of information (Do), analysis (Check) and implementation of the solutions (Act).

TQM encompassed all the processes in the organization. Data related to every process, production, quality variations, time-related issues, productivity, faults and breakdowns and wastage was collected and analyzed continuously to establish cause and effect relationships and hidden linkages between the processes. This data-dictated analysis (data based) also helped determine, in accurate terms, the extent of the problem and the impact of the solutions. To implement this, SCL used Statistical Quality Control (SQC) across all units and functions.

(11)

For problem solving and system failure analysis, SCL employed Kaizen and Taguchi<sup>12</sup> techniques. Every machine had a daily-work management system, following which the operator met the quality and hourly production targets. Any deviations from this daily schedule were analyzed and rectified immediately at the problem-stage itself. This considerably reduced future deviations as it enabled the operator to trace the problem to its root and eliminate it. Each component of SCL's products, passed through various stages of turning milling and drilling, which meant increased number of activities. This in turn resulted in an increased probability of deviations and extended time-cycles. To arrest this, SCL leased out turning, milling and drilling operations to its former employees, making them a part of its vendor-base. This shifted the costs of checking for deviations and rectifying them, to the vendors. SCL also used the two-bin Kanban system<sup>13</sup> to reduce the in-process inventory costs, under

(12)

which every stage manufactures only that many number of units as required by the next stage of the manufacturing process.

By late 1997, SCL had succeeded in establishing quality as a culture in the organization. In February 1998, the company submitted its application to the Deming Prize Committee. After eight-month evaluation process, which started in February 1998 and ended in October 1998. SCL was awarded the Deming Prize for implementing CWQC. In the words of Sarita Nagpal, senior counselor (TQM) at the Confederation of Indian Industry (CII). "It will be a great milestone not just for Sundaram-Clayton, but Indian industry as a whole. It's one of the highest honours a company can achieve."

**Question :**

- (a) What were the initiatives taken initially by Srinivasan, in order to improve the quality standards at SCL? Were they enough to meet the world quality standards? Elaborate.
- (b) Discuss in detail the parameters pre-

MS-3084

(13)

scribed for the Deming Prize.

- (c) Critically discuss, what initiatives helped SCL to finally be awarded the Deming Prize.

**Unit-I**

2. "The systems view is important to operations managers as :
  - (a) The production /operations system is a part of the firm and
  - (b) Within the production/operations functions there are subsystems". Comment.  
10
3. (a) Select a simple product and describe the steps involved in major redesign of the product.  
5  
(b) Explain with examples the following : 5
  - (i) Product layout
  - (ii) Process layout
  - (iii) Fixed Position layout

**Unit-II**

4. (a) The following table gives the various factors considered for location decisions and the factor ratings assigned to each factor based on its importance for location

MS-3084

P.T.O.

(14)

decision. It also gives location ratings for two location alternatives based on the merit of each location. As a production manager choose the best location for your plant : 5

Factor	Factor Rating	Location Rating	
		Loc A	Loc B
1. Tax advantage	4	8	6
2. Suitability of Labour Skill	3	2	3
3. Proximity to customers	3	6	5
4. Proximity to Suppliers	5	2	4
5. Adequacy of water	1	3	3
6. Receptivity of community	5	4	3
7. Quality of educational system	4	1	2
8. Access to rail and air transportation	3	10	8
9. Suitability of climate	2	7	9
10. Availability of Power	2	6	4

MS-3084

(15)

(b) Describe operations planning and scheduling system? 5

5. Explain in detail, how traditional engineering and behavioural job design can actually be used together. 10

**Unit-III**

6. For the following data, construct a fraction defective chart : 10

Group No.	Sample Size	No. of defectives
1	32	2
2	32	3
3	50	3
4	50	2
5	32	1
6	80	4
7	50	2
8	50	0
9	32	2
10	32	1

7. Outline the purposes of MRP and explain how an MRP System can achieve these purposes in detail. 10

MS-3084

P.T.O.

(16)

**Unit-IV**

8. Write short notes on :  $5 \times 2 = 10$
- (a) Logistics Information System
  - (b) Bullwhip Effect in logistics
9. What is a role of logistics in an organization?  
As a production manager what type of logistics strategies you are required to formulate in order to give your organization a competitive advantage? 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**MS-3085**

**M.B.A. II Sem. (CBCS) Examination, 2016**

**Research Methods for Business**

**GC-206**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. In addition attempt **one** question from each unit.

1. Answer the following in brief :  $3 \times 10 = 30$

(i) What is a Causal research design? What is its purpose?

(ii) Why is it desirable to conduct a pilot survey before the final data collection?

P.T.O.

(2)

- (iii) What are the four types of projective techniques?
- (iv) Explain the major modes for obtaining data via a survey.
- (v) What are the different categories of primary scales of measurement?
- (vi) What are the reasons that respondents are unable to answer the questions asked?
- (vii) What is the major difference between a disguised and non-disguised research?
- (viii) What qualifications should field workers possess?
- (ix) What is meant by editing a questionnaire?
- (x) Explain Likert scale and its applications.

**Unit-I**

- 2. What are the components of research design? Differentiate between Exploratory, Explanatory and Descriptive research design. 10

MS-3085

(3)

- 3. How is interview method different from observation? Describe the various types of observation method of research. Explain with suitable example of retail outlets. 10

**Unit-II**

- 4. Explain census and sample Survey. Discuss the probability and non-probability sampling techniques. 10
- 5. What do you understand by Hypothesis testing? Discuss null and alternate hypothesis. Also explain the t-test and Analysis of variance (ANOVA). 10

**Unit-III**

- 6. Explain multivariate techniques with suitable example and also discuss factor analysis and its objectives. 10
- 7. What do you mean by multiple regression analysis? How is multiple regression analysis different from discriminant analysis? 10

MS-3085

P.T.O.

(4)

**Unit-IV**

8. Differentiate between qualitative and quantitative research techniques. Explain with example the use of personal interviews. 10
9. Briefly discuss report writing. Explain various steps in report preparation. 10

A

(Printed Pages 8)

Roll. No. \_\_\_\_\_

**MS-3087**

**M.B.A. II Semester (CBCS)**

**Examination, 2016**

**Decision Science**

**(GE-202)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No. 1** is **compulsory**. In addition attempt **one** question from each unit.

1. Attempt the following questions :  $6 \times 5 = 30$
- (a) Acme Manufacturing Company has a contract to deliver 100, 250, 190, 140, 220 and 110 home windows over the next 6 months. Production cost (labour material, and utilities) per window varies by period and is estimated to be ₹50, ₹ 45, ₹ 55, ₹ 48, ₹ 52 and ₹ 50 over the next 6 months. To take advantage of the fluctuations in manufacturing cost, Acme can produce more windows than needed in a

**P.T.O.**



(2)

given month and hold the extra units for delivery in later months. This will incur a storage cost of ₹ 8 per window per month, assessed on end-of-month inventory. Develop a linear program to determine the optimum production schedule.

- (b) A company is in the process of preparing a budget for launching a new product. The following table provides the associated activities and their durations. Construct the project network diagram.

Activity	Predecessors	Duration (days)
A : Forecast Sales volumes	-	10
B : Study Competitive market	-	7
C : Design item and facilities	A	5
D : Prepare production schedule	C	3
E : Estimate cost of Production	D	2
F : Set Sales price	B,E	1
G : Prepare Budget	E, F	14

MS-3087

(3)

- (c) Solve the following transportation problem using Vogel's Approximation method :

	Destination					SUPPLY	
	P	Q	R	S	T		
Source	A	100	150	200	140	35	400
B	50	70	60	65	80		200
C	40	90	100	150	130		150
DEMAND		100	200	150	160	140	

- (d) Maximise (Using Simplex method)

$$z = 2x_1 + 3x_2$$

subject to

$$x_1 + 3x_2 \leq 12$$
$$3x_1 + 2x_2 \leq 12$$
$$x_1, x_2 \geq 0$$

- (e) Bank customers arrive randomly on week days at an average of 3.2 customers every 4 minutes. What is the probability of having more than 7 customers in a 4-minute interval?

**Unit-I**

2. Minimize  $z = 4x_1 + x_2$

subject to

$$3x_1 + x_2 = 3$$
$$4x_1 + 3x_2 \geq 6$$
$$x_1 + 2x_2 \leq 4$$
$$x_1, x_2 \geq 0$$

10

MS-3087

P.T.O.

(4)

3. (a) Write the dual of the following Primal L.P.

$$\begin{aligned} \text{Min } z &= 2y_1 + y_2 \\ \text{s.t. } -2y_1 + 2y_2 &\geq 1 \\ y_1 + 3y_2 &\geq -2 \\ 3y_1 + 4y_2 &\geq 3 \\ y_1, y_2 &\text{ both are URS. } \quad 5 \end{aligned}$$

- (b) One unit of product A contributes Rs.7 and requires 3 units of raw material and 2 hours of labour. One unit of product B contributes ₹ 5 and requires one unit of raw material and one hour of labour. Availability of raw material at present is 48 units and there are 40 hours of labour. Formulate this is an L.P. problem to find the optimal quantities of products A and B. Also write the dual of this L.P. and give its economic interpretation. 5

### Unit-II

4. A product is manufactured at four factories A, B, C and D. Their unit production costs are ₹ 2, ₹ 3, ₹ 1 and ₹ 5 respectively. Their production capacities are 50, 70, 30 and 50 units respectively. These factories supply the product to four stores, demands of which are 25,

(5)

35, 105 and 20 units respectively. Unit transportation cost in rupees from each factory to each store is given in the table below :

		STORES			
		I	II	III	IV
Factories	A	2	4	6	11
	B	10	8	7	5
	C	13	3	9	12
	D	4	6	8	3

Determine the optimal solution of the transportation problem so that the total production and transportation cost is the minimum.

10

5. The following table gives the distance (Km) travelled by trucks to reach the warehouses in various cities. The trucks are in surplus by one truck in the cities 1, 2, 3, 4, 5 and 6; and in deficit by one truck in the cities 7, 8, 9, 10, 11 and 12. Solve the assignment problem so as to minimize the total distance travelled.

10

(6)

CITIES

	7	8	9	10	11	12
1	31	62	29	42	15	41
2	12	19	39	55	71	40
3	17	29	50	41	22	22
CITIES 4	35	40	38	42	27	33
5	19	30	29	16	20	23
6	72	30	30	50	41	20

**Unit-III**

6. If in a period of 2 hours, in a day (8 to 10 am), trains arrive at the yard every 20 minutes but the service time continues to remain 36 minutes, than calculate for this period :

5+5

- (i) The probability that the yard is empty.
- (ii) Average number of trains in the system, on the assumption that the line capacity of the yard is limited to only 4 trains.

7. Using dominance property solve the following pay-off matrices and calculate value of the

(7)

games :

5+5

(a)

Player B

Player A

2	-2	4	1
6	1	12	3
-3	2	0	6
2	-3	7	7

(b)

Player D

Player C

1	7	3	4
5	6	4	5
7	2	0	3

**Unit-IV**

8. A small project is composed of 7 activities, whose time estimates are listed in the table below :

10

Activity (i-j)	Estimated Duration (weeks)		
	$t_o$	$t_m$	$t_p$
1-2	1	1	7
1-3	1	4	7
1-4	2	2	8
2-5	1	1	1
3-5	2	5	14
4-6	2	5	8
5-6	3	6	15

(8)

- (i) Draw the network diagram of the project.
  - (ii) Find the expected duration and variance for each activity. What is the expected project length?
  - (iii) What is the probability that the project will be completed 4 weeks earlier than the expected time?
9. (a) What do you mean by a 'Fixed-charge' problem? Explain with a suitable example.
- 5
- (b) Discuss the assumptions of a L.P. model.
- 5

A

(Printed Pages 8)

Roll. No. \_\_\_\_\_

**MS-3088**

**M.B.A. II Sem CBCS (GE) Examination, 2016**

**E-Business**

**( GE-203 )**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question

**No.1** is **compulsory**. In addition attempt

**one** question from each unit.

1. Read the case given below and answer the questions that follow :

India Health Club is one of the premier health clubs in the city of Pune. Maharashtra Ms Desai from India Health Club was looking for someone in website development as she had a plan for the club. She wanted to build the club website. She also wanted to build a complete web portal not only for the club, but also for all small shops, such as restaurants, cake shops

P.T.O.

(2)

and boutiques, which are there on campus.

As she knew Mr Mehra from ABC Systems Solutions Ltd, she approached him to understand the fundamental strategies to start designing and developing an impressive website and craft its web presence globally, at par with all the leading health club websites around the world. ABC Systems Solutions Ltd has worked on various such web-related projects and has always been appreciated by its customers/customer organizations for its innovative solutions. Mr Mehra always felt proud to say that his web designing team is known for its creativity and application while designing websites. He said that he and his team enjoyed accepting challenges and solving them enthusiastically.

Mr Mehra explained to Ms Desai many aspects that are involved in designing a

(3)

website. He also explained her the various stages of developing a business website and the sequence of activities that are involved, such as requirement gathering, planning, designing hosting, and testing. She was delighted as ABC Systems Solutions Ltd had agreed to work on her website project.

In the next few meetings with Ms Desai, as well as a few other India Health Club authorities, Mr Mehra discussed each and every aspect of the functioning of the club and also the intention behind building the website to finalize the objective of the project of designing the website for India Health Club. The people of the club wanted to have an innovative and attractive website with an altogether different experience for their users as compared to any other standard website. However, at the same time, they expected the

(4)

website to handle many operations, such as online payments, web traffic statistics, and greater flexibility in managing the web content even after the website is hosted and so on, all with utmost security.

After studying the requirements of the club in detail, the ABC people decided to go for Flash, along with ASP, HTML, and Java Script for the client-side programming and XML at the server-side programming, as this was the most appropriate technology combination for interactive design and development of the websites. However, they had to take care of things such as the limitations on the file size or time taken while loading the site at client end if he/she uses a slow internet connection.

With the help of these discussions, the employees at ABC established a complete plan for the structure of the website. They decided

(5)

the content items and their positioning on the website to suit the objectives of India Health Club. With the help of the employees of the club, they collected many good and informative images and video clips to host on the site. Now a database was needed to store these images as well as other administrative and accounting information. Hence, it was decided to use Microsoft Access database.

ABC Systems Solutions Ltd also took the responsibility of hosting the website. Once the site was launched, it was well-appreciated by their users and it gave a new look to the club.

According to Mr Mehra, technology selection is the niche of any project. Understanding the requirements, making models to get the confirmation from the customers, and thorough planning can help decide all the ap-

(6)

proaches to build the website for any business.

**Questions :** 10×3=30

- (a) Was it a good decision by Ms Desai to build a web portal rather than a simple website? Give reasons. What are the advantages as well as disadvantages of having a single website for all shops in the health club?
- (b) What are the various aspects involved in designing the website, and the stages and sequence of activities involved in developing the business website?
- (c) Discuss the factors an organization needs to consider while developing a website.

**Unit-I**

2. Discuss the relationship among different e-business models and how they will converge with the progress of technology? Explain. 10

MS-3088

(7)

3. What are the basic initiatives needed to build competitive advantage in E-Business? Discuss the various competitive strategies that an E-Business company might practice? 10

**Unit-II**

4. Define and explain the elements of an e-business plan. Also explain the importance of having a well thought out business plan before setting up an e-business. 10
5. List and explain the steps that are involved in the creation of a business website. Also explain the importance of building an effective website for a business. 10

**Unit - III**

6. What is an e-market? Discuss the role of e-markets in business development. Also explain advantages of e-markets. 10
7. Describe in detail the online payment procedure in the credit card system with the help of a diagram. 10

MS-3088

P.T.O.



(8)

**Unit-IV**

8. Explain the scope of security and reliability in e-business. Discuss some possible security threats in an e-business environment. 10
9. Explain how new technologies are helping to change old paradigm of doing e-businesses.

10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**MS-3089**

**M.B.A. II Sem. CBCS (GE) Examination, 2016**

**Managerial Skills**

**Paper - GE - 204**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1** is **compulsory**. In addition attempt **one** question from each unit.

1. Read the following case and answer the questions that follows

**CASE**

Indane Biscuits is located in an industrial area. The biscuit factory employs labour on a daily basis. The management does not follow statutory regulations, and are able to get away with violations by keeping the concerned inspectors in good books.

The factory has a designated room to which employees are periodically called either to hire or to fire.

**P.T.O.**

(2)

On the National Safety Day, the Industries Association, of which Indane Biscuits is a member, decided to celebrate collectively at a central place. Each of the members was given a specific task. The Personnel Manager, Indane Biscuits desired to consult his supervisors and to inform everybody through them about the safety day celebrations. He sent a memo requesting them to be present in the room meant for hiring and firing. As soon as the supervisors read the memo, they all got panicky thinking that now it was their turn to get fired. They started having 'hush-hush' consultations. The workers also learnt about it, and such they had a lot of scores to settle with the management they extended their sympathy and support to the supervisors. As a consequence, everybody struck work and the factory came to a grinding halt.

In the meantime, the personnel manager was unaware of the developments and when he came to know of it he went immediately and tried to convince the supervisors about the purpose of inviting them and the reason why that particular room was chosen. To be fair to the Personnel Manager, he selected the room because no other room was available. But the supervisors and the workers were in no mood to listen.

MS-3089

(3)

The Managing Director, who rushed to the factory on hearing about the strike, also couldn't convince the workers.

The matter was referred to the labour department. The enquiry that followed resulted in all irregularities of the factory getting exposed and imposition of heavy penalties. The Personnel Manager was sacked. The factory opened after prolonged negotiations and settlements.

- (a) What is the source of miscommunication? How could it have been averted? 10
- (b) How would you have handled the situation and prevent it becoming a crisis. 10
- (c) In the case of Indane biscuits, bring out the importance of 'context' and 'Credibility' in communication. 10

#### Unit - I

2. The attainment of the objectives of the organization depend upon the effectiveness of the communication networks prevalent. "Explain the role of horizontal communication vertical communication, grapevines and rumors in such networks. 10
3. How can the case analysis approach be applied in understanding organizational issues and their resolution. Give examples. 10

MS-3089

P.T.O.

(4)

**Unit - II**

4. What is negotiation? Explain the need of negotiation in a dynamically volatile environment. 10
5. How does perpetual communication play a vital role in the negotiation process? 10

**Unit - III**

6. Conflicts are the outcome of differing perceptions," How does managing effective communication help in resolving conflicts in organization. 10
7. How does positive group dynamics avert crisis in organization? Explain the role of effective team building buffering the crisis in organizations. 10

**Unit - IV**

8. Are leaders born or made? How is leadership co-related to effective decision making? 10
9. Write short notes on any **two**- 5+5
- (i) Self evaluation
  - (ii) Self discipline
  - (iii) Balancing between ego and pride.

A

(Printed Pages 7)

Roll No. \_\_\_\_\_

**MS-3090**

**M.B.A. (Fourth Semester)**

**Examination, 2016**

**Corporate Evolution and Strategic  
Management**

**(CP-401)**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. In addition attempt **one** question from each unit.

1. Read the following case and answer the questions that follow.

Arun set up his Ace- retail business in Bengaluru in 2007 after his return to India. The opportunity provided by the favorable environment promised good growth. However, by 2014, competition forced the company to have a relook at their posture. Arun spent months

P.T.O.

(2)

with his executive team developing a new organizational strategy. He gave considerable time and devotion to communicate the new thrust and strategy by flying to his entire company offices pan India and talking to them. he set up number of projects to implement the strategy. Strategic objectives were put into each of his executive Key Performance Areas (KRA's )

After a year, Arun feels quite frustrated and disappointed. When he spoke to people who were not his direct reports, as part of his approach to see what all is going on in the company, they would tell him that they needed direction. They were very confused by too many projects that were being implemented simultaneously. As they focused on one project, their failed to understand the company strat-

MS-3090

(3)

egy, the company values and relationship with other projects, They felt different projects were working at cross purposes to another, people were confused and lot of work on projects was being duplicated. Arun, CEO, realized that his people could not see how everything fitted together.

The key executive team member said that they felt that it was enough that CEO had communicated the strategy and created projects. "We feel there is no need to provide further direction to other people. They are supposed to thrash out themselves what is required to be done in order to execute the strategy"

"I am tired of driving the strategy all by myself alone", said Arun. "I wish my team would realize that they were in it together as a united team instead in separate isolated compart-

MS-3090

P.T.O.

(4)

ments often working at cross purposes to one another." I want my team to take leadership responsibilities in driving the implementation of strategy, he added.

**Questions :**

1. (a) Identify the leadership challenges Arun faces in translating the strategy for successful implementation of the strategy. 10
- (b) Discuss the systems and alignment issues involved in the situation in order to ensure execution of strategy. 10
- (c) Suggest strategic implementations interventions designed to help the frustrated CEO. 10

**Unit-I**

2. (a) Discuss the nature of relationship that exists between the formulation and imple-

(5)

mentation of strategies. Provide examples of such as interrelationship.

- (b) List and explain through examples the assumptions that kill strategic thinking in an organization. 5+5
3. (a) Describe in brief the various components of the strategy implementation process.
- (b) Describe any **one** of the following variation of multidivisional structure.
- (i) Cooperative Form
- (ii) SBU Form
- (iii) Competitive form 5+5

**Unit-II**

4. How can strategist undertake : 5+5
- (i) Assessment of impact of corporate culture
- (ii) Creation of strategy supportive culture

(6)

5. What issues in marketing, operations, finance and HR would be raised by the choice of strategic alternative that is significantly different from the current strategy? Discuss. 10

**Unit-III**

6. (a) How does strategic leadership in a large organization differ from such leadership in a small organization? Explain. 5
- (b) Write notes on :
- (i) Vertical and horizontal fit
- (ii) Areas Operational effectiveness 2.5+2.5
7. (a) Why is 'purity of mind' so essential to create an ethical system of strategic management within an organization? 5
- (b) Discuss the different types of techniques used for :
- (i) Strategic control
- (ii) Operational control 2.5+2.5

(7)

**Unit-IV**

8. (a) What are different strategies that may be followed while entering a new country? Discuss.
- (b) How can Indian firms use strategic alliances for internationalization? 5+5
9. Write short notes on : 5+5
- (i) Factors that motivate Indian firms to internationalize
- (ii) Have Indian MNCs emerged or have not emerged? Comment.



A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**MS-3091**  
**M.B.A. (Fourth Semester)**  
**Examination, 2016**  
**(Business Legislations)**  
**(CP-402)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No. 1** is **compulsory**. In addition attempt **one** question from each Unit.

1. Explain the following in brief:  $10 \times 3 = 30$
- (a) Memorandum of Association
  - (b) Consumer under the Consumer Protection Act, 1986
  - (c) Endorsement
  - (d) Distinction between Civil law and Criminal law

P.T.O.

(2)

- (e) Citizens right to information under the Right to Information Act, 2005
- (f) Shreya Singhal Vs. Union of India (2015) Case
- (g) Differentiate between Co-ownership and partnership
- (h) Distinguish between Private Company and Public Company
- (i) Void Agreements and Void Contract
- (j) Commercial Bank and Small Payment Bank

**Unit - I**

2. Discuss the provisions relating to dishonour of Cheque under the Negotiable Instruments Act, 1881. 10
3. Describe the functions of Reserve Bank of India as Central Bank. 10

MS-3091

(3)

**Unit - II**

4. State the Rights of consumers under the Consumer Protection Act, 1986. 10
5. Write Short notes on any **two** of the following: 5+5
- (i) Computer related offences under the Information Technology Act, 2000.
- (ii) Exemptions under the Right to Information Act, 2005
- (iii) Deficiency of service

**Unit - III**

6. Discuss the essential elements of a valid contract. 10
7. Discuss the liabilities of partners under the Indian Partnership Act, 1932. 10

MS-3091

P.T.O.

(4)

**Unit - IV**

8. What is Corporate veil? State the circumstances when Corporate Veil is lifted. 10
9. Explain the process of incorporation of a Company. 10

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**MS-3092**

**M.B.A. (Semester-IV) (Mkt.)**

**Examination, 2016**

**MM-411**

**PLANNING & MANAGING RETAIL BUSINESS**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Selecting at least **one** question from each Unit. Question No.1 is **compulsory**.

1. Read the case given below and answer the questions that follow -

**Food World - A**

Pradipta K. Mohapatra, President and Chief Executive, Retail Business Sector of RPG Enterprises was reviewing the performance of the retail chain scores launched under the brand name 'FoodWorld' .

FoodWorld was a division of Spencer's the retailing company under RPG Enterprises.

RPG Enterprises foray into retail business, in one sense, was a bold step. It was one of

P.T.O.

(2)

the first serious players in India to get into organized retailing in a major way. There were not many in the country from whom the company could learn about the nuances of modern retailing. Several initiatives undertaken by the company, therefore, were pioneering in nature. Hence, it was important to undertake a review of operations so that the company could learn from the past and view the future with greater knowledge and confidence. Was the strategy in consonance with the realities of supply and demand conditions? Was the strategy adequately focused? Was the target segment sharply identified? Was the positioning strategy appropriate? Was the design of the 'Offer' - the concept that was being marketed and the retailing format and services offered - in synchronization with customer needs and expectations? Were the marketing mix elements aligned properly? Were the customers satisfied? What indeed were the 'good and the bad' that this whole new experience had taught? Mr Mohapatra knew that a comprehensive review would be required to take the company to greater heights.

MS-3092

(3)

### **RPG's Retail Focus**

Based on the decision to focus on the retail sector, senior executives studied various retail formats and retailers world over and discussed issues with experts in the field. These insights provided three directions: First, that the company should not get into niche retailing, instead, they should focus on the mass market. Second, that organized retailing would evolve faster in the country as retailing format was closely related to economic development of countries. Third, that they should focus on daily necessities of households- food, clothing, and health. However, clothing was eliminated, since the company had no prior experience in the fashion industry or in textile manufacturing, which was considered essential for success in this product line. Therefore, food was decided as the entry product line followed by health care.

Yet another issue to be resolved was whether the retail business should build on Spencer's image or it should adopt a fresh approach. Leveraging On Spencer's image for retail business had its risks. While the brand name 'Spencer's' was widely associated with qual-

MS-3092

P.T.O.

(4)

ity, it also had the connotation of high prices. This sentiment was reflected in the expression, 'paying the Spencer price', which commonly suggested payment of high prices. It was decided to resolve the issue of whether or not to leverage Spencer's name after obtaining market research inputs. However, one important decision was made at this juncture- to follow a supermarket format for the retailing business.

#### **Design of the Retailing 'Offer'**

In order to implement the decision to enter retailing, the company had to take four crucial decisions. These were (i) which target segment should be focused on, (ii) What value proposition should be offered to the customers, (iii) which merchandising facilities should be offered, given the value proposition identified, and (iv) Where the retail outlets should be located. The company decided to conduct detailed market research studies to obtain inputs for these decision.

#### **Decisions on Marketing Strategy Elements**

Based on various inputs obtained from formal market research studies and personal observations and studies carried out by senior executives, it was decided to take a major initia-

(5)

tive in organized retailing by opening a series of retail outlets with standardized format, policy, and strategy in major cities in India.

#### **Target Segment**

The target market for the shop was decided as middle and upper middle class families. The shops were to be positioned as residential 'full service' supermarkets with limited fresh fruits and vegetables. In line with the insights from the market studies, the shops were to be highly differentiated in ambience and fitted with air conditioning, if needed from a functional point of view. The corporate fascia of the stores and signage were to be very dominant and hence the name FoodWorld was designed with the alphabet 'W' to appear as two tickmarks in red colour. Therefore, the shop name as the logo appeared as Food<sup>W</sup>orld.

#### **Positioning Strategy**

FoodWorld was positioned as a full service supermarket with a limited assortment of fresh food. The main elements of differentiation were store ambience and fit-out, with a majority of shops being air conditioned. The stores also followed a functional racking system with no fancy accessories. It was decided to offer the

(6)

top brands in the market across categories, supported by the FoodWorld store brand.

**Site Selection**

For the site selection, it was decided to identify residential high streets with a minimum of 6,000 households in a 2/3 kilometre radius, preferably in the shopping area of the locality. Only ground floors between 3,000 and 3,500 square feet with minimum 40 feet frontage would be selected. Appropriate policies for rental or lease agreements were also worked out.

**Merchandising Strategy and Supply Chain Management:**

The merchandising strategy was to offer everything that a typical target household would shop for on a daily, weekly, or a monthly basis. This list was decided on the basis of the typical shopping list of customers as well as the budget. All the items were classified into four categories, namely destination category, strategic category, convenience category and specialty category.

On an overall basis, the performance of the shops was satisfactory. However, Mr Mohapatra was aware that the challenges had

MS-3092

(7)

just started. Improvements in performance and sustenance of success were the essential issues that the company needed to focus on. The learnings from an analysis of the past, he recognized, held the key to a bright future.

Adopted from

(**Source** : Sinha and Uniyal, Managing Retail, 2nd Edition, Oxford University Press, pgs.15-27)

**Questions :**

- (a) Critically analyze the retail strategy being pursued by FoodWorld as stated in the case above. 10
- (b) What kind of layout would be suitable for Food World and why? 10
- (c) Suggest a suitable promotion strategy for FoodWorld so that the company can further improve its performance along with 'sustenance of success'. 10

**Unit-I**

- 2. "The Indian retail industry has evolved from weekly markets, village fairs and melas to modern formats at par with international retail stores." Elucidate. 10

MS-3092

P.T.O.

(8)

3. Differentiate clearly between organized and unorganized retail. Discuss the risks and opportunities associated with organized retailing in India. 10

**Unit-II**

4. Explain the retail formats being followed by Louis Vuitton, Toys R Us and Asian Sky shop. 10
5. What do you understand by 'Store design'? Explain the role played by its various elements in store positioning and sales increase. 10

**Unit-III**

6. Discuss the role of trade area analysis in locating retail outlets. 10
7. Write short notes on any **two** of the following: 5+5
- (i) Central Business Districts
  - (ii) Theme/ Festival Centres
  - (iii) Power Centres

**Unit-IV**

8. How do retailers set retail prices? Why do they take markdowns and how do they liquidate markdown merchandise? 10
9. (a) Differentiate between cycle and buffer stock. On what factors does the buffer stock depend? 5
- (b) Write in brief the methods of analyzing merchandise management. 5



A

(Printed Pages 16)

Roll No. \_\_\_\_\_

**MS-3093**

**M.B.A. (Semester-IV) Examination, 2016**

**INTERNATIONAL MARKETING**

**(MM-412)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question No.

**1** is **compulsory**. In addition attempt **one**

question from each Unit.

1. Read the following case and answer the questions that follow :

**case**

HI-FASHION garments is a small- scale company manufacturing high quality fashion garments. Its annual sales are around Rs. 20 lakhs, mostly in a few major metropolitan centres in India. It does not have its own distribution outlets but sells to some selected retail-

P.T.O.

(2)

ers who market them under their own brand names. The company has both gents and ladies line. The proprietor of HI-FASHION for some time is considering the fact that if the turnover of the company is to be increased, it might be easier through exports. Domestic market for the fashion garments is fairly limited nor it is expected to record any substantial growth in the immediate future.

In order to explore the export markets, he has recently sent his number two man in this organisation to Western Europe. He has just returned and had submitted a market survey report which is reproduced below.

Europe, with 330 million people and a gross disposable income approaching \$2 trillion a year, is the most lucrative apparel market in the world- a market of the order of \$40 billion

(3)

per year with imports accounting for approximately \$12 billion of the total.

European affluence has been accompanied by changes in consumer tastes and attitudes that, in many ways, parallel recent changes in the United States. Among other things, people born between the mid-1940s and mid- 1960s, who are now 15 to 35 years old, have greatly influenced consumption patterns. This group has not known war and its deprivations and has grown up during a period of rapid change, loosening traditions, and growth of leisure and leisure activities.

The market is demanding, competitive, and distant, but of such magnitude and promise that proper marketing effort in support of suitable goods should produce worthwhile re-

(4)

sults.

### **The Apparel Industry**

European wages and fringe benefit costs in the apparel industry are so high that labour costs often exceed even those in the United States.

As a result, the European apparel industry has been adversely affected by imports from low labour-cost countries.

### **Characteristics of the Import Market**

Where demand is for high-style goods of quality and elegance and for goods that project image, French, Italian, English and German designers and manufacturers have an advantage over foreign counterparts. Europeans are not willing to pay the price at which apparel of this type from overseas has to sell. Besides, a feeling remains that high style apparel, in any

(5)

event, is a private European preserve.

For basic, utilitarian merchandise that is price-sensitive, Europeans usually prefer supplies from the Mediterranean area, the Eastern bloc countries, and the Far East- all of which use low-cost labour.

### **Market Development**

To successfully exploit the European market potential, manufacturers must:

- Obtain knowledge of the market and achieve product exposure.
- Be willing to adapt product styling and size.
- This requires a long-term commitment and a well-conceived and well-executed marketing plan. In summary :
- Europe is the largest apparel consuming and importing region in the

(6)

world.

- Its tariff and non- tariff barriers do not prohibit the entry of imported merchandise.
- Its high manufacturing costs and dwindling apparel manufacturing capacity favour high import levels.
- High currency reserves and currency values make imports possible and desirable.
- Consumer life style and purchasing power have produced demand characteristics favourable for many indigenously styled and produced apparel lines.

#### **Market Practices**

European apparel manufacturers and retailers generally do not work with large collections. Manufacturers present two lines a year,

MS-3093

(7)

one for spring and summer, and one for fall and winter. New lines are presented at the major trade fairs, and retailers may place orders at that time.

#### **Selling Practices.**

Europe has few established private apparel brands. Almost all retailers prefer to sell well- known brands or designer names and have not tried to establish their own private brands. Women's hosiery is the major exception. The absence of private brands implies acceptance of supplier packaging, but this is not always so. Retailers may refuse to buy product packages they feel would not be readily chosen by their clients because of packaging, product description, and labelling. This may mean that exporters may have to modify packaging or descriptive text.

MS-3093

P.T.O.

(8)

Retail markups vary from product to product, retailer to retailer, and country to country. Nevertheless, most apparel products are sold with markups ranging from 38 to 45 per cent; mass merchandise markups vary from 22 to 32 per cent. Imported merchandise normally carries from 5 to 10 percent more markup than domestic goods to compensate for import expenses and risks. In countries that have a value-added tax (VAT), the tax is assessed on imported goods as well as on domestic goods.

The European retailers' strategy in developing sales of imported products is lower costs and more competitive selling prices, higher markups, product differentiation, exclusivity and image. If any of these benefits do not accrue, the risk and work of importing may not be worthwhile.

MS-3093

(9)

### **Buying Practices**

European retailers use a variety of purchasing techniques. Trade fair participation is important for major product categories. All principal countries conduct twice-yearly trade fairs. Because many of these fairs are international and the distances from the principal European cities to a given fair relatively short, attendance by exhibitors and retailers is high. Much of a retailer's procurement takes place at or shortly after a fair, and the commitment often covers a large part of a retailers' entire six-month requirement. This represents a serious problem for retailers because they are limited in their ability to exploit trends as they develop during the season. For this reason, retailers constantly strive to increase their flexibility and any exporter who can help them in

MS-3093

P.T.O.

(10)

this endeavour will be welcome.

European retailers obtain imported goods through various channels. Buyers seek out suppliers and merchandise in the principal producing areas. Much of a department stores' imports are bought directly from the manufacturer, often to specifications ( particularly in the Far Eastern and other developing country markets). Some stores use resident buying offices (e.g. in New York). Retailers' own domestic producers often act as importers. Purchases from importers or agents are not frequent for the small, independent retailer who is unable to search out and visit foreign suppliers.

### **The Retail Distribution System**

The European retail distribution system is highly developed and generally the same, country to country. Apparel retailing is primarily in

MS-3093

(11)

the hands of the independent retailer or boutique. The market share taken by boutiques varies slightly from country to country and product to product but never falls below 50 percent and usually ranges from 50 to 65 percent. Apparel retailed by each boutique will vary widely in assortment, quality and price level. In general, boutiques market more quality merchandise.

Next in importance in apparel distribution are department stores. Their share of the market is usually between 10 and 15 percent. Nearly all countries have several nationwide department stores that often divide into better, medium, and popular stores. They are organised along traditional divisional lines and have strong central buying organisations. This fact, along with their nationwide distribution

MS-3093

P.T.O.

(12)

capability, a tradition of importing, and a desire to compete on merchandise features rather than on price, make department store chains logical targets for an exporter of quality garments. Total annual sales of most department stores range from \$3 million to \$500 million. Sales of the top companies reach \$2 billion to \$3 billion.

The relative importance of apparel chains varies from country to country. The United Kingdom, Germany, France, and the Netherlands have well developed chains specialising in men's wear, women's wear, children's wear, lingerie and junior apparel. Many of these chains are nationwide. Most of their stores are from 1,000 to 2,500 square feet in size and generally carry a medium price assortment.

MS-3093

(13)

Every country in Europe also has a well-developed network of mass merchandisers or discount stores. These stores occupy an important part in consumer product distribution and their assortments are made up of popularly priced merchandise without any particular fashion content. They sell primarily staple or semi-staple product, and their imports come mainly from Far Eastern For Mediterranean suppliers.

Questions: 10 × 3 = 30

- (a) The proprietor is considering whether on the basis of the report it would be worthwhile to try to make an entry in this market. Discuss.
- (b) Analyse the distinguishing characteristics of the European Clothing Market.

MS-3093

P.T.O.

(14)

- (c) Prepare a broad outline of the marketing plan for HI-FASHION Ltd.

**Unit - I**

2. Explain the trends towards economic integration in global markets. What are its implications for an Indian company with global aspiration? 10
3. Define International marketing. How does it differ from domestic marketing? What are the important determinants of International marketing Policies? Explain with suitable examples. 10

**Unit - II**

4. Discuss the role of Export Credit Guarantee Corporation (ECGC) in promoting the Indian Companies. Also explain which kinds of risk covered by Export Credit Guarantee Corporation? 10

(15)

5. What do you understand by Public Sector Trading agencies? How are they helpful in International Marketing? Explain with suitable example. 10

**Unit - III**

6. What is a letter of Credit? How does it give protection to an Exporter? Name the shipping documents required to submitted along with the documentary letter of credit. 10
7. How would you process an export order? Explain the procedures and documentations used in International market. Discuss with suitable example. 10

**Unit - IV**

8. How will you make an effective promotion strategy for an International product with special reference to durable goods? 10



(16)

9. Why International marketing research is necessary for an Indian Exporter? Discuss the role of International Marketing research in determining the new market. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**MS-3094**

**M.B.A (Fourth Semester) Examination, 2016**

**Marketing For Non-Profit Organizations**

**(MM-413)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Read the case and answer the questions that follow :

**CASE**

**"Bell Bajao Aandolan : Involving Men and Women to stop Domestic Violence"**

To reduce the incidences of domestic violence, especially the one in which men inflict abuse on women, the human rights organization Breakthrough launched "Breakthrough's Bell Bajao" (Ring the Bell) campaign in 2008. Men and boys were invited to become change agents by carrying out the simple and single act of ringing the bell of the residence in question when they become aware that abuse was likely occurring. Campaign PSAs were broadcast on popular TV and radio programs as well

**P.T.O.**

(2)

as in print media. There was also extensive engagement online and through public service networks.

In one TV commercial, a man hears the screams of a woman being beaten by her husband. The man gets up, walks towards the neighbor's apartment, rings the bell and asks the neighbor if there is electricity in the house. Before the neighbor can react, the man rings the bell continuously to make his point and says, "Yes there is", thereby sending a clear message that the interrupter knows about the violence in the house and will repeat the action if needed.

From November 25 to December 10, 2011, Breakthrough ran a special initiative called "16 days of Tweetism", which involved numerous social influencers, to encourage individuals to tweet, read, and spread the word on violence against women. The organization received a total of 1057 tweets.

To sustain the influence of the mass media in reaching youth and to allow individuals to voice their opinions on violence, gender, and rights as well as encourage them to spread the message and become rights advocate themselves, Breakthrough additionally :

- (a) Conducts gender and human rights training workshops

(3)

- (b) Operates multimedia equipped interactive mobile video vans that enable organizers to conduct games, street theatrics, audio visual presentations and quizzes.
- (c) Ensures an online presence by maintaining its own Web site, providing streaming videos and managing blogs and social networking content on external sites such as You Tube, Facebook and Twitter.

The results are impressive. As of April 8, 2013, per the Bell Bajao resources the number of online and offline campaign material has reached 320 million; the mobile van reached 8.5 million people in various districts in Delhi, UP, Karnataka and Maharashtra; and advocacy efforts had enhanced the capacity of 18,323 individuals, who in turn had mobilized over 87,451 individuals in their own communities.

(Adapted from Social Marketing in India Philip Kotler, Samca Deshpande to Nancy Lee).

10×3=30

**Questions :**

- (a) What were the reasons for success of the Bell Bajao Campaign?
- (b) With the rising cases of domestic violence especially in metros, suggest a communication strategy you would adopt to position the Bell Bajao Campaign effectively in metros.

(4)

- (c) Keeping in mind any select target audience behavior, conceptualize a campaign for Bell Bajao Campaign.

**Unit-I**

2. With reference to a nonprofit organization discuss the philosophy of a customer centered approach. Give suitable examples. 10
3. Explain the concept of "Strategic Marketing Planning Process" for a non-profit organization with the help of a suitable example. 10

**Unit-II**

4. What are the challenges a nonprofit organization faces in positioning and branding itself? How can the NPO overcome such challenges? 6+4
5. Highlight the major differences between social marketing and commercial marketing. Give a few applications of social marketing. 6+4

**Unit-III**

6. With reference to the Marketing of a nonprofit organization, explain any two methods of budgeting. 10
7. Discuss the Recruitment Strategy of volunteers for a nonprofit organization dealing in protection of rights of children. 10

**Unit-IV**

8. Discuss the various stages of a "Marketing Control Process" of a non-profit organization. 10
9. Suggest a suitable marketing communication strategy to influence the behaviour of a select target audience in favour of a social cause. 10

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**MS-3095**

**M.B.A. (Fourth Semester) Examination, 2016**

**E-COMMERCE**

**( MM-414 )**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. In addition attempt **one** question from each unit.

1. Read the attached case and answer the questions that follow :  $10 \times 3 = 30$

**CASE**

Snapdeal is one of the fastest growing e-commerce companies in India today. In just three and half years, the company went from scraping their group coupon business and starting an online marketplace to become a billion dollar company. Its year on year growth is almost 600%.

Snapdeal has set a niche for itself in the sphere of e-commerce in India. Initially started as an offline business, Snapdeal went online in 2010. it was a bumpy ride in the first few months.

**P.T.O.**

(2)

Mistakes were made, but lessons were learnt. It is this hard work and attempt to offer the best to the customers that gave Snapdeal its initial success.

Snapdeal had a huge market share in the deals business at that time and starting something new was very risky and the move surprised the investors too. At that point of time, eBay was the only marketplace in India. Barring the global eBay, there were no online marketplaces in India then. (Companies such as Flipkart were purely inventory-led at that time).

Currently, more than 50,000 sellers sell around 5 million products on Snapdeal. The company's phenomenal growth in a short span has been a remarkable journey. The company began to concentrate on building scale and improving speed. Their values-Innovation, Change, Openness, Honesty and Ownership drive them to press for greater success. The company's growth had been phenomenal but it is their continued effort to bring the best to the market and their zeal to succeed as the best B2C (Business to customer) marketplace is what sets them apart.

(3)

Speed and scale are both very important. Based on approach: BHAG, meaning 'run' in Hindi and standing for 'big, hairy, audacious goal': the team sets seemingly unattainable goals and then strive for it, giving the effort everything. "The goal should be so unachievable that if you ask people in the office for feedback, they should either get very nervous or laugh out loud at the ridiculousness of the idea," says Bahl one of the founder. Every quarter there is a new goal to be reached. When monthly revenue was between Rs 5 crore and Rs 7 crore-by the end of the quarter it had to be raised to Rs 30 crore. Eyes in the office popped out at the figure-but it was achieved. Not all missions involved raking in more revenue. there is NPS, standing for 'net promoter score' and involved assessing the quality of transactions. Once a product is bought and delivered, the buyer is routinely asked to rate the entire experience on a scale of zero to 10. A buyer rating of six or below is a 'detractor'; seven to eight is a 'moderator' and nine to 10, a 'promoter'. The NPS is cal-

(4)

culated based on the responses- and is usually between 35 and 50 for most e-commerce sites. But company achieved it at 65.

Snapdeal is now the second-largest e-tailing company after Flipkart. It has about 50,000 merchants selling five million products on its site, adding a product every 20 seconds. Comparatively, Flipkart has only 2,000 sellers. The only company that comes close is Shopclues, an online marketplace which targets Tier-II and Tier-III towns. Radhika Agarwal, Cofounder, Shopclues, says it also has 50,000 sellers. eBay, the world's largest open online marketplace, in comparison, has 45,000 sellers in India.

Snapdeal focused on provision of availability of products at the best prices based on Market-Place led model instead of Inventory-led model.

Snapdeal.com follows an umbrella e-commerce strategy, and has added lifestyle products and consumer electronics to its daily deals section. Deals appealing to masses are offered. The model is continuing with daily deals but service categories like restaurants, spas, gyms, movies, etc. are also being added.

MS-3095

(5)

Snapdeal promised delivery in two days and others followed suit. The next target was 'same-day delivery'. Snapdeal set itself Mission 24, which was to ship 75 per cent of products within 24 hours of the order being placed. By the end of the quarter, 80 percent of products were being shipped in a day.

Snapdeal launched Trustpay in April 2013. With Trustpay, the payment a customer makes goes into an escrow account where it stays for a week till the delivery happens. Any failure in delivery and the money paid is immediately returned. All Snapdeal packets have the Trustpay guarantee seal on them.

Add on strategy is to help their sellers through Snapdeal plus service, to access cheap credit. With this, the sellers can grow fast and can get needed credit to expand their capacities. Kunal describes Snapdeal's culture as-smart, generous and humble, he feels culture determines the speed of growth of a non-traditional business like Snapdeal's. The success and failure is completely dependent on the quality, focus and the motivation of its people; speed

MS-3095

P.T.O.

(6)

or sluggishness-everything is people. Following a unique organizational culture at Snapdeal proves helpful when something has not been done before. Great ability to listen, learn and absorb like sponges with a quiet confidence, the teams just keep executing, bringing innovative thinking and open mind to everything. Thinking to make them learn fast and better, taking good idea from an employee and manifesting in company policy. Snapdeal creates its differentiation strategy.

Company targets to receive 75 to 85 percent sales through mobile users. Separate team was constituted year and half back to compete with PC team. Mobile team focus to make mobile site lightweight where consumer wants can be checked in four clicks. Importance is given to high performance mobile assets rather than feature-rich ones which could slow them down. "Snapdeal raised \$133.7 million in one round of funding in February 2014, followed by another of \$105 million in April to build better infrastructure for mobiles.

MS-3095

(7)

Offering good service or something unique, very broad and very deep product range. Providing service which is convenient for people, up scaling the service in case the customers have an issue, brings back the customer for repeat purchase.

(Adapted from: <http://www.cbsmohali.org/img/Dr.%20Aartil%20case%20study.pdf>)

**Questions :**

- (a) Discuss Marketing Mix and elaborate the marketing philosophy of Snapdeal.
- (b) Think how innovation and technology if merged together can extend more benefits to the Snapdeal's customers. Explain.
- (c) Today the Electronics industry is interfacing with specific e-commerce companies through exclusive tie-ups . Is it to be seen as threat or opportunity? Discuss.

**Unit-I**

2. What factors will help define the future of e-commerce in India over the next five years? Discuss their significance. 10
3. Explain the key components of e-commerce business models? 10

MS-3095

P.T.O.



(8)

**Unit-II**

4. List and describe five website design features that impact online purchasing. 10
5. Define scalability in context of e-commerce infrastructure and differentiate between vertical scaling and horizontal scaling. 10

**Unit-III**

6. Discuss the e-security requirements for an e-commerce business. 10
7. All Indian e-commerce players are offering the facility of cash on delivery. Discuss the pros and cons of using cash as a payment system. 10

**Unit-IV**

8. Discuss the Methods of data collection for profiling the online customers. 10
9. How is the opt-in model of informed consent different from opt-out model? Discuss the marketing issues involved. 10

A

(Printed Pages 16)

Roll. No. \_\_\_\_\_

**MS-3096**

**M.B.A. (Semester-IV) Examination, 2016**

**Brand Management**

**(MM-415)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question

**No.1** is **compulsory**. In addition attempt

**one** question from each unit.

1. Read the following case and answer the questions that follow.

**Case**

The problem of marketing Complan is somewhat unusual. It is, perceived as, 'far superior' to competing products. And that is precisely the problem. As one housewife remarked, "It's too much of a good thing. Do I really need all that?" The origin of Complan explains its vastly

**P.T.O.**

(2)

superior formulation. It was developed by Glaxo Laboratories as a complete and balanced nourishment for serious medical and surgical patients unable to take normal food. Introduced into the Indian market in the early sixties, Complan was first promoted ethically, that is, to doctors who then prescribed it for their patients. This ethical positioning as complete and balanced nourishment obtained very good support from doctors and a growing, if modest, tonnage of sales was achieved. However, after some time growth levelled off.

In 1970, Glaxo set up a Family Products group in the Company with the object of promoting some of its ethical brands over-the-counter, that is, promoting them directly to consumers with mass media advertising. It was judged that this would greatly increase their sales vol-

(3)

ume. Complan was one such product and it more than justified those expectations-for a while.

In its very first public appearance, Complan adopted the strategy of Positioning by Competitor'. It positioned itself directly against milk. 'your body needs 23 vital foods; said the first ad. 'Milk gives 9. Complan gives all 23'

This advertising and the position assumed by the brand created a high degree of awareness and trials. The consumer off take of the brand rose from a volume index of 100 in 1969-70 to 298 in 1973-74. The steady growth also reflected that a considerable number who tried the brand stuck to it and repeatedly purchased it.

Despite the success of this strategy, there was cause for rethinking. What really did this po-

(4)

sitioning imply? Taken to its logical extreme, it meant that Complan should displace milk from the dining table. In India, particularly, milk has a unique position in the consumer's psyche. It is regarded as the source of life, growth and health; it is almost an object of reverence as a necessary ingredient in many religious rituals.

Moreover, with Operation Flood well under way, milk, in the form of powder and also as fresh milk from the Mother Dairies, was being given a great deal of marketing and advertising support. Fighting milk would not be a cakewalk. And, as a socially aware corporate citizen, Glaxo wondered whether it should be in the business of knocking' milk which formed such a vital part of the nation's health and nourishment plans. Very wisely, this position-

(5)

ing strategy for Complan was abandoned.

In fact, here was a classic instance of looking afresh at a key positioning decision: Which product class are we competing in? If not milk, then the logical product class definition had to be other malted milk-foods like Horlicks, Viva, and Bournvita. This can also be described as the health beverage product class. The strategy seemed to be readymade! How should we reposition Complan? Why, against Horlicks, of course, the leader in the health beverage category? Just ask the consumer to compare the label of Complan, so packed with all good nourishing things, with the label of Horlicks whose list of ingredients runs out after naming a few.

The positioning strategy was similar to what had proved to successful earlier positioning by

(6)

attributes and by the main competitor, Research data also showed that many Complan users were earlier users of Horlicks. The great nourisher' Horlicks- was to be treated as the reservoir from which would flow a steady stream of consumers to Complan.

The new headline in the Press ads (1973-74) said: Your body needs 23 vital foods every day. Check: how many do other food drinks give? The consumer was urged to read the label on the Complan tin and to compare it with the label of his present brand, assumed to be Horlicks.

This strategy bombed. The year 1974-75 was the first time when sales of Complan declined. A thorough review seemed called for.

Sales data as well as consumer research, including group discussions, brought some key

(7)

problems to the surface.

Complan's price was almost twice that of Horlicks, Consumers agreed that complan was a superior source of nourishment but they also felt it was 'too much of a food thing' for them. Did they really need it?

Its taste was almost universally disliked, violently so by children, who were often forced to drink it by health conscious mothers, Even a spoonful of sugar couldn't make it go down! Was Complan on the right track in its preoccupation with fighting the competitor, Horlicks, head-on? Would it be better for Complan to achieve a perception in its own right? Instead of making Horlicks the standard of comparison, should one try to create a unique position for Complan and then ask consumers to judge if Horlicks or any other competitor could

(8)

be substituted in that position?

While other brands like Bournvita and the industry were growing, Complian was not. But the more significant data was that even if there were few additional converts, there was steady re-purchase of Complian by many households indicating that it had a core of loyal users despite its seeming handicaps.

Why did they stick with Complian? Research plus judgement provided the answer. There were many households with children who were fussy eaters and mothers constantly worried about their lack of nourishment. There were workaholic husbands who skipped breakfast or lunch. There were elders and convalescents for whom the housewife felt responsible when they went off their food. And there was this marvellous woman herself, busy taking care

(9)

of others and thoroughly exhausted at the end of her daily chores.

Complian strategy went through a radical change. It was now decided to position it- not by competitor- but by target user and usage occasion.

Complian's position could now be stated as follows:

*Complian is ideal for totally fulfilling the nourishment needs of people who cannot or do not eat enough, because only Complian is complete with 23 vital foods for the body.*

The advertising was designed to serve a clear-cut positioning strategy. The commercial dramatized these usage occasions more vividly: the problem eater child tossing his food aside; the husband rushing off with his uneaten breakfast on the table; the convalescing elder who

(10)

has no appetite for food; the harassed housewife herself.

In such situations, to what could the worried mother and housewife turn? What health drink would assure her of all the nourishment that was needed in these special, but everyday situations? The ads clearly presented Complian as a product which was unique and complete in its nourishment value. It was no longer 'too much of a good thing' but the only brand with enough good things to give her the reassurance she needed. Could this position be adequately substituted by any other brand? No way.

Not only Complian advertising, but the product itself wore a new and more attractive look. The package design was cleaned up and modernized. The product's taste was improved

(11)

through a change in the manufacturing process.

New flavours were introduced: Chocolate, because of its universal popularity, especially with the young; Cardamom Saffron, a typically Indian flavour with images of health and goodness; the Strawberry flavour was reserved for later introduction-as a delicious, iced drink. And the price was increased!

In a very real sense, this repositioning strategy, together with product improvements, provided the thrust for a take-off in sales. The availability of full-fledged commercial TV in 1978 and the heavy use of this medium by Complian gave the brand further thrust.

It became clear that price was not the barrier to growth. By positioning Complian in a unique slot, consumers were persuaded to see that

(12)

it had no real substitute and a new price-value perception was created for the brand.

It had long been surmised that the actual users of Complan were predominantly children of school-going age. Later research corroborated this belief. It was found that close to half of the actual users of Complan were of school-going age. This was a far younger age profile than for other malted milk beverages.

It is noteworthy that with sales rapidly increasing, the next repositioning exercise brought about a much more focused and narrower positioning by target user, instead of broadening its user positioning. This calls for a great degree of strategic clarity and courage.

The next ads positioned Complan single-mindedly for 'growing children' and were created and released by Lintas in 1981.

(13)

Sales data showed that Complan's growth was accelerated following this repositioning. But, with hindsight, you may wish to go more deeply into the reasons for this sharply focused positioning for growing children and apparent indifference to other users, such as the elderly and the busy, active adult.

However, Complan was consistently advertised to the medical profession through ads and that a much higher percentage of Complan sales came from chemists as compared to other malted milk drinks.

**Questions:**

10×3

- (a) Define brand positioning and explain the concept. How did 'Complan' increase its consumer base through repositioning?
- (b) What do you understand by positioning by competitor? How did 'Complan' reinforce its position against its competitors?



(14)

- (c) Define and explain POPs and PODs. In case of 'Complan', what do you think are the POPs and PODs that worked for them?

**Unit-I**

2. (a) "Power of a brand resides in the minds of its customers"-Explain. 5
- (b) What are the steps involved in building a strong brand? Explain with examples. 5
3. (a) Why are brands important? What functions do they perform from the point of view of (i) consumers (ii) manufacturers? 5
- (b) Define brand audit and explain the steps involved in conducting brand audit. 5

**Unit-II**

4. Explain the role of product strategy and pricing strategy in building brand equity. 10

MS-3096

(15)

5. (a) What are the criteria for choosing brand elements? Explain each. 5
- (b) What are the options and tactics for promoting brand elements? List and explain. 5

**Unit - III**

6. What do you understand by brand value chain? Explain each stage and define the factors important for moving from one stage to the next. 10
7. (a) "Sources of brand equity arise from the customer's mind-set". Comment on this statement. 5
- (b) What are the techniques for measuring sources of brand equity? Discuss. 5

**Unit -IV**

8. Write short notes on: 5×2
- (a) Brand product matrix
- (b) Brand hierarchy

MS-3096

P.T.O.

(16)

9. (a) Define and explain the term brand extension. What are its major disadvantages?

5

- (b) What do you understand by co-branding?

What are its advantages and disadvantages?

tages?

5

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**MS-3097**

**M.B.A. (Fourth Semester)**

**Examination, 2016**

**Financial Decisions Analysis**

**(FP-421)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No. 1** is **compulsory**. In addition attempt **one** question from each unit. Use of financial/Scientific calculator is permitted.

1. Read the given case and answer the questions that follow :  
ABC Ltd. is a 100% family - owned transport and distribution business whose shares are unlisted. The company sustained a series of losses a few years ago, but the recruitment of some professional managers and an aggressive marketing policy returned the company to profitability. Its most recent accounts show revenue of **Rs. 105 million and profit before interest and tax of Rs. 28.83 million**. Other relevant information is as follows :
  - The company is subject to 30% rate of tax.

P.T.O.

(2)

- The dividend payout ratio for last three years has been 40% of earning and the directors have no plans to change this payout ratio.
- The directors have forecasted growth in earnings and dividends for the foreseeable future at the rate of 6% per annum.
- ABC's accountants have estimated the company's cost of equity capital at 15%. Extracts from its most recent balance sheet at 31 March 2015 are shown below.

(All figures are in Rs. million)

**ASSETS**

Non-Current assets	
Fixed assets (net)	35.50
Current assets	4.50
<b>Total assets</b>	<b>40.00</b>

**EQUITY AND LIABILITIES**

Share capital (Nominal value of Rs.10)	2.25
Retained earnings	18.00
<b>EQUITY</b>	<b>20.25</b>
Non-current liabilities	
7% Debentures repayable 2015	15.00
Current liabilities	4.75
Total Liabilities	19.75
<b>Total Liabilities and Equity</b>	<b>40.00</b>

**Note :** The entity's vehicles are mainly financed by operating leases

ABC Ltd. is on growth phase and now requires additional funds to the tune of Rs. 25 million.

MS-3097

(3)

The directors, and major shareholders, are considering a number of alternative forms of finance. One of the alternatives they are considering is venture capital funding and they have approached VCI.

VCI is a venture capital investor that specializes in providing finance to small but established businesses. At present, its expected average pre-tax return on equity investment is a nominal 30% per annum over a five-year investment period. In preliminary discussions, VCI has suggested it might be able to finance the necessary Rs. 25 million by purchasing a percentage of ABC's equity. This will, of course, involve ABC issuing new equity to VCI.

**Questions :**

Assume you work for VCI and have been asked to evaluate the potential investment.

- (a) Given the Profit before interest and tax of Rs. 28.83 million during the year 2014-15, Calculate the net increase in the retained earnings during the year. 5
- (b) Using the dividend growth model, and assuming constant growth of 6% determine the value of ABC's equity and ABC's value per share in market terms. 5
- (c) How many new shares are required to be issued in case ABC Ltd is willing to issue new shares to VCI in order to secure Rs. 25 million infusion of fresh equity in its capital structure. 5

MS-3097

P.T.O.

(4)

- (d) What would be percentage in equity participation by VCI in shareholding pattern of ABC Ltd. 5
- (e) What are the advantages and disadvantages to an established business such as ABC Ltd. in securing equity participation of VCI as compared to long term debt. 5
- (f) Should VCI make the investment in ABC Ltd.? Justify your answer. 5

**Unit - I**

2. Under what circumstances might each of the following actions on the part of a company be consistent with the goal of maximizing shareholders' wealth? 5+5  
Attempt any **two** parts:
- (i) Reducing the Debt burden from 50% debt-50% equity to 40% debt -60% equity
- (ii) Increasing dividend from Rs. 1.20 per share to 1.50 per share
- (iii) Acquiring a company in unrelated business
3. Differentiate between any **two** of the following : 5+5
- (i) Diversifiable and non-diversifiable risk
- (ii) Capital market line (CML) and Security market line (SML)
- (iii) Effective rate of interest and nominal rate interest
- (iv) After tax operating cash flow and free cash flow.

(5)

**Unit - II**

4. (a) ABC shoe company has three product lines namely Jogger, Exerciser and Road traveller. The expected NPVs and standard deviation for these product lines are :

	<u>NPV</u>	<u>Standard deviation</u>
Jogger	Rs.16,00	8,000
Exerciser	20,000	7,000
Road traveller	10,000	4,000

The correlation coefficient between products are as under :

	<b>Jogger</b>	<b>Exerciser</b>	<b>Road traveller</b>
Jogger	1.0	-	-
Exerciser	0.9	1.0	-
Road Traveller	0.8	0.85	1.0

Compute the expected value and Standard deviation of the probability distribution of possible NPVs for existing product portfolio. 5

- (b) A toy manufacturer has the following estimates of project cash flow for the next two years.

	<b>Year 1</b>	<b>Year 2</b>
Probability	0.25	0.40
cash flow	Rs.4,000	Rs. 4,000
Probability	0.50	0.30
cash flow	Rs. 5,000	Rs. 7,000
Probability	0.25	0.30
cash flow	Rs. 6,000	Rs. 10,000

**Determine the NPV and the standard deviation of the project considering that cash flows in each of the years are independent.** 5

(6)

5. (a) Under what circumstances do you think the use of divisional required rates of return (cost of capital) is likely to improve the capital budgeting decision process. 4
- (b) Leisure Ltd. has a debt-equity ratio of 0.70 based on market value terms. It is planning an investment in a new product line in which it has no experience. The Finance Manager has identified Fun Ltd. Company as a proxy for estimating the beta to be employed. Fun Ltd. has a debt-equity ratio of .10. Both the companies are in 40% tax bracket. What is the Beta adjusted for leverage that Leisure Ltd should use assuming it will maintain its existing debt - equity ratio. 6

**Unit - III**

6. (a) Write short notes on any **two** of the following : 2.5+2.5
- (i) Pecking order theory
- (ii) Cash Insolvency analysis
- (iii) Marginal cost of capital as a relevant concept
- (iv) Operating and financial leverage
- (b) BBB Company has computed its indifference level of EBIT to be Rs. 5 Crores between an equity financing option and a debt financing option. Interest expense under debt financing option is Rs. 2 Crores and interest expense under equity option

(7)

is Rs. 1 crore. The expected EBIT of the firm is Rs. 6.2 Crores. With a standard deviation of 1.9 Crores.

What is the probability that the firm will incur losses under debt option? 5

7. (a) Discuss briefly the managerial considerations involved in dividend decision. 5
- (b) The data given below (in Rs. millions) relates to three firm's dividend payouts over the last six years. All three firms are listed on the BSE.

Year : 2009 2010 2011 2012 2013 2014

**Company A**

No. of shares issued 1,200m

profit after tax (m)	600	630	580	600	640	660
Dividends declared (m)	240	252	232	240	256	264

**Company B**

No. of shares issued 2,000(m)

Profit after tax (m)	1,200	1,300	1,580	1,800	1,240	1,460
Dividends declared (m)	120	132	145	160	176	194

**Company C**

No. of shares issued 3,500(m)

Profit after tax (m)	2,200	1,400	2,100	1,950	2,200	2,560
Dividends declared (m)	200	0	100	0	200	560

Showing appropriate calculations, describe the dividend policy which each of the companies shown above appears to be following:

**Unit - IV**

8. **Explain :** 5+5

- (i) What happens to the post- merger earnings figure when a company with higher P/E ratio acquires a company with a lower P/E ratio in the absence of any synergy assuming that the exchange ratio is based on market prices of shares?
- (ii) Difference between the purchase method and the pooling method of accounting for mergers.

9. M Oil and N Oil have agreed to a merger in which N oil shareholders will receive 0.75 shares of M Oil for each share of N oil share held. Assume that synergistic earnings of Rs.3 Crores per year will occur as a result of the merger.

a. Complete the following table : 5

	<b>M Oil</b>	<b>N Oil</b>	<b>MN Oil</b>
Sales (Rs. Crores)	50	125	.....
Net Income (Crores)	6	1.3	.....
No. of common shares (crores)	1.6	0.4	.....
EPS			
MPS	Rs.41.25	Rs.26	.....
Price Earnings ratio (P/E)	.....	.....	10

b. Calculate the premium percentage received by N Oil shareholders

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**MS-3098**

**M.B.A. (Fourth Semester)**

**Examination, 2016**

**Security Analysis & Investment Management**

**(FP-422)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit. Use of Financial/Scientific calculator is permitted.

1. Write short notes on the following :  $3 \times 10 = 30$ 
  - (a) SEBI
  - (b) Buyback from open market
  - (c) Mutual Funds
  - (d) Real Estate as an investment options.
  - (e) Redemption Yield

**P.T.O.**



(2)

- (f) Cyclical Industries
- (g) Quantitative Industry Analysis
- (h) Double Bottom as a technical analysis indicator.
- (i) Moving Average Analysis
- (j) Insider Trading

**Unit-I**

- 2. Explain the structure and characteristics of stock exchanges in India? 10
- 3. Detail the objectives of security analysis? Chart out how security analysis could be conducted. 10

**Unit-II**

- 4. Give precise comments on the following :  
2½×4=10
  - (a) Innovations in debt instruments
  - (b) Zero coupon bond
  - (c) Yield to maturity
  - (d) Variable rate bonds

MS-3098

(3)

- 5. "Is Technical analysis more important for short term investor than fundamental analysis?" Discuss. 10

**Unit-III**

- 6. (a) A bond has a face value of Rs. 100 and a 7% coupon. The yield to maturity is 5% and it matures in 5 years. The bond thus pays Rs. 7 a year for five years and the principal amount of Rs. 100 in the 5th year. Compute the Macaulay Duration.  
(b) Determine the convexity of an 8% coupon bond A (Rs. 100) sold at Rs. 96.480 with 2 years to maturity and a zero coupon bond B (Rs. 100) with 20 years to maturity sold at Rs. 14.90 the yield to maturity on these bonds is 10% per annum. 10
- 7. A company is expecting to pay annual dividend of Rs. 3/- per share and this dividend is expected to grow at a rate of 8% for the next 4 years. Thereafter, the dividend growth rate

MS-3098

P.T.O.

(4)

is expected to slow down to a constant rate of 5% per annum. Assuming the expected rate per share to be 7%, compute the value of the share. 10

**Unit-IV**

- 8. Discuss the CAPM and its application in portfolio selection. 10
- 9. Use Sharpe Index Model to select the best combination of securities for a portfolio. The risk free rate is 5% and market standard deviation is 20%. How can we test the weak form of market efficiency? 10

Security	S1	S2	S3	S4	S5
Standard Deviation	1.5	1.2	1.3	1.4	0.85
Return	12%	15%	10%	16%	8%
Error	20%	15%	12%	24%	22%

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**MS-3099**

**M.B.A. (Fourth Semester)**

**Examination, 2016**

**International Financial Management**

**(FP-423)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. In addition answer **one** question from each unit. Use of Financial/ Scientific calculator is permitted.

1. Write short notes on the following :  $3 \times 10 = 30$ 
  - (a) Causes leading to the collapse of the Bretton Woods Agreement (any two causes).
  - (b) Invisibles balance, in Balance of Payment Accounting, and its likely constituents.
  - (c) Statistical discrepancy / errors
  - (d) Covered interest parity
  - (e) Two-way currency quotes (bid vs. ask)

**P.T.O.**

(2)

- (f) Authorized dealers in foreign exchange
- (g) Managed float
- (h) Forward rate agreements (FRAs)
- (i) Role of the International Monetary Fund as a global reserve facility.
- (j) The need for hedging exchange rate risk.

**Unit-I**

2. Direct investment from foreign entities (FDI) is seen as an important means for enhancing the competitiveness and viability of Indian Industries. What are the likely impacts of FDI on the country's current and capital accounts in the periods after enhancement in FDI? In view of your answer, are you more likely to favour inward FDI or outward FDI? 10
3. Explain any two types of foreign exchange exposure and their impact on the profitability of the firm. 10

**Unit-II**

4. The markets for foreign exchange are characterized as "around the world, round the clock" markets. Explain the meaning of the above description, and also outline the structure of the market, describing the roles of various participants. 10

(3)

5. Companies A and B have been offered the following rates per annum on a Rs.10 million loan for five years : 10

	Fixed Rate	Floating Rate
Company A :	2.0%	MIBOR+0.1%
Company B :	14.5%	MIBOR+0.9%

Company A requires a floating rate loan, while company B requires a fixed rate loan, As a Swap bank, design a swap that will be attractive to both companies, while leaving a margin of 0.2% for the swap bank (per annum).

**Unit-III**

6. You are a manufacturer in Italy, exporting to the UK. You have exported goods worth Pound sterling (GBP) 1.0 million. The amount will be received in three months, which you will convert to Euro (EUR). 10
- Your bank offers the following rates :

	GBP to EUR
Spot Rate	1.2022
3 month forward rate	1.2014

Explain your courses of action, in case :

- (i) You wish to maximize return
- (ii) You wish to minimize risk

(4)

7. 'In a futures contract, the hedger minimizes risk by foregoing the potential to make profit'. Explain with an example. 10

**Unit-IV**

8. Since the inception of currency options contracts on the National Stock Exchange of India (NSE), the relative importance and share of currency futures has declined in the currency Derivatives segment of NSE, whereas the share of currency options has increased. In your opinion, does this imply that options offer a better mechanism of exchange rate risk than futures? Give reasons in support of your answer. 10
9. Explain the use of the following techniques for the management of transaction exposure (any two) : 5 each
- (a) Netting
  - (b) Matching
  - (c) Leading and Lagging

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

## MS-3100

M.B.A. (Semester-IV) Examination, 2016

MANAGEMENT CONTROL SYSTEMS

(FP-424)

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit. Use of Financial/Scientific calculator is permitted.

1. Answer the following questions :  $3 \times 10 = 30$ 
  - (a) How is management control system related with strategic planning?
  - (b) Suggest measures to improve Segment Return On Investment (SROI).
  - (c) What are the benefits of negotiated transfer pricing?
  - (d) Under what situation may suboptimisation result in a division of decentralised firm?

P.T.O.

(2)

- (e) Explain briefly why a decision centre should be treated as profit centre rather than as a cost centre.
- (f) Why should management control system encourage "goal congruence" in an organisation?
- (g) What type of control system would be suggested for small business unit.
- (h) Write a short note on "Zero Base Budgeting" as a Control tool in an organisation.
- (i) Why is Economic Value Added (EVA) considered superior to Segment Return on Investment (SROI)?
- (j) "Investment Centre is an extension of Profit Centre." Discuss.

**Unit-I**

2. What are the requisites for designing and successful implementation of management control system in an organisation? Discuss important objectives to be achieved by such an implementation. 10
3. Explain the important features of management control systems and differentiate between task control and management control. 10

MS-3100

(3)

**Unit-II**

4. Why is responsibility accounting considered as an important financial tool of control in all sort of organisations. Discuss the advantages and limitations of responsibility centres created under it. 10
5. Supreme Corporation has production plants at three different places.

Following is a summary of results for 2016:

Plants	Revenue ₹	Expenses ₹	Investment ₹
A	9,00,000	4,50,000	90,00,000
B	10,00,000	3,80,000	65,90,000
C	14,00,000	5,00,000	1,42,00,000

**Required :**

- (a) If the plants are treated as profit centres, which plant manager has done the best job?
- (b) If plants are treated as investment centres, which plant manager has done the best job?
- (c) Do the results of profit centre and investment centre give different findings? If so, give reasons. 4+4+2

**Unit-III**

6. Why is transfer pricing system needed in an organisation? Explain important considerations for an optimum transfer pricing mechanism. 10

MS-3100

P.T.O.

(4)

7. Division A of a company has a product that can be sold to division B or to outside customer. The cost and revenue information of two divisions are given below :

**Division -A**

Market selling Price	₹ 50
Variable Cost	₹ 30

**Division-B**

Final Market Price	₹ 200
Transfer Price from Div. A	₹ 50
VC Added in Div. B	₹ 80

**Required :**

- (a) What transfer price would you suggest between the two divisions?
- (b) Assume that an outside supplier has offered to division B to supply the goods at ₹ 40 per unit. Should division A cut its price to ₹ 40? 5+5

**Unit-IV**

8. Explain the key control variables in non-profit organisations and discuss the important management techniques that are used for control in non-profit organisations. 10
9. "Control systems of MNCs need modifications or adaptations as they are influenced by a number of issues." Discuss all the issues critically and suggest control measures for MNCs. 10



A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**MS-3101**

**M.B.A. (Semester-IV) Examination, 2016**

**FINANCIAL DERIVATIVES**

**(FP-425)**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. In addition, answer **one** question from each unit. Use of financial/scientific calculator is permitted.

1. Answer the following questions in brief :

3×7=21

- (a) What are the advantages of futures over forward contracts?
- (b) What do you mean by put-call parity? What is this used for?
- (c) Write down the assumptions under Black-Scholes option pricing model.
- (d) Differentiate between historical volatility and implied volatility.
- (e) What is a currency swap? How is it operationally different from an Interest rate

**P.T.O.**

(2)

swap?

- (f) What is a straddle and when is it appropriate to use it?
- (g) The risk-free continuously compounded interest rates in the USA and Japan are estimated at 8% and 3% respectively for 3-months maturity. If the spot rate in Japan is Japanese yen 102 per dollar, what is the likely price for a 3-months futures contract?
- (h) The spot price of crude oil is ₹ 3000 per barrel. In the futures market, 3-months and 6-months contracts are trading at ₹ 3125 and ₹ 3200, respectively. The cost of carry, inclusive of storage and insurance, is 15% p.a. If the cost of carry model applies, find the following :

$$3 \times 3 = 9$$

- (i) Fair price of the futures contracts for 3-months and 6-months. What action can an arbitrageur take in this situation?
- (ii) If at the end of three months the spot price were ₹ 3500 and the futures market stood corrected, what would be the profit to the arbitrageur?
- (iii) If at the end of three months the spot price were ₹ 2700 and the fu-

(3)

tures market stood corrected. What would be the profit to the arbitrageur?

### Unit-I

2. What are the key specification parameters of a futures contract? Also discuss the possible modes of settlement of futures contract?  
5+5
3. The price of the Suzlon share at NSE is ₹ 85 while a 3 months futures contract on Suzlon is being traded at ₹ 86. If one can borrow at 12% and Suzlon is not paying any dividend in the next three months, is there an arbitrage opportunity available? If so, how can profit be made? Assume the size of the futures contract to be 1000 shares. 10

### Unit-II

4. At the NSE, the following were the prices of 1-month call and put options on its index NIFTY on 15 June 2015, when the NIFTY was at 4500 :

Exercise Price	Call option	Put option
4,450	165	75
4,500	125	95
4,550	100	125

How would you construct a short strangle with 4500 as the central point? Find out its cost,

(4)

payoff, and break-even point. At what levels, would the position result in maximum profit?

10

5. (a) How would you convert a floating rate liability into a fixed rate liability using a SWAP? 5

(b) What do you understand by Swap rate? What inputs are required for computing the Swap rate? 5

### Unit-III

6. Construct a delta-vega neutral portfolio for the following data : 10

$s=100$ ,  $\sigma=15\%$ ,  $x = 100$ ,  $r = 5\%$

	Price	Delta	Gamma	Vega
Call-90 days	3.604	0.58	0.051	0.194
Call-75 days	3.239	0.573	0.057	0.178

7. What do you understand by risk-neutral valuation? Describe the Binomial model of valuation of options. 10

### Unit-IV

8. Critically discuss the role of derivative contracts in a financial system. 10

9. Write short notes on the following : 5+5

- (i) Value at Risk (V a R) and its utility
- (ii) Butterfly spread

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**MS-3102**

**M.B.A. (Semester-IV) Examination, 2016**

**Organizational Change & Intervention**

**Strategies**

**(HR-431)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.**

**1** is **compulsory**. In addition, attempt **one** question from each unit.

1. Read the following **two** cases and answer the questions given at the end :

**(a) Case - A**

**Cool Products** is a company dealing in production & distribution of packed condiments in the state of MP where they are Market Leaders. Company has decided to expand its business in the state of Rajasthan. They have identified Kota as a place for establishing produc-

P.T.O.

(2)

tion unit.

There are two profiles of managers for the post of GM of the unit. This job involves the skill of both marketing and production manager. They are :

- Mr Varun Tyagi- Production Manager
- Mr Avinash Kale - Marketing Manager

Mr. Varun Tyagi is a mechanical engineer. He has 10 years' work experience in Food Preservation Industry. His qualities are : Hardworking, sincere, honest, dependable manager, foresighted, technically sound, pleasant personality, can handle employee grievances, provides employees satisfaction, goes by rule of law when in difficulty, good reputation in industry.

Mr Avinash Kale has done MBA from IMS,

(3)

Nagpur. His performance in academics was excellent. His qualities are: Calculative (as he thinks ten times before taking any decisions), evaluates the pros & cons of the issue at hand before proceeding further, hard task master, obedient, maintains distance from workers, task oriented leader, good communication skills, considered to be a Management Man.

As a consultant you have to choose one of them for the post of GM. You would be given a chance to meet them as before selecting one of them for the position of GM . Face to face interaction would give you an Outright View of the person.

**Questions :**

- (a) What is leadership style of the two candidates? Elaborate.

5

(4)

(b) Which of the two incumbents would you chose? Please explain the reasons for your choice. 5

(c) What are the learnings from this case? Explain your answer with sufficient arguments. 5

**(b) Case - B**

Mr Kabir was working in the Administration Department as Administrative Officer. He was responsible for keeping account of all the vehicles of the company apart from other arrangements including the guest house of the company. Mr Kabir has been working in the company for 6 years in the same grade without promotions. He was supposed to be very honest in his job. Once the GM of the factory Mr Rakesh Gupta requested for the company car during office time for his personal work.

MS-3102

(5)

Mr Kabir refused it saying that it cannot be given during office hours as the work would suffer due to its duty to go to the bank. Mr Gupta became quite upset and asked his boss Mr Srivastava to give the car. Mr Srivastava (Sr Manager Administration) was too happy to oblige Mr Gupta as he wanted one of his relatives to be employed as officer. Hence he fired Mr Kabir for his disobedience and threatened to transfer him to stores if he continued to show disrespect to senior officers. Kabir was active member of staff union. He immediately went to the Union President and informed him about the misuse of the company car for private purpose by the GM at the cost of the office work. It was decided that Kabir would send a note in writing to Mr Srivastava asking him to approve sending the car to the

MS-3102

P.T.O.

(6)

house of Mr Gupta. Mr Srivastava understood the repercussions and refused to sign the approval. He lent his own car to Mr Gupta.

**Questions :**

- (a) What power was being used by Mr Kabir? 5
- (b) What power Mr Srivastava was using? 5
- (c) What was the game Kabir played when Srivastava ordered the car? 5

**Unit - I**

2. What is meant by Organizational Change? What are the various forces of change? Explain each in detail. Draw a schematic diagram to explain the forces & Levels of Organizational Change. 10
3. (a) Discuss the reasons for resistance to change. 5
- (b) What are the major techniques of Planned Change? Discuss each of them in detail. 5

MS-3102

(7)

**Unit -II**

4. What is meant by Organizational Competencies? What is a competency Model? How would it impact an HR professional? 10
5. (a) What are the different steps for Organizational Development Interventions? 5
- (b) Explain the various stages of Organizational Development as enumerated under Warner Burke's Model. 5

**Unit- III**

6. Enumerate the various dimensions postulated by Hofstede. Explain each one of them in detail. 10
7. What is meant by Culture in an Organization? Explain in detail. What is the difference between Organizational Culture and Climate? Elaborate. 10

MS-3102

P.T.O.

(8)

**Unit - IV**

8. Explain various types of Power exercised.  
Which three types of Power are based on Authority? Elaborate Legal- Rational Power with suitable examples. 10
9. (a) What is the difference between Leadership & Power? What are different Power Tactics? 5
- (b) What is meant by 'Defensive Behaviour'?  
How can an individual manage Defensive-ness? 5



A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**MS-3103**

**M.B.A. (Fourth Semester)**

**Examination, 2016**

**O.B. & H.R.D.**

***(Counselling Skills for Management)***

**(HR-432)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.**

**1** is **compulsory**. In addition, attempt **one** question from each unit.

1. Read the case and answer the questions that follow :

Emily had been working in the health care industry for many years. She loved her job, loved her clients and was enthusiastic about the work she was doing. Because of her natural affiliation with her clients and work colleagues she was very popular. At Christmas many clients

**P.T.O.**

(2)

would pop little gifts in to the office for her. As she knew all her clients survived on limited budgets, this meant a great deal to her.

She cared for the colleagues and due to her qualifications and training was a good listener.

It did not take long for the office staff to know that she kept everything confidential, and because of the trust they had in her, would often come to vent, and take on suggestions to help them change their attitudes and cope better in today's changing work environment.

Emily was also a great team player, she would often put aside her own work to help a colleague and she was always happy to share her resources. When her manager made an unexpected request for information or the collaboration of research, Emily took on the extra task and always completed it in time. If nec-

MS-3103

(3)

essary she would take work home with her to ensure she kept up with the workload. Emily was a happy, flexible person. She felt life had been good to her.

When changes began to occur in her workplace, Emily initially took them in her stride. A new managerial structure was created and a new staff member came on board. The organisation was expanding and it was an exciting time to be working there.

As the weeks went by however, things began changing for the worse. Emily found that her manager's attitude towards her was becoming distant and more abrupt. Emily was not being told relevant information about changes, she was getting the cold shoulder from her manager, and extra demands were being placed on her that were not being placed on her colleagues.

MS-3103

P.T.O.

(4)

The supervision of her work became harsher, and unscheduled meetings and audits were announced with little notice to prepare and she was required to report to her manager on an almost constant basis which became problematic and time consuming with her already heavy workload. Her manager began to make unfounded criticisms of her work and changed the way things needed to be done.

Emily approached her manager and explained that she felt something had changed between them, she asked if it was because of something she had done to offend her manager, but was simply told it was her imagination. However, Emily knew the sarcasm and comments of dismissal from her manager regarding her contributions during team meetings was not a figment of her imagination, because other staff

(5)

members had commented about them. While her colleagues may have felt that they were supporting her, their comments only added to Emily's humiliation.

Emily became hyper vigilant about her behaviour, trying harder to please, but the criticism only increased. She was being isolated from other members of the staff who she had previously been close to. Emily began to take days off work as often as she could, firstly to help her cope with the stress and secondly to avoid the office environment.

**Questions:**

- (a) What factors have influenced the behavioural change in the attitude of Emily? 10
- (b) What course of action do you recommend to prepare for any organizational change to avoid any resistance or unpleasant situations. 10

(6)

- (c) If you were a counseller, what approach you would follow to counsel the manager as well as Emily. 10

**Unit - I**

2. What is counseling? How will you differentiate it from helping, advising, consulting and psychotherapy. Also discuss the different techniques of counseling. 10
3. One of your colleagues had been demoted in the organization because of someone else. How you will counsel him/her to overcome the situation? 10

**Unit -II**

4. Why does effective communication become a major tool in successful counseling? Explain briefly different communication skills used in counseling. 10

(7)

5. What are the qualities of a good counselor? What do you understand by the term crisis intervention and if a person is suffering from depressive behavior then what steps you will follow to work him out from the situation. 10

**Unit- III**

6. What is Psychological testing? What are the different types of Psychological test? 10
7. What are the special problems that are faced in counseling? Define briefly what group therapy is. 10

**Unit - IV**

8. One of your colleague has been absent from work for long period of time due to some personal reasons. How will you counsel him/her so that he/she can revert back to work again. 10

(8)

9. What are the recent trends in counselling. Do you think that the day by day changing environment affects it? Give reasons. 10

A

(Printed Pages 16)

Roll No. \_\_\_\_\_

**MS-3104**

**M.B.A. (OB & HRD) (Fourth Semester)**

**Examination, 2016**

**( Human Resource Development Strategies &  
Systems )**

**(HR-433)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in **all**. Question **No. 1 is compulsory** and carries 30 marks. In addition, attempt **one** question from each unit.

1. Read the case and answer the following questions :

**CASE**

"It is going to be a tough day," Raj Melhotra,  
Vice President of Human Resource and Chief

**P.T.O.**

(2)

Officer for Ethics (COE) of Central Telecommunication Company (CTC) India, murmured to himself as he walked into office on Monday, and plugged in his laptop to the intranet. He thought of the call he had received over the weekend. It was quite unusual for his boss, the Chief Executive Officer (CEO) India of CTC, to telephone him at his place, that too on a Sunday and talk shop. Raj was traveling the whole week and had got back only on Saturday. He was having a relaxed Sunday evening with his family when the phone had rung. The CEO had terminated the call by saying, "Don't spoil your evening on it. But, we need to discuss in detail tomorrow itself. I'll give you a buzz around ten in the morning." The call was regarding an email written by one of the managers, addressed to the COE and copied to the CEO. It concerned Pratosh, an Associate

MS-3104

(3)

Vice President and member of the India management team of CTC. CTC, a four-year-old joint venture (J.V.) mobile telecommunication company had licenses to operate in three mobile telecom circles in India. When the mobile telephone market was opened up for private investment, a large diversified Indian group and an international telecom company partnered to form CTC. The JV obtained three licenses through open bidding and within one year launched commercial operations in the first circle. Over the next few months the remaining two circles also became operational. In addition to funds and technology, the foreign partner deputed a few key personnel to CTC, including the current CEO. The Indian partner dominated the day-to-day management of the company. At present, CTC had a mar-

MS-3104

P.T.O.

(4)

ket leadership position in two circles and expected to generate profits within a few years. Direct employment (all circles) was around 600 and female employees accounted for less than 10% of direct employees. Though there was no legal mandate, CTC was committed to increase the number of female employees. Compensation across levels was linked with performance, both of the division and the individual. A balanced scorecard measured the divisional performance. Individual performance was assessed through the system called participative performance enabler (PPE). PPE was similar to the performance management system followed in other organizations. It had goal setting, year-end rating of performance and feedback as critical components. Though there was provision for "incourse review of performance," it was considered optional. Supervi-

MS-3104

(5)

sors were expected to discuss performance issues with subordinates, as and when it was necessary and make amends to the PPE. Annual performance rating and forced classification into five categories happened during April and May. At that time supervisors had to discuss performance ratings and proposed classifications with each subordinate, and obtain their consent before forwarding it to HR for further processing. Goals for the year ahead were agreed upon at that time too. The forced classification not only determined the annual increase and bonus, but also impacted career advancement.

Before Raj left for his vacation, he had scrolled through a mail from Pratosh (Exhibit I). Pratosh was considered as one of the bright stars of CTC. A telecommunication engineer with an MBA, he was identified by the CEO to head

MS-3104

P.T.O.



(6)

the customer-service division. He joined CTC one year after it went commercial, as senior manager for customer service and reported to the vice president for marketing. One year later he was promoted to the position of associate vice president with independent responsibility for customer service. He was responsible for customer service across all three circles, with seven managers as direct reports. Pratosh was known in CTC for his focused approach and was also famous for his intolerance of poor performers. His abrasive style was a concern and the CEO, the VP for Marketing, and Raj had discussed it with him informally. At the same time he was among the most sought after bosses to work with, since he took an interest in developing subordinates by exposing them to challenging assignments that gave visibility to the op management.

MS-3104

(7)

The mail the CEO referred to during his call had come from Madhavi, Manager-Relationship Management Services, and one of Pratosh's direct reports (Exhibit II). A hotel management professional, she had worked in the front office of a five-star hotel before joining CTC as an assistant manager. She was among the initial group of CTC employees who joined during the startup phase. She worked in business development for one year and moved to customer service with a promotion to manager. By then, Pratosh had joined CTC and created the independent customer-service department. A special cell to manage high-worth customers like corporate houses was carved out and he was on the lookout for a person to be in charge. Madhavi was chosen for the assignment and her case was strongly supported by the VP-Marketing. She managed

MS-3104

P.T.O.

(8)

a six-member team and was responsible for single-window services to high-worth customers.

High-worth customers were demanding and much sought after by the competition. CTC had contracted a reputed agency to conduct frequent customer satisfaction surveys and the results were regularly discussed across levels. Wherever possible, PPE's were to include customer satisfaction as a key deliverable.

In her first year with CTC, Madhavi was rated a top performer and got promoted to a manager. Next year, Pratosh too rated her in the top bracket, but the qualitative recommendations were not as glowing as it was in the previous year. During the PPE discussions, Pratosh insisted on the inclusion of customer retention as a specific goal for Madhavi. In the past, retention was clubbed with customer-satisfac-

(9)

tion scores. During the year under review, though the overall customer satisfaction scores for her cell remained acceptable, customer retention was a cause for concern in Pratosh's opinion. Two major corporate customers had switched accounts. Another had almost switched, but was persuaded against it with considerable effort. The market was further expected to heat up, since more mobile telecom operators were expected to start operations. The customer-base growth was not happening as expected. Signs of a price war were imminent.

Decision Situation:

As Raj finished reading through Madhavi's mail, the intercom rang. The call was from the CEO and the message was short "Raj, can you walk down? We need to talk about Madhavi's complaint."

(10)

**Exhibit-I**

**SUB: Appraisal Discussions:**

Date : Monday, May, 23, 2008 (Time: 6.30 PM)

From: Pratosh (Prad @ ctc. company)

To: Raj Melhotra (RajM@ctc. company)

CC:

Raj

Completed appraisal discussions with my five direct reports. Should be able to send the compilation with their classification this week. (OK OK, hard copies, signed, sealed. Why are you guys making life so difficult?)

Incidentally, discussions with Madhavi could not be completed. That female did not agree with my rating. Will talk again on Wed.

Thanks.

PS: Boss, I am off to Thailand with family. Leaving on Wednesday night, back after a week.

MS-3104

(11)

**Exhibit-II**

**SUB: Attn: Chief Officer for Ethics.**

Date: Wednesday, May 25 2008  
(Time:4.30PM)

From: Madhavi (Madhavi@ctc. company)

To : Raj Melhotra (RajM@ctc. company)

CC: CEO (CEO@ ctc. company)

Dear Sir.

I had a scheduled meeting with Mr. Pratosh, my reporting officer on Monday, 23 May, for discussing my performance for last year. To my surprise, he had given me a lower rating, something that I could not agree. When I voiced my objection, he started off by accusing me about my behavior in office and work. When I remained firm, he raised his voice and pointed to the door and ordered me to get out. As I was walking out, he came behind me, yelling and slammed the door behind me.

MS-3104

P.T.O.

(12)

Today morning his secretary called me up and asked me to meet him at 11.45 AM to continue the discussions. I refused, since I was still to recover from the earlier experience. Moreover, I wanted the discussions to happen in front of another responsible person so that the earlier behavior was not repeated. Soon he barged into my office and leaned on the desk and said in a loud voice "Who do you think you are? If I am your boss, you will be out in two days." Then he made an obscene gesture with his finger and left the room. I am surprised that a senior professional, whom I had held in high esteem, could speak like that. I believe that this company insists that people respect each other and every person has an equal right to speak and be listened to. I wonder whether he would have dared to speak and behave like that if I were a man.

MS-3104

(13)

I am not writing this as a general note about my experience, but as a formal complaint against a male manager's behavior to a female employee. Since the incident happened in my office, there are no witnesses. However, I sincerely believe that you will take necessary action and not allow such an incident to pass.

Thank you.

**Questions :**

10×3=30

- (a) Do you think that the company's participatory performance appraisal system is scientific enough? Why or why not?
- (b) As Raj, what advice would you give to the CEO? Explain with appropriate reasons.
- (c) What performance appraisal system will you develop for the Customer Service Manager, Madhavi, if you were Raj?

MS-3104

P.T.O.

(14)

**Unit - I**

2. Discuss the business risks and challenges facing today's organizations. What kind of organizational changes have resulted from increased global competition and how Human Resource Development can help to reduce and solve these risks and challenges? 10
3. You have joined an old and traditional organization as a Human Resource Manager. The organization has a Personnel Administration Department. How would you market to the top management the necessity of establishing HRD department in your organization? 10

**Unit - II**

4. Enlist the role and responsibilities of a HRD manager. What are the skills and competencies necessary to effectively discharge these roles and responsibilities? 10
5. The Human Resource department of your or-

(15)

ganization conducted Productivity Analysis of the Marketing Staff of your Organization. The results reveal that the productivity levels are going down, primarily due to high stress levels induced by increasing sales targets to be achieved; less time available to staff to spend with family and fear of failure. As an HR manager what would be your course of actions to improve the present situation. 10

**Unit - III**

6. What is the significance of training policy? How will you integrate training strategy and business strategy? 10
7. The organization in which you started working recently as an HR Manager, has workers, Staff and Managers who are essentially rank promotees with low education and hardly any professional training. Your CEO has a vision of taking the organization from a sales turn over

(16)

of ₹ 45 Crores to ₹ 200 Crores per annum in a span of three years through HRD programmes. What specific systems and strategies will you put in place to realize your CEO's vision? 10

**Unit - IV**

8. Discuss the process and principles of Employee coaching. Also discuss the essential elements of employee coaching. 10
9. Imagine yourself as an HR expert. Give detail analysis of HR policies and strategies followed by either Pharmaceutical or Telecommunication Sector in India. Give example from atleast two companies in your chosen sector. 10

A

(Printed Pages 16)

Roll No. \_\_\_\_\_

**MS-3106**

**M.B.A. IV Semester Examination, 2016**

**Man Power Development for**

**Technological Change**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **one** is **compulsory**. In addition answer **one** question from each unit.

1. Read the attached case and answer the questions that follow:

**CASE**

Cancer Research UK is the world's leading independent organisation dedicated to Cancer research. The organisation's objectives are to carry out world-class research, develop effective treatments, reduce the number of people affected by Cancer, provide authoritative in-

P.T.O.

(2)

formation regarding cancer, and work with the UK Government to ensure that cancer stays at the top of the health agenda. The organisation is almost entirely funded by donations from the public and therefore conducts a large amount of fundraising using over 30,000 volunteers. The charity has a network of around 650 shops and 1,000 local fundraising groups. It has approximately 3,500 paid employees, including over 3,000 doctors, scientists and nurses who are based in the UK. The HR team is based in London and payroll has historically been outsourced. The organisation has expanded considerably since its formation in 2002 and recruits to approximately 1,000 vacancies per year. Recruitment is also managed by a team, based in London. Cancer Research UK has adopted two main technological systems: an online recruitment system; and a comprehensive HRIS to facili-

MS-3106

(3)

tate self-service HR processes. Online recruitment system was introduced in 2005 in response to a number of business needs. This business case included reduction of costs, faster and more efficient recruitment, reduction in paper based administration, increased reach to international job seekers, efficient management of speculative applications, and maintenance of the organisation's 'cutting edge' image. An off-the-shelf recruitment system was chosen based on the developed specification and price. Vacancies are advertised on the corporate website and applicants are encouraged to apply online either by completing an online application form. Each new application for a particular vacancy is sent to the relevant manager directly. The system allows the resourcing team to manage both the vacancy and candidates through the recruitment and selection process. It is also used

MS-3106

P.T.O.



(4)

to respond to candidates, to provide information regarding, vacancies, provide email or text alerts to candidates and to store candidate details. The system also has the capacity to search the database of candidates for particular characteristics and to provide online selection tools.

The department is also in the process of transferring the majority of HR processes to an off-the-shelf HRIS. This system was introduced to satisfy a number of business needs, including the provision of reliable and accurate information, the ability to cross-reference information from different HR functions, and the reduction of costs. The system was chosen following a series of open workshops and one-to-one meetings with 100 employees in HR department sections and representative areas across UK, in order to establish the requirements of such a system. Eleven require-

(5)

ments were identified and following a tendering process, a system was selected. The system has the capacity for self-service which will be introduced after a comprehensive change management programme.

Before the implementation of the online recruitment system, Cancer Research UK's recruitment processes were largely paper-based. A copy of each CV received for a particular vacancy would be sent to the appropriate line manager for consideration, while another copy would be filed and stored by the resourcing team. This process was described by members of the resourcing team as 'slow' because of the reliance on the postal service and also 'cumbersome' because of the need to process and store large quantities of paper. In addition, candidate details were entered into a computer database manually, which led to a number of mistakes due to human error.

(6)

These processes are now conducted entirely online, and communications are conducted via email. Candidate data is entered by the candidates themselves via the online application process. This has had a number of effects on recruitment processes. Firstly, the process is considerably faster. Closing dates for applications can be maintained due to the increased speed of communicating via the online system, applications are sent immediately to line managers and the data is readily accessible via the recruitment portal. Secondly, as the candidate data is now entered directly by the candidate, there are fewer errors in the information, therefore making the process significantly more accurate.

The HRIS is in the early stages of implementation. However, the system is already having some effect on HR processes in that HR data is now readily available and can be produced

(7)

easily, quickly and accurately. The HR department has not yet conducted a full analysis of the impact of any of these technological systems. However, the resourcing manager explained that, in terms of the resourcing budget, cost savings had already been achieved in two areas. Firstly, because candidate data no longer needed to be entered into a database manually, the headcount within the resourcing team has been reduced by one. As the price of maintaining the online recruitment system is lower than this individual's salary and costs per annum, this represents a significant cost saving. In addition, the move from a system that used a large amount of paper to an online system has saved administration costs.

The use of an HRIS is also expected to lead to significant cost savings in the HR Department, although the exact extent of these won't be

(8)

known for some time. The payroll function has historically been outsourced to an external company. The use of the HRIS for payroll has therefore enabled the organisation to bring this back in-house, saving those outsourcing costs. The eventual move to a self service system may also lead to cost savings in terms of headcount.

The introduction of the online recruitment system has been sponsored and conducted entirely by the resourcing team as they are the main users of the system. The outputs of the system are used by line managers but, otherwise, only those employees who apply for positions internally will have used the system. The organisation isn't highly unionised, therefore no employee unions were contacted as part of the implementation process. So any impact of the system on employees is limited largely to the resourcing team and line managers.

MS-3106

(9)

The implementation of the online recruitment system was not without some resistance from employees. There was some concern among the resourcing team as to whether the system would mean that they might all lose their jobs. This hasn't happened. The team are still 'learning with the system' and tailoring it to their needs, so it's a continual learning process. In addition, the organisation traditionally has a strong internal recruitment market but employees were reluctant to apply online while at work. This has been overcome by allowing people time after work to use the system. There has also been a need to retrain individuals' thinking so that they are prepared to do this.

Before the introduction of the online recruitment system, the majority of communication between the resourcing team and managers or between the resourcing team and candi-

MS-3106

P.T.O.

(10)

dates was conducted via the post and the telephone. The use of an online system means that most communication is now conducted by email. The system allows the team to send bulk emails out to candidates and also to email details of candidates directly to managers. This has made these communication processes faster and less labour intensive. Communication by email is also perceived as being more reliable than using surface mail.

An output of the online recruitment system is the production of accurate and accessible information. Information regarding vacancies and the recruitment process is now 'at their fingertips' and is always available. This means that the team can 'work smarter' by, for instance, targeting their recruitment advertising. At a higher level, the head of resourcing has access to faster; real-time information and can monitor who is applying for jobs and use

(11)

this information to make better decisions. It's also possible to track the workload of each individual on the resourcing team in order to examine operational efficiency.

The HRIS System means that the HR team can now produce statistics regarding a variety of HR processes, which can then be used as a basis for HR and managerial decision-making. As the system has only recently been introduced, this information is being used to a limited extent at present, but it is envisaged that it will be used as a basis for management decisions in the future. The provision of reliable information has also led to an increase in the perceived credibility of the HR function and this has taken HR into an advisory role. It is hoped that it will eventually lead to them becoming a full 'business partner'. HR advisers can now take hard data with them into discussions with managers and can provide better-argued rem-

(12)

edies to problems as they have the necessary information at hand.

The automation of systems both in recruitment and in HR generally has meant that the HR team has more time to focus on other potentially more important issues, so they can add more value to the organisation. The fact that they have more time has encouraged the resourcing team to be more proactive with their work and to take more responsibility for vacancies. Their role has shifted to one that is more customer focused as they spend more time interacting with managers. Individuals who previously were responsible for data entry are now responsible for producing information for management and acting as systems administrators, a more important and rewarding role. The online recruitment system isn't yet being used to its full capacity so has not had its full impact on the resourcing

(13)

team. Indeed, some of the team felt that their workload had not gone down, as they were still learning how to use the system effectively. It's expected that the use of additional functionality will lead to more time savings and further opportunities for the team to carry out 'strategic' work such as short listing candidates and liaising with managers.

The shift in the role of the HR team has led to a change in the skills requirements of HR staff. The HR team has had to develop their communication and consultancy skills so that they can work with their customers effectively. They've had to develop skills in analysing and interpreting data so that they can make effective use of the information that's now available via the HRIS. And they've had to develop their strategic thinking and business writing skills. They have also had to develop skills in using the technology, which proved somewhat

(14)

difficult initially. (Adopted from HRM & Tech by Julie Bulnash)

**Questions:** 10×3

- (a) How does the use of technology affect HR processes at each stage of the employment cycle?
- (b) What impact has the technology had on-line managers? A recent trend in HR has been to devolve much of the transactional work of HR to the line. How does technology facilitate this?
- (c) What has been the impact of the technology on the role of the HR function? Has the HR function gained a more strategic role as a result of using the technology?

**Unit - I**

2. Discuss the five key competencies a HR professional requires in an IT-enabled world. 10
3. In order to obtain the support of senior

MS-3106

(15)

management, the HR function will generally need to put together a substantial business case. How is this case developed? What are the drivers for the introduction of technology in HR? What are the criteria for success, and how will these be assessed? 10

**Unit - II**

4. Explain the steps a Business organization can take to promote innovation. 10
5. "An organization's ability to successfully innovate is less tangible, measured in terms of progress over time rather than in absolutes." Discuss ways in which an organisation's ability to innovate can be measured. 10

**Unit - III**

6. How could Technology be used by HR professionals to help manage a crisis, such as a fire in the factory? 10
7. Explain the steps in managing a technological change process. 10

MS-3106

P.T.O.

(16)

**Unit - IV**

8. Identify several major technology trends that will influence HR Management. Explain the implications of any two you think are most important. 10
9. What new issues are being faced by HR professionals in career planning of employees working in high tech jobs? 10

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**MS-3107**

**M.B.A. (Second Semester)**

**Examination, 2016**

**Management Science**

**(CP-202) OC/BP**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No.1** is **compulsory**. Select **one** question from each unit. Use of Financial/Scientific calculator is permitted.

1. Attempt **all** the parts :  $3 \times 10 = 30$

(a) Write the dual of following Primal problem :

$$\text{maximize } Z = x_1 + 2x_2 + x_3$$

Subject to,

$$2x_1 + x_2 - x_3 \leq 2$$

$$-2x_1 + x_2 - 5x_3 \geq -6$$

$$4x_1 + x_2 + x_3 \leq 6$$

$$x_1, x_2, x_3 \geq 0$$

(b) Differentiate among slack, surplus and artificial variables with examples.

P.T.O.



(2)

- (c) How can the situation of unbounded solution in the simplex solution to the LPPs be detected?
- (d) Reduce the given payoff matrix using the principle of dominance.

Player A		Player B		
		I	II	III
I		-4	-6	3
II		-3	-3	6
III		2	-3	4

- (e) Give the mathematical formulation of the given Transportation Problem.

Factory	Destination				Supply
	I	II	III	IV	
A	2	3	6	4	21
B	5	6	7	4	10
C	10	2	4	5	9
Requirement	15	5	11	9	

- (f) State the mathematical model of Integer Programming Problem.
- (g) What is the essential between PERT and CPM?
- (h) What is 'crashing'?
- (i) Determine the optimum sequencing for the five jobs to be processed on two machines, given that their work-hour requirements on each machine are as follows:

MS-3107

(3)

Job	Machine 1	Machine 2
1	13	3
2	2	5
3	1	3
4	4	6
5	5	7

- (j) State the assumptions of Two-person zero sum game.

**Unit-I**

- 2. A firm uses three machines in the manufacture of three products. Each unit of a product A, product B and product C has the machine requirements as given in the following table. The profit contribution of the three products is Rs.36, Rs.42 and Rs.32 respectively. The available machine hours on machine I, II and III are 120, 54 and 105 hours respectively.

Table : Machine Requirements (in hours)

Machine	Product		
	A	B	C
I	3	4	2
II	2	1	2
III	1	3	2

- (a) Formulate the problem as LPP.
- (b) Obtain the optimal solution to the problem by using Simplex method. 4+6

MS-3107

P.T.O.

(4)

3. Solve the following LPP.

$$\text{Minimize } Z = 45x_1 + 28x_2$$

subject to,

$$20x_1 + 50x_2 \geq 3600$$

$$80x_1 + 50x_2 \leq 6000$$

$$x_1, x_2 \geq 0 \quad 10$$

**Unit-II**

4. A fast food chain wants to build four stores. Satisfied with the past performance of four different construction companies, the fast food chain has invited all of them to bid for the job. The final bids (in lakhs of rupees) are as shown in the following table:

Store	Construction Company			
	I	II	III	IV
A	5	7	11	6
B	8	5	9	6
C	4	7	10	7
D	10	4	8	3

Since the fast food chain wants to have each of the new stores ready as quickly possible, it will award at most one job to one company. What assignment results in minimum total cost to the fast food chain? 10

(5)

5. A company has three plants and four warehouses. The supply and demand in the units and the corresponding transportation costs are given in the following table :

Plant	Warehouse				Supply
	I	II	III	IV	
A	6	11	5	6	100
B	7	9	8	3	250
C	5	3	6	8	200
Demand	250	100	150	50	

(a) Find the optimal solution.

(b) Is the solution optimal solution unique?

Why or why not? 7+3

**Unit-III**

6. Customers arrive at the first class ticket counter of a theater at the rate of 12 per hour. There is one clerk who takes 2 minutes on an average to serve a customer.

(a) What is the probability that an arriving customer has to wait?

(b) Find the average queue length that is formed from time to time.

(c) Find the fraction of the day the booking clerk is idle.

(d) How long is an arriving customer expected to wait before getting the ticket?  $2.5 \times 4$

(6)

7. Suppose that new razor blades were introduced in the market by three companies at the same time. When they were introduced each company had an equal share of the market, but during the year following changes took place. Company A retained 90% of its customers and lost 3% to company B and 7% to company C. Company B retained 70% of its customers and lost 10% to company A and 20% to Company C. Company C retained 80% of its customers and lost 10% to company B and 10% to Company A. Assuming no changes take place in the habits of the customers,

- (a) Develop the transition probability matrix.
- (b) Calculate the market shares of each of the three companies at the end of the first year and the second year.
- (c) What are the long term market shares of these companies? 3+4+3

**Unit-IV**

8. Following table lists the various details of

MS-3107

(7)

project activities :

Activity	Predecessor	Time (days)
A	-	8
B	-	10
C	-	8
D	A	10
E	A	16
F	B,D	17
G	C	18
H	C	14
I	F,G	9

- (a) Draw the AOA network to represent the above project.
  - (b) Determine the critical activities in the project and the total project completion time.
  - (c) Find the total floats available on non-critical activities. 3+4+3
9. Entertainment ABC, a multimedia conglomerate based in Pawnee, PA, has recently decided to build a state-of-the-art recording studio on its property. One of the hidden agendas for constructing the recording studio is to convince R&B superstar Ginuwine to record his next album in Pawnee. Ginuwine has tentatively agreed to oblige Entertainment ABC if

MS-3107

P.T.O.

(8)

they can get the studio fully operational within 28 weeks from now. Luckily, the blueprints for the project have been completed. Table below lists the time estimates for the project.

Activity Number	Activity Name	Immediate Predecessor (list-number /name, separated by:)	Optimistic time (a)	Most likely time (m)	Pessimistic time (b)
1	1		3	6	12
2	2		1	2	4
3	3	1	1.5	3	6
4	4	2	1	2	4
5	5	3	2	4	8
6	6	4	0.5	1	2
7	7	5,6	0.5	1	2
8	8	7	3	6	12
9	9	8	1.5	3	6
10	10	8	0.5	1	2
11	11	9,10	0.5	1	2

- (a) Identify the critical path and explain the significance of the critical path.
- (b) With respect to the total project, what is your best estimates of (i) the expected project completion time and (ii) the variance of the project completion time

5+5

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**MS-3108**

**M.B.A. (Second Semester) Examination, 2016**

**OC/BP**

**Human Resource Management**

**(CP-203)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No.1** is **compulsory**. In addition attempt **one** question from each unit.

1. Read the case and answer the following questions :  $10 \times 3 = 30$

**CASE**

It was an important day for Abhay Mittal, a management graduate seeking an employment opportunity in the competitive business environment. He received an interview call from one of the nation's leading private sec-

P.T.O.

(2)

tor banks for the post of Relationship Manager (RM). His selection as an RM would be just the right break for Mittal in terms of the exposure and experience he would get in this customer-oriented business environment. The responsibility of an RM includes providing important customers with complete and integrated investment advice. The select customers were those who made huge investments in the various products of the bank. The RM must also seek to attract prospective customers who had the potential to make heavy investments with the bank.

Mittal was excited as he had been waiting for a call from this bank for quite some time. He then prepared for his interview-by reading the company's performance and history, making a quick SWOT analysis of the bank, and getting his documents ready for the interview. He also organized a mock interview with his friend who was an HR Manager in a consultancy firm. Having brushed up the fundamentals in his areas of interest and study, Mittal was all set for the interview the following day.

MS-3108

(3)

However, the interview proved to be a nightmare. It started an hour behind schedule and Mittal was kept waiting with no intimation of the changed schedule. The reception could not provide him any relevant information. Mittal, however, kept his cool and waited patiently for his turn. Finally, after an hour, he was called in. He firmly knocked on the door before entering the interview hall. The hall was huge with the panel of members seated in a corner. The panel consisted of seven members, none of whom, according to Mittal seemed friendly and approachable. He was made to sit on a chair that seemed likely to break with the slightest jerk. He however, managed to sit, leaning forward slightly and tried to listen to the panel. A long silence followed. Mittal then hesitatingly ventured to initiate the conversation. "Here are the certificates in proof of my academic qualifications," he said. This was followed by a quick response from the person sitting to his left. "It is not a bundle of certificates we are

MS-3108

P.T.O.

(4)

interested in, young man. They are no proof of how capable you are to handle the stress you would experience in case of your selection." Mittal was taken aback for a moment. However, he gave a gentle smile and said that he was ready for the interview.

Mittal encountered a barrage of questions, most of which seemed irrelevant to the job of an RM. Although he could answer most of the questions, he was never allowed to answer them completely. He was constantly interrupted by the panel members while trying to answer the questions posed by each one of them. Most of the questions were sarcastic and cynical in nature. Mittal was given ambiguous instructions and asked to solve a situational case. He was then put through imaginative situations that required him to make

(5)

tough decisions. Mittal could feel the tension creeping into him. Although he handled the questions well, he felt he could have done better if the panel had been more approachable. There was complete silence for some time.

The panel members inquired if Mittal had any questions to ask. By then, Mittal was exhausted and longed to leave the room. He kept his calm and said that there was nothing that he would like to ask, even though he had prepared a short list of questions the previous evening.

The members assured him that they would get back to him soon. Mittal thanked the panel and left the room in disgust.

(a) What kind of interview do you think Abhay Mittal had to face? Describe the basic features of such an interview.

(6)

- (b) Discuss the various other kind of interviews that would be used by this private sector bank, to make their selection process effective. Also discuss the advantages and disadvantages of each of these methods of selection.
- (c) If you were one of the panel members, would you select Abhay Mittal for the post of Relationship Manager (RM)? Justify your answer with proper arguments.

**Unit-I**

2. "HRM policies and principles contribute to the effectiveness, continuity and stability of the organization." Elucidate. 10
3. An individual hired for a position finds out that the work he was asked to do was not the work he was hired to do. Is it possible? What might have gone wrong? Discuss. 10

MS-3108

(7)

**Unit-II**

4. Suppose you are going to design a training programme for newly hired first line Sales Managers. Results from the needs assessment indicate that they will need training on company policies and procedures, handling customer complaints, and motivating sales personnel. What training methods would you choose? Explain your choices. 10
5. What are the advantages and disadvantages of the various external recruitment sources? Compare them with internal sources? 10

**Unit-III**

6. "Performance appraisals are subject to a wide variety of inaccuracies and biases". Discuss these 'Rating Errors'. How can these be overcome? 10
7. What do you understand by employee remuneration? What is its significance? Also discuss the components of employee remuneration.

10

MS-3108

P.T.O.



(8)

**Unit-IV**

8. Define the term 'Industrial Relations'. Bring out the parties and their roles in Industrial Relations. 10
9. Explain what Employee Empowerment means to you in detail. Also explain the key differences between traditional organizations and empowered team organizations. 10

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**MS-3109**

**M.B.A. (Second Semester)**

**Examination, 2016**

**(OC/BP)**

**Financial Management**

**(CP-204)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No. 1** is **compulsory**. In addition, select **one** question from each unit. Use of financial/ Scientific calculator is permitted.

1. Give precise answers to the following :  $3 \times 10$ 
  - (a) What is economic value added?
  - (b) Distinguish between nominal rates of interest and effective rate of interest
  - (c) Distinguish between business risk and financial risk
  - (d) Two companies have the same amount of working capital. The current debt apying ability of one company is much weaker than the other. Explain how this can happen.

**P.T.O.**

(2)

- (e) What is indicated when the average age of Accounts receivable is 45 days but credit terms offered by the company to customers if 30 days?
- (f) Do the profitability index and NPV criterion of evaluating investment proposals lead to the same acceptance/ rejection and ranking decisions?
- (g) Explain why debt is considered to be the cheapest source of finance available to the firm?
- (h) What would be the changes in the combined leverage if the fixed costs increase assuming other things being equal?
- (i) How is liquidity different than solvency?
- (j) Is dividend an expense or appropriation of profits?

**Unit - I**

- 2. (a) Discuss the various finance functions and explain how these functions are interrelated. 5
- (b) Three companies operating in the same

(3)

industry exhibit the following cash flows:

5

(In Rs. 000)

	Vodo	Airto	Teltro
Cash from operating activities	90,000	40,000	(24,000)
Cash from investing activities	.....	.....	26,000
Sales of assets			
Purchase of assets	(48,000)	(25,000)	.....
Cash Provided by financing activities			
Issue of debentures	.....	.....	13,000
Repayment of debt	(27,000)	.....	.....
NET INCREASE IN CASH	15,000	15,000	15,000

Which of the three companies is in the strongest position as shown by their respective cash flow patterns? Give reasons in support of your answer.

- 3. (a) Explain operating leverage and financial leverage and how they are measured. 5
- (b) Polaroid Corporation designs, manufactures, and markets worldwide instant photographic cameras and films, electronic imaging recording devices, con-

(4)

ventional films, and light polarizing filters and lenses. The following information is for Polaroid :

(In millions)	2014	2013
Net Sales	Rs. 13,994	Rs.14,089
Income before interest and taxes	2,310	2,251
Net income	1,407	1,392
Interest expense	178	142
Stockholder's equity (on 2012 December 31, Rs.3,988)	3,428	3,912
Common Stock, par value Rs. 1 December 31	978	978

(i) Compute the following for both 2014 and 2013. 3

(a) EPS of common stock.

(b) Net income to average common stockholder's equity.

(c) Times interest earned ratio.

(ii) Compare and give comments on your assessment of the company. 2

### Unit - II

4. (a) Outline the principles of estimating cash flows for capital budgeting decision.

5×2=10

(b) How is the opportunity cost concept used in capital budgeting process?

(5)

5. Imperial Systems has Rs. 10 lakhs available for capital investments during the current year. The following are the projects under consideration

Project	Net Investment (Rs.)	NPV (Rs.)
1	200,000	20,000
2	500,000	41,000
3	275,000	60,000
4	150,000	5,000
5	250,000	20,000
6	100,000	4,000
7	275,000	22,000
8	200,000	-18,000

(a) Rank the above projects in descending order of profitability index

(b) Considering the capital rationing of Rs. 10 lakhs available, recommend the best combination of projects. 5×2

MS-3109

MS-3109

P.T.O.

(6)

**Unit - III**

6. Write short notes on : 5×2
- (a) Considerations involved in capital structure decision
- (b) Types of dividend policies
7. (a) Calculate the weighted average cost of capital for the following company, using both book value and market value weightings.

**Balance Sheet Values Cost of finance**

Ordinary Shares :

(par value Rs. 1)	100,00,000	20%
Reserves	200,00,000	20%
Long- term debt:	150,00,000	10%

The debt is permanent and its market value is equal to book value.

The rate of Corporate Tax is 30%.

The ordinary shares are currently trading at Rs.450

- (b) Differentiate between weighted average cost of capital and marginal cost of capital.
- 5+5

**MS-3109**

(7)

**Unit - IV**

8. Write short notes on the following :
- (a) What is meant by credit terms? What are the expected effects of :
- (i) decrease in cash discount
- (ii) increase in credit period provide to customers 2.5×2
- (b) Explain ABC inventory control system. 5
9. The management of Royal Industries has called for a statement showing the working capital to finance a level of activity of 1,80,000 units of output for the year. The cost structure for the company's product for the above mentioned activity level is detailed below:
- |   |        |
|---|--------|
| Cost per unit Raw Material                          | Rs. 20 |
| Direct labour                                       | 5      |
| Overheads (including depreciation of Rs.5 per unit) | 15     |
|   | 40     |
| Profit  | 10     |
| Selling price                                       | 50     |

**MS-3109**

**P.T.O.**

(8)

Additional information :

- (i) Minimum desired cash balance is Rs. 20,000
- (ii) Raw materials are held in stock,, on an average, for two months.
- (iii) Work-in-progress (assume 50% completion stage) will approximate to half-a-month's production.
- (iv) Finished goods remain in warehouse, on an average, for a month.
- (v) Suppliers of materials extend a month's credit and debtors are provided two month's credit; cash sales are 25% of total sale.
- (vi) There is a time-lag in payment of wages of a month; and half a month in the case of overheads.

From the above facts, you are required to prepare a statement showing working capital requirements.

10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**MS-3110**

**M.B.A. (Second Semester) Examination, 2016**

**(OC/BP)**

**Marketing Management**

**(CP-205)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Read the following case and answer the questions that follow :

**Case**

Kanpur Soaps Pvt. Ltd. is a medium scale soap manufacturer of north India. It was set up some thirty years back by Mr. Harish Gupta who nurtured the Company over the last three decades. The present turnover of the Company is Rs. 50 crores per annum. He has developed his market niche in rural and semi urban areas where there is a good demand of

**P.T.O.**

(2)

cheap variety soap bars, cakes and powder. Over the years he has developed his own customer base. The Products are being sold by the brand name 'Ujala'.

He has so far not used any of the modern means of advertising as he believes that price and quality alone ultimately matter to the customers. Being a deeply religious person, he does not want to charge a high price from the customers and has adopted a policy of charging a profit margin of only 10 percent above the cost. Although he faces tough competition from small and medium scale local manufacturers, but he has been able to withstand their pressures through his insistence on price and quality.

Recently, one of his managers has joined a rival manufacturer, who is also planning to bring out a similar product by the brand name of 'Umda'. At the same time, there are competitive pressures from major soap manufacturers of the country who have been trying to enter the semi urban and rural markets in a big way.

Mr. Gupta is worried that how he will face the immediate threat from the rival firm who are sure to under price their product and also a long run competition from the large manu-

(3)

facturers. He not only wants to retain his market but has plans to go to other states as well, for the long run growth of his Company:

10×3=30

- (a) Describe the nature of competitive pressures confronting 'Ujala'.
- (b) Explain the Present Marketing Positioning of Ujala.
- (c) Suggest a Marketing strategy for Kanpur Soaps to improve its competitive positions.

#### Unit - I

- 2. "The marketing concept is applicable to all business organization irrespective of their size or the nature of the goods or services marketed". Give reasons for agreeing or disagreeing with this view. 10
- 3. Discuss the concept of Strategic Business Unit (SBU). Briefly define strategy and indicate the role and importance of marketing strategies. 10

#### Unit - II

- 4. What is market segmentation? What are the bases for market segmentation? Describe people-oriented approach in segmentation. 10



(4)

5. Why is the firm's Product Policy of such central importance to its continued growth and development? Describe a declining firm or industry, and suggest how it might improve its fortunes by adopting a macro view of its markets. 10

**Unit - III**

6. What do you understand by the term "Marketing Logistics"? List three important task of the logistics manager of a manufacturing firm. 10
7. Explain the concept of online marketing and electronic commerce. List the three benefits that it provides to the consumers. Also list its three possible advantages to the marketers. 10

**Unit - IV**

8. Select a company of your choice and outline the major component and considerations that you would include in your advertising plan. How would competitive situation affect the development of your plan. 10
9. List out the various sales promotion tools available and briefly explain their features. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**MS-3111**

**M.B.A. (Second Semester) (Full Time)**

**Examination, 2016**

**PRODUCTION & OPERATIONS MANAGEMENT**

**(CP-206) OC/BP**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Attempt the following questions :  $3 \times 10 = 30$ 
  - (a) What are the various functions of operations and how are they linked to other parts of an organization?
  - (b) Distinguish between Service attributes and Product attributes.
  - (c) Distinguish between long-term functions and short-term functions in operations.
  - (d) Give two examples of each of the following and identify two important issues of interest to an operations manager :
    - (i) Batch production system
    - (ii) Intermittent flow system
    - (iii) Continuous flow system

**P.T.O.**

(2)

- (e) What are the basic elements of a waiting-line model?
- (f) Data regarding the demand for 'doses' at a vendor during last six weeks are as follows :

Week	Demand
1	80
2	95
3	75
4	110
5	100
6	90

use the exponential smoothing method to estimate the demand for the next week.

- (g) Identify an appropriate layout for any one of the following situation. Also briefly justify your choice for the same :
- (i) An eye hospital
  - (ii) A multi-cuisine restaurant in a posh residential area in Lucknow
  - (iii) A manufacturer of garments
- (h) Briefly discuss the philosophy of Lean Management.
- (i) Explain 'Six-Sigma' quality control
  - (j) When is it appropriate to use the ABC classification scheme? Explain with examples.

(3)

**Unit-I**

2. (a) What are the major operations management issues that manufacturing organisations face in India.
- (b) Discuss the main factors for promoting business process outsourcing. 5+5
3. What are different types of layouts? How should an organisation decide on which layout to choose? 10

**Unit-II**

4. (a) Is managing a Project system any different from other manufacturing and service systems? Why? 5
- (b) Consider a single-server queue with Poisson arrivals and negative exponential service times. The arrival rate is 10 per hour, and service rate is 15 per hour. Compute the probability that exactly 5 will arrive in a 30-minute interval. What is the expected utilisation of the server? 5
5. (a) What is the core logic of Material Requirements Planning? How do we implement it? 5
- (b) How the Manufacturing Resources Planning (MRP II) is treated as an extended version of Material Requirement Planning System? Discuss the various component/modules of MRP II. 5

(4)

**Unit-III**

6. A two-wheeler component manufacturing unit uses large quantities of a component made of steel. Although these are production items, the demand is continuous and inventory planning could be done independent of the production plan. The annual demand for the component is 2,500 boxes. The company procures the item from a supplier at the rate of INR 750 per box. The company estimates the cost of carrying inventory to be 18 per cent per unit per annum and the cost of ordering as INR 1,080 per order. The company works for 250 days in a year. How should the company design an inventory control system for this item? What is the overall cost of the plan? 10
7. (a) What factors drive the globalization of operations? Do these have any bearing on the location decision that an operations manager makes? 5
- (b) What are the key differences between using a transportation model and a load-distance method for solving a location problem? 5

**Unit - IV**

8. What are the principles of TQM? Explain the process of implementing TQM using a flow-chart. 10
9. Write short notes on the following : 5+5
- (i) Group Technology
- (ii) JIT and KANBAN

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3100**

**M.B.A. (CM, FC, HR & IR, IB, M.,MS, RM)**

**(Semester-I) Examination, 2016**

**Core Paper**

**(IMS-011 : Essentials of Management)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory** and carries **30** marks. In addition attempt **one** question of **10** marks from each of the **four** units.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Concept of Universality of Management.
  - (b) Role of Operation research in decision making.
  - (c) Objective of Corporate Social Responsibility.
  - (d) Functions of Management given by Gullick & Urwick.

**P.T.O.**

(2)

- (e) Concept of Span of management.
- (f) Demerits of Line Organisation.
- (g) Merits of Centralisation.
- (h) Concept of Managerial Grid.
- (i) Limitations of MBO.
- (j) Management by exceptions.

**Unit-I**

- 2. Discuss the Contribution of Chester Barnard to the management thought. 10
- 3. Assess the contribution of Scientific management to the development of management thoughts. Draw a comparison between Taylor's Scientific thought and Fayol's administrative thought. 10

**Unit-II**

- 4. Discuss the role of Planning in Present day business organisation. Explain the various types of planning along with their limitations. 10
- 5. What is role of Creativity in decision making? Discuss the various stages in Creative Process. 10

(3)

**Unit-III**

- 6. What is departmentation? Describe the various bases for departmentation. 10
- 7. "Selection is a Positive Process while recruitment is negative", comment. Explain the steps involved in selection process. 10

**Unit-IV**

- 8. Discuss the behavioural theory of leadership. Also explain the three styles of Leadership. 10
- 9. Explain the Alderfer's ERG theory of motivation. How does it? Compare with Maslow's need hierarchy and Herzberg theory of motivation? 10

A

(Printed Pages 3)

Roll. No. \_\_\_\_\_

## IMS-3101

M.B.A. (CM, FC, HR&IR, IB, M, MS, RM)

(Semester-I) Examination, 2016

Core Paper

(IMS-012)

(Business Environment)

*Time Allowed : Three Hours ] / Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.**

**1** is **compulsory**. Attempt **one** question from each of the **four** units.

1. Write briefly on the following:  $3 \times 10 = 30$

- (i) Concept of Business Environment.
- (ii) Portal's Five Forces Model.
- (iii) Inflation Causes.
- (iv) The Competition Act, 2002.
- (v) MSME Development Act, 2006.

P.T.O.

(2)

- (vi) Fiscal policy for equity and social justice.
- (vii) Convertibility of Rupee.
- (viii) Second Generation Economic Reforms.
- (ix) Globalisation and its effects on Indian Economy.
- (x) Recent trends in India's Foreign Trade.

**Unit-I**

- 2. "Mixed Economy seeks to combine the best of both- Capitalism and Socialism." Comment. 10
- 3. Explain the concept of Social Responsibility of Business. 10

**Unit-II**

- 4. Write a short essay on "Centre State Financial Relations in India". 10
- 5. Explain the main functions of SEBI. How does it regulate Stock markets? 10

IMS-3101

(3)

**Unit - III**

- 6. Discuss the role of Monetary Policy as a tool to promote growth with stability. 10
- 7. Distinguish between Balance of Trade & Balance of Payments, and suggest measures to remove deficit in the Balance of Payments. 10

**Unit-IV**

- 8. Discuss the main features of Industrial Policy of 1991. Analyse its influence on industrialisation in India. 10
- 9. What is FDI? Explain possible effects of FDI on retail sector in India. 10

IMS-3101



A

(Printed Pages 8)

Roll. No. \_\_\_\_\_

## IMS-3102

M.B.A. (AB, CM, FC, HR & IR, IB, M, MS,  
RM, RDM & PTM) (First Semester)

Examination, 2016

Core Paper

(IMS-013)

(Financial Accounting)

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.**

**1** is **compulsory** and carries 30 marks. In addition, attempt one question from each of the four units, which carries 10 marks.

1. Answer the following :  $3 \times 10 = 30$
- (a) "Inventory is valued at cost or market price whichever is less". Comment.
- (b) Is the Trial Balance a conclusive proof of

P.T.O.

(2)

accuracy of Books of Accounts?

- (c) What is internal control system of Cash?
- (d) Distinguish between equity shares and preference shares.
- (e) What are the limitations of accounting?
- (f) Give the significance of liquidity Ratio.
- (g) Explain "Ethical Issues in Accounting".
- (h) A trader has an average stock of ₹ 40,000. It's stock turnover ratio is 8 times. If he sells goods at profit of 20% on sales. Find out the profit?
- (i) Distinguish between Trial Balance and Balance sheet.
- (j) How are Accounting and Book Keeping different?

### Unit-I

2. "Accounting principles are developed to ensure uniformity in accounting practice." With reference to this, explain the various concepts and

IMS-3102

(3)

conventions of accounting. 10

3. (a) Elaborate on the objectives and significance of Accounting Standards. 5
- (b) Explain the "Dual Aspect" in accounting with the help of Accounting Equation. 5

### Unit-II

4. The following is the trial balance of M/S RG as on 31 March 2016.

Particulars	Dr.	Cr.
Cash in hand	10,800	
Cash at Bank	52,600	
Purchase	8,13,500	
Sales		19,75,600
Return Inward	13,600	
Return Outward		10,000
Wages	2,09,600	
Fuel and Power	94,600	
Carriage Outward	64,000	
Stock (1.04.2015)	1,15,200	
Building	6,00,000	
Land	2,00,000	
Machinery	4,00,000	

IMS-3102

P.T.O.

(4)

Carriage Inward	40,800	
Salaries	3,00,000	
Patents	1,50,000	
General Expenses	60,000	
Insurance	12,000	
Capital		14,20,000
Drawings	1,04,900	
Sundry Debtors	2,90,000	
Sundry Creditors		1,26,000
	<u>35,31,600</u>	<u>35,31,600</u>

Taking into account the following adjustments prepare Trading & Profit and Loss a/c and Balance Sheet.

- (i) Stock as on 31 March 2016 is ₹ 1,36,000.
- (ii) Machinery is to be depreciated @ 10% and patents @20%.
- (iii) Salary for the month of March 2016 were unpaid ₹ 30,000.
- (iv) Insurance includes a premium of ₹ 1700 due in next year.
- (v) Wages include a sum of ₹ 40,000 spent on erection of cycle shed for employees.
- (vi) A provision for bad debt is to be created to the extent of 5% on debtors. 10

(5)

5. (a) State whether the following expenditures are Capital or Revenue and why? Give Reasons for your answer.
- (i) Expenditure Incurred on repair and whitewashing at the time of purchase of an old building to make it usable.
  - (ii) Depreciation charged on plant
  - (iii) Expenditure for erecting a platform on which machinery will be fixed.
  - (iv) Registration fees paid at the time of purchase of a building.
  - (v) ₹ 1000 spent on repairs of a machine. 5
- (b) What is "Discount"? How is it treated in the books of Accounts. 5

### Unit - III

6. (a) What are Calls in Arrears and Calls in Advance? How are they recorded in the books of accounts of a company? 5
- (b) The cashbook balance of V Company is ₹ 3961 on November 30, 2016. The re-

(6)

view of pass book shows the following :

- (i) Cheques deposited but not yet credited upto November 30, 2016 ₹ 1910
- (ii) Cheques issued not presented till date ₹ 784
- (iii) A cash deposit of ₹ 4,780 on 11th November 2016 was entered by bank as ₹ 4708
- (iv) A cheque of ₹ 490 received from a customer was dishonoured but no intimation was sent by bank till date.
- (v) The bank had debited bank charges of ₹ 135. No entry for this made in cash book.

You are required to prepare a bank reconciliation, statement for V Company as on 30th November 2016 5

7. (a) From the following details calculate the value of Inventory as on 31st January 2016 using Average Cost Method.

1st Jan Purchase 200 units @ ₹ 2 each

2nd Jan Issued 150 units

(7)

4th Jan Purchase 100 units @ ₹ 2.20 each

7th Jan Issue 100 units

10th Jan Purchase 150 units @ ₹ 2.40 each

5

- (b) Explain the Written Down Value method of depreciation with an example. 5

#### Unit-IV

8. (a) Classify the following as operating, investing and financing activities as per the rules of cash flow statements.

(i) Purchased machinery for ₹ 1,00,000 for cash

(ii) Issued shares to raise capital, ₹ 5,00,000

(iii) Paid Income Tax ₹ 70,000

(iv) Received interest on investments ₹ 5,000

(v) Cash paid for Inventory ₹ 80,000

5

- (b) Elaborate on the significance and types of financial statement analysis. 5

(8)

9. From the following details furnished by GT Traders for the year ended 31.03.2016, prepare the balance sheet as on date

Current Ratio → 1.75

Quick Ratio → 1.25

Stock Turnover [cost of sales :  
closing stock] → 9

Gross Profit Ratio → 25%

Average collection period of credit sales  
→ 1½ months

Reserves & Surplus : Capital → 0.2

Cost of Sales : Fixed Assets → 1.2

Debt : Equity → 0.6

Fixed Assets : Net Worth → 1.25

The firm sells products only on credit. Credit Sales for the year ended 31.3.2016 amounted to ₹ 120 lakhs.

10

A

(Printed Pages 7)

Roll No. \_\_\_\_\_

**IMS-3103**

**M.B.A.(CM, FC, HR & IR, IB, M, MS, RM)**

**(First Semester) Examination, Dec. 2016**

**Core Paper**

**(IMS-014)**

*(Quantitative Methods in Business)*

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.**

**1** is **compulsory** and carries **30** marks.

In addition attempt **one** question of **10** marks from each of the four unit. Graph paper and log tables will be supplied on demand.

1. Write short answers of the following :  $3 \times 10$

(a) The third term of a G.P. is  $\frac{2}{3}$  and the 6th

term is  $\frac{2}{81}$ , find the 8th term of the series.

P.T.O.

(2)

(b) Given that :  $A = \begin{bmatrix} 1 & 2 \\ 3 & 4 \end{bmatrix}$ ;  $B = \begin{bmatrix} 1 & 0 \\ 2 & -3 \end{bmatrix}$   $C = \begin{bmatrix} 1 & -1 \\ 0 & 1 \end{bmatrix}$

Show that  $A(B+C) = AB+AC$

(c) Explain the absolute and relative measures of dispersion.

(d) Weight (in kg.) of 10 students of a class was found to be :

54, 51, 48, 62, 65, 47, 58, 57, 50, 56,

Find the median weight.

(e) What is a scatter diagram? How is it used to study correlation?

(f) Explain the meaning and use of linear programming in management.

(g) Find  $dy/dx$  of the following functions.

(i)  $x + \frac{4}{x} + \frac{2}{x^7}$

(ii)  $\frac{3x^2 + 5x}{x^2 + 3}$

IMS-3103

(3)

(h) Distinguish between simple and multiple regression.

(i) A uniform die is thrown at random. Find the probability that the number on it is :

(i) 5, (ii) greater than 3, (iii) odd

(j) Find the marginal revenue (MR) of the following revenue function :  $R = 1000 Q - 2Q^2$  where  $Q =$  output

### Unit - 1

2. (a) An enterprise produced 600 units in the third year of its existence and 700 units in its 7th year. 5

(i) What was the initial production in the first year?

(ii) What was the total production in the first five years?

(b) If  $A = \begin{bmatrix} 8 & 16 & -4 \\ -4 & 0 & 8 \end{bmatrix}$  5

IMS-3103

P.T.O.

(4)

$$B = \begin{bmatrix} 12 & 16 & 20 \\ -4 & 8 & 28 \\ 8 & 4 & 0 \end{bmatrix}$$

compute (AB)'

3. (a) Find the maxima and minima of the following function : 5

$$\frac{2}{3}x^3 + \frac{1}{2}x^2 - 6x + 8$$

- (b) If the demand function is: 5

$q = 50 + p + p^2$  where  $q$  is the demand for the commodity at price  $p$ . calculate elasticity of demand at price  $(p) = 5$

### Unit-2

4. (a) What are the various measures of central tendency? What is the relationship between Arithmetic mean, median and mode. 3

(5)

- (b) Find the Arithmetic mean from the following data : 7

Wage (₹)	10-25	25-40	40-55	55-70	70-85	85-100
No.of Worker	6	50	44	26	3	1

5. For the following data, find the standard deviation: 10

Marks obtained	Number of students
35-40	15
30-35	20
25-30	35
20-25	20
15-20	8
10-15	2

### Unit-3

6. (a) Explain rank correlation. What are its merits? 3
- (b) Find the coefficient of rank correlation between the marks obtained in economics (x) and those in statistics (y) by 10 students of a certain class out of a total of 50 works in each subject; 7



(6)

x:	12	18	32	18	25	24	25	40	38	22
y:	16	15	28	16	24	22	28	36	34	19

7. (a) Distinguish between correlation and regression. 3
- (b) Find Karl Pearson's coefficient of correlation between sales and advertising expenditure from the following data and interpret your result : 7

Sales in thousand (units)	Advertising Expenditure (in thousand rupees)
50	11
50	13
55	14
60	16
65	16
65	15
65	15
60	14
60	13
50	13

(7)

**Unit-4**

8. (a) Explain the meaning of objective function and constraints in linear programming. 3
- (b) Find an optimal solution of the following problems. 7

Maximise  $Z = 2x + 5y$

Subject to :  $4x + y \leq 24$

$x + 3y \leq 21$

$x + y \leq 9$

$x \geq 0; y \geq 0$

9. Write an essay on operations research and its usefulness in business decision making. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3104**

**M.B.A. (CM, FC, HR & IR, IB, M, MS, RM)**

**(Semester-I) Examination, 2016**

**Core Paper**

**(IMS-015 : Human Resource Management)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1** is **compulsory** and it carries 30 marks. Attempt **one** question from each of the **four** unit.

1. Write short notes on the following : 3×10
  - (a) Impact of technology on HRM.
  - (b) Difference between Job enlargement and Job enrichment.
  - (c) Importance of Induction.
  - (d) Difference between Recruitment and Selection.

**P.T.O.**

(2)

- (e) Difference between Training & Development.
- (f) Performance Appraisal and Potential Appraisal
- (g) Model Grievance procedure
- (h) Equity while planning Compensation
- (i) Gandhian theory of IR
- (j) Functions of Trade-Union.

**Unit-I**

- 2. (a) Discuss the various techniques for estimating manpower demand. 5
- (b) What can an organisation do when faced with 5
  - (i) shortage and
  - (ii) surplus of employees. Explain.
- 3. (a) Discuss any five methods of collecting Job analysis data. 5
- (b) Write a specimen of Job Description for area executive of FMCG company. 5

(3)

**Unit-II**

- 4. You are starting a new manufacturing company. What phases would you go through to select best employee for your organisation? Discuss. 10
- 5. How can training needs be identified in the organisation? You are training someone to use a new accounting software package in a medium sized firm. Discuss the training method(s) would you use & why? 10

**Unit-III**

- 6. Discuss the methods that could be used to evaluate the performance of people working in the following jobs : 2.5×4=10
  - (a) Sales Representative
  - (b) HR Manager
  - (c) College Professor
  - (d) Branch ManagerAlso, justify the chosen method

(4)

7. What is the need for fringe benefits? What benefits & services (statutory & voluntary) are most important to today's increasingly diverse workforce and why? 10

**Unit-IV**

8. Explain the various levels of employee participation? Critically examine the various schemes of worker's participation in management. 10
9. Critically examine the institutional provisions for the resolution of industrial disputes within the legal framework in India. 10

A

(Printed Pages 7)

Roll No. \_\_\_\_\_

## IMS-3105

M.B.A. (CM, FC, HR & IR, IB, M, MS & RM)

(First Semester) Examination, 2016

Core Paper

(IMS-016 : Indian Value System & Business  
Ethics)

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in **all**. Questions

**No.1** is **compulsory** and Carries **30** marks.

In addition, attempt **one** question of **10**

marks from each of the four units.

1. Write short notes on the following :

- (a) Grihastha Ashram                      3×10=30
- (b) Features of Caste System
- (c) Relevance of Yog
- (d) Importance of Satya and Ahinsa

P.T.O.

(2)

- (e) Saptang Rashtra
- (f) Natural Law Theory
- (g) Hedonic Calculus
- (h) Corporate Philanthropy
- (i) Window Dressing
- (j) Bribery and Extortion

**Unit-I**

- 2. Explain in brief the 16 Sanskaras and write how does one accomplish each of these rites of passage. 10
- 3. Discuss the implications of the phenomenon of Sanskritisation, Westernization and Modernisation in context of the evolving India in society. 10

**Unit-II**

- 4. Throw light on the relevance of the teachings of Swami Vivekanand and Aurobindo Ghosh. 5+5=10

IMS-3105

(3)

- 5. Explain the literal meaning as well as the managerial application of any three Shloks of your choice from Bhagwad Gita. 10

**Unit-III**

- 6. Read the scenerio given below. 5+5=10  
You are head of a student council at a management institute and are faced with a difficult decision regarding a BBA final year girl's risky, last resort choice. This girl is a very bright student, has many friends and popular with all. In her sem VI she fell ill with a bout of jaundice and typhoid and missed classes for 2 months. As a result she is now much behind her class in studies and submitting assignment reports. Out of desperation, She has copied her entire Economics assignment from Internet. Her Economics teacher suspects her assignment is copied and has asked you to cross-check. You know the report is plagiarized (copied).

IMS-3105

(4)

you also know she has been trying very hard to get admission in MBA at St. Xavier's, a renowned management institute. If you enter on her academic record that she has plagiarized, all her future academic and professional dreams will crash. What would you do and why? Answer from the viewpoints of both Utilitarian and Deontological theories.

7. 'Kantian theory is concerned with actions rather than the consequences.' What do you understand from this statement?

#### Unit-IV

8. Business Ethics is the application of ethical values to business behaviour and operating according to ethical values is playing an increasingly important role in business today. Comment whether you agree or disagree citing relevant examples to support your viewpoint.

10

(5)

9. Answer the following questions after reading the caselet given below :

- (a) What Are the Ethical Issues? 2  
(b) Who Are the Primary Stakeholders? 2  
(c) What Are the possible alternative decisions which Jai can take? 4  
(d) What Are the Practical Constraints jai has to keep in mind while taking a decision?

Jai was recently promoted to the position of District Manager of Computer Operations for a large company. Meera, Jai's supervisor, calls him to her office. She has just been informed that the CEO has received an anonymous letter from an employee. This letter states that a recently installed (and very expensive) system does not perform as expected and has not achieved the expected results. Jai has been aware that the system's actual performance is really as described in the anonymous letter.

(6)

Jai had reported this performance problem to Meera before. Although Meera had listened to jai, she had been the original supporter of this new system and continually provides only positive feedback to the CEO on its performance. Meera tells Jai that CEO expects a reply to the letter. She tells Jai to draft the reply. It should say that the system is performing as projected and that all savings portrayed in the original justification documents are being achieved. She says the documentation provided with his reply should support those statements. Jai is upset by this directive. He feels that upper management is being misinformed in the interest of protecting a questionable decision. He approaches Meera with his concern. She says that if he does not provide the reply as requested, she will have serious doubts about his ability to perform the functions of a District

IMS-3105

(7)

Manager for the company. Jai has worked hard to achieve this position and is very worried about her statement.

IMS-3105



A

(Printed Pages 4)

Roll No. \_\_\_\_\_

## IMS-3106

M.B.A. (CM, FC, HR & IR, IB, M, MS & RM)

(Semester-I) Examination, 2016

Core Paper

(IMS-017 : Marketing Management)

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1** is **compulsory**. Attempt **one** question from each of the **four** units.

1. Write briefly on the following concepts :

3×10=30

- (a) Need; Value; Target market.
- (b) Levels of Product.
- (c) Consumer buying process.
- (d) Importance of Marketing Research.
- (e) Holistic Marketing Concept.
- (f) Product line filling; product line stretching; product line pruning.

P.T.O.

(2)

- (g) Value-based pricing; Psychological pricing;  
Two-part pricing.
- (h) Marketing of Services.
- (i) Rural Marketing
- (j) Positioning

**Unit-I**

- 2. On what bases the heterogeneous market can be segmented? Explain. Present the different strategic approaches observed for targeting the market segments? 5+5=10
- 3. Explain the dynamic nature of marketing environment while highlighting the factors influencing it. 10

**Unit-II**

- 4. Enumerate the steps of Organisational buying process. How is Organizational buying different from Consumer buying? 5+5=10

IMS-3106

(3)

- 5. State briefly the factors influencing the consumer behaviour. Present the different types of buying behaviour exhibited by consumers depending on their level of involvement in the buying process. 5+5=10

**Unit-III**

- 6. Attempt any **one**: 10
  - (a) Discuss the Product Life Cycle and its stages while analysing the corresponding strategies observed in each stage.
  - (b) What is New Product Development? State its process and the reasons of failures of new product.
- 7. "Without price, there is no marketing." Elucidate the statement thus highlighting the importance and objectives of pricing. Determine the critical strategies of pricing followed by the marketer. 5+5=10

IMS-3106

P.T.O.

(4)

**Unit-IV**

8. Determine the key components of physical distribution. Explain the role of intermediaries. State briefly the different types of channels.

$3+5+2=10$

9. What is integrated marketing communications? Discuss the promotion mix components, while analysing the importance of each. State the types of sales promotions mainly observed in marketing.

$1+5+4=10$

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

## IMS-3107

M.B.A. (CM, FC, HR & IR, IB, Mktg. MS, RM)

(First Semester) Examination, Dec. 2016

### Core Paper

( *IMS-018 : Managerial Economics* )

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1** is **compulsory**. Attempt **four** more question, selecting **one** question from each units.

1. Briefly answer the following questions:

3×10=30

- (a) "Economic decision making requires the basic assumption of Rationality". Comment.
- (b) The tendency of 'marginal values' is always greater than average values'.

P.T.O.

(2)

Elaborate with example.

- (c) In the perfect competitive market if  $AR=AVC$  in the short run then what should a firm do?
- (d) Discuss why some factors are fixed and some are variable in the short run?
- (e) Show the effect of the following changes on the demand curve of Tea, with diagrams-:
- (i) Increase in Price of Tea.
  - (ii) Increase in Price of Coffee.
  - (iii) Increase in Income of the buyer.
- (f) Which cost curve is termed as 'Rectangular hyperbola' and why?
- (g) Why is demand curve perfectly elastic under perfect competition and also explain what makes  $AR=MR$  in it?

IMS-3107

(3)

- (h) Why is " $\alpha + \beta = 1$ " in Cobb - Douglas production Function? Also calculate the following with the given information-
- $MP_L, MP_K$
- If  $Q=20 K^{0.5} L^{0.5}$
- and  $L=4, K=25$
- (i) Why is price and output indeterminate under oligopoly? Find out the profit maximising output of a firm and price for a monopolist-
- $TC=400+8Q^2$
- $TR=480Q-8Q^2$
- (j) Suppose the market demand for a product 'X' is given by the equation.
- $Q=60,00,000-10,00,000p$
- where Q is the number of product 'X' demanded each year and P is the price of 'X'. If price increases from Rs. 2 to Rs.3

IMS-3107

P.T.O.

(4)

then calculate.

- (a) Point elasticity.
- (b) Arc elasticity.

**Unit-I**

2. (a) "The principles of managerial economics allow accurate predictions of decision making in business and other organisation", Elaborate this statement with relevant examples. 7+3
- (b) Calculate the future value of the sum of Rs. 1000 @ 10p.@R.O.I, for the period of 6 years.
3. The quantity demanded of a product 'X' is given by- 3+2+2+3
- $$Q_x = 1000 - 0.5P_x + 20Y - 0.8P_2$$
- (a) Estimate the price elasticity of X when  $Q=900$ ,  $Y=50$ ,  $P_2=100$ . If the firm offers a 10% reduction in price, in an attempt to raise revenue, would you advise to proceed? If yes then why?

(5)

- (b) Estimate the income elasticity of demand when  $Q_x=1500$ ,  $P=2000$ ,  $P_2=120$ ,  $Y=5000$ .
- (c) Estimate the cross elasticity of demand between 'X' and 'Z' when  $Q=900$ ,  $P=2500$ ,  $Y=62$  what relationship exists between 'X' and 'Z'?
- (d) Explain the total expenditure method of measuring elasticity of demand.

**Unit-II**

4. "Achieving optimum efficiency in production or minimizing cost for a given production is one of the prime concerns of a business managers". In the light of the above statement discuss how the theory of production and cost through its laws helps the manager for economic decision making. 10

(6)

5. Find out the missing values:- 4+6

(a) Output	TFC	TVC	TC	AFC	AVC	AC	MC
0	-	-	1000	-	-	-	-
1	-	200	-	-	-	-	-
2	-	-	-	-	184	-	-
3	-	-	-	-	-	503	-
4	-	-	-	-	-	-	167
5	-	-	-	-	175	-	-

(b) Given the total cost function of a firm:-

$$TC = 1,000 + 10Q - 0.9Q^2 + 0.04Q^3$$

Find out

- (i) The least cost / optimum output level.
- (ii) TVC, AVC & AC for 20 units of output.
- (iii) If TFC increases by Rs. 200, what would be the new value of TC, AC & AVC.

(7)

### Unit-III

6. What is the basic difference between oligopoly and monopolistic competition? Further explain and illustrate the price-leadership of a low cost firm. Why do the high cost firms accept a price lower than their profit maximising price? 10
7. A monopoly firm has to sell its product in two markets - market 1 and market 2. The price function for the two markets are given as.10

$$P_1 = 500 - Q_1.$$

$$P_2 = 300 - Q_2.$$

The firm's TC function is  $TC = 50,000 + 100Q$ .

Find the following-

- (a) Profit maximizing output.
- (b) Equilibrium price for each market.
- (c) Allocation of total output between the two markets and
- (d) Total profit at profit maximising output.

### Unit-IV

8. Explain with the help of diagram, Baumol's sales maximization model and compare it with

(8)

Mariss and Williamson model. 10

9. Suppose sales and cost data of a company for year are given as follows-: 6+4

Net Sales	Rs
Cost of goods sold	1,00,000
Variable cost	40,000
Fixed cost	10,000
Gross Profit	50,000
Selling Costs:	
Variable Cost	10,000
Fixed Cost	5,000
Net Profit	35,000

- (a) Compute the BEP.
- (b) Forecast the profit for the sale volume of Rs. 1,60,000 and Rs. 70,000
- (c) What would be sales volume to earn a net profit of Rs. 55,000.
- (d) Explain the Knight's theory of profit.



A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**IMS-3108**

**M.B.A. (CM, FC, HR & IR, IB, M, MS, RM)**

**(First Semester) Examination, 2016**

**(LU-011 : Communicative English)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all, including question **No.1**, which is **compulsory** and carries **30** marks. Attempt **one** question from each unit, which carries **10** marks each.

1. Answer the following in brief :  $3 \times 10 = 30$

- (a) What are interpersonal skills in communication?
- (b) Who is an effective listener?
- (c) What is meant by 'Audience analysis' in presentation?

**P.T.O.**

(2)

- (d) How is a group discussion different from a debate?
- (e) What is the difference between an adjective and an adverb? Give an example for each.
- (f) What is meant by 'Body language'?
- (g) What is 'Jargon'?
- (h) Correct the following sentences :
- (i) He is known about charity.
- (ii) They ought to be here before now.
- (i) Give one word for the following :
- (i) A person who works under some one to learn that person's skill \_\_\_\_\_.
- (ii) Happening once every two years \_\_\_\_\_.
- (j) Choose the correct form of the words underlined, so that they are correctly used in the sentences given below :
- (i) The girl was a stunner. She had blonde hair hairs.

IMS-3108

(3)

- (ii) The company is planning to purchase more equipments / equipment.

### Unit-I

2. Fill up the blanks with suitable prepositions :10
- (i) He save his consent \_\_\_\_\_ the meeting.
- (ii) Kolkata is \_\_\_\_\_ the river Hoogly.
- (iii) I fell \_\_\_\_\_ the ladder.
- (iv) I stayed \_\_\_\_\_ Kanpur \_\_\_\_\_ two years.
- (v) She did not agree \_\_\_\_\_ my proposal.
- (vi) He has been working \_\_\_\_\_ morning.
- (vii) The magistrate acquitted him \_\_\_\_\_ the theft.
- (viii) They are called \_\_\_\_\_ different names.
- (ix) He power the tea \_\_\_\_\_ the mug.
- (x) This is a comfortable house to live \_\_\_\_\_.

IMS-3108

P.T.O.

(4)

3. (a) Use appropriate articles (a, an, the) in the blanks : 5
- (i) I am \_\_\_\_\_ law abiding citizen.
- (ii) Priya is \_\_\_\_\_ youngest of all \_\_\_\_\_ children.
- (iii) He went to \_\_\_\_\_ near by shop for \_\_\_\_\_ ice-cream.
- (iv) She is \_\_\_\_\_ university student.
- (v) \_\_\_\_\_ elephant is \_\_\_\_\_ huge animal.
- (b) Use the following pairs of words in separate sentences so as to bring out the difference in their meanings : 5
- (i) Flower / flour
- (ii) Lose / loose
- (iii) Desert / Dessert
- (iv) Weak / week
- (v) Peace / piece

(5)

**Unit-II**

4. (a) Pick out the nearest correct meaning / synonym of the words given below : 5
- (i) RECUPERATE
- (a) recapture (b) reclaim
- (c) recover (d) regain
- (e) restore
- (ii) VINDICTIVE
- (a) revengeful (b) triumphant
- (c) strategic (d) demonstrative
- (e) bigoted
- (iii) ALMS
- (a) blessings (b) charity
- (c) prayers (d) worship
- (e) wealth
- (iv) WRATH
- (a) violence (b) anger
- (c) hatred (d) jealousy
- (e) cruelty

(6)

(v) LIBERATE

- (a) imprison (b) enclose
- (c) emancipate (d) conceal
- (e) facilitate

4. (b) Choose the most suitable antonym of the given words : 5

(i) HASTILY

- (a) deliberately (b) desperately
- (c) leisurely (d) quickly
- (e) quietly

(ii) NEGLIGENCE

- (a) diligence (b) punctuality
- (c) honesty (d) integrity
- (e) meticulousness

(iii) INSTANTLY

- (a) repeatedly (b) lately
- (c) slowly (d) immediately
- (e) awkwardly

(7)

(iv) CONFESS

- (a) deny (b) refuse
- (c) contest (d) contend
- (e) witness

(v) FLUCTUATE

- (a) conceive (b) energise
- (c) stabilise (d) emancipate
- (e) activate.

5. Write meanings of the given idioms and phrases and use them in sentences :  $5 \times 2 = 10$

- (i) add fuel to the flames
- (ii) with open arms
- (iii) at the eleventh hour
- (iv) when pigs fly
- (v) apple of one's eye

### Unit-III

6. XYZ Ltd. wants to introduce a new soft drink. The director of the company has assigned the production manager to make proper investigation about the taste and advertising appeal among consumers. Now assuming yourself to be the production manager write a report to be submitted to the director.

10

(8)

7. Write an elaborative review of any book/ movie that you have recently read/ watched.

10

#### **Unit-IV**

8. What role does 'body language' play in public speaking? What all points should be kept in mind while making a public address? 10

9. A 'resume' portrays the complete picture of a candidate. Keeping this in mind, mention and discuss upon things that make a resume effective and appealing. What things should be avoided in a resume? 10

A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

**IMS-3109**

**M.B.A. (CM, FC, HR & IR, IB, M., MS, RM)**

**Examination, Dec. 2016**

**COMMON PAPER**

**(IMS-031 : Strategic Management)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** of **30** marks is **compulsory**. Attempt **one** question of 10 marks from each unit.

1. Attempt **all** the parts briefly:  $3 \times 10 = 30$
- (a) What is strategic intent?
  - (b) Benefits of strategizing.
  - (c) Concept of Abell's business definition
  - (d) What is benchmarking?
  - (e) What are critical success factors?

P.T.O.

(2)

- (f) Differentiate between concentric and conglomerate diversification.
- (g) Advantages of mergers & acquisitions.
- (h) Describe the conditions under which turnaround can be done.
- (i) Merits of differentiation strategy.
- (j) Risks faced under cost leadership strategy.

**Unit-I**

- 2. "In this turbulent age, it is only through strategies that organizations can survive and ward off competition". Comment and thereby discuss the importance of strategies. 10
- 3. Why is objective setting process an integral part of a strategic curriculum? List and explain the various issues which arise in the objective setting process. 10

IMS-3109

(3)

**Unit-II**

- 4. As the owner of a fast food enterprise seeking a loan from a bank to finance the construction and operation of a new store location, you have been asked to provide the loan officer with a brief analysis of the competitive environment in fast food. Draw a five-forces diagram for the fast food industry, and briefly discuss the nature and strength of each of the five competitive forces in fast food industry. 10
- 5. Explain Michael Porter's value chain analysis with the help of a diagram. How are profits accrued to a value chain? 10

**Unit-III**

- 6. What is meant by the term 'Corporate strategy?' Explain briefly the different types of concentration strategies. 10

IMS-3109

P.T.O.

7. Discuss the stability strategies in detail. Does a no-change strategy involve doing nothing? Why? 10

#### **Unit-IV**

8. Discuss in detail the different types of subjective factors that affect strategic choice. 10
9. Comment on the statement- "Sustaining a competitive advantage is as difficult as achieving it." 10



A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

## IMS-3110

M.B.A. (CM, FC, HR & IR, IB, M., MS, RM)

(Third Semester) Examination, 2016

Common Paper

(IMS-032 : Business Law)

*Time Allowed : Three Hours ] / Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1** of 30 marks containing sub-questions of short answer type is **compulsory**. Attempt **one** question of **10** marks from each unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Law and Business management
  - (b) Business agreements
  - (c) Agreement to sale

P.T.O.

(2)

- (d) Fundamental right to business
- (e) Unmeaning agreements
- (f) Rights of an unpaid seller
- (g) Position of a minor in partnership
- (h) Registration of a partnership
- (i) Holder of a cheque
- (j) Formation of a company under company law

**Unit-I**

- 2. Define Contract. What are the essentials of a business contract? Discuss the modes of discharge of contract. 10
- 3. What do you understand by quasi contracts? How do these contracts help in administration of business? Explain. 10

**Unit-II**

- 4. What do you mean by contract of sale? Discuss the mode of transfer of property in goods as relevant in sales management. 10

(3)

- 5. What are the conditions and warranties of sale under sales management? Distinguish between the conditions and warranties with the help of examples. 10

**Unit-III**

- 6. Discuss the aims and objects of Indian Partnership Act, 1932. How does this act help in administration of business activities in Partnership? Explain. 10
- 7. What do you mean by registration of a partnership? Discuss the consequences of non-registration of a partnership. 10

**Unit-IV**

- 8. What do you understand by negotiable instrument? Distinguish between bill of exchange and a cheque. Also explain significance of negotiable instruments in business administration. 10

(4)

9. What is the prospectus of a company? Discuss the necessary contents which are to be included in the prospectus of a company. What would be the consequences of a misleading prospectus in the management of a company? Explain.

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3111**

**M.B.A. III-Sem. Core Paper**

**Examination, 2016**

**Foreign Language**

**Paper : LU-031 (German)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :**

1. Attempt **all** the parts according to the instructions given : 5×6=30
  - (a) Write the genders of the following nouns (das, die, der) Schokolade, Frau, Mann, Vater, Buch, Haus, Park, Blume, Zimmer, Brot.
  - (b) Write five colours in German.
  - (c) Write the plural form of the nouns : Mann, Kleid, Blume, Tisch, Frau.
  - (d) Write days of the week in German.
  - (e) Write months in German.

**Unit-I**

2. Write fifteen lines on "Meine Lehrer in" in German.

**P.T.O.**

(2)

3. Write fifteen lines on "Mein Land" in German.

**Unit-II**

4. Write the following number in words in German 7, 11, 13, 20, 28, 36, 44, 67, 71, 100.
5. Write the following numbers in figures : neun, zehn, zwanzig, einundzwanzig, dreissig, zweiundvierzig, sechsundsechzig, achtzig, Hundert, tausend.

**Unit-III**

6. Write the answers of the following questions in German.
- (a) Was essen Sie?  
(b) Was tragen Sie?  
(c) Wohin fliegen Sie.  
(d) Wie alt sind Sie?  
(e) Studieren Sie an der Universität.  
(f) Kaufen Sie Hemd?  
(g) Lesen sie die Zeitung?  
(h) Hören sie Radio?  
(i) Gehen sie ins Restaurant?  
(j) Haben sie Auto.  
(k) Wo wohnen Sie?  
(l) Lernen sie Deutsch Sprache?  
(m) Arbeiten Sie bei Siemens?  
(n) Wo liegt Berlin?  
(o) Wieviel kostet das Buch?

(3)

- (p) Fahren Sie mit dem Bus nach Mumbai?  
(q) Wann haben sie Geburtstag?  
(r) Geben sie eine Party?  
(s) Schenken sie Film am Sonntag?  
(t) Was gibt es in der Stadt?
7. Make questions in German.
- (a) Ich mache MBA.  
(b) Ich wohne in Indien  
(c) Ich kaufe Hemd und Hose  
(d) Ich lerne Deutsch.  
(e) Ich studiere an der Uni  
(f) Ich koche Fleisch.  
(g) Ich esse Kuchen  
(h) Ich höre Musik gern  
(i) Ich bringe Buch  
(j) Ich lese Roman.  
(k) Mein Freund trinkt Saft.  
(l) Meine Familie wohnt in Deutschland.  
(m) Ich heiße Seema  
(n) Ich bin zwanzig Jahre alt.  
(o) Ich bin Student in  
(p) Ich gehe nach Institut.  
(q) Ich flirte nach Japan.  
(r) New Delhi ist die Hauptstadt  
(s) Ich trage Brille.

(4)

(t) Wir lernen Fremd sprache.

**Unit-IV**

8. Translate the following passage into English :  
Das ist mein Klass enzimmer. Wir studieren hier. Das ist gross. Es gibt Tische and stuble in Klassenzimmer Wir haben auch Tafel hier. Wir haben auch kreide and schwamm. Es gibt vier Fenster. Es gibt wande and decke in Klassenzimmer. Dies studentyen sitzen hier. Wir haben auch Bucherschrack. Es gibt vrelle Bücher in Bucherschrack. Die Landkarte hangt an die wand. Das ist die.  
Landkarte von Arien. Der Lehrer unterrichtet in Klass enzimmer.
9. Meine stadt heisst Berlin. Beriin ist die Hauptstadt von Deutschland. Berlin ist sehr gross. Es gibt Bahnh of in Berlin. Wir hapen hier auch Flughafen. Es gibt Theater and kinos hier. Wir rehen Filme in Kinos. Es gibt Tierpark in Berlin. Wir hapen auch wasserpark. Die Kinder gehen in wass erpark am sonntag. Wir hapen viele schulen, Hochschulen and Universitat hier. Berlin ist bekannt fur Tradition.

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3112**

**M.B.A. (CM) III MKT Examination, 2016**

**MKT Research**

**M-031**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No. 1** is **compulsory** which carries 30 marks. Attempt four more questions of 10 marks each selecting from each unit.

1. Write the short notes on the following :

3×10=30

- (a) Concept of marketing research.
- (b) Limitations of marketing research.
- (c) Meaning of decision making under certainty.
- (d) Advantages of a ratio scale over an interval scale.
- (e) Advantages and disadvantages of mail interview.
- (f) Characteristics of good sample.

**P.T.O.**

(2)

- (g) Significance of product research.
- (h) Importance of consumer research.
- (i) Meaning of motivational research.
- (j) Users of marketing research.

**Unit-I**

- 2. Differentiate between market research and marketing research. Briefly discuss the importance of marketing research for the producer. 10
- 3. Suppose that a decision maker is faced with three decision alternatives and four states of nature. Given the following profit payoff table 10

States of nature→ Acts↓	S <sub>1</sub>	S <sub>2</sub>	S <sub>3</sub>	S <sub>4</sub>
A <sub>1</sub>	16	10	12	7
A <sub>2</sub>	13	12	9	9
A <sub>3</sub>	11	14	15	14

Find the decisions to be recommended under each of the following criteria :

- (i) Maximin.
- (ii) Maximax.
- (iii) Minimax Regret.

(3)

**Unit-II**

- 4. What are the characteristics of a good questionnaire? How will you determine the type of questions to be used in preparing the questionnaire? Explain. 10
- 5. In an experiment on the immunization of goats from Anthrax, the following results were obtained. Derive your inference on the efficacy of the vaccine. 10

	Died of Anthrax	Survived	Total
Inoculated with vaccine	2	10	12
Not inoculated	6	6	12
Total	8	16	24

(Table value of  $\chi^2$  at 5% level is 3.84 for 1 d.f.)

**Unit-III**

- 6. What are the major steps in the new product development process? What are the problems inherent in the establishment of a test-market operation? 10
- 7. Discuss the various methods of "before" copy testing and identify the strengths and weaknesses of each. 10



(4)

**Unit-IV**

8. What are the ethical issues and trends in marketing research? Briefly discuss the problems faced by researchers in conducting marketing research in India? 10
9. What are the major reasons for growing importance of marketing research in India? Briefly discuss about various marketing research agencies in India. 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3113**

**M.B.A. (CM) MKT III Examination, 2016**

**MARKETING COMMUNICATION**

**MBA (CM) - M-032**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Explain the following concepts in short.

3×10=30

- (a) Communication Network
- (b) Interpersonal Vs Mass Communication.
- (c) Advertising Creativity.
- (d) Brand Switching.
- (e) Promotion Budget.
- (f) Advertising Message.

P.T.O.

(2)

- (g) Identifying the Target Audience.
- (h) Types of Sales Promotions.
- (i) Advertising.
- (j) Media Timing.

**Unit - I**

- 2. Explain briefly the communication process highlighting its critical elements. List the different promotional tools used in communication. 10
- 3. (a) Analyse the role of product, price, place & process in marketing communications. 6+4=10
- (b) Express your views on the effectiveness of Marketing-Decision support system.

**Unit -II**

- 4. Elaborate the organizing and management of Integrated Marketing Communications (IMC). 10

IMS-3113

(3)

- 5. Enumerate and discuss briefly the factors imperative in designing the effective advertising programs. How does the success of advertisements depends on Media, Reach and Frequency. 10

**Unit- III**

- 6. Explain the purpose and the major decisions taken in Sales Promotion. Which different S.P. tools are used? Discuss. 10
- 7. Explain :- 4+3+3
  - (a) Management of Sales force.
  - (b) Negotiations & Personal Selling.
  - (c) Relationship Marketing.

**Unit - IV**

- 8. What is MPR? State its importance. Explain in short the tools and techniques used in MPR. 10
- 9. Differentiate between Direct and on-line marketing. Express your views on the Public and Ethical Issues in Direct marketing. 10

IMS-3113

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3114**

**M.B.A. (CM) MKT-III) Examination, 2016**

**Consumer Behaviour**

**(M-033)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1** is **compulsory** and carries 30 marks. Attempt **one** question from each of four units, which carry 10 marks.

1. Write short notes on following :  $3 \times 10 = 30$ 
  - (a) Limitations of the Trait Theory of Consumer Behaviour.
  - (b) Advantages of "Nicosia Model".
  - (c) Significance of Psychographic Segmentation.

**P.T.O.**

(2)

- (d) Advantages of Consumer Research.
- (e) Consumer as a "Perceiver".
- (f) Role of Emotions in Purchase.
- (g) Significance of "Life Cycle Effects".
- (h) Importance of Consumer Motivation.
- (i) Evaluation of Alternative in Purchase Process.
- (j) Cultural aspect of Indian Consumer Market.

**Unit-I**

- 2. "Study of Consumer Behaviour has been fitness exercise in Marketing, irregular and poor exercise leads to failure of mega innovations in Business" comment on statement. 10
- 3. Describe role of culture as a determinant of Consumer Behaviour. Explain how culture can be included in sales Promotion. 10

(3)

**Unit-II**

- 4. What do you understand by "Purchase Decision". Explain factors affecting purchase decisions. 10
- 5. Define "Consumer Attitude formation". Explain techniques to change consumer attitude. 10

**Unit-III**

- 6. Explain Model of Industrial buying. How this model can be used to Control Consumer Behaviour. 10
- 7. What do you understand by Market Segmentation? Explain the factors affecting segmentation of market. 10

**Unit-IV**

- 8. Describe Two-Step Communication Theory. Explain its significance in Consumer Behaviour. 10

**(4)**

9. What do you understand by "Post Purchase Dissonance"? Explain methods to minimise Post Purchase Dissonance. 10

**A**

**(Printed Pages 4)**

Roll No. \_\_\_\_\_

**IMS-3115**

**MBA (CM) MKT III Semester**

**Examination, 2016**

**Industrial MKT**

**(M-034)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Question **No.1** is **compulsory** and carries 30 marks. Attempt **one** question from each unit carrying 10 marks each.

1. Answer the following in brief :  $3 \times 10 = 30$ 
  - (a) Explain EOQ model.
  - (b) Differentiate between BLB and BLC.
  - (c) What are the advantages and disadvantages of 2-Bid system?

**P.T.O.**

(2)

- (d) Define Integrated supply chain management.
- (e) Explain the stages of industrial product life cycle.
- (f) Define product line stretching.
- (g) Explain the concept of derived demand.
- (h) Discuss the ways of trade promotion.
- (i) What is Greening of supply chain?
- (j) What is database marketing?

**Unit-I**

- 2. What do you mean by Organisation Buying Activity? Explain the dynamics of Industrial Buying Behaviour. 10
- 3. List and explain the steps involved in Industrial Marketing Planning. Also discuss the factors influencing industrial marketing environment. 10

IMS-3115

(3)

**Unit-II**

- 4. Discuss the Objectives of Pricing. Why pricing decision is important? Also describe the various pricing methods. 10
- 5. What are the features present in an Industrial Product? Discuss the strategies for the development of new product. 10

**Unit-III**

- 6. Define Industrial Advertising. List the effectiveness of ad campaign. Define the advertisement models in industrial marketing. 10
- 7. 'Sales-promotion is a link between advertising and personal selling' Explain. How does a marketer determine the timing, frequency and duration of sales-promotion? 10

**Unit-IV**

- 8. What do you mean by Marketing Research? Explain the marketing research process for industrial products. Discuss the role of internet in industrial marketing research. 10

IMS-3115

P.T.O.



9. Discuss the importance of monitoring and controlling the marketing research process. What are the various ways for evaluating industrial marketing strategy? 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3116**

**M.B.A. (CM) MKT-III Examination, 2016**

**International Marketing**

**(M-035)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. **Question No.1** is **compulsory**. Attempt **four** more questions selecting **one** question from each unit.

1. Write short notes on the following :  $3 \times 10 = 30$ 
  - (a) Impex agents-role & challenges.
  - (b) New product-new market matrix from Ansoff's matrix.
  - (c) Product & communication challenges in away from home markets.
  - (d) COO (country of origin) impacts in international marketing.

**P.T.O.**

(2)

- (e) Handling of hazardous substances in international marketing-logistics & supply chain issues.
- (f) Transfer pricing.
- (g) INCOTERMS
- (h) Offset & Buy Back in international markets.
- (i) NPD (New Product Development) for international markets.
- (j) Hoffstede or Aaker's model of branding.

**Unit-I**

- 2. XYZ Ltd. is a manufacturer of detergent powder having 3 manufacturing units in North India and all its production is sold in North India. MD of XYZ appointed a high profile marketing person having international experience. Provide a critique of this decision. 10
- 3. What do you understand about Self Reference Criterion (SRC)? How to avoid SRC? 10

**Unit-II**

- 4. What are the challenges in international marketing research compared to one country &

IMS-3116

(3)

- pure domestic marketing research? 10
- 5. What are the different market entry strategies in international marketing? Discuss Risk & Returns of any two modes. 10

**Unit-III**

- 6. In international product policies, "One size fits all" seldom works. One Needs country to country adaptation. Why or why not. Discuss with one example each-one Indian Product/Service exported & adapted & another foreign product/service imported into India duly adapted. 10
- 7. For international marketing, which type of costing method - full cost (Total cost) or marginal cost (variable cost) you would recommend. Why?  
One Farrukhabad based brassware exporter is selling abroad. His plant machineries and other fixed cost is USD 500,000, variable cost is USD 100. He sells 5000 Ganesha IDOLS in the domestic market. One foreign buyer is ready to award HIM a contract for 40,000

IMS-3116

P.T.O.

(4)

pieces @ USD 140/piece, ex-works. Should he accept the deal? Why or why not? Huangzhang, a Chinese manufacturer starts selling @ 95/piece, Exworks. Should Farrukhabad exporter match Chinese price? Why or why not? Assume transportation, insurance & MISC expenses same for both as far as landed price is concerned.

#### **Unit-IV**

8. Discuss normal & reverse logistics in international marketing context with reference to a recent product recall.  
What is the role of green supply chain management in strategy of an MNC/TNC organization?
9. Discuss the role of communication adaptation in the context of international marketing with an example each from Indian & foreign company.

A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

**IMS-3118**

**M.B.A. (CM) Finance III Examination, 2016**  
**Working Capital Management**

**F-031**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No. 1** is **compulsory** and attempt any **one** question from each unit.

1. Write short notes and answer briefly the following:  $3 \times 10 = 30$ 
  - (a) Differentiate between gross and net-working capital.
  - (b) Write a note on float.
  - (c) ABC analysis.
  - (d) What do you mean by stock-out?
  - (e) Discuss the concept of implicit cost of trade credit.
  - (f) Give a brief note on Commercial Paper.
  - (g) Types of Cash report.
  - (h) Important features of Baumol's model.

**P.T.O.**

(2)

- (i) Optimal Cash Balance.  
(j) Define Cash Cycle.

**Unit-I**

2. (a) Explain the factors considered while determining the need for Working Capital. 5  
(b) Note on Liquidity vs Profitability. 5
3. (a) "Length of Operating Cycle is the major determinant of Working Capital needs of a business firm." Explain. 5  
(b) Compute the operating cycle of a firm with the help of following data- 5

(Rs. in '000)

Average debtors outstanding	480
Raw material consumption	4,400
Total Production Cost	10,000
Total cost of goods sold	10,500
Sales for the year	16,000
Value of average stock maintained:	
Raw material	320
Work in progress	350
Finished Goods	260
Average Period of credit allowed by Suppliers = 16 days	
Period covered = 365 days	

(3)

**Unit-II**

4. How would you invest surplus fund? Explain with the help of strategies for managing surplus fund? 10
5. Prepare a cash budget for January through March. The following information is provided for you: 10
- (a) Sales are expected to be ₹ 50,000 in January ₹ 55,000 in February and ₹ 60,000 in March. All sales will be in cash.
- (b) His estimated purchases are: ₹ 20,000 in January ₹ 22,000 in February and ₹ 25,000 in March. Payment for purchases will be made after a lag of one month. Outstandings on account of purchases in December last are ₹ 22,000.
- (c) The rent per month is ₹ 5000 and his personal withdrawal per month is ₹ 5000.
- (d) Salaries and other expenses, payable in cash, are expected to be: ₹ 15,000 in January, ₹ 18,000 in February and ₹ 20,000 in March.
- (e) He plans to buy furniture worth ₹ 25,000 on cash payment in February.

(4)

- (f) Cash balance at present is ₹ 5000. His target cash balance, however is ₹ 8,000 what will be surplus/deficit of cash in relation to his target cash balance?

**Unit - III**

6. What is the cost associated with receivables? Define various techniques of control of receivables. 10
7. What is EOQ? Determine the EOQ, total number of orders in a year and the time-gap between two orders with the help of following information:  $5 \times 2 = 10$
- Carrying cost per unit of inventory are ₹ 10.
  - The fixed cost per order are ₹ 20.
  - The number of units required is 30,000 per year.
  - Variable cost per unit ordered are ₹ 2.
  - The purchase cost price per unit is ₹ 30.

**Unit-IV**

8. Examine the importance of trade credit and accrued expenses as a source of working capital. 10
9. What are the factors examined by a bank while processing an application for Working Capital Advance? 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3119**

**M.B.A. (CM) Finance III Examination, 2016**

**International Financial Management**

**(F-032)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each of the four units.

1. Attempt **all** the parts:  $3 \times 10 = 30$
- (a) Flexible exchange rate mechanism.
  - (b) Objectives of Asian Development Bank.
  - (c) Traders in the foreign exchange market.
  - (d) Currency futures contract.
  - (e) Applications of currency options.
  - (f) Interest arbitrage.
  - (g) Forms of international trade financing.

**P.T.O.**



(2)

- (h) Utility of Global Depository Receipts.
- (i) Purchasing Power Parity theory.
- (j) Short term financing options.

**Unit-I**

- 2. (a) What are the factors that differentiate International Financial management from domestic financial Management? 5
- (b) Discuss the functions performed by the foreign exchange market. 5
- 3. Define Interest Rate Swaps. What is their utility? 10

**Unit-II**

- 4. The Balance of Payment statement records all types of international transactions that a country consummates over a certain period of time. In this background explain three sections of the Balance of Payment statement. 10
- 5. (a) What is meant by foreign exchange exposure? Also discuss various types of ex-

(3)

- posure using suitable examples. 5
- (b) How do corporations manage foreign exchange risk? Discuss the risk management tools available for MNCs. 5

**Unit-III**

- 6. Elucidate the techniques to optimise cash inflows that are commonly used by multinational corporations. 10
- 7. (a) Define the term 'international cash management'. Why do multinational corporations need to manage cash and accounts receivable. 5
- (b) Discuss the objectives of effective international cash management system. 5

**Unit-IV**

- 8. (a) Why should the cost of capital for an MNC differ from that for a domestic firm? Explain with example. 5

(4)

- (b) When can the characteristics of an MNC affect its cost of capital? 5
9. "Multinational capital budgeting encounters a number of factors that are unique for a foreign project and are more complex than their domestic counterparts." Discuss any five factors. 10

A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

**IMS-3120**

**M.B.A. (CM) Finance III Examination, 2016**

**(Indian Financial System)**

**[F-033]**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.**

**1** is **compulsory** and carries 30 marks.

Attempt **four** more questions selecting **one**

question from each unit, which carries 10

marks.

1. Write short notes on the following:  $3 \times 10 = 30$

(a) Listing of Shares

(b) Universal Banking

(c) Repo and Reverse Repo transaction

(d) Financial Engineering

**P.T.O.**

(2)

- (e) Unorganised Sector of Indian financial system
- (f) Supervisory and developmental role of RBI
- (g) OTCEI
- (h) Advantages of Mutual fund scheme
- (i) Functions of IMF
- (j) Private Placement of Securities

**Unit-I**

- 2. Write a detail note on recent trends of financial system in India. Whether growth trends are synchronized with the economic development of the nation? 10
- 3. What do you understand by money market? Discuss about the various constituents of Indian Money Market. 10

IMS-3120

(3)

**Unit-II**

- 4. Discuss the characteristics and functions of Capital Market. Bring out the working and performance of Bombay Stock Exchange of India during post reform period. 10
- 5. Why was SEBI established? Has it been successful in achieving its goals? Discuss. 10

**Unit - III**

- 6. Discuss the organisation structure of RBI. How far RBI has been successful in controlling monetary system? Explain. 10
- 7. What are the different types of banks working in India? Discuss the present position of commercial banks in India. 10

IMS-3120

P.T.O.

(4)

**Unit -IV**

8. What are the objectives of Life insurance Corporation of India? Point out the types and structure of insurance plans introduced by LIC of India. 10
9. What is meant by Non- Banking Financial Intermediaries? Discuss the NBFIs working in the field of housing finance in India. 10

**A**

**(Printed Pages 4)**

Roll No. \_\_\_\_\_

**IMS-3121**

**M.B.A. (CM) Finance III Examination, 2016**

**(Corporate Restructuring)**

**F-034**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No. 1** is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following :  $3 \times 10 = 30$
- (a) Buy back of share
  - (b) Types of demerger
  - (c) Buyouts
  - (d) Fair value of shares
  - (e) Kinds of restructuring
  - (f) Needs of Corporate restructuring
  - (g) 'Minority' and 'Minority interest' under Companies Act.

**P.T.O.**

(2)

(h) List out the various approvals that are required in a scheme of merger and amalgamations.

(i) Types of amalgamation under accounting Standard (AS)-14.

(j) Various forms required to be filed in the process of merger/amalgamation.

**Unit-I**

2. " An order of the High Court sanctioning a scheme of amalgamation under Companies Act is liable to stamp duty only in those states where the states stamp Law provides". Comment on the statements in the light of judicial pronouncements explaining the various aspect of stamp duty which are involved in the merger and amalgamations of companies in India. 10

3. Discuss the various taxation aspects involved in the mergers and amalgamations of companies in India. 10

**Unit-II**

4. Discuss the various legal provisions that are governing takeover of a company in India. 10

(3)

5. What is meant by sick company? Briefly discuss the process involved in the revival and restructuring of sick companies as provided under Companies Act, 2013. 10

**Unit-III**

6. Discuss funding of a merger or take over through various types of financial instruments. 10

7. Cool Ltd. Company is considering acquisitions of Zen Ltd. Which has 1.5 crore shares outstanding and issued. The market price per share is RS 400 at present. Cool Ltd's average cost of capital is 12% . Available information from Zen Ltd. indicates its expected cash accruals for the next 3 years as follows : 10

Year	Rs. ( crores)
1	250
2	300
3	400

Calculate the range of valuations that Cool Ltd. has to consider. (PV factors at 12% for years 1 to 3 respectively 0.893, 0.797, 0.712. Use

(4)

both Market based method & Discounted cash flow method. As a finance Manager of Cool Ltd. Which method would you prefer?

**Unit-IV**

8. Distinguish between demerger and reconstruction. What are the various way in which demerger can be done? 10
9. (a) Hardnut Ltd. wants to buy back its equity shares. The company has equity share capital of 100 crores (face value of 10 fully paid up) and free reserves of 200 crore. Partly paid equity shares are 60 crores. Preference shares capital of face value 100 fully paid is 40 crore. The company seeks your opinion about the quantum of shares that can be bought back as per Companies Act, 2013. 5
- (b) What is meant by cross cultural alliances? 5



A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3122**

**M.B.A.(CM) Finance III Examination, 2016**

**Investment Analysis and Portfolio Mgt.**

**F-035**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt question **No.1** which is **compulsory** and carries **30** marks. Answer **one** question carrying **10** marks from each unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Functions of SEBI
  - (b) Objectives of Investment
  - (c) Primary and Secondary Market
  - (d) Technical Analysis
  - (e) Valuation of Equity Share
  - (f) Concept of Return
  - (g) Process of portfolio Management

**P.T.O.**

(2)

- (h) CAPM
- (i) Portfolio Revision Strategy
- (j) Concept of Mutual Fund

**Unit-I**

- 2. Define Stock Exchange? What are the important functions of stock exchange? 10
- 3. What do you mean by investment? Discuss the investment process. 10

**Unit-II**

- 4. (a) Mr. Peter has a bond of Rs. 20,000 which bear a coupon rate of 10%. The maturity period of this bond is 8 year and is being traded at Rs. 23,500. Find out the yield to Maturity (YTM) of the bond. 5
- (b) A firm pay a dividend of Rs. 20 at the end of first year on the equity share of face value of Rs. 100 each. The growth rate in dividend is estimated is to be 5%. The required rate of return is 15%. Find out the value of equity share. 5

(3)

- 5. What are the basic dimension of fundamental analysis? How it is different from technical analysis? 10

**Unit-III**

- 6. A financial analyst is analysing two investment opportunities M and N. The following data are given in respect of these securities: 10

	M	N
Return (R)	10%	12%
$\sigma$	20%	25%
Correlation Coefficient ( $r_{MN}$ )		0.5

- An analyst is to decide about the portfolio of M and N as 75%+25% or 25%+75%. Which one should he accept? Justify your answer.
- 7. Write short notes on the following: 5+5=10
    - (a) Types of Risk
    - (b) Investment Strategies

(4)

**Unit-IV**

8. The following information is given in respect to 4 Mutual funds: 10

Mutual Fund	Return (R)	Market Return	Risk ( $\sigma$ )	Beta ( $\beta$ )
S	13%	16%	16	0.90
T	17%	16%	23	0.86
U	23%	16%	39	1.20
V	15%	16%	25	1.38

The risk free rate is 9%. Evaluate the performance of these mutual funds using:

- (a) Sharpe Ratio
  - (b) Treynor's Ratio
  - (c) Jensen's Ratio
9. Discuss the concept of Harry Markowitz model of Portfolio Selection. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3123**

**M.B.A. (cm) HRM-III Examination, 2016**

**Organizational Behaviour**

**HR-031**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Q.No.1 of 30 marks is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following :

3×10=30

- (a) Charismatic Leadership.
- (b) Semantic Barriers in Communication.
- (c) Differentiate between Task Group and Command Group.
- (d) Synergy v/s Social Loafing.

**P.T.O.**

(2)

- (e) Role Expectation, Role Perception and Role Conflict.
- (f) Carrot and Stick approach of motivation.
- (g) Brainstorming.
- (h) Reference groups.
- (i) Groupthink v/s Groupshift.
- (j) Workplace Spirituality.

**Unit-I**

- 2. "Management is doing things rightly, Leadership is doing the right thing, Management is climbing the ladder of success, Leadership ensures the ladder leans against the right wall." Highlight the differences between Leadership and Management in the context of above statement. 10
- 3. "Job Satisfaction and Job Dissatisfaction are not opposite sides of same coin". Discuss in context of Herzberg's theory of motivation. 10

(3)

**Unit-II**

- 4. "Beneath the cloak of formal relationships in every organization, there exists a more complex system of social relationships called the informal organization." Discuss the nature and significance of informal organization in light of this statement. 10
- 5. What do you mean by Group cohesiveness? Discuss the factors affecting group cohesiveness. 10

**Unit-III**

- 6. Discuss the situations under which Group Decision Making is preferable over individual decision making. What are the pros and cons of group decision making? 10
- 7. What are the different techniques used for improving group decision making? 10

(4)

**Unit-IV**

8. What is resistance to change? Why do people resist change? Analyze the organizational factors which resist change. 10
9. "Organizational change has to be managed on technological, social and economic dimensions". Elaborate. What precautions must be taken in a democratic set up to make change acceptable to the personnel? 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3124**

**M.B. (CM) HRM III Examination, 2016**

**Labour Legislations**

**(HR-032)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **four** more questions selecting **one** from each unit.

1. Write short notes on the following :  $3 \times 10 = 30$ 
  - (a) Evolution of labour laws
  - (b) Various regulations covered under shops and establishment act.
  - (c) Various deductions which can be made under payment of wages act.
  - (d) Essential conditions of eligibility for compensation under compensation act.

**P.T.O.**

(2)

- (e) Strike as defined in ID act 1947.
- (f) Minimum requirement of Registration of Trade Union (2001) amendment and objective of act.
- (g) Principle of natural justice
- (h) Unfair labor practices on part of employees and their organisations.
- (i) Available surplus & allocable surplus.
- (j) Application for Registration sec 5 of TV act.

**Unit-I**

- 2. Write about provisions and respective sections in factories act regarding : 10
  - (a) Employment of women
  - (b) Employment of yours person
- 3. (a) State various welfare provisions under factories act. 7
  - (b) Which businesses come under purview of shops & establishment act. 3

(3)

**Unit-II**

- 4. (a) Define wages as per payment of wages act 1936. 3
  - (b) What are 2015 amendments in payment of bonust act. 3
  - (c) What is "Set on" and "Set off" principle in payment of Bonus act. What is provision for bonus payment in newly established company. 4
- 5. (a) How is the compensation calculated in case of death, permanent total disablement, permanent partial disablement and temporary disablement. 6
  - (b) Shyama, a worker, aged 35 meets with an accident and suffers permanent total disablement while at work. At the time she draw wages of Rs. 8000 monthly. Calculate amount of compensation, given relevant factor at 35 yrs is 197.06. 4



(4)

**Unit-III**

6. Discuss in detail the fine types of benefits covered under ESI act. 10
7. With respect to industrial dispute act 1947 detail out : 10
- (a) Strikes and lock out with their procedure
  - (b) Lay off and Retrenchment with their procedure and compensation.

**Unit-IV**

8. Write about : 2.5×4
- (a) Works committee
  - (b) Conciliation officer
  - (c) Connulation board
  - (d) Court of Enquiry
9. Discuss various authorities for adjudication : 2.5×4
- (a) Labour court
  - (b) Labour Tribunal
  - (c) Industrial Tribunal
  - (d) Arbitrators

A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

**IMS-3125**

**MBA (CM) HRM-III Examination, 2016**

**Dynamics of Human Behaviour**

**HR-034**

*Time Allowed : Three Hours / [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.**

**1** of **30** marks containing **ten** Sub-questions of short-answer type is **compulsory**.

Attempt **one** question of **10** marks from each units.

1. Briefly answer the following:  $3 \times 10 = 30$ 
  - (a) What is Sensitivity Training?
  - (b) Define Self Concept.
  - (c) State the difference between Trait and Type Approach of Personality.

P.T.O.

(2)

- (d) Define Stigma.
- (e) What is Brain Storming?
- (f) Define Personality and also indicate the factors that affect the personality.
- (g) List down the causes of Stress.
- (h) Briefly outline the parameter of Positive Mental Health.
- (i) Define Egodefence Mechanism.
- (j) State the difference between Convergent and Divergent thinking.

**Unit-I**

- 2. Define Problem Solving. Discuss the various strategies or techniques of problem solving. 10
- 3. Discuss the concept & nature of Emotional Intelligence. How Emotional quotient improve the EI? 10

IMS-3125

(3)

**Unit-II**

- 4. "Common characteristics of healthy personality appear to include: rational control of one's behaviour, having self-awareness and living in the present." Discuss in detail. 10
- 5. Explain the Jungs Personality Indicators. 10

**Unit - III**

- 6. Briefly outline the overview of Deviance and its implication to mental health. 10
- 7. Discuss the provisions of National Mental Health Act. 10

**Unit-IV**

- 8. Define the concept of Self-awareness. What are the methods & techniques of self development? 10

IMS-3125

P.T.O.

(4)

9. State the consequences of Stress and methods of managing the stress. 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

## IMS-3126

M.B.A. (CM) HRM III Examination, 2016

Human Resource Information System

HR-035

*Time Allowed : Three Hours / [ Maximum Marks : 70*

**Note :** Question **No.1** is **compulsory** and carries 30 marks. Attempt **one** question from each unit carrying 10 marks each.

1. Write short notes on the following :

3×10=30

- (a) Objectives and functions of HRIS
- (b) Basic needs of Human Resource Information Systems
- (c) ERP software
- (d) Key mechanisms of HRIS
- (e) MIS
- (f) HR metrics

P.T.O.

(2)

- (g) Methods of executive development
- (h) E HRM
- (i) Various types of users of HRIS
- (j) Recruitment and selection in an internet context

**Unit-I**

- 2. Briefly explain the stages in the evolution of HR technology. 10
- 3. Analyse the problems and possible solutions during IT implementation efforts in an organisation. 10

**Unit-II**

- 4. Write a detailed note on system design and acquisition. 10
- 5. Critically analyse cost justifying HRIS investments. 10

(3)

**Unit-III**

- 6. Discuss the role of HRIS in talent management. 10
- 7. What are the different methods of storing data? Discuss. 10

**Unit-IV**

- 8. Discuss the importance of IT for HR managers in the present scenario. 10
- 9. "Data security and data operations are key issues in HRIS management." Critically evaluate the importance of this statement. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3127**

**M.B.A. (CM) (Semester-III)**

**Examination, 2016**

**(Legal Issues in HR Practices)**

**OC/BP**

**MBA (CM) B-032**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory** and carries **30** marks. Attempt **one** question of **10** marks from each unit.

1. Write short notes on the following : $3 \times 10 = 30$ 
  - (a) Rights of TU
  - (b) Employment of women : Provisions in factories act

**P.T.O.**

(2)

- (c) Define factories as in factories act.
- (d) Purpose of standing orders act.
- (e) Set on & set off principle
- (f) Five types of benefit in ESI act
- (g) Meaning of Gratuity
- (h) Objectives of child labour (Prohibition & regulation) act.
- (i) Non-compete clause
- (j) EPF regulations after 1<sup>st</sup> September, 2014

**Unit-I**

- 2. With respect to TU Act. Define how a TU can be formed. What are its functions and how their funds are managed? 10
- 3. Discuss the various provisions regarding welfare of workers in Factories Act, 1948. 10

**Unit-II**

- 4. Define Allocable surplus and available surplus as given in payment of bonus act. Discuss the provision for bonus payment with respect to newly set up establishment. 10

IMS-3127

(3)

- 5. As per sec. 3 of Employee Compensation act, what are the three conditions under which employer is bound to pay compensation? How is disablement defined in the act and based on type how is compensation calculated? 10

**Unit-III**

- 6. Define continuous service as specified in Gratuity act. Write the formula for gratuity calculation of monthly rated, piece rated & seasonal employee. Also state when it becomes payable. 10
- 7. State the object of ESI act. What are contribution and benefit period? What are the qualifying conditions to become eligible for sickness benefits? 10

**Unit-IV**

- 8. In your opinion state whether non-compete clause' should be introduced in India or not. Justify your answer. 10

IMS-3127

P.T.O.



(4)

9. Describe in detail the laws and constitutional provisions which deal with discrimination and harassment in the work place. 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3128**

**M.B.A. (Third Semester) Examination, 2016**

**Company Law & Practice**

**CM-B-034**

**(Old Course)**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following:
  - (a) Benefits of Incorporation as Company.
  - (b) One Person Company.
  - (c) Shelf Prospectus.
  - (d) Promotor means Prima Facie Risk Taker into company.

**P.T.O.**

(2)

- (e) Object clause in Memorandum of company.
- (f) Director's Identification Number.
- (g) Share and Debentures
- (h) Dividend
- (i) General Meeting in a company.
- (j) Doctrine of Ultra Virus clause.

**Unit-I**

- 2. "After Incorporation of a company. It have separate legal entity away from it's share holders" in the light of above statement give the characteristics of a company.
- 3. Articles of Association and Memorandum of Associations are very important documents into a company. Explain.

**Unit-II**

- 4. Prospectus is a basic guide for an investor prior investing into a company. Explain the above statement.

(3)

- 5. What are the kinds of shares into a company? Explain the process for allotment of share in a public company.

**Unit-III**

- 6. Give the process for transfer of shares into a company.
- 7. What are those essential conditions on non fulfilment of your shares will be forfeited?

**Unit-IV**

- 8. "Director's are said to be agent and trustee of a company." In the light of above statement explain the position of director in a company.
- 9. Meeting means meeting of minds". Explain the purpose and kinds of meeting into a company.

A

(Printed Pages 3)

Roll. No. \_\_\_\_\_

**IMS-3129**

**M.B.A. (CM) (Semester-III)  
Examination, 2016**

**Information Security & Cyber Laws**

**CM-B-035 OC/BP**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.**

**1** is **compulsory**. Attempt **one** question

from each of the four units.

1. Answer the following in brief.  $3 \times 10 = 30$

(a) Define the term "Security".

(b) What do you mean by Confidentiality?

(c) What is DRM?

(d) What is Cyber Crimes?

(e) Explain Copyright Law?

(f) Differentiate between Policy and Law.

**P.T.O.**

(2)

- (g) What is digital signature? How does it provide security to individuals & businesses?
- (h) What is Block Cipher? Explain with example.
- (i) What do you mean by Defence-in-depth for windows?
- (j) Differentiate between Intranet and Extranet?

**Unit-I**

- 2. What is Cryptography? Discuss the private key and public key Cryptography with neat sketch. 10
- 3. What are the various threats to information security? Explain with example. 10

**Unit-II**

- 4. What do you mean by Trusted Computing Path? Discuss, How windows based system uses Trusted Computing Path to provide secure environment. 10

(3)

- 5. What is firewall? Discuss the type of firewalls and explain. How Firewall provides security to windows based operating system? 10

**Unit - III**

- 6. What is security policy? Discuss. How to create good security policy. 10
- 7. What is Risk Management? Discuss. How to mitigate different types of risk? 10

**Unit -IV**

- 8. Discuss Ethical and Professional issues in information security. 10
- 9. What is Money Laundering? Discuss the prevention of Money Laundering Act. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3130**

**M.B.A. (CM) (Semester-III)**

**Examination, 2016**

**LEGAL ASPECTS OF MARKETING**

**(OC/BP)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. **Question No.**

**1** is **compulsory**. Attempt **one** question  
from each Unit.

1. Briefly explain the following :  $3 \times 10 = 30$
- (a) Price skimming.
  - (b) Preventive measures of cyber crime.
  - (c) Patents and copyrights.
  - (d) Void contract.

P.T.O.

(2)

- (e) Spamming.
- (f) Cost centres.
- (g) Price mix components.
- (h) Factors to be Considered while selecting mode of transportation.
- (i) Anton Pillar Order.
- (j) Amendments in Competition Act 2002.

**Unit-I**

2. (a) Differentiate between an agreement and contract. Also discuss the elements of a valid contract. 6+4
- (b) Why is competition act required? Discuss.
3. (a) Write a note on CSR and business ethics. 5+5
- (b) Write a note on consumer protection law.

**Unit-II**

4. (a) Elaborate upon the various legal aspects in product development design and packaging. 5+5
- (b) Write a note on IPR.

(3)

5. (a) Explain various legal aspects involved in pricing of a product. 5+5
- (b) What are the Indian laws for price regulations?

**Unit-III**

6. Explain the need for mergers and acquisitions. Also discuss its various types and legal obligations. 10
7. Write briefly on : 2×5=10
- (i) VMS
  - (ii) Transportation and warehousing.
  - (iii) Dual Distribution.
  - (iv) Multi-channel marketing.
  - (v) Unfair practices in advertising.

**Unit-IV**

8. Discuss why online governance and jurisdiction is required. Discuss the legal issues involved in privacy, spamming and copyright.

10

(4)

9. (a) Write a note on freedom of expression and cyber theft and crimes. 5+5
- (b) Explain the concept of patent and trademark.



A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3131**

**M.B.A. (CM) (Semester-III)**

**Examination, 2016**

**OC/BP**

**Corporate Documentation Legal**

**Compliance-I**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Briefly answer the following questions:

$3 \times 10 = 30$

- (a) Discuss the provisions mentioned in the companies act relating to the removal of an auditor.
- (b) What is extra ordinary general meeting?

P.T.O.

(2)

- (c) Mention the contents of Annual report of a company.
- (d) List out the main duties of a company secretary.
- (e) What are the conditions of a valid meeting?
- (f) What is Special Audit?
- (g) Why is it important to write the minutes of meeting?
- (h) What is corporate social responsibility?
- (i) Why amendment in company act is required from time to time?
- (j) What are the various types of resolution?

**Unit-I**

- 2. Elaborate upon the various compliances of company law regarding registration and formation of a company 10
- 3. What do you mean by the term conversion of securities and why is it required? Explain the

(3)

process and types of issue and allotment of shares. 10

**Unit-II**

- 4. "The functions of directors and company secretary are both interdependent and independent". Explain. 10
- 5. (a) Explain the disclosures and compliances required for the appointment of directors.  
(b) Discuss the need and steps of calling extra ordinary general meeting. 5+5

**Unit-III**

- 6. Why is an auditor required for a company? Explain the various rights and duties of an auditor. 10
- 7. Write a note on the following: 2×5=10
  - (i) Loans and deposits.
  - (ii) Directors Report
  - (iii) Disclosures of Auditors report.
  - (iv) Need for Investments
  - (v) Red herring prospectus.

(4)

**Unit-IV**

8. "Proper investigation and inspection ensures the smooth functioning of the company in the past, present and future". Elaborate. 10
9. Explain the various books of accounts and registers which are required to be maintained by a company. Also elaborate upon the various contents of an Annual return of a company.

10

A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

**IMS-3132**

**M.B.A. (H.R. & I.R.) (Third Semester)**

**Examination, 2016**

**First Paper**

**(Industrial Jurisprudence)**

**(HR-032)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No. 1** of **30** marks containing **10** Sub questions of short-answer type is **compulsory**. Attempt **one** question of **10** marks from each unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Definition of law and industrial management.
  - (b) Concept of rights and duties industries.

P.T.O.

(2)

- (c) Enforcement of industrial tribunal awards.
- (d) Constitution and laws relating to labour.
- (e) Scope of law and factory management.
- (f) Inter-State migrant workman.
- (g) Scope of Supreme Court in industrial management.
- (h) Promotes of a company.
- (i) Trade tax in industries.
- (j) Law on exice duties.

**Unit-I**

- 2. Discuss meaning, scope and historical development of industrial jurisprudence with special reference to the provisions under constitutional law. 10
- 3. Define various liability. What do you understand by manter-servant relationship? Discuss its significance relating to imposition of liability under industrial management in India. 10

IMS-3132

(3)

**Unit-II**

- 4. Discuss the aims and objects of mines Act, 1952. Explain its signification relating to protection of rights of the mine workers. 10
- 5. What is labour legislation? Discuss the sources, development and principles of labour legislation in India with special reference to labour and management relationships. 10

**Unit - III**

- 6. What is bonded labour? How do you feel the problem of bonded labour as an industrial manager? Do you think bonded labour has been abolished in India? Explain. 10
- 7. Discuss the salient feature of Building and other construction workers (Regulation of Employment and conditions of service) Act, 1996. How this law is relevant for the purpose of industrial management? Explain. 10

IMS-3132

P.T.O.

#### **Unit-IV**

8. What do you understand by the incorporation of a company? Discuss the procedure for registration of a new company under the provisions of company act, 1956. What are the consequence of non-registration of a company under the law? Explain. 10
9. What do you understand about the basic principles relating to the laws on taxation? Discuss the basic feature of income tax and the liability in default of payment of income tax in accordance with law. 10

A

(Printed Pages 3)

Roll. No. \_\_\_\_\_

**IMS-3133**

**M.B.A. (H.R. & I.R.) (Semester-III)**

**Examination, 2016**

**Paper-II**

**(Participative Management & Industrial Relations)**

**(HR-033)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No. 1**

of **30** marks containing 10 Sub-questions of short-answer type is **compulsory**. Attempt **one** question of **10** marks from each unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Distinction between Strike and Lockout.
  - (b) Code of Discipline.
  - (c) Open door policy.

**P.T.O.**

(2)

- (d) Dismissal and Discharge.
- (e) HRD approach to Industrial Relations.
- (f) Standing Orders.
- (g) Joint Management Councils.
- (h) Industrial Disputes as defined under Industrial Disputes Act, 1947.
- (i) Arbitration Vs Adjudication.
- (j) Bench marking.

**Unit-I**

- 2. How does participative management empower employees? Discuss the pre-requisites for successful participation. 10
- 3. Define worker's participation in management and discuss different stages involved in participation process. 10

**Unit-II**

- 4. What is TQM? Discuss how TQM helps in making employees more involved and effective. 10
- 5. Discuss different approaches to participation. 10

(3)

**Unit - III**

- 6. What are the major causes of Industrial Unrest in India. Briefly outline the post-liberalisation industrial relations scene in India. 10
- 7. Examine the current state of labour-management relations in India. What measures would you suggest to make these more co-operative? 10

**Unit-IV**

- 8. Critically examine the legal framework for Industrial Dispute Resolution in India. What suggestions would you give to make the system more effective? 10
- 9. What do you mean by Grievance? Illustrate the Model Grievance Procedure. 10



A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3134**

**M.B.A. (H.R. & I.R.) (Third Semester)**

**Examination, 2016**

**Third Paper**

*(Labour Welfare, Social Security & Industrial  
Social Work)*

**(HR-034)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** of 30 marks containing **ten** sub-questions of short answer type is **compulsory**. **One** question of 10 marks is to be attempt from each unit.

1. Write short notes on following :  $3 \times 10 = 30$ 
  - (a) Intramural amenities.

P.T.O.

(2)

- (b) The police theory.
- (c) Article 38 of Constitution of India.
- (d) Agencies of labour welfare.
- (e) Occupational safety & health.
- (f) Labour welfare officer.
- (g) Minimum compensation under Employees Compensation Act (amended) 1923, in the case of death and total disablement.
- (h) Maternity benefits.
- (i) If an employee earns ₹ 14,000/- per month (Basic + DA). Calculate the value of EPE and EPS accounts.
- (j) Social case work.

**Unit-I**

2. What are the important theories of labour welfare? Discuss. 10

IMS-3134

(3)

3. Discuss the concept, scope and type of labour welfare. 10

**Unit-II**

4. What are the statutory welfare measures provided under the factories Act, 1948? Discuss. 10
5. Briefly, discuss the labour welfare programmes running in India. 10

**Unit-III**

6. What are the aims and objectives of social security programmes in our country. Explain. 10
7. Critically examine various benefits payable under the Employee State Insurance Act, 1948. 10

**Unit-IV**

8. What is the scope of social work in the industry? Explain with suitable examples. 10

IMS-3134

P.T.O.

(4)

9. Discuss the future prospects of industrial social work in India. 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3135**

**M.B.A. (H.R. & I.R.) (Third Semester)**

**Examination, 2016**

**Fourth Paper**

**(Trade Unions, Collective Bargaining &**

**Financial Rewards for work)**

**(HR-035)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** question in all. Question **No.1** of **30** marks containing ten sub-questions of short-answer type is **compulsory**. Attempt **one** question of **10** marks from each unit.

1. Write short notes on the following :

3×10=30

(a) Gandhian approach towards Trade union.

P.T.O.

(2)

- (b) Functions of Trade union.
- (c) ILO conventions and Recommendations?
- (d) Difference between salary and wages.
- (e) Prerequisite of collective Bargaining.
- (f) 'Industrial Establishment' under the payment of wages Act, 1936.
- (g) The minimum and maximum Limits of bonus.
- (h) Fringe Benefits. Briefly explain.
- (i) Types of wages.
- (j) Collective Bargaining Agreements at different levels.

#### Unit-I

- 2. Discuss the origin and objectives of AITUC and INTUC. 10
- 3. What are the objectives of ILO? Briefly discuss the structure of ILO. 10

IMS-3135

(3)

#### Unit-II

- 4. Elaborate the various forms of collective Bargaining. Also discuss the recent trends in collective Bargaining in India. 10
- 5. What are the main features of collective Bargaining? Explain the process of collective Bargaining in detail. 10

#### Unit-III

- 6. Define the term 'wage policy' with its objectives in detail. 10
- 7. Discuss the growth and development of wage Boards along with its functions. 10

#### Unit-IV

- 8. Discuss the main provisions of the Equal Remuneration Act, 1976. 10
- 9. What are the provisions of payment of gratuity under the payment of gratuity Act, 1972? What is the process of appointing nominee? 10

IMS-3135

**A**

**(Printed Pages 3)**

Roll No. \_\_\_\_\_

**IMS-3136**

**M.B.A. (HR & IR) III Sem. Examination, 2016**

**Environmental Pollution OCC Hazards & Inds**

**(HR-036)**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Question **No.1** is **compulsory** and carries **30** marks. Attempt **one** question from each unit which carries **10** marks.

1. Write short notes on the following: 3×10
  - (a) Ecology and development.
  - (b) Types of environmental pollution.
  - (c) Occupational health.
  - (d) Ways of controlling different types of pollution.
  - (e) Effects of toxic chemicals on behaviour.
  - (f) Causes of industrial accidents.

**P.T.O.**

(2)

- (g) Concept of industrial safety and its importance.
- (h) Quality of work life and its impact on industrial safety.
- (i) Punishment under the water (Prevention and Control of pollution) Act, 1974.
- (j) Definitions of "environmental pollutant" and "hazardous substances" as in the Environment (Protection) Act, 1986.

**Unit-I**

- 2. Discuss the powers and functions of the Boards under the Water (Prevention and Control of Pollution) Act, 1974. 10
- 3. Powers of the Central Government to take measures to protect and improve the Environment as in the Environment (Protection) Act, 1986. 10

**Unit-II**

- 4. Write a note on occupational health and how it can help businesses and employees. 10

(3)

- 5. What are Occupational diseases? Discuss their types, prevention and treatment. 10

**Unit-III**

- 6. Discuss the impact of automation and computerisation on employee's health. 10
- 7. Write a note on the concept, nature and scope of Behavioral Toxicology. Mention the significant neurotoxicants. 10

**Unit-IV**

- 8. What is Occupational stress? Discuss its causes and control mechanisms. 10
- 9. How are Industrial Accidents caused? Discuss the prevention and remedial measures for such accidents so as to ensure employee safety. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3137**

**M.B.A. III (HR & IR) Examination, 2016**

**Compensation Management**

**(HR-037)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following:

- (a) Job Design 3×10=30
- (b) Wage boards
- (c) Repatriation
- (d) Direct and Indirect Compensation
- (e) Salary vs. Wages
- (f) Inter and Intra-I compensation differentials

P.T.O.



(2)

- (g) Job specification
- (h) Balance sheet approach of International compensation
- (i) Pension plans
- (j) Factors affecting pay levels within an organisation

**Unit-I**

- 2. What is reward management? Briefly discuss the various theories related to reward management. 10
- 3. What do you understand by competitive Imperatives? Discuss the role of productivity, service, speed and quality of work in compensation management. 10

**Unit-II**

- 4. (a) Define Job evaluation. What are its objectives? 5

(3)

- (b) What do you understand by internal and external equity in compensation? What are the strategies to counter both types of inequalities? 5
- 5. What is diagnosis and benchmarking? Discuss various types of benchmarking adopted in an organisation. 10

**Unit-III**

- 6. As an HR manager of a firm which type of incentive plans you will like to follow? Explain and justify with suitable examples. 10
- 7. (a) Explain the concept of fringe benefit. What are the special features of fringe benefits in a compensation package. 5
- (b) Discuss various types of statutory and voluntary fringe benefits. 5

#### **Unit-IV**

8. What are the various institutions related to compensation? Explain recommendations of various pay commissions in India. 10
9. Write salient features of the following wage laws: 2.5×4
- (a) The payment of wages act 1936
  - (b) The minimum wages act 1948
  - (c) The Equal remuneration act 1976
  - (d) The payment of Bonus act 1965

A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

**IMS-3138**

**M.B.A. (F & C) (Third Semester)**

**Examination, Dec. 2016**

**Financial Systems**

**[FC-032]**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No. 1** is **compulsory**. Attempt **four** more questions selecting **one** question from each unit.

1. Answer the following :  $3 \times 10 = 30$
- (a) What is "Day Trading"?
  - (b) What is meant by " Book Building"?
  - (c) Explain " LAF" in banking.
  - (d) Give the features of Call Money Market.
  - (e) Explain " Circuit Breaker" in secondary Market.

**P.T.O.**

(2)

- (f) Explain the role of RBI as " a Banker's Bank"
- (g) Explain " ASBA process" in primary Market.
- (h) What is Rights Issue of share?
- (i) What is the function of an Underwriter in primary Market?
- (j) What are " Payment Banks"?

**Unit-I**

- 2. " Financial systems are of crucial significance to capital formation" with, reference to this elaborate on the functions of a financial system. Also explain the significance of each component of the Indian financial system. 10
- 3. " The money market plays an important role in trade and commerce" . In this light explain the features and significance of the money market in India. Also elaborate on the link between money market and monetary policy. 10

IMS-3138

(3)

**Unit-II**

- 4. (a) Explain the term free float Market Capitalization with respect to calculation of Stock Index. 5
- (b) List out the eligibility norms to be followed by the corporate for IPO in the primary market. 5
- 5. Highlight the differences between primary market and secondary market in the financial system. Also explain the types of orders placed in the secondary market by investors. 10

**Unit-III**

- 6. List out the elements of Tier1 and Tier 2 capital as per the Basel II framework. Also explain how capital charge is determined for credit risk, market risk and operational risk. 10

IMS-3138

P.T.O.

(4)

7. Discuss the various types of risks faced by banks. Also explain the tools and strategies which the banks use to manage these risks.

10

#### **Unit-IV**

8. (a) List out the objectives of World Bank. 5  
(b) Write a note on the measure of performance of a mutual fund. 5

9. State the prudential norms for NBFCs in India. Also bring out the differences between Banks and NBFCs? 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3139**

**M.B.A. (FC) (Third Semester)**

**Examination, 2016**

**Banking Operations Management**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. **Question No.1** is **compulsory**. Attempt any other **four** questions, selecting **one** question from each unit.

1. Write short answers of the following:

3 × 10 = 30

- (a) What is the extent of a banker's duty to maintain secrecy regarding the affairs of a customer's a/c? Elaborate.
- (b) What are a bank's considerations in the employment of its funds?

**P.T.O.**

(2)

- (c) Bank nationalisation represents a watershed in the evolution of banking in India. Comment.
- (d) "A bank is dealer in debts". Elaborate.
- (e) Discuss the 'Primary Dealership' activity of a commercial bank.
- (f) Define 'Negotiation' in the light of N.I. Act. 1881.
- (g) Bring out the difference between a NRI & a PIO. Give your estimate of the contribution of NRIs to the nation's economy.
- (h) A Cheque represents a 'promise to pay' what are the limits of this promise?
- (i) Briefly discuss the various components of the body of banking laws. What do you understand by 'Customs'?
- (j) Give the names of the parties to a negotiable instrument. Discuss the rights of a Holder-in-due-course.

IMS-3139

(3)

**Unit-I**

2. Briefly discuss the 'Agency Services' that a bank provides to its customers. 10
3. Discuss the implication of the terms 'Duly required' and 'properly applicable' in the context of a banker's duty to pay his customer's cheque. 10

**Unit-II**

4. Briefly trace the history of 'Regulation' of banking in India. When did joint-stock banking begin? What were its major effects? 10
5. Discuss 'Power of Attorney'. Compare a 'will' with a P.O.A. 10

**Unit-III**

6. Discuss the probable defences in the case of a bounced cheque. What is a 'legally enforceable' debt? 10
7. Define Forgery and name its essential features. What is the legal position of a bank, if it honours a forged instrument? 10

IMS-3139

P.T.O.

(4)

**Unit-IV**

8. Frauds cannot be eliminated altogether, but what a bank must do to deal with them, before & after the commission of a fraud at one of its branches? 10
9. What do you understand by ombudsman? Discuss its implications on the customer services of the banking Industry. 10



A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3140**

**M.B.A. (F&C) (III<sup>rd</sup> Semester) (CBCS)**

**Examination, 2016**

**Corporate Tax Planning**

**MBA {FC} - 034**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No.1** is **compulsory**. In addition attempt **one** question from each unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Tax avoidance vs. Tax evasion.
  - (b) Incomes which are exempt from tax.
  - (c) Incomes taxable under the head "Income from other sources".
  - (d) Computation of Net Annual Value (NAV) of a let out house property.

**P.T.O.**

(2)

- (e) Expenses which are disallowed while computing income from business or profession.
- (f) Indexed cost of acquisition?
- (g) Short term vs. long term capital gains.
- (h) Set off vs. carry forward of losses.
- (i) Financial leverage and corporate tax planning.
- (j) Transfer pricing and tax implications.

**Unit - I**

- 2. Differentiate between tax planning and tax management. Explain individual, industrial and economic benefits of tax planning. 10
- 3. (a) How is the residential status of corporate assessee decided? What is the tax incidence on residential status? 5
- (b) How is the tax liability of a corporate assessee calculated? 5

**Unit -II**

- 4. Explain the provisions of Income Tax Act regarding intra-head and inter-head adjustment and carry forward of losses. 10

IMS-3140

(3)

- 5. Find out the tax consequences in the following cases:
  - (a) Business profit of X Ltd., a tea growing and manufacturing company is Rs. 70 lakh for the assessment year 2015-16. It deposits Rs. 25 lakh in the "special account" for claiming deduction under section 33AB. It wants to claim set off of brought forward business loss of Rs 12,00,000.
  - (b) By withdrawing Rs. 20 lakh on January 20, 2016 from the "special account". X Ltd. purchases a non depreciable asset for Rs. 18 lakh according to the scheme framed by the Tea Board. The remaining amount of Rs. 2 lakh is not utilized up to March 31, 2016.
  - (c) The asset which is purchased for Rs. 18 lakh is sold to for Rs. 31 lakh on December 3, 2018. 4+3+3=10

**Unit- III**

- 6. "When tax rates are falling, it is better to increase the financial leverage." Explain the truth of this statement using the following information with three alternatives:

IMS-3140

P.T.O.

(4)

Debt Equity Ratio:

Alternative 1: 40% and 60%

Alternative II: 50% and 50%

Alternative III: 60% and 40%

Cost of Equity: 20% Dividend payment

Cost of Debt: 12% Rate of Interest of debt capital

Tax rates are likely to be 35%, 30% and 25% in the next three years. 10

7. (a) What aspects would you consider for taking a decision of leasing and asset or buying it through borrowed capital?  
(b) Write the tax implications for a dividend policy? 5+5

#### Unit - IV

8. Explain important income tax provisions as per sections 90, 90A and 91 for providing unilateral and bilateral relief of double taxation. 10
9. Identify the different methods for computing Arm's Length Price (ALP). How would you determine the most suitable method under the given situation? 10

A

(Printed Pages 8)

Roll. No. \_\_\_\_\_

**IMS-3141**

**M.B.A. (F & C) (Third Semester)**

**Examination, 2016**

**Project Appraisal & Management**

**(FC-035)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.**

**1** is **compulsory**. Attempt **one** question from each unit.

1. Answer the following in brief :  $3 \times 10 = 30$ 
  - (a) Explain 'total float', 'free float' & independent float of activities & their significance in management decisions.
  - (b) Matrix organizations are suited for enterprises that are project driven'. Explain.
  - (c) Explain ' Delphi method' of demand forecasting.
  - (d) What is the difference between ' PERT' and 'CPM'?

P.T.O.

(2)

- (e) Give an example each for forward integration and backward integration.
- (f) Describe the circumstances under which bridge financing is needed for a project.
- (g) 'Pay back period method ignores the cash flows beyond the payback period'- illustrate with an example.
- (h) What are the factors to be considered while selecting the site & location of a project?
- (i) Why are the decisions on capital expenditure often the most important decision taken by a firm?
- (j) Briefly discuss the significance of risk analysis in project management.

**Unit-I**

2. What kind of project do you attribute to the following case studies= Expansion Replacement Balancing, Modernisation, Diversification or combination of the above?  $5 \times 2 = 10$

IMS-3141

(3)

- (a) Duracare Ltd, a company producing consumer durables, has been having severe production constraints due to frequent and long disruption in power supply. They have their own captive generation which can meet 75% of their capacity. They are considering augmenting their own generation to take care of their entire capacity at an investment of Rs. 60 lakhs.
  - (b) Milk Products Ltd. is in dairy business producing milk powder and ghee. Recently a market survey carried out by the consultants appointed by the company indicates an opportunity for selling Cheese. The Total outlay in terms of capital expenditure would be Rs. 270 lakhs.
3. "Project management is truly a problem solving mechanism on a large scales, & the first step in all such troubleshooting is to make sure

IMS-3141

P.T.O.

(4)

that the problem is defined correctly & sticks to the definite Life Cycle". Discuss. 10

**Unit - II**

4. What is a DPR? What is its relevance in a project? What are the important items covered in a detailed project report? 10
5. What are the components of project cost? Also explain the need for including "preliminary & pre-operative expenses & 'Contingency' in project cost. 10

**Unit - III**

6. Define Capital Rationing. What are the two approaches for solving capital rationing problems? Explain with the help of example. 10
7. The continental equipment company is considering to take up a project which will have a life of five years. The project team has estimates the project cost, its financing pattern, operational costs & revenues & salvage value.

IMS-3141

(5)

These are gives as under along with other information.

- (i) The total project costs would be Rs. 200 Crore consisting of Rs. 120 Crore of fixed assets & Rs 80 Crores of current assets.
- (ii) The financing pattern of project outlay of Rs. 200 Crore would be as under-

	(Rs. in Crore)
Equity	40
Loan from IDBI	80
Short term Bank finance from PNB	40
Trade Credit	40
Total	200

The principal amount of the term loan will be repaid in four equal annual instalments of Rs. 20 Crore. The first instalment will fall due at the end of the second year & the Cost instalment at the end of fifth year. The outstanding

IMS-3141

P.T.O.

(6)

term loan amount will carry an interest rate of 12% per annum. The levels of short term bank finance & trade credit will remain at Rs. 40 crores each on roll-over basis till they are repaid in the fifth year. The short term bank finance will carry an interest rate of 20% per annum.

(iii) The expected sales from the project would be Rs. 240 crores per year. Operating excluding depreciation. Will be Rs. 180 crores. The depreciation rate on fixed assets would be 20% as per the written down value method.

((iv) The salvage value of fixed assets & current assets will be equal to their book value.

(v) Corporate Tax rate is assumed to be 50% you as a project director are requested to assess the financial viability of the project from the long term funds point,

IMS-3141

(7)

total funds point of view & equity point of view, & prepare a financial feasibility report to be submitted to the management for its final considerations. 10

#### Unit-IV

8. The following data pertains to a project :

Activities	Normal time (days)	Crash time (days)	Normal Cost (Rs.)	Crash Cost (Rs.)
1-2	1	1	5000	5000
2-3	3	2	5000	12000
2-4	7	4	11000	17000
3-4	5	3	10000	12000
3-5	8	6	8500	12,500
4-5	4	2	8500	16,500
5-6	2	1	7000	9000

It is desired to compress the project to the least possible duration day by day. You are required to compress the project day by day & estimate the total extra cost at each stage of the crashing. 10

IMS-3141

P.T.O.

(8)

9. (a) In spite of all care & diligence from all sections most of the Government & Private projects in India underwent cost overruns ranging from 20%-100%. What would be the factors do you think attribute to the cost overruns & whether all are controllable by the cost controller or cost engineer of a project.
- (b) Post evaluation is a return of the long journey scaled through many milestones of a project implementation? Comment.

5



A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3142**

**M.B.A. (F&C) (Semester-III)**

**Examination, 2016**

**Security Analysis & Portfolio Management**

**(FC-036)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all, Question **No.1** is **compulsory**. Attempt **four** more questions selecting **one** question from each of the **four** units.

1. Write short notes on the following;  $3 \times 10 = 30$ 
  - (a) Hedging vs. Arbitraging.
  - (b) Objectives of SEBI.
  - (c) Popularity of equity trading.
  - (d) Systematic vs. Non-systematic risk.
  - (e) Intrinsic value of securities.
  - (f) Primary vs. Secondary trends.
  - (g) Lending and borrowing portfolios.
  - (h) Capital Market Line (CML).

**P.T.O.**

(2)

- (i) Benefits and limitations of Mutual fund investment.
- (j) Primary vs. Secondary capital market.

**Unit - I**

2. What are the objectives of portfolio investment? How would you prioritise these objectives? Explain the various steps involved in the process of portfolio management. 5+5=10
3. An investor has to choose from two securities. Following are the rates of return and the probabilities. Suggest which is better security Q or P from the view point of risk and return:

Security Q		Security P	
Return (%)	Probability	Return (%)	Probability
20	.1	13	.1
16	.4	16	.2
10	.3	22	.3
3	.2	25	.4

10

**Unit -II**

4. Describe the framework for analysing securities on the basis of company, industry and economy related fundamentals. How is fundamental analysis different from technical analysis? 5+5=10

IMS-3142

(3)

5. Explain the various features of weak form, semi strong and strong form of market efficiency. What are implications of these forms for an investor? 5+5=10

**Unit- III**

6. How is Markowitz Model of portfolio investment useful for investors? What is the concept of "Efficient Frontier"? Identify the contributions of William Sharpe in the Markowitz Model leading to CAPM? 3+3+4=10
7. Important data of security R and S are given below:

Year	Return of Security R(%)	Return on Security R(%)
1	12	14
2	18	21

- (a) What would be the expected return on a portfolio made up with 40% of R and 60% of S?
- (b) What is the standard deviation of each stock?
- (c) What is the covariance of R and S?
- (d) Determine the coefficient of Correlation of stocks of R and S.

IMS-3142

P.T.O.

(4)

- (e) What is the portfolio risk made up with 40% of R and 60% of S?  $2 \times 5 = 10$

**Unit - IV**

8. Information about three portfolios X, Y and Z are available as follows:

Portfolios	Actual return (%)	Beta	S.D. (%)
X	14	0.7	21
Y	26	1.20	30
Z	20	1.5	28

The return on market index is 22% and standard deviation of returns on market index is 25%. The risk free rate is 5%.

You are required to:

- (a) Calculate Sharpe ratio for all the portfolios and market index and rank them.
- (b) Calculate Treynor's ratio for all the portfolios and market index and rank them.
- (c) Calculate Jensen's Alpha for all the portfolios and market index and rank them.

$$4+3+3=10$$

9. What is the importance of portfolio revision? Explain the factor which are considered while portfolio revision by a direct investor and by mutual fund managers.  $4+3+3=10$

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3143**

**M.B.A. FC (Third Semester)**

**Examination, 2016**

**(Old Course)**

**Advanced Cost & Management Accounting**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question No. **1** is **compulsory**. Attempt **one** question from each unit.

1. Briefly explain the following:  $3 \times 10 = 30$
- (a) Features of Job Costing
  - (b) Cost Assignment
  - (c) Flexible Budget
  - (d) International Issues in Management Accounting.
  - (e) External Financial Statements.
  - (f) Assumptions of Break-Even Analysis.
  - (g) Normal and Abnormal Loss in Process Costing.
  - (h) Marginal Costing.
  - (i) Responsibility Accounting.
  - (j) Fixed Cost V/S Variable Cost.

**P.T.O.**

(2)

**Unit-I**

2. (a) Elaborate on the role of Management Accountant in current business scenario.

5

- (b) Give the various classifications of Cost. 5

3. The following are the maintenance cost incurred in Machine Shops per six months with corresponding machine hours:

Month	Machine Hours	Maintenance Cost
January	200	300000
February	220	320000
March	170	270000
April	240	340000
May	180	280000
June	190	290000

Analyse the maintenance cost which is semi-variable, into fixed and variable element. 10

**Unit-II**

4. The cost of an article at a capacity of 5,000 units is given under. Draft a flexible budget from the given information to calculate the cost of the product at the production level of 4000 and 6000 units.

	₹
Material cost	40,000 (100% Varying)
Labour cost	24,000 (100% Varying)
Power	2,000 (80% Varying)

IMS-3143

(3)

Repairs & Maintenance	3200 (75% Varying)
Stores	1,600 (100% Varying)
Inspection	800 (20% Varying)
Depreciation	16,000 (fixed)
Administrative expenses	8000 (25% Varying)
Selling expenses	4800 (50% Varying)
	<u>100400</u>

Cost per unit = ₹ 2008. 10

5. (a) Elaborate on the benefits and steps involved in Activity Based Costing. 5

- (b) Write a note on 'Support Departmental Cost Allocation'. 5

**Unit-III**

6. From the following data calculate : 10

- (a) Material Cost Variance
- (b) Material Price Variance
- (c) Material Usage Variance
- (d) Material Mix Variance
- (e) Material Revised Usage Variance

**Standard**

A	60 units @ ₹ 2 per unit
B	40 units @ ₹ 3 per unit
	<u>100</u>

IMS-3143

P.T.O.

(4)

**Actual**

A 80 units @ ₹ 3 per unit

B 40 units @ ₹ 5 per unit

120

7. (a) Explain the various types of risks involved in foreign currency exchange. 5
- (b) List out the benefits of standard costing. 5

**Unit-IV**

8. You are given the following data

Sales	500000
Variable Cost	<u>375000</u>
Contribution	<u>125000</u>
Fixed Overheads	<u>37500</u>
Profit	<u>87,500</u>

Calculate the following :

- (a) P/V Ratio
- (b) Break Even Point
- (c) Net profit from sale of ₹ 700,000
- (d) Margin of safety when profit is ₹ 1,12,500
- (e) Required sale to earn a profit of ₹ 1,00,000 10
9. Explain 'Relevant Cost'. List out various decision making costs. Also enumerate on the various decisions requiring the use of differential cost analysis. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3144**

**M.B.A. (FC) (Third Semester)**

**Examination, 2016**

**Old Course**

**(Banking Law & Practices)**

**(FC-033)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. **Question No.1** is **compulsory**. Attempt any other **four** questions selecting **one** question from each unit.

1. Write short answer of the following:

3×10=30

(a) Explain 'Appropriation, for a bank is it a right or duty?

P.T.O.

(2)

- (b) What is the meaning of 'Permitted' activities of commercial bank in India? Name these activities. What is the rationale for banks to take these up?
- (c) Define a banker. What aspects must be taken care of by the bank before opening a new Account?
- (d) Briefly discuss 'general utility services' of a bank.
- (e) 'A Recurring deposit A/C combines the features of a term deposit and a savings bank A/C, Support or refute this observation.
- (f) Briefly discuss the types of negotiable instruments. Is a 'currency note' a negotiable instrument? Comment.
- (g) "The making of a negotiable instrument is instructions without effecting delivery these of". Comment.

(3)

- (h) "A forged cheque is No mandate at all". Discuss.
- (i) "Bouncing of a cheque is a 'criminal' offence" What do you understand by this statement?
- (j) "Banking is nothing if not service". examine in brief the customer service in banks in India.

**Unit-I**

2. What is 'Banking Policy'? What has been its impact on present day banking in India? 10
3. Discuss the mechanism of 'credit creation' by commercial banks and its impact on banking business. 10

**Unit-II**

4. What effect does 'Crossing' have upon a cheque? Who among the parties to a negotiable instrument can 'open' the crossing? Discuss. 10



(4)

5. Discuss 'Nomination' compare 'will' and nomination. 10

**Unit-III**

6. In what ways can a negotiable instrument be endorsed? What are the effects of endorsement? 10
7. "Collection of a cheque is an obligation that banks discharge in their own interest as that of their customers. Comment". What protection does the NI Act afford a collecting banker? 10

**Unit-IV**

8. Briefly trace the history of Banking Ombudsman in India. What is the objective of this institution? 10
9. What steps must a bank take to prevent frauds? Briefly comment on the most important factor in bank frauds. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3145**

**M.B.A. (F&C) (Third Semester)**

**Examination, 2016**

**Old Course**

**TAXATION LAWS**

**(FC-034)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1** is **compulsory** and carries 30 marks. Attempt **one** question from each unit carrying 10 marks each.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Problem of tax evasion.
  - (b) Incomes which are exempt from tax.
  - (c) Incomes taxable under the head "Income from other sources".

**P.T.O.**

(2)

- (d) Deductions from Net Annual Value (NAV) of a let out house property.
- (e) Indexed cost of acquisition.
- (f) Short term vs. Long term capital gains.
- (g) Set off vs. Carry forward of losses.
- (h) Dividend policy and corporate tax planning.
- (i) Transfer pricing and tax evasion.
- (j) Special Economic Zone (SEZ).

**Unit - I**

- 2. (a) Differentiate between tax planning and tax management. 5
- (b) How are short term and long term taxable capital gains calculated? 5
- 3. (a) What are the tax provisions regarding "corporate residential status and tax incidences"? Discuss. 5

(3)

- (b) Write the deductions available to a corporate assessee from its income? 5

**Unit -II**

- 4. Explain the provisions of Income Tax Act regarding intra-head and inter-head adjustment and carry forward of losses. 10
- 5. Write the tax benefits available to business for setting up of new business and for producing new product or services. 10

**Unit- III**

- 6. X Limited needs ₹ 5,00,00,000 for its expansion of production facilities. Following financing alternatives are under consideration:

	Alternative I (₹)	Alternative II (₹)	Alternative III (₹)
Share capital	5,00,00,000	2,00,00,000	1,00,00,000
Debentures @ 14 percent	-	2,00,00,000	1,50,00,000
Loan from financial Institution @ 18 percent	-	1,00,00,000	2,50,00,000

Expected rate of return before tax is 25 percent. The rate of dividend of the company

(4)

from the beginning has been not less than 20 percent and the dividend is declared on June 30 every year. Advise the company for the best alternative of financing. 10

7. (a) What aspects would you consider for taking a decision of leasing an asset or buying it through borrowed capital? 5
- (b) Write the tax implications for a dividend policy? 5

#### Unit - IV

8. Explain important income tax provisions as per sections 90, 90A and 91 for providing unilateral and bilateral relief of double taxation. 10
9. Identify the different methods for computing Arm's Length Price (ALP)? How would you determine the most suitable method under the given situation? 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3146**

**M.B.A. (I.B.) (Third Semester)**

**Examination, 2016**

**INTERNATIONAL ECONOMICS**

**[MBA (IB) - 031]**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory** and its carries 30 marks. Attempt **one** question of 10 marks from each unit.

1. Briefly answer the following questions :

3×10=30

- (a) Discuss the factors which determine the gains from International trade?
- (b) What is the relevance of assumptions in trade theories?
- (c) What are man-made obstacles to international trade?

**P.T.O.**

(2)

- (d) "Depreciation of a currency means that its relative value changes". Explain with example.
- (e) "The classical economists were in favour of the free trade policy". Explain why?
- (f) "When a custom union is formed small countries suffer the most (of the group) from the loss of tariff revenue". Comment.
- (g) Why does the govt. provides export incentives and export infrastructure to the exporters?
- (h) "Private Foreign Investment adds more value added to output in the recipient country than in the home country". Elaborate.
- (i) "Foreign Investments can lead to lopsided development of a home country". Discuss.
- (j) Discuss the need of SDR in International Equilibrium.

(3)

**Unit - I**

2. "The pure theory of trade as expounded by the classical economists tries to show that trade is possible as well as profitable to all trading nations". Elaborate with examples and diagrams. 10
3. Explain the 'Fleming-Mundell' open economy model with diagrams. 10

**Unit -II**

4. (a) "If 'balance of payments must always balance", then what is the meaning of 'Imbalance'? Distinguish between 'Imbalance' and 'disequilibrium', and BOP settlement and BOP 'adjustments'. 03+07
- (b) What do you mean by 'Current account transactions', and 'Capital account transactions'? Explain with example. Further discuss "Is deficit necessarily bad and surplus necessarily good"? What measures you will take to remove deficits?
5. (a) Trace the reasons for the spread of MNCs through foreign investments in the developing countries. Why are they regarded as agents of exploitation in such countries? 7+3

(4)

- (b) Should Chinese Goods be banned in India or not? Comment.

**Unit- III**

6. (a) What do you mean by optimum tariff? Why is this required to be calculated? 3+7  
(b) Examine the case of free trade v/s protection for developed and developing Countries.
7. (a) Discuss the reasons for which multilateral and bilateral agreements are required? 3+7  
(b) Critically examine the role of WTO & IMF in the world.

**Unit - IV**

8. Explain the reasons and various consequences of the different stages of regional economic integration. 10
9. Write a note on: 5+5  
(a) E.V.  
(b) ADB or NAFTA.

A

(Printed Pages 3)

Roll. No. \_\_\_\_\_

**IMS-3147**

**M.B.A. (I.B.) (Third Semester)**

**Examination, 2016**

**(Export-Import Procedures & Documentation)**

**[ MBA(IB)-033 ]**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.**

**1** is **compulsory**. In addition, attempt **one** question from each of the four units.

1. Write short notes on the following :  $3 \times 10 = 30$ 
  - (a) Benefits of Letter of Credit
  - (b) EXW Incoterm
  - (c) Objective of ECGC
  - (d) Foreign Exchange Risk
  - (e) Concept of Central Excise Clearance
  - (f) Concept of Peril and Risk in Sea Transport

**P.T.O.**



(2)

- (g) Benefits of EOU.
- (h) Objective of Mate Receipt
- (i) Functions of Export Houses.
- (j) Activities of Forwarding Agent.

**Unit-I**

- 2. Define Export Contract. Discuss the various points to be kept in mind while preparing an export contract. 10
- 3. What are the different sources of finance? Explain the purposes of pre and post shipment finance. 10

**Unit-II**

- 4. Define Cargo Insurance Contract. Discuss the procedure and documentation required for claiming cargo losses. 10
- 5. What is Quality Control? Explain the various methods of pre-shipment inspection. 10

(3)

**Unit - III**

- 6. What do you understand by Planning for Export? Briefly discuss main aspects of planning for export. 10
- 7. What are the objectives of Custom Clearance? Discuss procedure and documentation of custom clearance for import items. 10

**Unit-IV**

- 8. Briefly explain the objectives and functions of institutions for supporting export promotion. 10
- 9. (a) Discuss objectives and benefits of EPZ. 5+5
- (b) Explain objectives of Duty Exemption Schemes.

A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

**IMS-3148**

**M.B.A. (I.B.) (Third Semester)**

**Examination, 2016**

**(International Financial Management)**

**(IB-035)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in **all**. Question **No.1** is **compulsory** and attempt **one** question from each unit.

1. Write Short notes on the following :  $3 \times 10 = 30$ 
  - (a) Jamaica Agreement
  - (b) Financing techniques in international trade
  - (c) Types of foreign exchange risks
  - (d) Political risk analysis
  - (e) Capital Asset Pricing Model (CAPM)
  - (f) EPGC
  - (g) Impossible Trinity
  - (h) Bretton Woods system
  - (i) Global Depository Receipts
  - (j) Role of Asian Development Bank (ADB)

P.T.O.

(2)

**Unit-I**

2. How is foreign exchange rate determined? Explain the important theories which are helpful in determining the exchange rates. 10
3. Critically evaluate the role of MNC's in India's growth by doing a SWOT analysis. Discuss how does it impact on the foreign exchange market and BOP of India? 10

**Unit-II**

4. What is counter trade? Discuss the various types of counter trade and the strategies that can be adopted by a firm while doing international business in overseas market. 10
5. Read the following Case carefully and answer the questions asked with appropriate logics : 10

An Exporter is exporting 100 articles for 50\$ each and importing the 100 units of material at 10 Euros. He incurs other variable expenses of Rs. 20,000. At the time of entering into the contract  $\text{Rs}/\$=47$  at the time of export it is Rs.46 while  $\text{Rs}/\text{Euro}$  at the time of order is Rs.50 while at the time of export is Rs.53. If the price elasticity of the goods is 1.5, then as a finance manager calculate the transaction and the economic exposure involved in the

(3)

transaction. Further suggest to the company that what risks will be faced by the company and in order to mitigate the same, what techniques the company should adopt?

**Unit-III**

6. What is meant by inter company funds flow management? Explain the alternatives available for managing inter-company funds flow. 10
7. (a) A firm uses 1,100 units of raw material per annum, the price of which is Rs. 1500 per unit. The order cost per order is Rs. 150 and the carrying cost of the inventory is Rs. 200 per unit. Find : 5
  - (i) The Economic Order Quantity (EOQ)
  - (ii) The number of orders that are to be made during the year.
- (b) Discuss the role of IMF and World Bank in bringing economic and financial stability to the world economy. 5

**Unit-IV**

8. Discuss the various issues and challenges that a Multinational Corporation faces while making foreign investment analysis. 10

(4)

9. A Company is contemplating to purchase a machine. Two machines A and B are available, each costing 5,00,000. In comparing the profitability of the machines, a discounted rate of 10% is to be used. Earnings after taxation are expected as follows :

10

	CASH FLOW	
Year	Machine 'A' (in Rs.)	Machine 'B' (in Rs.)
I	1,50,000	50,000
II	2,00,000	1,50,000
III	2,50,000	2,00,000
IV	1,50,000	3,00,000
V	1,00,000	2,00,000

Indicate which of the machines would be profitable using the following methods of ranking investments proposals :

- (i) Pay back method
- (ii) Net present value method

This discount factor at 10% is :

1st year — .9091

2nd year — .8264

3rd year — .7513

4th year — .6830

5th year — .6209

A

(Printed Pages 3)

Roll. No. \_\_\_\_\_

**IMS-3149**

**M.B.A. (I.B.) (Semester-III)**

**Examination, 2016**

**International Logistics & Supply Chain**

**Management**

**[ MBA (IB)-036 ]**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No. 1** is **compulsory**. Attempt **one** question from each of the **four** units.

1. Write short notes on the following:  $3 \times 10 = 30$

- (a) Concept of Virtual Inventory.
- (b) Advantages of Unitization.
- (c) Demerits of Pipeline/Network Transportation.
- (d) Concept of Dead Freight.

**P.T.O.**

(2)

- (e) Functions of C.F.S. (Container Freight Station)
- (f) Merits of Tramp operations/Ships.
- (g) Role of CONCOR.
- (h) Advantages of Conference Lines.
- (i) Advantages of Reverse Logistics.
- (j) Concept of Demurrage.

**Unit-I**

- 2. Explain the concept of "Inventory". With the help of suitable example illustrate the importance of Inventory Management in Export. 10
- 3. Take any product of your choice and craft a transportation module for its Export to European market. 10

**Unit-II**

- 4. List prominent issues of Air Transportation in India in reference with International Business. Also provide suggestions to overcome such challenges. 10

(3)

- 5. What do you understand by "Air Cargo Tariff Structure"? Explain heads/areas to be considered while setting air freight. 10

**Unit-III**

- 6. What do you understand by "Shipping Industry"? Highlight the role of Sea transportation for Export/Import in India. 10
- 7. Explain "Containerization" as an era and practice. How containerization and I.C.D. (Inland Container Depot) are integrated? 10

**Unit-IV**

- 8. What do you understand by Maritimes Frauds? Explain the various causes and precautions of Maritime frauds and Unethical practices in Sea transportation. 10
- 9. (a) Describe Shippers Association/Cooperatives, and their role in freight management. 5
- (b) Define Chartering and its types. 5

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3150**

**M.B.A. (IB) III Examination, 2016**

**International Marketing**

**(IB-037)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following: 3×10
  - (a) Concept of ansoff matrix.
  - (b) Components of logistics management.
  - (c) Need to assess the international market.
  - (d) Role of personal selling in international marketing.
  - (e) India's position in World trade.
  - (f) Importance of Packaging.

**P.T.O.**

(2)

- (g) Steps of new Product Development.
- (h) Concept of International Product life cycle.
- (i) Role of foreign intermediaries.
- (j) Importance of export promotions.

**Unit-I**

- 2. Define international marketing. Discuss the factors influencing the international marketing environment. 10
- 3. Discuss the nature and scope of international marketing. What challenges does a marketer faces while expanding globally? 10

**Unit-II**

- 4. Discuss the various strategies for entering into foreign market. 10
- 5. Define Segmentation, targeting and positioning. Discuss how a marketer can segment into global market. 10

(3)

**Unit-III**

- 6. Briefly highlight the Foreign Trade Policy (Current) of India. 10
- 7. What are the various types of Research? Discuss the various sources of data collection for international market. 10

**Unit-IV**

- 8. What are the objectives of International Pricing? Briefly explain the Pricing methods along with their limitations. 10
- 9. What do you understand by international marketing channel system? Discuss the various factors influencing channel selection. 10



A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3151**

**M.B.A. (IB) III Examination, 2016**  
**Int. Business Environment**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt any **one** question from each unit.

1. Write short notes on the following :

- (a) Types of integration                      3×10=30
- (b) ADRs and GDRs
- (c) Indicators of competitiveness
- (d) Short-comings of MNEs
- (e) Locational Specific Advantage
- (f) Cartels
- (g) Impact of globalisation

**P.T.O.**

(2)

- (h) Quota agreements
- (i) Entry strategies in global market
- (j) Objectives of NAFTA & EFTA

**Unit-I**

- 2. Elaborate the concept of bilateral and multilateral trade contracts with suitable examples. 10
- 3. "There is a constellation of economic forces operating in global business". In view of this statement, describe the components and importance of international business environment. 10

**Unit-II**

- 4. Differentiate between BOT and BOP. Also, comment on the current BOP trend of India. 10
- 5. Critically examine the comparative cost theory and the Heckscher-Ohlin theory of international trade. 5+5=10

(3)

**Unit-III**

- 6. What factors are affecting the international investment? Also, explain the nature and significance of foreign investment in India. 5+5=10
- 7. "To promote global business, corporate executives must understand the cultural factors." Elucidate the statement in context IT sector. 10

**Unit-IV**

- 8. Why is there a strong opposition to the entry of MNCs into our country? Briefly describe the code of conduct of MNCs in India with a few examples. 4+6=10
- 9. Write an essay on "Global Competitiveness and Technology." 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3152**

**M.B.A. (M) (Semester-III)**

**Examination, 2016**

**Sales and Distribution Management**

**(M-031)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No. 1** is **compulsory**. In addition, attempt **one** question from each of the four units.

1. Answer the following in brief :  $3 \times 10 = 30$
- (a) Explain the role of wholesalers.
  - (b) Discuss the internal sources of recruitment.
  - (c) What is activity and financial quota?
  - (d) What are the various levels of distribution?
  - (e) Discuss the scope of sales management.
  - (f) What is the impact of technology on selling?

**P.T.O.**

(2)

- (g) List and briefly explain the stages of channel conflict.
- (h) Define supply chain management.
- (i) Discuss the objectives of monitoring.
- (j) Explain the objectives of compensation plan.

**Unit-I**

- 2. How is relationship selling different from transaction oriented selling? Explain why sales management is considered as an important function. 10
- 3. Describe the steps involved in designing a sales training program. What is the purpose of evaluation of sales training? Discuss. 10

**Unit-II**

- 4. Discuss the theories of motivation in brief. Which theory of motivation would you recommend sales force and why? 10
- 5. Describe the procedure for designing sales territories. 10

**IMS-3152**

(3)

**Unit-III**

- 6. How you can evaluate the effectiveness of sales organisation? Explain the help of "Effective model of sales organisation". 10
- 7. What are the major retail formats in India? Also shed light on "Retailing in India". 10

**Unit-IV**

- 8. List and explain at least seven of the elements of a channel information system. 10
- 9. Define Logistic management. Discuss its scope and objectives along with the key decision areas. 10

**IMS-3152**

**A**

**(Printed Pages 3)**

Roll No. \_\_\_\_\_

**IMS-3153**

**M.B.A. (M) (Third Semester)**

**Examination, 2016**

**(Retail Business Management)**

**(M-032)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory** and carries 30 marks. Attempt **one** question of 10 marks from each unit.

1. Write brief notes on the following : $3 \times 10 = 30$ 
  - (a) 3 Vs concept (Value, Volume, Variety)
  - (b) Centralized buying
  - (c) Retail store structure
  - (d) Types of store layouts

**P.T.O.**

(2)

- (e) Social forces in Retail
- (f) Discount stores
- (g) Omni Channel Retailing
- (h) Population mobility
- (i) 24-7 Retailing
- (j) Stock turns

**Unit-I**

- 2. Explain how integrating social and environmental programmes into the brand increases brand credibility. 10
- 3. Evolving technology along with competitive forces is putting unique pressures on retail industry. Discuss how retail industry can make this work to its advantage. 10

**Unit-II**

- 4. What is meant by 'Customer Traffic Flow'? Why should a retailer study the customer. Traffic Flow in his out let and how does it help in improving conversions? 2+8=10

IMS-3153

(3)

- 5. Throw light on the marketing concepts applicable to retail business. 10

**Unit-III**

- 6. What is Merchandise Planning? Give an overview of the factors affecting it. 2+8=10
- 7. Write detail notes on the following :5×2=10
  - (a) Concept of 'Lead Time' in supply chain Management
  - (b) Credit Management

**Unit-IV**

- 8. 'They started off with a bang and traded in large volumes but Discount stores across the country are closing down'. Comment on why Discount stores were once popular and why according to you they are finding it difficult to service. 10
- 9. Explain with relevant examples : 10
  - (a) International Shopping Fares
  - (b) Franchising

IMS-3153

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3154**

**M.B.A. (Marketing) III Examination, 2016**

**Industrial Marketing**

**MBA (M)-033**

*Time Allowed : Three Hours / [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Answer the following in brief :  $3 \times 10 = 30$ 
  - (a) Discuss the advantages of appointing a distributor.
  - (b) Explain the types of Leasing.
  - (c) What are the different levels of market segmentation?
  - (d) List the features of reseller market.
  - (e) Differentiate between guarantee and warranty.

P.T.O.

(2)

- (f) Explain BCG matrix.
- (g) Discuss the various types of promotion tools used for industrial goods.
- (h) Define the procurement process.
- (i) Discuss the importance of customer service.
- (j) What do you mean by the concept of Joint demand?

**Unit-I**

- 2. Differentiate between B2B and B2C market. Explain the factors influencing an industrial marketing environment. 10
- 3. Define organizational buying activity. Explain the buying centre concept and interpersonal dynamics of Industrial buying behaviour. 10

**Unit-II**

- 4. Give the classification of industrial goods. Discuss the stages of industrial product life cycle with their corresponding strategies. 10

**IMS-3154**

(3)

- 5. What are the objectives of pricing? List and explain various methods of pricing. 10

**Unit-III**

- 6. What is the use of Industrial advertising? Describe the several industrial advertising media. 10
- 7. Discuss the types of industrial sales training. Why there is a need to evaluate sales training programs? Discuss. 10

**Unit-IV**

- 8. Clearly explain the term Industry analysis. Also discuss the various components of business strategy analysis. 10
- 9. List and explain the steps involved in marketing research process for industrial products. 10

**IMS-3154**



A

(Printed Pages 3)

Roll. No. \_\_\_\_\_

**IMS-3155**

**M.B.A. (M) (Semester-III) Examination, 2016**

**RURAL MARKETING**

**[ MBA(M)-034 ]**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.**

**1** is **compulsory**, valued at **30** marks.

Besides, attempt **one** question from each

unit, carrying **10** marks each.

1. Briefly explain the following:  $3 \times 10 = 30$

(a) Product life cycle stages.

(b) Indian rural markets.

(c) Rural-Urban Disparities.

**P.T.O.**

(2)

- (d) Key Social Indicators for India.
- (e) Rural reforms.
- (f) Micro-finance development fund (MFDF).
- (g) Attractiveness of rural market.
- (h) FMCG market and durable market.
- (i) NCAER.
- (j) Brand leaders in Rural and Urban Markets.

**Unit-I**

- 2. Define rural marketing. How do you add value to rural marketing? (10)
- 3. Provide suitable guidelines to companies planning to go rural? What qualities should a rural marketer possess. (10)

**Unit-II**

- 4. Outline the characteristics and needs of farmers and identify the future opportunities to agriculture marketing? 10

IMS-3155

(3)

- 5. Explain how market data can be helpful to marketers of durables and non-durables in formulating marketing strategies? 10

**Unit - III**

- 6. What is the significance of product strategy in the current marketing environment? 10
- 7. Explain the various levels of packaging and their appeals to rural consumers? 10

**Unit-IV**

- 8. What are the major tasks in the formulation of rural promotion strategy? Discuss. 10
- 9. Explain the role of NGOs and cooperative societies in rural marketing? 10

IMS-3155

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3156**

**M.B.A. (M) (Third Semester)**

**Examination, 2016**

**ADVERTISING**

**[ MBA (M-035) ]**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Discuss the following aspects briefly :

3×10=30

- (a) Importance of Advertising Research.
- (b) DAGMAR approach.
- (c) Advertising appeals.
- (d) Creative brief

**P.T.O.**

(2)

- (e) Clutter
- (f) Advertising trinity
- (g) Advertising campaign
- (h) Ethical dilemma
- (i) Stereotyping
- (j) Advantages of external/full -ad -agency.

**Unit-I**

- 2. How has advertising evolved over a period of time? Discuss. Present the role and functions of advertising in the marketing mix. 10
- 3. Describe the structure of advertising industry highlighting the characteristic features of each element. 10

**Unit-II**

- 4. Market Positioning can be achieved by influencing consumer behaviour through advertising. How? Explain. 10

IMS-3156

(3)

- 5. Discuss all the critical steps of advertising plan imperative for making advertising a success. 10

**Unit-III**

- 6. How is creativity developed and exhibited in advertisements? 10
- 7. "Advertising message is the critical part of communication process". Support this statement with the help of message structure and message appeals. 10

**Unit-IV**

- 8. Explain the methods of advertising budget. Discuss in short the factors influencing the advertising budgeting. 10
- 9. Discuss the advertising agency selection; compensation and appraisal in short. 10

IMS-3156

A

(Printed Pages 3)

Roll. No. \_\_\_\_\_

**IMS-3157**

**MBA (M) III Semester Examination, 2016**

**Marketing of Services**

**MBA (M)-035**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.**

**1** is **compulsory** valued at **30** marks. Attempt **one** question from each unit carrying 10 marks.

1. Describe the following concepts in about 150 words:  $3 \times 10 = 30$

- (a) Zone of Tolerance.
- (b) Service Encounter.
- (c) Customer Delight.
- (d) Service Triangle.
- (e) Service Continuum.

**P.T.O.**

(2)

- (f) Customer Gap.
- (g) Service Recovery.
- (h) Customer Lifetime Value.
- (i) Relationship Marketing.
- (j) Servicescapes and Physical Evidence.

**Unit-I**

- 2. Differentiate the nature of services and goods on the basis of their characteristics. Classify the different services being marketed currently on various basis. 10
- 3. Why are customer experiences, expectations and perception so important for service marketing? Explain. Discuss the support which technology offers in marketing of services. 10

**Unit-II**

- 4. (a) How is customer relationship managed in services? 2
- (b) Why is positioning of services a critical activity & how is positioning done? 4
- (c) Why does services fail in offering satisfaction and delivering value? 4

IMS-3157

(3)

- 5. Discuss the gaps experienced in any service delivery with the help of GAP model. Present the approaches to minimise each one. 10

**Unit - III**

- 6. Explain the constituents of Services marketing mix briefly discussing the importance and characteristics of each. 10
- 7. Define quality. Explain the service quality dimensions (RATER Model) and their applicability in the educational institutions. 10

**Unit-IV**

- 8. As a manager in a hospitality sector, how would you market its services while ensuring the brand value? 10
- 9. Consider any insurance company of your choice and discuss the variety of service products being marketed by it. Highlight the engagement of service marketing mix by the company to market the Insurance. 10

IMS-3157

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3158**

**M.B.A. (MS) (Semester-III) FE**

**Examination, 2016**

**OPERATIONS RESEARCH**

**MS- A-031**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **four** more questions selecting **one** from each unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Meaning of Operations Research.
  - (b) Role of objectives and constraints in the construction of mathematical models.
  - (c) Meaning of linear programming.
  - (d) Significance of the dual concept.
  - (e) Meaning of transportation problem.
  - (f) Characteristics of unbalanced transportation problem.
  - (g) Significance of degeneracy in transportation problem.
  - (h) Characteristics of unbalanced assignment problem.

**P.T.O.**

(2)

- (i) Two-person, zero-sum game in game theory.
- (j) Significance of critical path.

**Unit - I**

2. Solve the following linear programming problem graphically. 10

Maximize  $Z = 2x+5y$

Subject to the constraints;

$x+4y \leq 24$

$3x+y \leq 21$

$x + y \leq 9$

and  $x, y \geq 0$

3. Two materials A and B are required to manufacture tables and book cases. For one table 12 units of A and 16 units of B are needed while for a book case 16 units of A and B units of B are required. The profit on a book case is Rs. 25 and Rs. 20 on a table. 100 units of material A and 80 units of B are available. Formulate as LPP and determine how many book cases and tables are to be produced to have maximum profit by simplex method. 10

**Unit -II**

4. Find the initial basic feasible solution to the following transportation problem by : 5+5
- (a) Least cost method.
  - (b) Vogel's approximation method.

(3)

		Markets			Supply
		M <sub>1</sub>	M <sub>2</sub>	M <sub>3</sub>	
Sources	S <sub>1</sub>	9	8	5	25
	S <sub>2</sub>	6	8	4	35
	S <sub>3</sub>	7	6	9	40
Demand		30	25	45	100

5. A company has 4 machines on which to do 3 jobs. Each job can be assigned to one and only one machine. The cost each job on each machine is given in the following table. Determine the optional 1 assignment: 10

		Machines			
		A	B	C	D
Jobs	1	18	24	28	32
	2	8	13	17	19
	3	10	15	19	22

**Unit- III**

6. (a) Solve the following game: 5+5

		Player B		
		B <sub>1</sub>	B <sub>2</sub>	B <sub>3</sub>
Player A	A <sub>1</sub>	12	-8	-2
	A <sub>2</sub>	6	7	3
	A <sub>3</sub>	-10	-6	2

- (b) Discuss the various steps of dominance rule in game theory. 5



(4)

7. Solve the following 2-person zero sum game: 10

		Player B		
		B <sub>1</sub>	B <sub>2</sub>	B <sub>3</sub>
Player A	A <sub>1</sub>	4	5	8
	A <sub>2</sub>	-2	-3	4
	A <sub>3</sub>	-6	-4	0
	A <sub>4</sub>	6	-6	2

#### Unit - IV

8. Distinguish between PERT and CPM network techniques highlighting their specific applications. 10
9. Draw the network for the activities given in the table below : 10

Activity	Duration (Days)
1-2	3
1-3	4
1-4	14
2-3	10
2-6	5
3-5	4
3-6	6
4-5	1
5-6	1

Determine :

- The earliest and latest start and finish time of activities.
- The critical path activities and project duration.
- The total and free floats for each of the activities.

IMS-3158

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3159**

**M.B.A. (MS) (Semester-III) FE**

**Examination, 2016**

**Merchant Banking and Financial Services**

**(MS-A032)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following: 3×10
- (a) Seed Capital Financing.
  - (b) Purpose of SPV.
  - (c) Functions of Lead manager.
  - (d) Concept of loan Syndication.
  - (e) Rights of Hirer.
  - (f) Features of Instalment financing.
  - (g) CRISIL.

P.T.O.

(2)

- (h) Concept of forfeiting.
- (i) Concept of re-insurance.
- (j) Bill rediscounting.

**Unit-I**

- 2. What is Merchant Banking? Give a detailed account of the regulatory framework available for merchant banking activity in India. 10
- 3. State the need for setting up venture capital funds in India. Briefly explain the venture capital funds operated by IDBI. 10

**Unit-II**

- 4. What are the basic features of Hire Purchase? Differentiate between Lease and Hire Purchasing financing: 10
- 5. A firm can purchase an asset of Rs. 2,50,000 having a life of 5 years. Its salvage value is Rs. 50,000. Depreciation is on SLM basis. Purchasing and using the asset will increase the firms expected revenue by Rs. 1,50,000 per year and will raise its expected operating expenses

(3)

(Not including Dep.) and interest by Rs. 70,000 per year. The tax is 50% & cost of capital is 10%. The firm can also lease for yearly rental of Rs. 65000. The revenue will be same at Rs. 1,50,000 per year and increase in firms expected non-dep expenses is Rs. 60,000 per year only. Evaluate the proposal. 10

**Unit-III**

- 6. What is Credit Rating? Discuss the major factors associated to credit rating. 10
- 7. Define factoring; Discuss the various advantages and disadvantages of factoring. 10

**Unit-IV**

- 8. What is IRDA Fund? Discuss the Powers and functions of IRDA. 10
- 9. Briefly explain the Principles and Product of Life Insurance. 10

A

(Printed Pages 8)

Roll. No. \_\_\_\_\_

**IMS-3160**

**M.B.A. (MS) (Semester-III) FE**

**Examination, 2016**

**(Security Analysis and Portfolio Management)**

**(MS-A033)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in **all**. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Answer the following questions in short :

$3 \times 10 = 30$

- (a) "All securities are subject to systematic risk". Do you agree? Justify.
- (b) If you expect a depreciation of rupee in

P.T.O.

(2)

near future, will you invest in IT company in India? Why or why not?

- (c) Mr. Tiwari purchased a bond for Rs 900 with a coupon payment of Rs 150 p.a. He sold the bond at a price of Rs 1050 after one year. What is the holding period return? Calculate Holding period return if the bond is sold for Rs 800.
- (d) Specify whether the following events are the sources of systematic risk or unsystematic risk - (i) An increase in oil price by OECD (ii) Labour unrest at Maruti Udyog Ltd. (iii) A bad monsoon year.
- (e) 'Don't put all your eggs in the same basket'. Comment.
- (f) What are the limitations of Harry Markowitz model?

(3)

- (g) From the following portfolios Identify efficient portfolios (Apply the rule of dominance)

Portfolio	A	B	C	D	E	F	G	H	I	J
Expected Return (%)	20	20	22	10	24	6	10	26	20	10
Total Risk	19	8	11	7	13	13	19	22	24	24

- (h) 'Interest rates and bond prices are inversely related'. Comment.
- (i) Define Efficient Frontier. Distinguish between efficient portfolio and feasible portfolio.
- (j) State the reason for Treynor & Sharpe indices giving conflicting performance ranking.

#### Unit-I

2. (a) What are the factors which an investor should consider while making investment

(4)

decisions? 5

(b) Why is average returns based on geometric mean considered superior to Arithmetic mean based average return? Justify. 5

3. In investor has a choice of four stocks for investment their rates of return and probabilities are given below- 10

P	return	(r)%	-30	0	30	70
	probability	(p)%	20	40	30	10

Q	return	(r)%	-20	0	20	40
	probability	(p)%	15	35	45	5

R	return	(r)%	-20	10	40	80
	probability	(p)%	20	40	30	10

S	return	(r)%	-10	0	10	20
	probability	(p)%	10	25	40	25

(5)

- (a) Are all these stocks attractive investment? Give Reasons.
- (b) Of those that are attractive, how should an investor choose one to buy?

**Unit-II**

- 4. (a) A company announces bonus issue on 1<sup>st</sup> January 2014, The stock price behaviour of the company around  $\pm 7$  days provide significantly higher abnormal returns for this stock. What does it indicate towards the efficiency of market? 5
- (b) On 29 October 2015, RBI announced its credit policy and monetary policy in which repo rate was increased by 25 basis points. How is it expected to affect stock market in India? 5
- 5. A company earnings are expected to grow at the rate of 20% p.a. for 1<sup>st</sup> four years. For the

(6)

next four years, the growth rate is expected to be 14% p.a. Thereafter the company is expected to grow at the rate of 8% p.a. forever. The most recent EPS announced by the company is Rs 5 and dividend payment ratio is 50%. Calculate intrinsic value of the share. Required rate of return is 15% 10

**Unit-III**

6. The following are the expected return (R) and risk ( $\sigma$ ) of two securities A and B. 10

	R	$\sigma$
A	10%	20%
B	12%	25%

The correlation coefficient between the returns of A and B is 0.5. An investor is to decide about the portfolio of A and B as 75%+25% or 25%+75%. Which one should he accept?

7. (a) Examine critically Harry Markowitz model giving its assumptions. 5

IMS-3160

(7)

(b) Two assets A and B, have the following risk & return characteristics : 5

$$R_a = 10 \quad R_b = 20$$
$$\sigma_a = 15 \quad \sigma_b = 18 \quad ; \quad r_{ab} = -1$$

Determine the minimum risk portfolio for A and B.

**Unit-IV**

8. (a) How is portfolio managed? How is it revised? 5

(b) Santosh wants to decide between two mutual funds X and Y from the financial reports. He is able to calculate the average return and the standard deviation for the funds. The current risk free rate of return is 7%. Using sharpe index, compare the performance of X and Y funds.

5

IMS-3160

P.T.O.

(8)

	X	Y
(R) Avg. Return	19%	17%
(σ) Std. Deviation	21	16

9. (a) What are the assumptions of CAPM model? 4

(b) Estimate the stock return by using the CAPM model and the arbitrage model. The particulars are as follows - 6

(i) The expected return of the market is 15% and the equity beta is 1.2. The risk free rate of interest is 8%

(ii) Factor	Market price of risk%	Sensitivity Index
Inflation	6	1.1
Industrial Production	2	0.8
Risk Premium	3	1.0
Interest Rates	4	-0.9

What explanations can you offer for the difference in the two estimate.



A

(Printed Pages 3)

Roll. No. \_\_\_\_\_

**IMS-3161**

**M.B.A. (MS) FE (Third Semester)**

**Examination, 2016**

**Secondary Market Operation and**

**Management**

**(MS-A034)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.**

**1** is **compulsory**. Attempt **one** question

from each unit.

1. Briefly explain the following :  $3 \times 10 = 30$

- (a) Put Options.
- (b) Forward Contract.
- (c) Market Indices.
- (d) Commodity exchanges.

P.T.O.

(2)

- (e) NSCCL
- (f) Commercial Paper.
- (g) Arbitrage trading.
- (h) Nifty Junior.
- (i) HANGSENG.
- (j) Dow Jones.

**Unit-I**

- 2. What is Stock exchange? Explain the importance of stock exchanges from the companies & investors point of view. 10
- 3. How are trades settled in the stock market? Mention the conditions to become a member of the stock exchange. 10

**Unit-II**

- 4. Define Derivatives. Describe the various types of derivatives. 10
- 5. Discuss the functions and role played by SEBI in development of Capital Market. 10

(3)

**Unit-III**

- 6. What do you understand by fundamental analysis? Discuss the importance of fundamental analysis for strategic investment decision making. 10
- 7. Write detail note on : 5+5
  - (a) Price Filters
  - (b) Types of orders.

**Unit-IV**

- 8. Discuss the present position of secondary market in India and how they are linked with foreign stock market. 10
- 9. What do you understand by FII? Discuss implication of GST on FII. 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3162**

**M.B.A. (MS) FE (Semester-III)**

**Examination, 2016**

**BUSINESS ANALYSIS TOOLS USING I.T.**

**(MS-A035)**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Attempt **five** questions in all. **Question No.1** is **compulsory**. Attempt **one** question from each of the **four** units. Marks are given against each question.

1. Answer the following in brief:  $3 \times 10 = 30$
- (a) Features and importance of Tally
  - (b) Importance and scope of computerized accounting.
  - (c) Open Database connectivity (ODBC) server.

P.T.O.

(2)

- (d) Gateway of Tally.
- (e) Voucher types in Tally
- (f) SPSS
- (g) Tabulation of data
- (h) Information Security
- (i) Exploratory data analysis
- (j) Data sorting and editing in SPSS.

**Unit-I**

- 2. Explain evolution of computerized accounting and its role in accounting and finance. 10
- 3. Explain the difference between manual and computerized accounting. Discuss the significance of computerized accounting. 10

**Unit-II**

- 4. Define the term Invoice. How invoice entry is performed in Tally? 10
- 5. Mention any three categories of Reports available in Tally. 10

IMS-3162

(3)

**Unit-III**

- 6. Define and explain the terms Data entry, Data handling, Data transformation in SPSS in detail. 10
- 7. Discuss the concept of descriptive data analysis in SPSS. 10

**Unit-IV**

- 8. What are the internal and external threats in security? What are its preventions? Explain. 10
- 9. What are the detection techniques to secure system security? Explain. 10

IMS-3162

**A**

**(Printed Pages 3)**

Roll No. \_\_\_\_\_

**IMS-3163**

**M.B.A. (MS) III MDS Examination, 2016**

**Data Mining and Bus Intelligence**

**MS-D-032**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Answer the following in brief :  $3 \times 10 = 30$ 
  - (a) What do you mean by preprocessing of data?
  - (b) Discuss the characteristics of data ware-house.
  - (c) Distinguish between object oriented database and object relational database.
  - (d) Discuss how prediction is differ from classification?

**P.T.O.**

(2)

- (e) What do you mean by Data Mart.?
- (f) Define spatial database.
- (g) Discuss the goal of data mining.
- (h) Discuss the advantages of data warehouse.
- (i) What is data characterization?
- (j) What is outlier analysis?

**Unit-I**

- 2. What do you mean by Business intelligence? Discuss the different techniques used in B.I. 10
- 3. What is Data Mining? Discuss the architecture of data mining system with neat sketch. 10

**Unit-II**

- 4. What is Data Warehouse? Discuss the process of populating Data Warehouse. 10
- 5. Discuss the Data warehouse testing process. 10

(3)

**Unit-III**

- 6. (a) What do you mean by cluster analysis? 5  
(b) What is snow flake schema? How it differ from star schema? 5
- 7. What is classification? Discuss the classification by Decision Tree Induction method with example. 10

**Unit-IV**

- 8. Explain OLTP and OLAP and also discuss difference between them? 10
- 9. Discuss the data mining application in retail sector and service sector with example. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3164**

**M.B.A. (MS) (Semester-III) MDS**

**Examination, 2016**

**(MARKET DATA ANALYSIS)**

**(MS(B)-O33)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit of the four units. Marks are given against each question.

1. Answer the following :  $3 \times 10 = 30$
- (a) What do you mean by Data cleaning?
  - (b) What is mean, median and mode? Explain with example.
  - (c) What do you mean by reliability and validity of data?

**P.T.O.**

(2)

- (d) What are the different views available in SPSS?
- (e) Discuss how to handle missing value in SPSS.
- (f) What is P value concept?
- (g) What is outlier analysis?
- (h) What is Null hypothesis?
- (i) What do you mean by significance of testing?
- (j) What is clustering? Explain with example.

**Unit-I**

2. (a) What do you mean by Descriptive analysis? Explain with example.  $5+5=10$
- (b) What are the difference type of variable available in SPSS? Explain.  $5+5=10$

IMS-3164

(3)

3. Write short notes on :  $5 \times 2 = 10$
- (a) Exploratory data analysis
- (b) Data Transformation and manipulation

**Unit-II**

4. What do you mean by regression analysis? Also discuss how linear regression analysis differ from multiple regression analysis. 10
5. What is cross tabulation? Explain with example. 10

**Unit-III**

6. What do you mean by Testing of Hypothesis? Explain with example. 10
7. Discuss the analysis of variance (ANOVA) and the process of its computation. 10

**Unit-IV**

8. What do you mean by multivariate analysis? Explain with example. 10

IMS-3164

P.T.O.



(4)

9. What do you mean by factor analysis? Why it is used for? Discuss how confirmatory factor analysis differ from exploratory data analysis.

10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3165**

**M.B.A. (MS) (Semester-III)**

**Examination, 2016**

**(Old Course)**

**Network and Tele Communication**

**[ (MS) B-035 ]**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Answer the following : 3×10
- (a) Explain STAR Topology.
  - (b) What do you understand by protocols?
  - (c) Explain Token passing.
  - (d) Draw and show seven layers of OSI model.

**P.T.O.**

(2)

- (e) Explain the use of MODEM.
- (f) Why is ISP used?
- (g) Differentiate between HUB and Sur TCH.
- (h) Explain VSAT.
- (i) Explain WEB BROWSER.
- (j) What is the role of system administrator?

**Unit-I**

- 2. What is Network Topology? Explain various network topologies with their merits and demerits. 10
- 3. What is a computer network? Elaborate its types and importance. 10

**Unit-II**

- 4. Differentiate between OSI Model of network and TCP/IP Model. 10
- 5. Explain OSI reference model in detail. 10

**IMS-3165**

(3)

**Unit-III**

- 6. Elaborate the following : 5+5=10
  - (a) CSMA/CD
  - (b) ALOHA
- 7. What are the different network devices and how are they used? 10

**Unit-IV**

- 8. What is firewall? Explain different types of firewall and their importance. 10
- 9. What are the various methods of protecting the network data from illegal usage? 10

**IMS-3165**

**A**

**(Printed Pages 4)**

Roll No. \_\_\_\_\_

**IMS-3166**

**M.B.A. (MS) (Semester-III)**

**Examination, 2016**

**(Old Course)**

**MARKET DATA MINING AND WAREHOUSING**

**MS-037**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Answer the following in brief :  $3 \times 10 = 30$ 
  - (a) What is data mining?
  - (b) List the Component of data warehouse.
  - (c) What is outlier analysis? Explain.
  - (d) Discuss World Wide Web (WWW) as larg-

**P.T.O.**

(2)

est data repository.

- (e) What is characterization and Discrimination explain with example?
- (f) Discuss the methods of data cleaning.
- (g) What do you mean by data Summarization?
- (h) What is Bayesian classification?
- (i) What is On Line Transaction Processing (OLTP)?
- (j) What is data Cube?

**Unit-I**

- 2. Discuss data mining as a process of knowledge discovery with neat sketch. 10
- 3. Differentiate the following (any **two**) :  
2×5=10
  - (i) Spatial and spatiotemporal database.

IMS-3166

(3)

- (ii) Homogeneous database and Heterogeneous database.
- (iii) Sequence and Time series database.

**Unit-II**

- 4. (a) What is data warehouse? Explain with proper example. 5
- (b) Differentiate between data warehouse and operational database. 5
- 5. Discuss ETL process for populating data warehouse. 10

**Unit-III**

- 6. What is clustering analysis? Discuss the requirement of clustering in data mining. 10
- 7. Discuss Hierarchical clustering method with example. 10

IMS-3166

P.T.O.

(4)

**Unit-IV**

8. Discuss. How Concept Hierarchies are useful in OLAP operation. 10
9. Differentiate between MOLAP, ROLAP and HOLAP. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3167**

**M.B.A. (MS) (Third Semester)**

**Examination, 2016**

**E-Marketing**

**(Old Course)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Briefly explain the following :  $3 \times 10 = 30$
- (a) Clicks and mortar
  - (b) Click stream behaviour
  - (c) e-Payment system
  - (d) Banner advertisement

P.T.O.

(2)

- (e) Internet marketing
- (f) Personalization/ Customization
- (g) Web browsers
- (h) Mobile marketing
- (i) Barriers of e-marketing
- (j) Web 2.0 Vs web 1.0 in e-marketing

**Unit-I**

- 2. Identify the key features of the internet audience. Explain the drivers of internet economy? 10
- 3. Describe the basic marketing concepts needed to understand Internet marketing. 10

**Unit-II**

- 4. Identify and describe basic e-Commerce marketing and branding strategies. 10

IMS-3167

(3)

- 5. Describe the basic concepts of consumer behaviour online and purchasing decisions. 10

**Unit-III**

- 6. Describe the major forms of online marketing communications along with their merits and demerits. 10
- 7. What are the advantages of direct e-mail marketing? Justify the above statement in reference to customer relationship management (CRM). 10

**Unit-IV**

- 8. (a) Discuss the advantages and disadvantages of online advertisements. 5
- (b) Explain the role of social media in e-marketing. 5

IMS-3167

P.T.O.



9. Explain the various types of online marketing research to measure website traffic for evaluation of web marketing program. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

## IMS-3168

M.B.A. (MS) III Sem. Examination, 2016

Consumer Behaviour

(C-031)

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Briefly explain the following: 3×10
- (a) Perceived Risk
  - (b) Observational learning
  - (c) Tri-Component attitude model
  - (d) Selective perception
  - (e) Word-of mouth
  - (f) Gatekeepers
  - (g) Psychographics

P.T.O.

(2)

- (h) Industrial buying.
- (i) Cognitive dissonance
- (j) Acculturation

**Unit-I**

2. Discuss the statement 'Marketers don't create needs: needs pre-exist marketers.' can marketing efforts change consumer's needs? Why or why not? 10
3. How can the principals of : 2×5=10
- (a) Classical Conditioning and
  - (b) Instrumental conditioning be applied to the development of marketing strategies?

**Unit-II**

4. What is the difference between membership groups and symbolic groups? List one membership group and one symbolic group that influence your purchases. Explain which group influences you more and why? 3+4+3=10

(3)

5. What is Family Life Cycle? Discuss the relevance of each stage for the marketer

4+6=10

**Unit-III**

6. Draw an illustration diagram of a Consumer Behaviour Model of your choice and explain it. 5+5=10
7. Select at least two segmentation bases that should be used jointly to segment the market for each of the following products and explain your choices — 5×2=10
- (1) men's denim jeans
  - (2) Kindle e-readers
  - (3) energy drinks
  - (4) sports shoes
  - (5) dishwasher

(4)

**Unit-IV**

8. In terms of consumer behaviour are the world's countries and their cultures becoming more similar or more different? Discuss with relevant examples. 10
9. Explain the process of diffusion of innovations with suitable examples. 10

**A**

**(Printed Pages 3)**

Roll No. \_\_\_\_\_

**IMS-3169**

**M.B.A. (MS) III Applied MKT**

**Examination, 2016**

**Sales and Distribution Management**

**(MS-C-032)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Push & Pull Strategy.
  - (b) Metrics for sales force personnel's evaluation.
  - (c) Sales Force Motivational Plans.
  - (d) Merits of variable component in sales force compensation. Merits of 100% variable component in salary.

**P.T.O.**

(2)

- (e) Key Account Management (KAM).
- (f) The basis for defining territory for FMCG & Industrial Products.
- (g) Channel Conflicts.
- (h) Exclusive vs. Intensive Distribution Channels.
- (i) Retail vs. E-tail. Distribution challenges in Brick & Mortar vs. Brick & Click Modes.
- (j) Role of C & F agents & stockists in distribution chain.

**Unit-I**

- 2. Discuss diverse selling situation processes. Is monitoring for Goods & FMCG different as far as selling mechanism goes? 10
- 3. For recruitment of sales persons what are the pertinent metrics? Discuss. 10

**Unit-II**

- 4. Why pure fixed or pure compensation isn't good as compensation plans for sales force? 10

(3)

- 5. For territory management what difference is there between industrial/B2B products & FMCG/Durables? 10

**Unit-III**

- 6. List metrics for sales force evaluation. Why intangible and non monetary targets are also important along with monetary targets? 10
- 7. How intermediaries differ from bricks & mortar to clicks? 10

**Unit-IV**

- 8. Discuss briefly international marketing channels. How would you resolve channel conflicts if the organization is an international organization (MNC/TNC)? 10
- 9. Cite one examples each for exclusive, selective and intensive distribution channel. 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3170**

**M.B.A. (MS) III Applied MKT**

**Examination, 2016**

**Retail Business Management**

**MS-C-033**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. **Questions No.1** of 30 marks containing ten sub-questions is **compulsory**. Attempt **one** question or 10 marks from each unit.

1. Write short answer on the following:

$3 \times 10 = 30$

- (a) List down the factors responsible for retailing in India.
- (b) Briefly explain the theme-setting display.
- (c) Define speciality store.
- (d) What are the factors affecting merchandire mix?
- (e) Define Central Business District.

**P.T.O.**

(2)

- (f) What are the elements of retailing?
- (g) Illustrate the formula of Cash Conversion Cycle (CCC).
- (h) What are the characteristics of Trading Area.
- (i) Briefly explain the utility of Universal Product Code (UPC).
- (j) List down the advantages and disadvantages of independent retailer.

#### Unit-I

- 2. Define the concept of retail and explain its various types. 10
- 3. Discuss various kinds of retail formats in detail. 10

#### Unit-II

- 4. 'How does store layout affect the shopping experience? Explain. 10
- 5. Define consumer buying behaviour. Discuss the various factors affecting the consumer decision making. 10

IMS-3170

(3)

#### Unit-III

- 6. Elaborate the steps of successful merchandise planning and forecasting. 10
- 7. What do you mean by the term 'Retail pricing'? Discuss the major factors affecting the retail pricing. 10

#### Unit-IV

- 8. "The customer data base is a key to successful direct marketing" Explain. Also discuss the emerging trends and marketing strategy of Direct marketing. 10
- 9. Discuss the role of information system in retailing. 10

IMS-3170



A

(Printed Pages 3)

Roll. No. \_\_\_\_\_

**IMS-3171**

**MBA (MS) III Applied MKT Examination, 2016**

**Industrial Mkt.**

**(MS-C-034)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1**

is **compulsory**. Attempt **one** question  
from each unit.

1. Write short notes on:  $3 \times 10 = 30$

- (a) Industrial Marketing Environment.
- (b) Strategic planning process.
- (c) Development of marketing strategies.
- (d) Pricing strategy.
- (e) Difference between advertising and sales promotion.

**P.T.O.**

(2)

- (f) Management of industrial marketing efforts.
- (g) Personal selling.
- (h) Industrial Marketing Process.
- (i) Industrial market segmentation.
- (j) Industry standard.

**Unit-I**

- 2. Can we identify marketing opportunities? Explain in detail the way of identifying them. 10
- 3. Describe the various steps involved in industrial marketing process. 10

**Unit-II**

- 4. What are the ways of managing the industrial product line? Discuss. 10
- 5. Discuss the different types of marketing channels. Which of them is more important for retail sector? 10

(3)

**Unit - III**

- 6. Discuss the meaning and importance of advertising. 10
- 7. "Salespeople can be more effective than advertising." Explain in detail. 10

**Unit-IV**

- 8. Explain in detail the process of industrial marketing research. 10
- 9. What strategies can be used to evaluate industrial marketing? Discuss. 10

A

(Printed Pages 3)

Roll. No. \_\_\_\_\_

**IMS-3172**

**M.B.A. (MS) III Applied MKT**

**Examination, 2016**

**BUSINESS DATA ANALYSIS**

**MS-C-035**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Creating a company in Tally
  - (b) Advantages of using Tally
  - (c) Invoices
  - (d) Reports in Tally
  - (e) Missing Values in SPSS
  - (f) SPSS Data entry

P.T.O.

(2)

- (g) Data Analysis
- (h) Precoding and Postcoding
- (i) Non-parametric testing
- (j) Multivariate Analysis

**Unit-I**

- 2. What are the scope, importance and limitations of computerized accounting? 10
- 3. What do you understand by processing transactions in Tally? What do you understand by Tally vouchers? 10

**Unit-II**

- 4. Explain the role of statistical packages in Marketing Research? What are the basic operations of SPSS. 10
- 5. Discuss data analysis associated with frequencies, including measures of location, measures of variability. 10

IMS-3172

(3)

**Unit-III**

- 6. Explain data analysis associated with cross tabulations and the associated statistics through chi-square. 10
- 7. Describe data analysis associated with parametric hypothesis testing for one sample, two independent samples. 10

**Unit-IV**

- 8. Explain the stepwise regression approach. What is its purpose? 10
- 9. Describe the concept of discriminant analysis, its objectives and its applications in marketing research. 10

IMS-3172

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3173**

**M.B.A. III (RM) Examination, 2016**

**Legal Issues in Retail**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Attempt **five** questions in **all**. Question **No.1** is **compulsory** and attempt any **one** question from each unit.

1. Write short notes on the following :

3×10=30

- (a) Direct tax Vs. Indirect tax
- (b) Basic condition for levy of E.D. v/s 3 of central excise act 1944.
- (c) Chargeability of Excise duty from  
DTA → DTA, EOU → DTA; SEZ → DTA.
- (d) Three stages of imposition of taxes and duties in customs act.
- (e) Conditions to be fulfilled by importer to make imported goods eligible for preferential rate of duty.
- (f) Liability of bonus in new establishment.

**P.T.O.**

(2)

- (g) Types of compensation that can be claimed under compensation act.
- (h) Gratuity
- (i) VAT
- (j) Objective of central sales tax act.

**Unit-I**

- 2. (a) Explain the concept of Movability in Excise. 5
- (b) Marketability is a litmus test to be fulfilled before any goods can be subjected to levy of excise duty. Discuss with examples.5
- 3. Caselets 2.5×4
- (a) Product P is produced 10,000 kgs on 30 Nov 2008. On that date P is not excisable as it is not named in CETA. On 8<sup>th</sup> Jan 2009, it is included in CETA @ 14%. The company sold 6000 kgs on 2nd Jan 2009 and another 4000 kgs on 20th Jan 2009. Is the product excisable.
- (b) Goods manufactured by x ltd. Were chargeable to ED @ 14%+EC+SHEC. From 1.3.10, additional excise duty @ 8% +EC+SHEC was imposed on such goods. On 4.3.10 x ltd. removed goods valuing '200,000 out of lot manufactured before 1.3.2010. Compute Excise duty on such removal.

(3)

- (c) 'A' does packing, labeling and branding of product XYZ for 'B'. State whether each of the process amounts to manufacture or not with reason.
- (d) A composite mill spins yarn from cotton lint and weaves cloth. The yarn spun in not sold. It is captively consumed. Yarn is excisable goods under CETA, 1985. Is the company liable to pay ED on yarn.

**Unit-II**

- 4. (a) Discuss briefly about the goods under customs act 1962? 5
- (b) Define "Indian customs waters". Explain its significance in terms of customs act 1962. 5
- 5. Explain the various types of duties: 2×5
- (a) Countervailing duty
- (b) Protective duty
- (c) Safeguard duty
- (d) Additional Duty/SAD u/s 3(5)
- (e) Anti-Dumping duty.

(4)

**Unit-III**

6. What is central sales tax? Discuss its objectives and enumerate occasions when it can be exempted. 10
7. What is the procedure for Registration under CST? What are various forms prescribed under CST? 10

**Unit-IV**

8. With respect to Industrial dispute act 1947, detail out: 5×2
- (a) Strikes and lockout with their procedure
  - (b) Lay off and Retrenchment with their procedure and compensation.
9. (a) Define wages as per payment of wages act and various deductions. 5
- (b) What are essential conditions of eligibility for compensation under compensation act? How is compensation calculated in case of death, permanent disablement and temporary Disablement? 5

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3174**

**M.B.A. (R.M.) (Third Semester)**

**Examination, 2016**

**(Advertising and Sales Promotion)**

**(RM-035)**

*Time Allowed : Three Hours / [ Maximum Marks : 70*

**Note :** Attempt **five** questions in **all**. Question **No.1** is **compulsory**. Select **one** question from each of the four Unit.

1. Describe the following concepts (in approximately 150 words).  $3 \times 10 = 30$ 
  - (a) Advertising creativity
  - (b) Reach; frequency & exposure
  - (c) Coupons
  - (d) Appeals and its types

**P.T.O.**



(2)

- (e) Advertising clutter
- (f) Trade allowances
- (g) Ethical dilemma
- (h) Deal Proneness
- (i) Copy platform
- (j) Media Strategies

**Unit-I**

- 2. Define advertising. Explain the different types of advertising known to you. 10
- 3. Enumerate the steps of advertising plan, highlighting the strategic approach involved in every step. 10

**Unit-II**

- 4. How is a print advertisement developed? Discuss the importance of message. 10
- 5. How are advertising agencies selected, compensated and appraised? 10

**IMS-3174**

(3)

**Unit-III**

- 6. Define sales promotion. Discuss the key characteristics of the different types of sales promotions known to you with suitable examples. 10
- 7. Explain the different consumer behaviour theories and economic theories influencing the sales promotions' implementation. 10

**Unit-IV**

- 8. Explain the various strategic issues playing imperative role in designing sales promotion. 10
- 9. Discuss the steps of sales promotion planning process in short. How is retailer's sales promotion planning process different from manufacturer's sales promotion planning process. 10

**IMS-3174**

A

(Printed Pages 7)

Roll No. \_\_\_\_\_

**IMS-3175**

**M.B.A. (R.M.) (Third Semester)**

**Examination, 2016**

**(E-Retailing)**

**(RM-036)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. **Case Study :** Billion dollar Diwali e-sale ends.  
A day after Amazon's claim on leadership, Flipkart hits back-  
A day after Amazon said it had outperformed its peers in annual Pre-Diwali sale, arch rival flipkart has come out with all guns blazing and said that it's way ahead of Amazon and

P.T.O.

(2)

Snapdeal in the five-day sale.

Flipkart, along with online fashion subsidiaries Myntra and Jabong, said it sold 15.5mn units in the five-day period. Amazon, which launched and concluded its sale a day earlier, said it had shipped 15mn units to customers, while smaller rival snapdeal said it had sold over 11mn products.

"We've seen around 70 percent overall growth in sales from last year during this sale and a lot more growth in lifestyle and large appliances. More than 100 percent in those categories," said Binny Bansal, Co-founder and CEO of Flipkart, in a telephonic interview.

While Amazon's product tally seems awfully close to leader Flipkart's, around 1.6 mn units sold by the US-headquartered retailer were its own Rs.499 Prime Subscriptions, said analysts.

IMS-3175

(3)

Neither of the firms shared the absolute gross merchandise value (GMV) of the business they did during the sale, but some industry watchers said Flipkart might have raced part Amazon.

According to sources, Snapdeal had total GMV of Rs.600 crore, but flipkart said it did Rs.1,400 crore in sales on October 3 alone. Collectively, top three e-commerce firms are estimated to have sold goods valued between \$1.1 and \$1.2 billion, according to researcher Redseer Consulting.

"Hundreds of thousands of orders were delivered in 24 hours despite the massive surge in orders. We saw four times increase of new users who shopped at Snapdeal as compared to last Diwali," said Kunal Bhal, co-founder and CEO of Snapdeal.

Flipkart said that over 95 percent of all products sold on its platform during the sale were

IMS-3175

P.T.O.

(4)

priced higher than Rs.300. Moreover, over 100,000 Consumers shopped for products exceeding Rs.50,000, while not revealing the final GMV tally of goods sold on its platform. Amazon said it saw sales grow three times during its five-day sale, when compared with last year. Moreover, the company claimed its overall growth for the year was in time of 150 percent year-on-year. "I don't have any benchmark with other players in terms of sales but with 150 percent growth all through the year and a three-time jump in Diwali sales, I would not be surprised if we are the leader," said Amit Agarwal, country manager, Amazon India. While the first half of the year saw India's e-commerce market shrinking, given the lack of discount offers by players, the success of Diwali sales will boost the sector beyond last year's benchmark.

(5)

Analyst said the overall GMV for e-commerce in India for the month of October could be between \$1.7 and \$1.9 billion, making for an annual run rate of \$20-23 billion. "Customers, both regular shoppers and first-timers, have come online to shop in millions. As a result of this bumper sales performance, we see the industry being on track to deliver the single biggest month for Indian e-Tailing sector ever, in October 2016," Said Anil Kumar, CEO at Redseer Consulting.

Answer the following :  $10 \times 3 = 30$

- (a) What inference can be drawn from Billion dollar Diwali e-sale?
- (b) How there top e-commerce firms estimate their sold goods value and leadership?
- (c) Narrate Indian e-tailing sector and overall growth?

(6)

**Unit-I**

2. Define the features and types of e-commerce. What are the forces that influences e-retailing? 10
3. Describe the five primary revenue models used by e-commerce firms. 10

**Unit-II**

4. What do you understand by intellectual property rights? What is the role of intellectual property in e-retailing? 10
5. Explain the process that should be followed in building an e-commerce website and basic functionalities an e-commerce site should contain. 10

**Unit-III**

6. Describe the features and functionality of the major types of e-payment system in B2C context. 10
7. How a secure electronic transaction work

(7)

when a consumer makes purchase? 10

**Unit-IV**

8. Identify and describe basic e-commerce marketing and branding strategies. 10
9. Explain the costs and benefits of online marketing communications. 10

A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

**IMS-3176**

**M.B.A. (R.M.) (Third Semester)**

**Examination, 2016**

**(Supply Chain & Vendor Management)**

**(RM-034)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.**

**1** is **compulsory**. Selecting **one** question  
from each unit.

1. Write short notes on the following :

3×10=30

(a) Push Vs Pull System

(b) Supply Chain Drivers

**P.T.O.**

(2)

- (c) Rail Transportation
- (d) Implied Demand Uncertainty
- (e) Supply Inventory
- (f) Sourcing
- (g) Cycle Inventory
- (h) CRM
- (i) Facility Costs
- (j) SKUs

**Unit-I**

- 2. Explain Supply Chain Management. What are the obstacles faced in SCM? Explain with relevant examples. 10
- 3. Discuss the Process View of Supply Chain and how Demand is affected by it. 10

**Unit-II**

- 4. How can the product availability be measured

(3)

- effectively in Supply Chain? Point out the different methods. 10
- 5. Explain the following in detail: 5+5=10
  - (a) Safety Inventory
  - (b) Selection of Vendors

**Unit-III**

- 6. Why Relationship with Vendors is given much importance in SCM and how it impacts the Distribution Network? 10
- 7. "Transportation is the key element in the success of SCM". Discuss mentioning its impact on growing global business. 10

**Unit-IV**

- 8. What is the future information and Technology hold in Supply Chain? Explain its affect on traditional distribution framework. 10

(4)

9. Comment how e-business framework and growth has provide a new dimension to SCM.

10



A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3177**

**M.B.A. (R.M.) (Third Semester)**

**Examination, 2016**

**BRAND MANAGEMENT**

**(RM-031)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions, including question **No.1**, which is **compulsory**. In addition attempt **one** question from each unit.

1. Explain the following in brief :  $3 \times 10 = 30$ 
  - (a) 'Brand' versus 'brand'
  - (b) Brand Identity
  - (c) Brand Positioning
  - (d) Brand Associations
  - (e) Product Portfolio versus Brand Portfolio
  - (f) Power Brands

**P.T.O.**

(2)

- (g) Monolithic Brand Architecture
- (h) Brand Personality
- (i) Co-Branding
- (j) Functional versus Symbolic Brand.

**Unit - I**

- 2. What is 'Branding'? Discuss the importance of Brand management in present day marketing. 10
- 3. 'A Brand is a tangible product plus intangible values'. Elaborate. 10

**Unit -II**

- 4. What is meant by 'Brand Loyalty'? How can brand loyalty be created? In what ways does having a loyal customer base, benefit a company? 10
- 5. Explain the concept of Brand Equity with the help of 'Brand-Asset Valuator Model'. 10

(3)

**Unit- III**

- 6. Why is it important for Brand Managers to assess their brand from time to time? How can a brand be assessed on the following dimensions- 10
  - (i) Brand Awareness
  - (ii) Positioning
  - (iii) Attitude towards the brand.

- 7. What are the two types of Brand Extension Strategies? How are the two different from each other? Discuss the advantages of Brand Extension. Also highlight the main factors that determine the 'extendibility' of a brand. 10

**Unit - IV**

- 8. Discuss the importance of I.M.C. (Integrated Marketing Communication) in Brand building. 10

(4)

9. What factors create the need for Brand Revitalization? Discuss the methods adopted by marketers to revitalize brands. 10

Roll. No. \_\_\_\_\_

**IMS-3178****B.B.A. (I.B.) (First Semester)****Examination, 2016****Foreign Trade of India***Time Allowed : Three Hours ] [ Maximum Marks : 70***Note :** Answer **five** questions in all. Question **No.****1** is **compulsory**. Answer **four** more questions, selecting **one** question from each unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Major items of trade of U.P.
  - (b) Income Terms of trade.
  - (c) Advantages of Protectionism.
  - (d) Special Economic Zone.
  - (e) Objectives of EXIM Bank.
  - (f) Need for NIEO.

**P.T.O.**

(2)

- (g) Balance of Trade.
- (h) India's trade relations with China.
- (i) Ricardian concept of comparative cost advantage.
- (j) Problems of coastal trade.

**Unit-I**

- 2. Discuss the major differences between internal and international trade. Do you agree that difference between domestic and international trade is of degree not of Kind? Give reasons.  
5+5
- 3. Critically evaluate Heckscher Ohlin theory of international trade. 10

**Unit-II**

- 4. Discuss India's major item to exports and export destinations. Give reasons for moderate growth of exports of India in recent past.  
6+4
- 5. Discuss recent trends in India's foreign trade. 10

IMS-3178

(3)

**Unit-III**

- 6. What are the major institutions involved in financing of foreign trade? Explain about any two of them. 10
- 7. While mentioning various instruments of protectionism, critically examine infant industry argument for protectionism in the context of developing countries. 5+5

**Unit-IV**

- 8. Discuss the salient features of foreign trade policy of India (2015-2020). 10
- 9. What are the objectives of WTO? Critically examine the advantages and disadvantages India is facing being a member of WTO. 4+6

IMS-3178

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3179**

**B.B.A. (I.B.) (Semester-I)**

**Examination, 2016**

**BUSINESS MATHEMATICS**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Question **No.1** is **compulsory** and carries **30** marks. Attempt **one** question of 10 marks from each unit.

1. Answer the following:  $3 \times 10 = 30$

(a) Determine  $dy/dx$  for the following function:

$$y = 5e^x + 3 \log x + x^3$$

(b) Evaluate the limit :  $\lim_{x \rightarrow \frac{1}{2}} \frac{4x^2 - 1}{2x - 1}$

(c) Find the 20th term of the following series :

$$4\frac{1}{2}, 4\frac{7}{10}, 4\frac{9}{10}, \dots$$

(d) Find the adjoint of the matrix

$$A = \begin{bmatrix} 7 & 9 \\ 8 & 4 \end{bmatrix}$$

P.T.O.

(2)

- (e) Find the value of the geometric mean lying between 2 and 8.
- (f) How many numbers between 3000 and 4000 can be formed with the digits 1, 2, 3, 4, 5, 6.

(g) If matrices  $\begin{bmatrix} a+b & 2 \\ 5 & ab \end{bmatrix} = \begin{bmatrix} 6 & 2 \\ 5 & 8 \end{bmatrix}$

find the values of a and b.

(h) Differentiate with respect to x :

$$y = (2x^2+3)(5x+7)$$

(i) Find the 7th term in the expansion of

$$\left(\frac{4x}{5} - \frac{5}{2x}\right)^9$$

(j) There are 10 vacant chairs in a room. In how many ways can 6 persons take their seats?

### Unit-I

2. (a) Find the two middle terms in the expansion of

$$\left(3x - \frac{2x^2}{3}\right)^7$$

(3)

- (b) Find the term independent of x in the expansion of

$$\left(2x - \frac{3}{x^2}\right)^{15}$$

3. The pth term of an A.P. is q and qth term is P. Show that the rth term is p+q-r and the (p+q)th term is zero.

### Unit-II

4. Determine the values of a and b if the function f(x) given below is continuous at x=0.

$$f(x) = \begin{cases} \frac{x^2 + a}{2\sqrt{x^2 + 1 + b}} & \text{for } x > 0 \\ 1 & \text{for } x = 0 \end{cases}$$

5. (a) If  $x^y = y^x$  show that

$$\frac{dy}{dx} = \frac{y(x \log y - y)}{x(y \log x - x)}$$

- (b) Show that  $y = x^5 - 5x^4 + 5x^3 - 10$  has a maximum value at x=1, a minimum value at x=3 and a point of inflexion at x=0

(4)

**Unit-III**

6. The demand  $x$  (in Kg.) for a commodity when its price is  $P$  (in Rs.) is given by  $p=108-\frac{3x}{5}$ . Find the elasticity of demand when the price is Rs. 12. 10
7. The total cost  $C(x)$  of a firm is given by  $C(x)=20+2x+0.5x^2$  in terms of the output  $x$ . Determine: 20
- (a) Average Cost (AC)
  - (b) Slope of AC
  - (c) Marginal Cost (MC)
  - (d) Slope of MC
  - (e) Value of  $x$  for which  $MVC=AVC$  where  $VC$  denotes the variable cost.

**Unit-IV**

8. Evaluate the following :

(a)  $\int \frac{2x^2 + x}{x-1} dx$  5

(b)  $\int \frac{dx}{\sqrt{1+\sqrt{x}}}$  5

9. Evaluate the following :

(a)  $\int \frac{dx}{(e^x + e^{-x})^2}$  5

(b)  $\int \frac{\log x}{x^2} dx$  5



A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3180**

**B.B.A. (I.B.) (First Semester)**

**Examination, 2016**

**(BUSINESS ECONOMICS)**

**(BBA-IB-103)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory** and carries **30** marks. Attempt **one** question from **each** unit, which carries **10** marks each.

1. Answer the following questions in brief:

$3 \times 10 = 30$

- (a) State the determinants of demand.
- (b) What are the degrees of elasticity of demand.
- (c) Is Economics Science? If yes, Why?
- (d) Distinguish between direct and indirect cost.

**P.T.O.**

(2)

- (e) "Fixed costs do not exist in long run". Is it true? Explain.
- (f) Differentiate between perfect and imperfect competition.
- (g) What are the degrees of price discrimination?
- (h) Discuss the properties of land.
- (i) Show and explain Liquidity Trap.
- (j) Discuss the relationship between AC and MC.

**Unit-I**

- 2. What are the basic conditions for arising of an economic problem as per Robbins point of view? Explain with regard to India. Are there any criticisms of Robbins' approach of Economics? 10
- 3. Make a difference between the following in brief : 10
  - (a) Total Utility and Marginal Utility

(3)

- (b) Material welfare and immaterial welfare
- (c) Inductive and Deductive Method

**Unit-II**

- 4. Explain Law of Demand. Under what conditions this law does not apply? 10
- 5. What do you understand by Indifference curve? What are their characteristics? Explain the consumer's equilibrium with the help of indifference curve. 10

**Unit-III**

- 6. What is Production Function? Explain various stages of the short run production function with the help of diagram. 10
- 7. What do you understand by Monopolistic Competition and how is it different from Monopoly? Show the equilibrium of a monopolistic firm in short run and in long run. 10

(4)

**Unit-IV**

8. Making a distinction between risk and uncertainty, explain the theory of profit presented by Prof. Knight. 10
9. Critically explain the Ricardian Theory of Rent. In what respects the modern theory is an improvement over the Ricardian Theory? 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3181**

**B.B.A. (I.B.) (First Semester) Examination, 2016**

**ESSENTIALS OF MANAGEMENT**

**(BBA (IB)-(104)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question No. **1** is **compulsory**. Choose **one** question from each unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) The Hawthorne Studies
  - (b) Types of Forecasting
  - (c) Programmed and Non- programmed decisions
  - (d) Principles of Organising
  - (e) Formal and Informal Organisation
  - (f) Process of Departmentation

**P.T.O.**

(2)

- (g) Recruitment Vs Selection
- (h) Control Process
- (i) MBO (Management By Objectives)
- (j) Span of Control

**Unit-I**

- 2. Identify the various approaches o management. Discuss their characteristics as well as their limitations. 10
- 3. How can you distinguish between strategies and policies? Are strategies and policies as important in a non-business enterprises like labour union, state department and hospitals etc? 10

**Unit-II**

- 4. (a) If you were asked to advise a young college graduate who has accepted a staff position as assistant to a factory manager, what suggestions would you make? 5

(3)

- (b) Why is poor delegation of authority often found to be the most important cause of managerial failure? 5
- 5. What, in your judgement, makes an organisation structure 'good'? How do 'good' organisation structure support 'Leadership'? Take suitable examples to justify your answer. 10

**Unit-III**

- 6. State McGregor's theory X and theory Y. What are its assumptions? State your agreements or disagreements with these assumptions. 10
- 7. Briefly describe the communication process model. Select a communication problem and determine the cause (or causes) by applying the model in your analysis. 10

**Unit-IV**

- 8. " Planning and control are often thought of as a system" . "Control is also often referred to as a system". What is meant by these observations? Can both statements be true? 10

9. What is Coordination? Discuss the various techniques of achieving coordination along the various departments in an organization. 10

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**IMS-3182**

**B.B.A. (I.B.) (First Semester)**

**Examination, 2016**

**Financial Accounting**

**(BBA-IB-105)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Question **No.1** is **compulsory** and it carries **30** marks. Answer **one** question from **each** unit carries **10** marks.

1. Answer the following questions in brief:

3×10=30

- (a) What are the objectives of Accounting?
- (b) What are 'Current Assets'?
- (c) What are personal, real and nominal accounts?
- (d) What are the system of accounting?
- (e) Explain the meaning of Rectification of entry.

P.T.O.

(2)

(f) Prepare accounting equation from the following :

Capital of a Businessman Rs.30,000, he took loan of Rs.16000, he purchased goods on credit Rs.15000 and he purchased goods for cash Rs.10,000.

(g) Explain various standards for financial statement analysis.

(h) Explain Non current investments in company accounts.

(i) Define books of account as defined in Companies Act, 2013.

(j) Distinguish between Interim dividend and final dividend.

### Unit-I

2. Accounting conventions and concepts are foundations of Accounting principles. Describe various conventions and concepts while explaining this statement. 10

IMS-3182

(3)

3. Pass the journal entries for the following transactions in the books of Iron merchant Hari Prasad :  $2 \times 5 = 10$   
2012

March 1. Commenced business with cash Rs.10,000 and goods Rs.5000

March 8. Sold goods for Rs.2000 at 10% trade discount and 5% cash discount.

March 15. Paid to Mohan Rs.575 in full payment of Rs.600

March 20. Purchased goods worth Rs.1000 from Ravi at 5% trade discount.

March 30. Withdrew for personal use Rs.500 cash and goods of Rs.100.

### Unit-II

4. Below is given the trial balance of Shri Ghanshyam Das and borthers in respect of the year ending 31 March, 2013, prepare his

IMS-3182

P.T.O.



(4)

trading and profit and loss account for the year  
2013 and his balance sheet as at that date:

Stock (1st April 2012)	1600	Sales	1,30,000
Purchases	90,000	Purchase Returns	800
Carriage Inwards	1250	Discount	400
Sales Returns	600	Commission	750
Insurance	1500	Provision for bad debt	400
Trade Expenses	3600	Capital	32,000
Salaries	8200	Bank Loan	4400
Bad debts	300	Creditors	11600
Debtors	17000	Bills Payable	2000
Building	24000		
Machinery	10000		
Drawings	4000		
Bills Receivables	4500		
Cash	1400		
	<u>1,82,350</u>		<u>1,82,350</u>

Following adjustments are necessary :

(5)

(a) Closing stock on 31st March 2013 was  
Rs.12000.

(b) Rs.800 are outstanding for salaries.

(c) Insurance prepaid Rs.150

(d) Depreciation is to be written off on Build-  
ings at 2% and on machinery at 10%.

(e) Provision of 5% for bad and doubtful  
debts.

(f) Commission earned but not received  
Rs.200.

5. (a) Pass the rectifying entries for the follow-  
ing errors : 5

(i) Goods of Rs.300 were sold to  
Mahesh but its record was made in  
the purchase book.

(ii) Rs.350 were received from Dinesh  
but this amount was credited in the

(6)

account of Ramesh.

(iii) Rs.3000 spent in extension of factory building were charged to repairs account.

(iv) An amount of Rs.300 withdrawn by the proprietor for his personal use is posted to travelling expenses account.

(b) What is the difference between the trial balance and balance sheet? 5

### Unit-III

6. (a) What is the difference between provisions and Reserves? 5

(b) What is a 'share'? Discuss their different classes. 5

7. A limited company has a paid up equity share capital of Rs.15,00,000 divided into Rs.1,50,000 shares of Rs.10 each and 11%

IMS-3182

(7)

preference share capital of Rs.5,00,000 divided into 5000 shares of Rs.100 each. The balance of profit brought forward from the previous balance sheet was Rs.38,000. The profit for the year ended on 31st March, 2008 amounted to Rs.5,80,000 after tax. The directors proposed a dividend of 24% on equity share capital, after the following provisions. (i) Transfer 10% of current profit to general reserve and (ii) Provisions of dividend on preference shares. You are required to Prepare Profit & Loss appropriation Account. Assume corporate dividend tax rate 17%. 10

### Unit-IV

8. The following are the Balance sheets of A Ltd. & B Ltd. for the year ending 31st March, 2007. Compare these on the basis of common-size balance sheet. 10

IMS-3182

P.T.O.

(8)

Liabilities	A Ltd.	B. Ltd.	Assets	A Ltd.	B. Ltd.
	Rs.	Rs.			
Share capital	3,50,000	2,50,000	Land & Building	3,50,000	2,75,000
Reserves & Surplus	70,000	70,000	Plant & Machinery	2,50,000	2,50,000
Debentures	3,50,000	2,50,000	Short term invest-ment	50,000	15,000
Sundry Creditors	25,000	20,000	Book debts	60,000	10,000
Bills payable	15,000	10,000	cash	50,000	15,000
			Stock	50,000	35,000
	<u>8,10,000</u>	<u>6,00,000</u>		<u>8,10,000</u>	<u>6,00,000</u>

9. What is meant by 'Analysis of Financial Statements'? Discuss its objectives and limitations.

Roll. No. \_\_\_\_\_

**IMS-3183****B.B.A. (I.B.) (First Semester)****Examination, 2016****Business Communication***Time Allowed : Three Hours ] [ Maximum Marks : 70***Note :** Answer **five** questions in all. Question **No.****1** is **compulsory**. In addition attempt **one** question from each unit.

1. Explain the following in brief :  $3 \times 10 = 30$
- (a) Role of feedback in communication.
  - (b) Difference between formal and informal communication.
  - (c) Semantic barriers in communication.
  - (d) Vertical versus Horizontal Communication.
  - (e) Perception.

**P.T.O.**

(2)

- (f) 'Ethnocentrism' in Cross cultural communication.
- (g) Audio-Visual aids in communication.
- (h) Difference between a letter and a memo.
- (i) Passive listening.
- (j) Agenda of a meeting.

**Unit-I**

- 2. Define Communication. Explain the process of communication briefly discussing each element. 10
- 3. 'Organizational effectiveness and efficiency depends to a large extent on the soundness of its communication.' In context of the above statement, discuss the importance attached to business communication . 10

**Unit-II**

- 4. What is effective listening? Discuss the barriers to effective listening. What are the benefits of effective listening for leaders & managers. 10

(3)

- 5. Discuss the role of opinions, attitudes and beliefs in influencing communication. 10

**Unit - III**

- 6. What is non-verbal communication? What all does it include? Discuss. 10
- 7. What is a 'Conflict'? Discuss the advantages and disadvantages of conflict. 10

**Unit-IV**

- 8. What is a 'business report'? Discuss its salient features and significance. 10
- 9. Write an order letter subsequent to your telephone conversation with the supplier for dispatch of specified equipments for your company. 10

A

(Printed Pages 3)

Roll. No. \_\_\_\_\_

**IMS-3184**

**B.B.A. (IB) I Sem. Examination, 2016**

**Old Course**

**Fundamental of Mgt**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.**

**1** is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following: 3×10

(i) Conceptual managerial skill.

(ii) Managerial Grid.

(iii) Objectives of MBO.

(iv) Merits of Decentralisation.

(v) Concept of span of control.

P.T.O.

(2)

- (vi) Financial incentives for motivation.
- (vii) Purpose of Budgetary control.
- (viii) BEP analysis.
- (ix) Unity of Direction.
- (x) Informal organisation.

**Unit-I**

- 2. Define management. Explain the various functions of management. 10
- 3. What do you understand by planning? Briefly discuss the steps involved in sound planning. 10

**Unit-II**

- 4. Describe purpose and basis of departmentation along with merits & demerits. 10
- 5. Define organisation. Discuss the types of organisation along with their merits & demerits. 10

(3)

**Unit - III**

- 6. What is Recruitment? Explain the methods involved in selection process. 10
- 7. Explain Motivation. Discuss Maslow theory of motivation along with its criticism. 10

**Unit-IV**

- 8. Discuss the process of communication. Explain the main barrier to communication. 10
- 9. What is Controlling? Discuss the steps involved in Controlling. 10

A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

**IMS-3186**

**B.B.A. (I.B.) (Third Semester)**

**Examination, 2016**

**(IB-301)**

**MANAGEMENT ACCOUNTING**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No. 1** is **compulsory** which carries 30 marks. Attempt any **one** question carrying 10 marks from each Unit.

1. Write short notes on the following:  $3 \times 10 = 30$
- (a) Current Assets
  - (b) Flow of fund
  - (c) Margin of safety
  - (d) Working Capital
  - (e) Stock Turn Over Ratio
  - (f) Profit Volume Ratio
  - (g) Tangible Assets
  - (h) Master Budget

**P.T.O.**



(2)

- (i) Zero Based Budgeting
- (j) Fund From Operation

**Unit-I**

2. Explain the meaning and objectives of Management Accounting. How does it differ from Cost Accounting? 10
3. From the following data you are required to calculate. 10
- (a) P/V Ratio
  - (b) Break-even sales
  - (c) Sales required to earn a profit of Rs. 450000  
Fixed Expenses Rs. 90000

**Variable Cost Per Unit.**

Direct Material	5
Direct Labour	2
Direct Expenses	2
Selling price per unit	12

**Unit-II**

4. What do you mean by ratio analysis? Briefly Explain the various types of Ratios. 10
5. Calculate the following Ratios from the given informations. 10
- (a) Gross Profit Ratio
  - (b) Debt Equity Ratio
  - (c) Current Ratio

IMS-3186

(3)

- (d) Working Capital Turnover Ratio.

Information :

Net Sales	200000
Cost of Goods Sold	120000
Operating Expenses	30000
Current Assets	60000
Current Liabilities	30000
Capital employed	240000
Long Term Debt	160000

**Unit-III**

6. What is Cash Flow Statement? Prepare a format of Cash Flow Statement by giving imaginary figures. 10
7. From the following B/S of X LTD as on 31 Dec. 1995 & 1996. You are required to prepare a fund flow statement.

**B/S**

	1995	1996		1995	1996
Share capital	200000	250000	Land & Building	200000	190000
Gen.R- eserve	50000	60000	Plant	150000	169000
P/L A/c	30500	30600	Stock	90000	74000
Bank	70000	-----	Debtor	80000	64200
Loan (S.T.)			Cash	2500	8600
Creditors	150000	135200	Goodwill	8000	5000
Provision For Tax	30000	35000			
	530500	510800		530500	510800

IMS-3186

P.T.O.

(4)

Additional Information :

- (i) Dividend paid during the year 1996 Rs. 23000.
- (ii) Depreciation charged on plant Rs. 14000/- and land Building Rs. 10000.
- (iii) Income tax provision made during the year 1996 was Rs. 33000.

**Unit - IV**

8. Distinguish between budget and forecast. What are the essentials of an effective budgetary Control System? 10
9. For production of 10000 Electrical Irons, the following are budgeting expences.: 10
- |                                   |             |
|-----------------------------------|-------------|
| Direct Material                   | 60 per unit |
| Direct Labour                     | 30 per unit |
| Variable Overhead                 | 25 per unit |
| Fixed Overhead (150000=00)        | 15 per unit |
| Variable Expences (Direct)        | 5 per unit  |
| Selling Expences (10% fixed)      | 15 per unit |
| Administrative Expences (50000/-) | 5 per unit  |
| Distribution Expences (20% fixed) | 5 per unit  |
| Total cost of sales per Unit      | <u>160</u>  |
- Prepare a budget for production of 6000, 7000 and 8000 Irons, showing distinctly marginal cost and total cost.

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3187**

**B.B.A. (I.B.) (Third Semester)**

**Examination, 2016**

**Organizational Behaviour**

**(IB-302)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Attempt **five** questions in **all**. Question **No. 1** is **compulsory**. In addition, attempt **one** question from each unit.

1. Write short notes on:  $3 \times 10 = 30$
- (a) Theory x v/s Theory y of Motivation
  - (b) Halo Effects
  - (c) Synergy v/s social loafing
  - (d) Trait theory of leadership
  - (e) Id, Ego and Superego
  - (f) 'I am okay, you are not okay' life position.

**P.T.O.**

(2)

- (g) Grapevine in Communication
- (h) Sensitivity Training
- (i) Operant Conditioning
- (j) Factors affecting Organizational Change

**Unit-I**

- 2. What is socialization. Discuss the influence of family and home environment in influencing personality of an individual. 10
- 3. Discuss the scope of Organizational Behaviour. What are the challenges for Organizational Behaviour? 10

**Unit-II**

- 4. "Interpersonal interaction depends on awareness of self but people are not fully aware of themselves." Explain this statement with the help of Johari window. How can this awareness be increased? 10

(3)

- 5. Discuss Maslow's Need Hierarchy Theory. What is the limitation of the theory? 10

**Unit-III**

- 6. What is group Cohesiveness? Discuss the factors affecting it. 10
- 7. "A good leader is not necessarily a good manager." Discuss this statement and compare leadership with management. 10

**Unit-IV**

- 8. How do cultural insights help in understanding behaviour of people in organization? Discuss in context of institutional culture and sub-culture. 10
- 9. 'One of the few things of real permanence in this world is change'. Examine this statement and show why organizations bring changes in operations over a period of time. 10

A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

**IMS-3188**

**B.B.A. (I.B.) (Third Semester)**

**Examination, 2016**

**( Computer Application-I )**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Answer the following: 3×10
- (a) Differentiate between multiprocessing and multitasking operating system.
  - (b) Explain G.U.I.
  - (c) Explain Slide Transition
  - (d) Explain Custom Animation
  - (e) What is a Work Sheet? Explain few of its features.

P.T.O.

(2)

- (f) What is a screen saver in Window?
- (g) What is a Primary key? How do you create primary key in MS-Access?
- (h) Differentiate between process and memory management.
- (i) Differentiate between primary and secondary memory.
- (j) Differentiate between SAVE and SAVE AS.

**Unit-I**

- 2. What are the basic functions of operating system? 10
- 3. Explain the following: 10
  - (a) Recycle Bin
  - (b) Browser
  - (c) Desktop
  - (d) My document
  - (e) My computer

(3)

**Unit-II**

- 4. Explain any five important features of MS-Word. 10
- 5. Explain the following with reference to MS-Word. 10
  - (a) Bullet & Numbering
  - (b) Auto correct feature
  - (c) Spell checker
  - (d) Change case
  - (e) Page setup.

**Unit-III**

- 6. "MS-Excel is an important package for Formula based reporting and creation of graphs". Elaborate with examples. 10
- 7. Explain: 10
  - (a) Conditional Formatting
  - (b) If Condition statement
  - (c) Absolute referencing
  - (d) Organisation chart.

(4)

**Unit-IV**

8. What is a Presentation software? How is it benefited to business organisation? 10
9. Discuss all the data types available in MS-Access and properties associated with them. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3189**

**B.B.A. (I.B.) (Third Semester)**

**Examination, 2016**

*(Company Law & Secretarial Practices)*

**(IB-304)**

*Time Allowed : Three Hours ] / Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Meaning of private company.
  - (b) Doctrine of lifting the veil
  - (c) Holding and subsidiary company.
  - (d) Name of the clauses of memorandum of association.
  - (e) Alternate director

P.T.O.



(2)

- (f) Annual general meeting
- (g) Declaration of solvency
- (h) First director
- (i) Doctrine of constructive notice
- (j) Specimen of certificate of incorporation.

**Unit-I**

2. "The fundamental attribute of corporate personality is that company is a legal entity distinct from the members". Elucidate the statement. 10
3. Explain and illustrate the rule known as the doctrine of indoor management. What are the exceptions to this rule? 10

**Unit-II**

4. What do you understand by Managing Director? Distinguish between manager and managing director? 10
5. (a) What do you understand by casual director? 5×2=10

IMS-3189

(3)

- (b) Mohan, a director of ABC Co.Ltd. died in an air crash. It has been decided to appoint Sohan in his place. Will the company be required to call extraordinary general meeting to approve the Sohan's appointment as a director? When appointed, how long Sohan would remain in office.

**Unit-III**

6. (a) What is an Extraordinary general meeting? 5×2=10
- (b) When and by whom an extraordinary general meeting may be called and convened?
7. State the circumstances underwhich a company may be compulsorily wound up by the tribunal. 10

**Unit-IV**

8. " Company secretary is a mere servant." Is this view correct? Discuss the duties of company secretary under modern conditions. 10

IMS-3189

P.T.O.

(4)

9. Draft a notice for the annual general meeting of ABC company ltd. setting out in serial order the ordinary business to be transacted. 10

A

(Printed Pages 3)

Roll. No. \_\_\_\_\_

**IMS-3190**

**B.B.A. (I.B.) (Third Semester)**

**Examination, 2016**

***(Financial Markets & Institutions)***

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all, selecting **one** question from each unit. Question **No.1** is **compulsory**.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Discuss the role and functions of IDBI.
  - (b) Define government securities market.
  - (c) Differentiate between genuine investment and speculation.
  - (d) Differentiate between primary and secondary market.
  - (e) What do you mean by Deep discount bond.

**P.T.O.**

(2)

- (f) Discuss any three investor protection measures introduced by SEBI.
- (g) What are objectives of RRB's.
- (h) What is 'DEMAT'.
- (i) Discuss the role of IRDA.
- (j) Explain concept of MMMF.

**Unit-I**

- 2. What is financial system? How does a financial system contribute to economic development. Describe various aspects involved. 10
- 3. Give an account on the various money market instruments in India; Also discuss the functions of money market. 10

**Unit-II**

- 4. What is capital market? What are the various functions of capital market in India. 10
- 5. Write a detailed note on the issue mechanism of the 'New Issue Market'. 10

(3)

**Unit - III**

- 6. Discuss the regulatory reforms introduced by the RBI to improve the performance of commercial banks. 10
- 7. Point out the organisational structure of RBI and also explain the various functions of RBI as a regulatory body. 10

**Unit-IV**

- 8. What are mutual funds? State the different types of mutual funds schemes. 10
- 9. What do you understand by the term Insurance? Classify Insurance and explain various objectives and functions of LIC and GIC. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3191**

**B.B.A. (I.B.) (Third Semester)**

**Examination, 2016**

*(Government and Business)*

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.**

**1** is **compulsory**. Attempt **one** question  
from each unit.

1. Write short notes on the following :

3×10=30

- (a) Define Mixed Economy
- (b) Advantage of Public sector unit.
- (c) Advantage of Globalization.
- (d) Distinguish between Public goods & Private goods.

P.T.O.

(2)

- (e) Scope of Public finance
- (f) Characteristics of a good tax system.
- (g) Distinguish between Private debt and Public debt.
- (h) Effects of Public expenditure on production.
- (i) Purpose of a government budget.
- (j) Difference between Public Sector & Private sector.

**Unit-I**

- 2. Explain Public enterprise is an important instrument of attaining the objective of social and economic justice and critically relate with Private enterprise. 10
- 3. Explain Capitalist, Socialist and Mixed Economy and which is suitable for the developing country like India. Why? 10

IMS-3191

(3)

**Unit-II**

- 4. Explain Liberalization, Privatization and Globalization of Public enterprises. What are the features of Privatization in favour of developing nations. 10
- 5. Explain measures and features of competition act in India. 10

**Unit-III**

- 6. Explain the principle of maximum social advantage. How can it be achieved? 10
- 7. Give the various sources of Public revenue. Distinguish between Progressive and Proportional taxes. 10

**Unit-IV**

- 8. Discuss the various canons of Public expenditure. Explain the reasons for the increase in public expenditure in recent years. 10

IMS-3191

P.T.O.

(4)

9. Explain objectives and functions of Fiscal policy  
in India. 10

**A**

**(Printed Pages 3)**

Roll No. \_\_\_\_\_

**IMS-3192**

**B.B.A. (I.B.) (Semester-V) Examination, 2016**

**Computer Application-III**

**(IB-501)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Attempt **five** questions in **all**. Question **No.**

**1** is **compulsory**. Attempt **one** question

from each unit.

1. Answer the following :  $3 \times 10 = 30$

- (a) Differentiate between DATA and Information.
- (b) How does information needs at different levels of management hierarchy?
- (c) Write the advantages of Business Process Re-engineering.
- (d) Discuss the role of MIS in business.

**P.T.O.**



(2)

- (e) Differentiate between batch processing and real time processing.
- (f) Explain Herbert Simon's approach to decision making.
- (g) What is Subjective Estimation?
- (h) Differentiate between ME tools and substitutes.
- (i) Differentiate between related and non related diversification
- (j) Explain Robotics

**Unit-I**

- 2. Draw and Explain management triangle. 10
- 3. Elaborate the classification of Information system. 10

**Unit-II**

- 4. Explain various processes of generating information. 10

(3)

- 5. Explain the strategic role of information system in achieving competitive advantage. 10

**Unit-III**

- 6. "Artificial Intelligence is that branch of science which deals with computers". Elaborate. Also explain various branches of A.I. 10
- 7. What is an expert system? Explain its components and architecture. 10

**Unit-IV**

- 8. Explain SDLC and its various phases. 10
- 9. What is a system? Who are the various stakeholders of a system? 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3193**

**B.B.A. (I.B.) (Fifth Semester)**

**Examination, 2016**

**PRODUCTION MANAGEMENT**

**IB-502**

*Time Allowed : Three Hours / [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. It carries 30 marks. Attempt **one** question from each unit which carries 10 marks.

1. Write short notes on the following:  $3 \times 10 = 30$
- (a) Nature of production management
  - (b) Importance of production function
  - (c) Responsibilities of production manager
  - (d) Difference between routing and scheduling
  - (e) Importance of materials management
  - (f) Significance of economic order quantity

**P.T.O.**

(2)

- (g) Meaning of Pareto's law
- (h) Concept of productivity
- (i) Importance of quality control
- (j) Meaning of control charts

**Unit-I**

2. What is facility location or plant location? Discuss the various methods that can be used for evaluating location alternatives. 10
3. Describe the three phases of production planning and control. Also discuss the main functions of production planning and control. 10

**Unit-II**

4. What is inventory management? How inventories are classified. Briefly discuss the various costs associated with inventory. 10
5. A company uses 1200 units per month of an electronic component each costing Rs. 2. Placing each order costs Rs. 50 and the carrying cost is 6% per year of the average inventory. 10
  - (i) Find EOQ

(3)

- (ii) Company gets 5% discount if it places single order, should they accept the discount offer?

**Unit-III**

6. (a) What do you understand by the terms specialisation, standardisation and simplification in relation to production management? 5+5
  - (b) What do you understand by Automation? Briefly discuss its advantages.
7. XYZ is a small firm into the manufacturing of automobile components. The data for output produced and input consumed for a particular time period are as follows: 10
  - Output = 1000
  - Human Input = 300
  - Material Input = 200
  - Capital Input = 300
  - Energy Input = 100
  - Other expense input = 50

(4)

It is assumed that these values are in constant rupees with respect to a base period. Calculate the total factor productivity and total productivity.

#### Unit-IV

8. Define the term work measurement. What are its objectives? Briefly discuss the various techniques of work measurement. 10
9. You are given the values of sample mean  $\bar{X}$  and the range R for 10 samples of size 5 each. Draw mean and range charts and comment on the state of control of the process. 10

Sample No.	1	2	3	4	5	6	7	8	9	10
$\bar{X}$	43	49	37	44	45	37	51	46	43	47
R	5	6	5	7	7	4	8	6	4	6

You may use the following control chart constants.

For  $n=5$ ,  $A_2=0.58$ ,  $D_3=0$  and  $D_4=2.115$ .

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3194**

**B.B.A. (I.B.) (Fifth Semester)**

**Examination, 2016**

**INTERNATIONAL MARKETING**

**IB-503**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **Compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Prospectus of international marketing.
  - (b) Difference between ethnocentric and polycentric orientation.
  - (c) Economic Environment?
  - (d) Common law Vs. Code Law.

**P.T.O.**

(2)

- (e) Concept of Islamic Law.
- (f) Advantages of a socialist economy.
- (g) Price skimming Vs. Price penetration.
- (h) Economic Integration?
- (i) Concept of geocentric approach.
- (j) How can middlemen be motivated?

**Unit-I**

- 2. How is international marketing different from domestic marketing? What risks an international marketer is likely to face? 10
- 3. Explain with an example the concept of self-reference criteria (SRC). Why should it be avoided? 10

**Unit-II**

- 4. Discuss in detail the role of cultural and political environmental factors in international marketing. 10

**IMS-3194**

(3)

- 5. What is meant by international legal dispute? Discuss the methods in which it can be resolved? 10

**Unit-III**

- 6. What is international product planning? Discuss the concepts of adaptation and standardization and the driving forces behind them. 10
- 7. What is meant by international pricing and why is it a difficult affair for marketers to deal with? Also discuss the concept of price escalation. 10

**Unit-IV**

- 8. What is a distribution channel? What are the various factors that affect the choice of channels in international marketing? 10
- 9. "Advertising on a global platform can have its own risks accrued to it". Discuss such risks and disadvantages that are associated with global advertising. 10

**IMS-3194**

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3195**

**Bachelor of Business Administration (I.B.)**

**(Semester-V) Examination, 2016**

**INTERNATIONAL FINANCE**

**IB-504**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all, Selecting **one** question from each unit. Question **No.1** is **Compulsory**.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Functions of IBRD.
  - (b) Objectives of IMF.
  - (c) Nosteo A/C
  - (d) Concept of Premium and Discount in forward rates.
  - (e) Inflation Risk.

**P.T.O.**

(2)

- (f) International Financial Market.
- (g) Role of Big Bank.
- (h) Role of GDR's in International Business.
- (i) Concept of Economic exposure
- (j) Currency options.

**Unit-I**

- 2. What do you understand by International Finance? Discuss the need and scope of International Financial Management. 10
- 3. Differentiate between financial market and foreign exchange market. Describe the main features of foreign exchange market. 10

**Unit-II**

- 4. What is Exchange Quotation? Discuss spot and forward transaction explaining the various factors determining forward margin. 10
- 5. On 24<sup>th</sup> Sept. an exporter tenders for Purchase a bill Payable 60 days from sight and

IMS-3195

(3)

drawn on New York for USD 45,000. The Dollar 1 Rs. rates in the interbank exchange market were as follows:

Spot	USD 1 = Rs 46.2565/2850
Oct.	1600/1500
Nov.	2900/2800
Dec.	4300/4200
Jan.	5700/5600

Exchange margin 0.10%, rate of interest is 10% p.a. What will be the exchange rate to be quoted to the customer and rupee amount Payable to him.

**Unit-III**

- 6. Briefly explain Absolute and Relative approach of purchasing Power Parity theory. 10
- 7. Discuss the international Fischer effect theory of international finance. 10

IMS-3195

P.T.O.



(4)

**Unit-IV**

8. What do you understand by forward contract?  
Differentiate between forward & future contract. 10
9. Define Exchange Risk exposure. Discuss the various methods that can be opted to manage risk exposures of foreign exchange. 10

A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

**IMS-3196**

**B.B.A. (I.B.) (Fifth Semester)**

**Examination, 2016**

**STRATEGIC MANAGEMENT**

**[IB-505]**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. **Question No.1** is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following :  $3 \times 10 = 30$ 
  - (a) Vision Vs Mission.
  - (b) Importance of Mission Statement.
  - (c) Significance of Strategic Intent.
  - (d) Sources of Environmental Scanning.
  - (e) Role of Strategic Goals.

P.T.O.

(2)

- (f) Abell's Business definition.
- (g) SWOT Analysis.
- (h) Advantages of Combination Strategy.
- (i) Disadvantages of Stability Strategy.
- (j) Difference between Business Level and Operational Level.

**Unit-I**

- 2. What do you understand by Strategic Management? Explain its importance and role in modern business. 10
- 3. Describe "Strategic Decision Making". Explain its significance in long term survival and growth of an organization. 10

**Unit-II**

- 4. Describe "Environmental of Scanning" and "Organizational Appraisal". Highlight the limitations of Organizational Scanning. 10

IMS-3196

(3)

- 5. (a) With the help of chart illustrate how strength and weakness are responsible for creation of "Synergistic Effect". 5
- (b) Explain "Porter's Generic" Business strategies. 5

**Unit-III**

- 6. What do you understand by Structural Implementation? Highlight the issues in Structural Implementation. 10
- 7. Describe Functional Plans and Policies. What role is played by functional plans and policies in Strategic Implementation? 10

**Unit-IV**

- 8. Why Strategic Evaluation is important? Mention the role which different participants play in Strategic Evaluation. 10

IMS-3196

P.T.O.

(4)

9. Describe "Strategic Control" as a phase in Strategic Management. Discuss various Strategic control techniques and their importance. 10

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**IMS-3197**

**B.B.A. (I.B.) (Fifth Semester)**

**Examination, 2016**

**(Project Planning & Infrastructure Finance)**

**(IB-506)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No. 1** is **compulsory**. Attempt **one** question from each unit.

1. Answer the following questions in brief :
- $3 \times 10 = 30$
- (a) Discuss steps involved in establishing a project.
  - (b) Is entrepreneurial skill of a project manager helpful in project management?
  - (c) Define work breakdown structure (WBS) and its importance in project management.
  - (d) What are the tools and techniques used in the sensitivity analysis of a project.

**P.T.O.**

(2)

- (e) Discuss sources of financing a project
- (f) Point out the role of financial institution in project financing.
- (g) Discuss the discounting techniques of capital budgeting used in project appraisal.
- (h) Describe the objective of post project evaluation and audit.
- (i) What are the information required in the scheduling of a project.
- (j) Write software packages available for computer added project management.

**Unit-I**

- 2. What key issues would you examine in a preliminary screening of a project? How a project rating index helpful in the screening of a project? 10
- 3. Discuss the generic strategies that can be analyzed at the business unit level by the organisation in the process of selecting a project. How diversification, in different forms, can helpful in creating value to the organisation? 10

(3)

**Unit-II**

- 4. As a market analyst, you have been invited by x company to do a seminar on market and demand analysis for the business heads of the company. Among the things they want to be addressed following issues. 10

- (a) Discuss the steps in a sample survey and
- (b) The sales of a product of the company of last 10 years are as follows :

Period	Sales
01	1000
02	1,150
03	1,320
04	1,600
05	1,750
06	2,050
07	1,900
08	2,400
09	2650
10	3,040

- (i) Assuming that forecast for the period 06 was, 2,500. If  $\alpha$  (smoothing factor) is equal to 0.4, derived the forecast for the

(4)

period 07 to 10, using exponential smoothing method.

(ii) From the data set n equal to 3 and develop forecasts for the period 07 to 10, using moving average method.

5. ABC Corporation has the following book value capital structure : 10

Equity share ( 10 million ₹ 100 Millions. shares, ₹ 10 per)

Preference capital, 11 percent ₹ 10 millions 100,000 shares ₹100 per)

Retained earnings ₹ 120 millions

Debentures 13.5 percent ₹ 50 millions (5,00,000 debentures 100 per.)

Term loans, 12 percent ₹ 80 millions

Total Capital ₹ 360 millions

The next expected dividend per share is ₹ 1.50.

The dividend per share is expected to grow at the rate of 7 percent. The market price per share is ₹ 20. preference stock, redeemable after 10 years is currently selling for ₹ 75 per share. Debentures, redeemable after 6 years, are selling for ₹ 80 per debenture. That tax rate for the company is 50 percent. Calculate the weighted average cost of capital using .

(i) Book Value proportions and

(ii) Market Value Proportion

(5)

### Unit-III

6. Elaborate the aspect covered under the technical analysis of a project. Also show interlinkages among the key factors of a project. 10

7. You are the project manager (finance) of ABC Ltd. The company is planning to setup a new plant. Your project staff has developed the following cash flow forecast for the plant project. 10

Cash flow forecast for ABC New Plant :

	(₹ in million)	
	Year 0	Year 1-10
Investments	(250)	
Sales		200
Variables cost (60% of sales)		120
Fixed cost		20
Depreciation		25
Pre-tax profit		35
Taxes		10
Profit after taxes		25
Cash flow from operations		50
Net Cash flow		50

What is the NPV of the project? Assuming cost of capital is B percent.

(6)

7. The range of values that the underlying variables can take is shown below :

Underlying variables	Pessi- mistic	Expe- cted	Optim- istic
Invertments (₹ in Millions)	300	250	200
Sales (₹ in millions)	150	200	275
Variable cost as a percent of			
Sales	65	60	56
Fixed Cost (₹ in millions)	30	20	15
Cost of Capital (%)	14	13	12

Calculate the effect of variations in the values of underlying variables on NPV.

Given: Table value of present value of interest factor (PVIF)

Year	@12%	@13%	@14%
01	0.893	0.885	0.877
02	0.797	0.783	0.769
03	0.712	0.693	0.675
04	0.636	0.613	0.592
05	0.567	0.543	0.519
06	0.507	0.480	0.456
07	0.452	0.425	0.400
08	0.404	0.376	0.351
09	0.361	0.333	0.308
10	0.322	0.295	0.270

IMS-3197

(7)

**Unit-IV**

8. A Project has began on 1st January 2016 and was expected to complete by 31st December 2016. The project is being reviewed on 30th September 2016 and following information has been developed :

Budgeted Cost of work scheduled (BCWS)	₹ 6,000,000
Budgeted cost of work performed (BCWP)	₹ 5,500,000
Actual cost of work performed (ACWP)	₹ 5,800,000
Budgeted Cost of total work (BCTW)	₹ 10,000,000
Additional Cost for completion (ACC)	₹ 5,000,000

Determine the following :

- Cost variance
- Schedule variance in cost terms
- Cost performance index
- Schedule performance index
- Estimated cost performance index

IMS-3197

P.T.O.



(8)

9. Consider the details of the project below :10

Activity	Immediate Predecessor	Duration in Month
A	—	4
B	—	8
C	—	5
D	A	4
E	A	5
F	B	7
G	B	4
H	C	8
I	C	3
J	D	6
K	E	5
L	F	4
M	G	12
N	H	7
O	I	10
P	JKL	5
Q	MNO	8

- (i) Construct network diagram.
- (ii) find earliest and latest start and finished time for all activities.
- (iii) Find all types of floats
- (iv) Find critical path
- (v) Find slacks for the events

A

(Printed Pages 7)

Roll No. \_\_\_\_\_

**IMS-3198**

B.B.A. (MS) ( First Semester) Examination, 2016

**MATHEMATICS**

**(Business Mathematics)**

**[BBA (MS)-101]**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in **all**. Question

**No.1** is **compulsory** and carries 30 marks.

Select **one** question from each unit, which

carries 10 marks.

1. Attempt the following :  $3 \times 10$

(a) Find the first term and the common dif-

ference of the progression where 8th and

102nd terms are 23 and 305 respectively.

(b) If the second term of a G.P. is 3 and its

**P.T.O.**

(2)

fifth term is 81, write down the first four terms of the series.

(c) If  $\begin{bmatrix} x & 3 \\ 2 & y \end{bmatrix} + \begin{bmatrix} 1 & 3 \\ 5 & 7 \end{bmatrix} = \begin{bmatrix} 3 & 6 \\ 7 & 4 \end{bmatrix}$

Find x and y.

(d) If  $A = \begin{bmatrix} 2 & 3 & 5 \\ 4 & 5 & 9 \end{bmatrix}$  and  $B = \begin{bmatrix} 8 & 2 & 7 \\ 12 & 3 & 9 \end{bmatrix}$

Find  $A - B$

(e) Differentiate the following function with respect to x :

$$y = \frac{x^2 + 1}{x - 1}$$

(f) Find the Marginal Cost (MC) function from the following total cost function :

$$TC = \frac{x^2}{2} + \frac{x}{5} + 50$$

(g) A monopolist's demand function is  $p = 7x - 100$ , find the marginal revenue

IMS-3198

(3)

function.

(h) Evaluate the following integral :

$$\int (x + 1)^5 dx$$

(i) Evaluate the following integral :

$$\int \frac{3x^2 + 5}{x^3 + 5x - 7} dx$$

(j) Evaluate the following definite integral :

$$\int_1^5 \frac{dx}{x+1}$$

### Unit-I

2. (a) The salary of a person in first year is Rs. 50 per month. He gets an increment of Rs. 2 per year. Find his total earnings during 10 years service. 5+5
- (b) A man borrows a certain amount of money without interest and agrees to

IMS-3198

P.T.O.

(4)

repay the money in 7 instalments, each instalment being three times the previous one. Find the amount of the last instalment if the first instalment is Rs. 5.

3. (a) If  $A = \begin{bmatrix} 1 & 2 & 0 & 4 \\ 2 & 4 & -1 & 2 \end{bmatrix}$  5+5

and  $B = \begin{bmatrix} 2 & 1 & 0 & 3 \\ 1 & -1 & 2 & 3 \end{bmatrix}$

Find a matrix  $y$  such that  $A+2y=4B$

(b) A man buys 8 dozens of oranges, 10 dozens of apples and 4 dozens of bananas. Oranges cost Rs. 18 per dozen, apple cost Rs. 25 per dozen, and banana cost Rs. 16 per dozen. Represent the quantities by a row matrix and the prices by a column matrix and hence obtain the total cost.

(5)

### Unit-II

4. (a) Find  $\frac{dy}{dx}$  when  $x$  and  $y$  are connected by the relations : 5+5

(i)  $2x^2+5y^2=4xy$

(ii)  $x^2y + y^2x = 7$

(b) Find the maxima and minima of the following functions :

(i)  $f(x) = 12x^5-45x^4+40x^3+6$

(ii)  $f(x) = 2x^2-12x+45$

5. The total revenue received from the sale of  $x$  units of a product is given by  $R(x) = 200 + \frac{x^2}{5}$ .

Find :

(i) The average revenue.

(ii) The marginal revenue. 10

(6)

- (iii) The marginal revenue when  $x=25$  units.
- (iv) The actual revenue from the sale of 26th unit.

**Unit-III**

6. (a) If the demand law is  $x = \frac{20}{p+1}$ , find the price elasticity of demand w.r.f. price at the point where  $p=3$ . 5
- (b) If the demand function for a product is given by  $p=4-5x^2$ , for what values of  $x$  does the demand have unit elasticity? 5
7. Find price elasticity of supply for the supply functions : 5+5
- (a)  $x = 3p^2+7$
- (b)  $x=12-4p^2$

(7)

**Unit-IV**

8. Integrate the following :

(a)  $\int 2x^4 \sqrt{x^5 + 7} dx$  5

(b)  $\int \frac{x}{(x+3)(x-5)} dx$  5

9. Evaluate the following definite integrals :

(a)  $\int_0^1 (2x - 5x^2) dx$  5

(b)  $\int_0^1 \frac{x^3}{\sqrt{1+x^4}} dx$  5

**A**

**(Printed Pages 4)**

Roll No. \_\_\_\_\_

**IMS-3199**

**B.B.A.(MS) (Semester-I) Examination, 2016**

**Principles of Economics**

**BBA(MS) -102**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**, including  
Question **No.1**, which is **compulsory**. **One**  
question from each unit must be answered.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Veblen goods
  - (b) Cross elasticity of demand
  - (c) Marginal Rate of Substitution
  - (d) Difference between expansion of demand  
and increase in demand.
  - (e) Substitution Effect

**P.T.O.**

(2)

- (f) Price determination under perfect competition market.
- (g) Difference between gross interest and net interest
- (h) ISO cost line
- (i) Demand Determinants
- (j) Liquidity trap

**Unit-I**

- 2. (a) Give a proper definition of Economics and explain. 5
- (b) Price of coffee increases from ₹ 500 per Kg. to ₹ 650 per Kg. As a result the demand for tea in a market increased from 120 Kg. to 150 kg. Find cross elasticity of demand. 5
- 3. What do you mean by indifference curve? With the help of indifference curve show and explain consumer's equilibrium. 10

IMS-3199

(3)

**Unit-II**

- 4. What do you mean by production function? Explain the Law of Variable proportions with the help of imaginary figures and diagram. 10
- 5. Distinguish between short -run cost and long-run cost. Draw and explain short run cost curves depicting the relationship between them. 10

**Unit-III**

- 6. Distinguish between monopoly and monopolistic competition market. Explain the firm's equilibrium under monopolistic competition market. 10
- 7. What is meant by price discrimination? How does a firm under monopoly market discriminate the price of its product. Explain with diagram. 10

IMS-3199

P.T.O.

(4)

**Unit-IV**

8. What is economic rent? Critically explain the Ricardian theory of rent. 10
9. Explain uncertainty theory of profit and compare it with risk bearing theory. 10



A

(Printed Pages 4)

Roll No. \_\_\_\_\_

## IMS-3200

B.B.A. (MS) (Semester-I) Examination, 2016

FINANCIAL ACCOUNTING

BBA (MS)-103)

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in **all**, including Question **No.1** which is **compulsory** and carries 30 marks. Attempt **one** question from each Unit-I, II, III and IV carrying 10 marks.

1. Briefly explain the following :  $3 \times 10 = 30$
- Accounting process
  - Suspense account
  - Compound Journal Entries
  - Bad debts
  - Objectives of accounting
  - Importance of ledger posting
  - Accrued income
  - Utility of trial balance
  - Types of assets
  - Limitations of financial statements

### Unit-I

2. Discuss the accounting principles. What is their utility? 10

P.T.O.

(2)

3. Pass the necessary journal entries for the following transactions : 10

(i) Ram started business by introducing the following assets :

Cash Rs. 10,000

Furniture Rs. 20,000

Plant Rs. 30,000

Goods Rs. 20,000

(ii) He purchased goods of the invoice value of Rs. 10,000 at 10% trade discount from Suresh.

(iii) He installed further machinery of Rs. 20,000 and paid wages for installation Rs. 2000. The machinery was supplied by M/ S Surya Brothers.

(iv) He purchased stationary for business purposes of Rs. 500.

(v) He withdraw goods for personal use costing Rs. 5000 (Sale value Rs. 6000).

(vi) He distributed goods costing Rs. 2000 as free samples.

(vii) He sold goods to Sidharth for Rs. 5000.

(viii) Sidharth became insolvent and the whole money due from him was considered as a bad debt.

(ix) Amount paid to Suresh Rs. 8,500 in full satisfaction

(x) Amount due from Sidharth earlier written off as bad debts recovered in full.

(3)

**Unit-II**

4. From the following balances, taken from the trial Balance of Shri Suresh, prepare an Income statement for the year ending 31st December, 2015. 10

Particulars	Dr. (Rs.)	Cr. (Rs.)
Stock on 1.1.015	2,000	
Purchases and Sales	20,000	30,000
Returns	2,000	1,000
Carriage	1,000	
Cartage	1,000	
Rent	1,000	
Interest received		2000
Salaries	2,000	
General Expenses	1,000	
Discount		500
Insurance	500	

The closing stock on 31st December, 2015 in Rs. 5000.

5. The Trial Balance of Arun on 31st December, 2015 showed a difference of Rs. 580 (excess debit). It was put to a Suspense Account and the books were closed. Later, the following errors were discovered. Pass suitable rectifying journal entries and prepare the Suspense Account : 10

(i) Rs. 540 received from M. Mehta was posted to the debit of his account.

(ii) Rs. 100 being purchases Returns was posted to the debit of Purchases Account.

(4)

- (iii) Discount Rs. 200 received, entered in the cash book was not posted to the ledger.
- (iv) Rs. 500 paid for repairs to motor-car was debited to the motor-car account as Rs. 100.
- (v) A sale of Rs. 350 to Sethi was entered in the Sales Book as of Rs. 530.
- (vi) While carrying forward total of one page in Kalra's Account, the amount of Rs. 250 was written on the credit side instead of debit side.
- (vii) The purchase of machinery on 1-1-2015 for Rs. 6000 was entered in the Purchase Account.

#### Unit-III

- 6. (a) Discuss the essential characteristics of a company.
- (b) Present the proforma of profit and loss appropriation a/c and Balance Sheet according to the requirements of Companies Act. 5
- 7. Differentiate between the following : 5+5
  - (i) A company and partnership firm
  - (ii) A public company and a private company

#### Unit-IV

- 8. What is meant by ratio analysis? Also discuss its importance. 10
- 9. Explain the techniques that are used to analyse financial statements. 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3201**

**B.B.A. (MS) (First Semester)**

**Examination, 2016**

**Foreign Trade of India**

**BBA (MS) (104)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Question No.1 is **compulsory** and carries 30 marks. Attempt **four** more questions picking up **one** question from each unit carrying 10 marks each.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Problems of Internal Trade of India.
  - (b) Concept of Availability theory of International Trade.
  - (c) Objectives of WTO.
  - (d) Functions of EXIM Bank.

P.T.O.

(2)

- (e) Purpose of STC.
- (f) Objectives of SEZ.
- (g) Concept of Coastal Trade.
- (h) Demerits of Free Trade.
- (i) Multilateral Trade Agreements.
- (j) List of Import items of India.

**Unit-I**

- 2. Define Terms of Trade. Discuss the various types of Terms of Trade. 10
- 3. Briefly explain Hecksher- Ohlin theory of International Trade alongwith its limitations. 10

**Unit-II**

- 4. Write a detail note on Recent trends in India's Foreign Trade. 10
- 5. Discuss any two export items with respect to volume, Composition, Direction and Future prospects. 10

(3)

**Unit-III**

- 6. Discuss the objectives of ECGC. Briefly explain the schemes of ECGC financing. 10
- 7. What do you understand by Protective Trade Policies? Discuss the merits & demerits of protective policies. 10

**Unit-IV**

- 8. Describe Balance of Payment alongwith Current and Capital account items. Bring out the reasons for disequilibrium in the statement of Balance of Payment. 10
- 9. Briefly highlight the recent changes in the current trade policy of India. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3202**

**B.B.A. (M.S.) (First Semester)**

**Examination, 2016**

**INDIAN SOCIETY & CULTURE**

**BBA (MS-105)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in **all**. Question **No.**

**1** is **compulsory** and carries 30 marks.

Apart from that attempt **four** more questions, selecting **one** question from each of the **four** units which carry 10 marks each.

1. Write short notes on the following :  $3 \times 10 = 30$

(a) Nuclear v/s Joint family

(b) Ashrams

(c) Difference between secularism and secularization

**P.T.O.**

(2)

- (d) Stress management techniques
- (e) Concept of westernization
- (f) Hindu Marriage Act 1955
- (g) Purushartha
- (h) Religion and Social harmony
- (i) Dominant feature of Indian Culture
- (j) Concept of Continuity and Change in India.

**Unit - I**

- 2. Which are the importance Sanskars performed in the life of an individual? Explain their impact on Indian society. 10
- 3. What do you understand by Caste and Varna system? Do you think varna and caste system hampered the overall development of Indian society? Give your arguments. 10

(3)

**Unit - II**

- 4. Write the merits and demerits of the present education system in India. Suggest some measures for improvement of present education system. 10
- 5. Why are marriages considered as an important social sacrament in Hindus? Explain it in the context of different types of marriages prevalent in the Hindu society in the early period of society. 10

**Unit - III**

- 6. Comment on the entrepreneurial contributions by women in India, Identify the challenges for women entrepreneurs. 10
- 7. "Communalism is an ideology which states that society is divided into religious communities whose interests differ and even opposed to each other at time". Explain the statement in the content of different religions. 10

(4)

**Unit - IV**

8. Define guilds and discuss the various roles played by them in ancient India. 10
9. Bring out the significance of human values in business management. What are the measures required to protect and promote human values in business management? 10



A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3203**

**B.B.A. (MS) (Semester-I) Examination, 2016**

**English Language & Business**

**Communication**

**(BMS-106)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all, including Question **No.1**, which is **compulsory** and carries **30** marks. Attempt **one** question from each unit, which carry **10** marks each. Marks are mentioned against the questions.

1. Attempt **all** the parts:  $3 \times 10 = 30$
- (a) Objectives of downward communication.
  - (b) Difference between common noun and a proper noun.
  - (c) What is an adjective? Give examples.
  - (d) What is an agenda?

**P.T.O.**

(2)

- (e) Difference between an investigation and a feasibility report.
- (f) Tips for making business letters effective.
- (g) Benefits of audio-visual communication.
- (h) **Give synonyms:**
- (i) Big
  - (ii) Intelligent
  - (iii) Fearless
- (i) **Give antonyms:**
- (i) Beautiful
  - (ii) Energetic
  - (iii) Sad
- (j) **Give one word substitution for the following:**
- (i) One who looks on the dark side of things.
  - (ii) One who is all powerful.
  - (iii) One who can speak two languages.

IMS-3203

(3)

**Unit-I**

2. give meanings for the following idioms / phrases and use them in sentences of your own. 2×5=10
- (i) Apple of one's eye.
  - (ii) Going to hell with a head basket.
  - (iii) At one's fingertips.
  - (iv) At the eleventh hour.
  - (v) Alive and Kicking.
3. Use the following pairs of words in sentences of your own to bring out a clear meaning: 2×5=10
- (i) Morning / Mourning
  - (ii) Forth / Fourth
  - (iii) Weak / Week
  - (iv) Pause / Paws
  - (v) Sail / Sale.

**Unit-II**

4. There have been constant complaints from your customers about late delivery of goods and shortage in the goods supplied. As head of the dispatch section you have been asked to look into the matter and report with recommendation. Draft your report. 10

IMS-3203

P.T.O.

(4)

5. What is a notice and what all things should be included in it? Discuss the importance of minutes of meeting. 10

**Unit-III**

6. Write an essay on the importance of communication in business. 10
7. What is meant by barriers to communication? Discuss ways of avoiding them. 10

**Unit-IV**

8. "Without listening, communication is rather ineffective." Comment. 10
9. Discuss the role and importance of body language in communication. Cite everyday instances where body language can affect communication. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3204**

**B.B.A. (MS) (First Semester)**

**Examination, 2016**

**Individual & Inter Personal Behaviour**

**(BMS-104)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Question No.1 is **compulsory** and carries 30 marks. Attempt **four** more questions picking up **one** question from each unit carrying 10 marks each.

1. Answer the following in short:  $3 \times 10 = 30$ 
  - (a) Discuss the impact of stress on psychology.
  - (b) Define stroking.
  - (c) Explain the process of communication.

**P.T.O.**

(2)

- (d) Differentiate between type A and type B personality.
- (e) Describe the process of Learning.
- (f) What are the barriers of Communication?
- (g) Explain the concept of Johari Window.
- (h) List and explain the components of attitude.
- (i) Discuss the role of kinesics in communication
- (j) Discuss the attribution theory.

**Unit-I**

- 2. Describe the term motivation. Discuss Herzberg Two factor theory and draw its comparison with Maslow's Need Hierarchy theory. 10
- 3. What do you mean by the term interpersonal relationship? Briefly explain the various theories of interpersonal relationship. 10

IMS-3204

(3)

**Unit-II**

- 4. Define several modes of communication. Also shed light on different styles of communication. 10
- 5. What are the ways of make communication effective? Discuss the models of communication. 10

**Unit-III**

- 6. Describe the nature of interpersonal behaviour. Briefly explain the structural analysis, life position and analysis of transaction. 10
- 7. "Game is an interaction with people in such a way that one can get a definite pay-off". Explain. Describe common organisational games. 10

IMS-3204

P.T.O.

(4)

**Unit-IV**

8. Explain the implications of stress in today's world. Discuss how the individual's perception of stress affects their coping mechanism.

10

9. Define Stress. Explain General Adaptation Syndrome.

10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3205**

**B.B.A. (MS) (Third Semester)**

**Examination, 2016**

**Operating System & Application Software**

**BBA (MS) (301)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory** and is of 30 marks. Select **one** question from each unit which are of 10 marks each.

1. Answer the following in brief.  $3 \times 10 = 30$
- (a) Discuss, How operating system provide user interface?
  - (b) Discuss batch mode of operating system. How it differ from Real time operating system.
  - (c) What do you mean by deadlock? Explain.
  - (d) What is software? Discuss with example.
  - (e) Discuss the advantage of using master slide in power point presentation.

**P.T.O.**

(2)

- (f) Write the short cut key for following operations :
- (i) Save the file
  - (ii) Bold the text
  - (iii) Paste the text
  - (iv) Superscript the text
  - (v) Print the file
  - (vi) Create Hyperlink
- (g) What is print preview?
- (h) How the sum (Add) the number in ms-excel. Explain with example.
- (i) Define header and footer in ms-word.
- (j) 'What do you mean by Goal Seek Analysis.

### Unit-I

2. Define operating system. Discuss the role of operating system as Resource Manager. Also list the name of some popular computer operating system. 10
3. Write short notes on any **two** of the following: 5×2=10
- (i) User Account on window based system.
  - (ii) Multiprocessing operating system.
  - (iii) Virtual memory and Cache memory.

IMS-3205

(3)

### Unit-II

4. What do you mean by formatting of text in MS-word. Discuss the formatting option available with MS-word? Explain with example.
5. What is mail merge? Explain the mail merge process with suitable example. 10

### Unit-III

6. Define the following terms with example :10
- (i) Worksheet and workbook
  - (ii) Conditional statement
  - (iii) Formula and Functions
  - (iv) Absolute and Relative addressing
7. Enter the information in the spreadsheet below. and calculate the Grade of the student.

10

	A	B	C	D	E			
Student Name	Sub1	Sub2	Sub3	Sub4	FinalMarks	per	Grade	
1 Thomas Stevan	94	65	68	90				
2 Sankalp	93	91	75	50				
3 Neeru	92	83	82	45				
4 Namita	80	95	85	54				
5 Karim	85	70	89	74				
6 Mohan	89	88	91	65				

IMS-3205

P.T.O.



(4)

Calculate the grade As.

- |                 |           |
|-----------------|-----------|
| (i) of Per > 89 | "Grade A" |
| of Per > 79     | "Grade B" |
| of Per > 69     | "Grade C" |
| of Per > 59     | "Grade D" |
| else            | "Grade E" |

#### Unit-IV

8. (a) What do you mean by presentation software? How it is helps business organization? Also discuss different type of views available in MS powerpoint. 5
- (b) Discuss the different types of chart available in MS-powerpoint. 5
9. (a) What is database? Discuss the characteristics of relational database. 5
- (b) Discuss different data types available in creating database tables. 5

**A**

**(Printed Pages 3)**

Roll No. \_\_\_\_\_

**IMS-3206**

**B.B.A. (MS) (Third Semester) Examination, 2016**

**INDIAN BUSINESS ENVIRONMENT**

**BBA(MS)-302**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory** and carries **30** marks. Attempt **one** question from each of the four units, which carry **10** marks.

1. Write short notes on following:  $3 \times 10 = 30$ 
  - (a) Difference between Internal Environment and External Environment.
  - (b) Limitations of MRTP Act.
  - (c) Role of FEMA
  - (d) Advantages of Globalisation
  - (e) Demerits of Liberalisation
  - (f) Advantage of R & D in business

**P.T.O.**

(2)

- (g) Role of monetary policy
- (h) Characteristics of Multi National corporations
- (i) Rise/Emergence of "Consumerism" in India.
- (j) Importance of Tertiary sector in Indian Economy.

**Unit-I**

- 2. What is Business Environment? Discuss in detail the various factors of Business Environment. 10
- 3. Describe Economic System of a country. Explain advantages and disadvantages of Capitalistic and Socialistic Economy. 10

**Unit-II**

- 4. "Securities Exchange Board of India. (SEBI) plays a very important role in regulating the capital market in India". Comment. 10

(3)

- 5. Explain the various roles played by central government in Economic planning. 10

**Unit-III**

- 6. Describe the role of private sector companies in economic development of India. Trace the advantages availed by private sector over public sector. 10
- 7. Explain strategy of "Planning" in India. How 5 year plans were suitable after independence for economic growth? 10

**Unit-IV**

- 8. Define corporate social responsibility of business. Explain how this brings value to business? 10
- 9. Describe the emergence of World Trade Organisation (W.T.O.). Explain its role in foreign Trade Promotion. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3207**

**B.B.A. (MS) (Third Semester)**

**Examination, 2016**

**MANAGERIAL ECONOMICS**

**[ B.B.A. (MS) 303 ]**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory** and carries 30 marks. Attempt **One** question from each unit, which carries 10 marks each.

1. Explain the following in brief:  $3 \times 10 = 30$
- (a) Opportunity cost principle
  - (b) Importance of Margin of safety
  - (c) Income elasticity of demand
  - (d) Relation between MC and AC

**P.T.O.**

(2)

- (e) Product differentiation in monopolistic competition
- (f) Income method of calculating NI
- (g) Price skimming
- (h) Economies of scope
- (i) Reserve capacity in modern theory of cost
- (j) Economic growth is a necessary condition for economic development.

**Unit-I**

2. (a) Explain the significance of demand forecasting in managerial economics? 5
- (b) An investigation into the demand for coolers in 5 towns has resulted in following details. Estimate the demand for coolers for a town with a population of 20 lakhs.5

Population in Lakhs (x)	5	7	8	11	14
Coolers demanded (Y)	45	65	55	75	95

3. Discuss various degrees of Price elasticity of demand. Mention various factors affecting price elasticity of demand. 10

(3)

**Unit-II**

4. Explain modern theory of cost. How you find it different from traditional theory of cost.10
5. Discuss the application of Break even analysis in managerial decision making. 6+4
- An airline carries 10,000 passengers per month at a fare of Rs. 850.
- Variable cost is Rs 100 per passenger and fixed cost is Rs 30,00,000.
- Find (i) Break even volume of output ( $Q_B$ ) (ii) Break even sales ( $S_B$ )

**Unit-III**

6. Explain with the help of diagram various short run equilibrium conditions for a firm under monopoly. 10
7. Mention salient features of oligopoly. Discuss Cartel form of collusive oligopoly with the help of a suitable example. 10

(4)

**Unit-IV**

8. In what way Keynes theory of employment is different from classical theory of employment?  
10
9. What is IS and LM Curve? How equilibrium rate of interest is determined in an economy with the help of IS and LM curve.? 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3208**

**B.B.A. (MS) (Third Semester)**

**Examination, 2016**

**Essentials of management**

**[ BBA (MS) 304]**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Attempt **five** questions in **all**. Question

**No.1** is **compulsory**. Attempt **one** question from each unit.

1. Explain the following :  $3 \times 10 = 30$

- (a) M.B.O.
- (b) S.W.O.T. Analysis
- (c) Span of Control
- (d) Carrot and stick Theory
- (e) Vestibule Training

**P.T.O.**

(2)

- (f) Business values
- (g) Scalar chain
- (h) Orientation
- (i) Man-Power Planning
- (j) Great Man Theory

**Unit-I**

- 2. Discuss and Distinguish between the thoughts of Taylor and Fayol. 10
- 3. "Decision Making is an part of planning". Comment. Describe the process of Decision Making. 10

**Unit-II**

- 4. Define and differentiate staffing and selection. What is the importance of staffing Process. 10
- 5. Write short on the following : 5+5
  - (1) Committee System
  - (2) Fine and Staff Relationship

IMS-3208

(3)

**Unit-III**

- 6. Define Motivation. Discuss in detail Herzberg's hygiene theory of Motivation. 10
- 7. Write short notes on the following : 5+5
  - (i) X and Y Theory
  - (ii) Types of Communication

**Unit-IV**

- 8. "Control is not possible without Feedback". Comment. 10
- 9. What is meant by Co-ordination? Discuss the various techniques of co-ordination. 10

IMS-3208



A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3209**

**B.B.A. (MS) (Semester-III) Examination, 2016**

**PERSONNEL MANAGEMENT**

**BBA (MS) (305)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** (i) Answer **five** questions in **all** including **Question No.1**, which is **compulsory**.  
Attempt **one** question from each unit.

(ii) Answer **all** parts of a question in **one** place only.

1. Answer the following in brief-  $3 \times 10 = 30$

- (a) Explain the concept of Job rotation.
- (b) Discuss the various constraints of recruitment.
- (c) Define Job description and Job specification.

**P.T.O.**

(2)

- (d) Describe Job enrichment
- (e) Explain the types of discipline.
- (f) Explain the factor comparison method of Job Evaluation.
- (g) Explain the model grievance procedure.
- (h) Discuss the scope of personnel management
- (i) List the operative functions of personnel management.
- (j) Shed light on Trade Unionism in India.

**Unit-I**

- 2. Why there is a need for manpower planning? Explain the techniques of demand and supply forecasting. 10
- 3. What is Job analysis? Discuss the several methods for collecting Job analysis data. Explain what each is useful for and list pros and cons of each. 10

IMS-3209

(3)

**Unit-II**

- 4. Why careful employee selection is important? List and explain the steps involved in selection process. 10
- 5. Differentiate between training and development. Describe the pros and cons of any five management training methods. 10

**Unit-III**

- 6. What is the purpose of performance appraisal? Discuss the traditional and modern approaches of performance appraisal. 10
- 7. 'All managers need to understand the benefit's importance today'. Comment, Explain the various types of benefits given to an employee. 10

**Unit-IV**

- 8. What do you mean by worker's participation in management? Discuss the forms of worker's participation in management. 10

IMS-3209

P.T.O.

(4)

9. List and explain the common forms of industrial dispute. How does it adversely affect the workers, the management and the nation as a whole? 10

A

(Printed Pages 6)

Roll. No. \_\_\_\_\_

**IMS-3210**

**B.B.A. (MS) (Semester-III)**

**Examination, 2016**

**MANAGEMENT ACCOUNTING**

**[ BBA (MS) - 306 ]**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt questions **No.1** which is **compulsory** and carries **30** marks. Answer **one** question carrying **10** marks from each unit.

1. Attempt **all** the parts:  $3 \times 10 = 30$
- (a) Responsibilities of Management Accountant
  - (b) Break Even Chart
  - (c) Meaning of Standard Costing
  - (d) Calculate contribution in per unit and total (in ₹)

Sales (in ₹)	₹ 40,000
Sales (in Unit)	₹ 4,000
Variable cost	₹ 30,000

**P.T.O.**

(2)

- (e) Important techniques of capital budgeting under uncertainty
- (f) Meaning of Financial statement analysis
- (g) Debtor Turnover Ratio and Deb-Equity Ratio
- (h) Objective of Budgetary Control
- (i) Budget
- (j) Difference between fundflow statement and cashflow statement.

**Unit-I**

2. Define Management Accounting. Discuss the nature and significance of it. 10

3. The following information are available:

	₹
Sales	10,00,000
Less: Variable cost	7,00,000
	<hr/>
	3,00,000
Less: Fixed Cost	90,000
	<hr/>
Net Profit	2,10,000

(3)

Calculate the following:

- (a) P/V Ratio
- (b) B.E.P. (in ₹)
- (c) Profit for the sale of ₹ 12,00,000
- (c) Required sales to earn a profit of ₹ 2,40,000 10

**Unit-II**

4. Paras Ltd. has planned to purchase a machinery costing ₹ 2,00,000 which is likely to generate cash inflow as under:

year	Cash inflow (in ₹)
1	60,000
2	65,000
3	NIL
4	65,000
5	45,000
6	50,000

(4)

The cost of capital of the company is 10%.

Evaluate the decision on the basis of : 10

- (a) Payback Period Method
  - (b) Net Present Value Method
  - (c) Profitability index Method
5. What do you mean by Capital Budgeting? Discuss the techniques of capital budgeting under risk. 10

**Unit-III**

6. From the book of account, following information is extracted as on 31 March 2016:

	₹
Cash	60,000
Inventory	25,000
Trade Payable	30,000
Trade Receivable	32,000
Bill Payable	10,000
Sales	1,20,000

IMS-3210

(5)

Purchase	75,000
Purchase Return	5,000
Prepaid expenses	5,000

Calculate the following ratios:

- (a) Current Ratio
  - (b) Liquid Ratio
  - (c) Inventory Turnover
  - (d) Trade Payable Turnover
  - (e) Receivable Collection Period 10
7. (a) Draft a format of cash flow statement as per AS-3 5
- (b) Calculate the trend ratio from the following data taking 2012 as a base year and interpret them: 5

Year	Advertisement (in ₹)	Sales (in ₹)
2012	310	1800
2013	420	2800
2014	460	2600
2015	550	3400
2016	660	3900

IMS-3210

P.T.O.

(6)

**Unit-IV**

8. Define Responsibility Accounting. Discuss the types of responsibility Centres. 10

9. The following data are related to the working of factory for the year 2015-16.

Production at 60% Capacity	1200 unit
Material	₹ 100 per unit
Labour	₹ 50 per unit
Expenses	₹ 10 per unit
Factory Expenses (40% Fixed)	₹ 40,000
Administration Expenses (60% Fixed)	₹ 30,000

You are required to prepare a budget for 60%, 80% and 100% production capacity. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

## IMS-3211

BBA (MS) Semester III Examination, 2016

FOREIGN LANGUAGES. FRENCH

BBA (MS)-307

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question form each unit.

1. Répondez aux questions suivantes selon les indications données:  $3 \times 10 = 30$ 
  - (a) Mettez au féminin: étudiant, grand, bon.
  - (b) Écrivez le contraire: jour, blanc, vieux
  - (c) Mettez au pluriel: crayon, livre, gâteau.
  - (d) Complétez avec l'article défini (le, la, les):  
----amis, ---- femme, ---- restaurant.
  - (e) Nommez six couleurs en français.
  - (f) Nommez six mois de l'année.
  - (g) Écrivez les nombres suivants en lettres:  
2,5,8,10,15,50.

P.T.O.



(2)

(h) Traduisez en français:

I am sorry, See you tomorrow, Thank you very much.

(i) Traduisez en anglais

Excusez-moi S'il vous plaît, Bonjour Monsieur, Au revoir mademoiselle.

(j) Répondez aux questions suivantes en français-

-Comment ça va?, -Est-ce que vous êtes étudiant?, -Qui est le président de la France?

**Unit-I**

2. Présentez-vous en français en 10 lignes au moins. 10

3. Rédigez un portrait de votre acteur favori. 10

**Unit-II**

4. Complétez avec les verbes: (Être-s'appeler-connaître-chanter-habiter). 10

Tu ..... anglaise?

Vous ..... La place Monge? -Oui, j' ..... à Paris, rue Mouffetard.

Il .....à l' Olympia, jeudi 2 avril-Il ..... Nicolas Legrand.

(3)

5. Conjuguez les verbes ÊTRE et REGARDER au présent à toutes les personnes. 10

**Unit-III**

6. Présentez votre famille en détail./ 10

**OU**

Décrivez votre maison en 10 lignes.

7. Comment vous célébrez votre anniversaire. Discutez. 10

**Unit-IV**

8. (a) Traduisez en français: 5

(i) I speak French very well.

(ii) He is my friend.

(iii) This is my class.

(iv) Mr. Marc likes the coffee very much.

(v) She is journalist.

(b) Traduisez en anglais : 5

PORTRAIT

NICOLAS LEGRAND

On connaît bien l'artiste. L'homme est différent. Il a 27 ans. Il habite un grand appartement, boulevard Saint-Michel et il adore le quartier. Il va beaucoup au

(4)

cinéma et il aime bien les films de Truffaut. Mais c'est aussi un sportif. Il fait du tennis et du ski. La musique classique? Il ne déteste pas, mais il préfère le jazz et la chanson.

9. (a) Traduisez en français: 5
- (i) I have a big house
  - (ii) My bag is black
  - (iii) Miss Flora lives in Paris
  - (iv) She likes the ice cream very much
  - (v) Do you prefer the green salad?

- (b) Traduisez en anglais: 5
- Nous allons acheter une maison de campagne à 100 km de Paris. C'est une maison d'un étage. Au rez-de-chaussée, on entre dans un couloir. À droite, il y a la cuisine et à gauche un grand salon très clair, avec quatre fenêtres. À droite, après la cuisine, il y a une arrière cuisine, une petite salle de bains et les toilettes. Au premier étage il y a une grande chambre et deux petites. Entre les deux petites chambres, il y a une salle de bains. Derrière la maison, il y a un garage et devant, un petit jardin.

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3211(A)**

**B.B.A. (MS) (Fifth Semester)**

**Examination, 2016**

**Organizational Behaviour**

**BBA(MS) 501**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Question **No.1** is **compulsory** and carries **30** marks. Attempt **all** parts of the question in one place. Attempt **four** more questions selecting **one** from each. unit.

1. Write short notes on the following :

3×10=30

- (a) Herzberg theory of motivation
- (b) Social learning theory
- (c) Stereotyping
- (d) Line and staff organisation

P.T.O.

(2)

- (e) Formal and informal group
- (f) The managerial grid
- (g) Politics
- (h) Oral and written communication
- (i) Organisational change
- (j) Potential sources of stress

**Unit-I**

- 2. Define the basic types of organisations in details. 10
- 3. Define organisational behaviour. Explain the important models of organisational behaviour. 10

**Unit-II**

- 4. Distinguish between :  $5 \times 2 = 10$ 
  - (a) Person - organisation fit & Person - job fit
  - (b) Reinforcement Theory and self efficacy theory
- 5. Define motivation. Describe Maslow's Need Hierarchy theory in detail. 10

(3)

**Unit-III**

- 6. Discuss command, task, interest and friendship groups and describe the five stage group development model. 10
- 7. Describe the communication process in detail and differentiate between downward and upward communication process. 10

**Unit-IV**

- 8. What do you mean by organisational culture? Differentiate between strong and weak culture. 10
- 9. Explain Kurt Lewin's three step model for managing organisational change. Also describe different aims of organisational development. 10

A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

**IMS-3212**

**B.B.A. (MS) (Fifth Semester) Examination, 2016**

**MANAGEMENT INFORMATION SYSTEMS**

**[BBA(MS-502)]**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. **Question**

**No.1** is **compulsory** and carries **30** marks.

Beside **Question No. 1**, attempt **four**

more questions from each of the **four** units

with **one** question carrying **10** marks.

1. Answer the following in brief :  $3 \times 10 = 30$

(a) Define system with example.

(b) What is Decision support system? Explain.

P.T.O.

(2)

- (c) Differentiate between structured and Un-structured decision.
- (d) What do you mean by Capacity planning?
- (e) Define Business process re-engineering.
- (f) What do you mean by data cleaning?
- (g) Define expert system.
- (h) Define Database with example.
- (i) Differentiate between Data, Information & Knowledge.
- (j) What do you mean by feedback component in MIS?

**Unit-I**

- 2. What do you mean by information system? Discuss management support system in detail. 10
- 3. Discuss Porter's value chain analysis model with example. 10

IMS-3212

(3)

**Unit-II**

- 4. What is risk? Discuss the different types of risk, in information system and How to mitigate them. 10
- 5. Discuss the need of information system for Business organization. 10

**Unit-III**

- 6. What do you mean by Enterprise Resource Planning? Discuss the features of ERP software? 10
- 7. Write short notes on (any **one**) : 10  
Customer Relationship Management (CRM)  
Supply Chain Management (SCM)

**Unit-IV**

- 8. What is data mining? Discuss the various applications of data mining tools in Business Management. 10

IMS-3212

P.T.O.

(4)

9. (a) What is data base Management system.

Discuss the component by DBMS. 5

(b) What is Data warehouse? Discuss the

characteristics of data warehouse. 5

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3213**

**B.B.A. (MS) (Semester-V)**

**Examination, 2016**

**Production & Material Management**

**BBA (MS-503)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Question No. 1 is **compulsory** and carries 30 marks. Answer **four** more questions selecting **one** question from each unit. Each question carries 10 marks.

1. Write short notes on the following :  $3 \times 10 = 30$ 
  - (a) Duties of Production manager.
  - (b) Principles of Layout.
  - (c) Difference between Batch and Job Shop production systems.

**P.T.O.**



(2)

- (d) Objectives of PPC.
- (e) Purpose of Routing and Scheduling.
- (f) Safety stock in inventory management.
- (g) Blanket orders.
- (h) Scope of Productivity.
- (i) Objectives of Work Study.
- (j) Total Quality Management.

**Unit-I**

- 2. What are the different types of plant layout? Explain in detail. 10
- 3. "Effective production planning and control guarantees better utilization of resources". Comment on the statement with justification. 10

**Unit-II**

- 4. What is the meaning of materials management? Describe the objectives and requisites of a good materials management system. 10
- 5. An auto industry purchases spark plugs at the rate of ₹25 per piece. The annual consumption of spark plugs is 18,000. If ordering cost

IMS-3213

(3)

is ₹250 per order and carrying cost is 25% p.a., what would be :  $5+5=10$

- (i) EOQ
- (ii) If supplier of spark plugs offers a discount of 5% for order quantity of 3,000 numbers, will the industry accept the discount offer or not.

**Unit-III**

- 6. Find the partial productivity and total productivity for ABC company from the following data. 10  
Output = 500 pcs worth ₹15,000  
Material Input = ₹3,000  
Energy Input = 600 Kwhr costing ₹ 1500  
Labour Input = 200 man hour costing ₹4500  
Capital Input = ₹4500  
Other Input expenses = ₹750.
- 7. Define the product development process. How important it is for a manufacturing organisation? 10

IMS-3213

P.T.O.

(4)

**Unit-IV**

8. Write short notes on : 5+5=10

(a) Method Study

(b) Quality Control

9. Calculate  $\bar{X}$  and R Chart for the following data:

10

Sample Number	Sample ( $\bar{X}$ ) Mean	Sample(R) Range
1	21.5	2.1
2	22.2	1.1
3	22.7	0.4
4	22.5	1.3
5	23.5	1.6
6	21.6	2.5
7	22.1	3.5
8	22.9	3.8
9	22.1	3.7
10	22.9	2.1

The values of constraints are :

$$A_2 = 0.58, D_3 = 0, D_4 = 2.11$$

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3214**

**B.B.A. (MS) (Fifth Semester)**

**Examination, 2016**

**ADVERTISING & SALES PROMOTION**

**BBA(MS)-504**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory** and carries 30 marks. Answer **four** more questions, selecting **one** question from each unit carrying 10 marks.

1. Explain the following in brief:  $3 \times 10 = 30$
- (a) Advertising Agencies
  - (b) Integrated Marketing Communication (IMC)
  - (c) Functions of Advertising
  - (d) Brand Advertising

**P.T.O.**

(2)

- (e) Market Positioning
- (f) Direct Marketing
- (g) Gross Rating Point (GRP)
- (h) Internet Marketing
- (i) Banner Advertising
- (j) Public Relations

**Unit-I**

- 2. Justify the role of technology and media in advertisements. 10
- 3. Discuss the role of media planner in a company advertising for designer clothing. 10

**Unit-II**

- 4. Comment on the statement "Radio and TV are the best media in which humor appeal can be shown". 10
- 5. What are the various methods for determining advertising budget? Discuss. 10

(3)

**Unit-III**

- 6. Define sales promotion and discuss its role, scope and schemes. 10
- 7. What are the sales promotion tools in the marketing mix? Explain. 10

**Unit-IV**

- 8. What is sales-force sales promotion, and how and why are companies using it so often in their promotional mix? Discuss. 10
- 9. What are the measures to ensure effectiveness of advertising? Describe. 10

A

(Printed Pages 3)

Roll. No. \_\_\_\_\_

**IMS-3215**

**B.B.A. (MS) (Fifth Semester)**

**Examination, 2016**

**Essentials of E-Commerce**

**BBA(MS) (505)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

Note : Answer **five** questions in all. Question **No.1** is **compulsory** and it carries 30 marks. Attempt **one** question which carries **10** marks, from each unit.

1. Answer the following:  $3 \times 10 = 30$
- (a) What are the main areas for conducting business online.

**P.T.O.**

(2)

- (b) What are the main issues in implementing E Commerce?
- (c) What are the benefits of using Firewall?
- (d) Differentiate between Trusted Network and Untrusted Network.
- (e) What are the benefits of having a payment gateway?
- (f) Explain Extranet.
- (g) Explain Secured VPN.
- (h) Differentiate between B2B and B2C.
- (i) Differentiate between issuing bank and acquiring bank.
- (j) Explain WAP

**Unit-I**

- 2. What is E-Commerce? Elaborate giving its advantages and disadvantages. 10
- 3. Differentiate E-Commerce and Traditional commerce. 10

IMS-3215

(3)

**Unit-II**

- 4. What are the various step of e-commerce process? Elaborate with examples. 10
- 5. What is Intranet? Also give its advantages and disadvantages. 10

**Unit-III**

- 6. Explain Mobile Commerce and Mobile Information Access Devices. 10
- 7. Elaborate any two:  $5 \times 2 = 10$ 
  - (a) I-WAY
  - (b) Global Information Distribution Network
  - (c) VPN

**Unit-IV**

- 8. Elaborate Online Banking alongwith its advantages and disadvantages. 10
- 9. What is a payment gateway? Elaborate its role in E-Commerce. Also explain the types of payment gateway. 10

IMS-3215

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3216**

**B.B.A. (MS) (Fifth Semester)**

**Examination, 2016**

**OPERATIONS RESEARCH**

**[BBA (MS) 506]**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. **Question No. 1** is **compulsory** and it carries 30 marks. Attempt **one** question which carries 10 marks, from each unit.

1. Write short notes on the following :  $3 \times 10 = 30$ 
  - (a) Application of OR in Business
  - (b) Equal Probability criterion under Uncertainty
  - (c) Decision-Making Under risk
  - (d) Rules to determine saddle point in game theory
  - (e) Rule of dominance in Mixed strategies
  - (f) Progressive, Retrogressive and Random failure
  - (g) Structure of a queuing system
  - (h) Behaviour of arrivals in a queuing system
  - (i) Significance of PERT/CPM

**P.T.O.**

(2)

(j) Events & Activities in Network Analysis

**Unit-I**

2. Indicate the decision under pessimistic, optimistic, Equal Probability approaches for the following pay off matrix : 10

Strategy	State of Nature			
	N <sub>1</sub>	N <sub>2</sub>	N <sub>3</sub>	N <sub>4</sub>
S <sub>1</sub>	4000	-100	6000	18000
S <sub>2</sub>	20000	5000	400	0
S <sub>3</sub>	20000	15000	-2000	1000

3. A company Management and labour Union are negotiating a new three year settlement. Each of these has four strategies : 10  
 I: Hard and aggressive bargaining; II : Reasoning & Logical Approach III : Legalistic strategy; IV : Conciliatory Approach  
 The cost to company are given for every pair of strategy choice.

Union Str.	Company Strategy			
	I	II	III	IV
I	20	15	12	35
II	25	14	8	10
III	40	2	10	5
IV	-5	4	11	0

What strategy will the two sides adopt? Also determine the value of the game.

**Unit-II**

4. Describe the problem of replacement of items whose maintenance cost increase with time.

(3)

Assume that the value of money remains constant. 10

5. A firm is considering the replacement of a machine whose cost price is Rs. 12,200 and its scrap value is Rs.200. From experience the running (maintenance and operating) costs are found to be as follows : 10

Year	1	2	3	4	5	6	7	8
Running cost /Rs.	200	500	800	1200	1800	2500	3200	4000

When should the machine be replaced?

**Unit-III**

6. What is a queuing theory problem? Describe the advantages of queuing theory to a business executive with a view of persuading him to make use of the same in management. 10
7. A television repairman finds that the time spent on his jobs has an exponential distribution with mean of 30 minutes. If he repairs the sets in order in which they came in, and if the arrival of sets follows a poisson distribution with an approximate average rate of 10 per 8-hour day, 10  
 (i) What is repairman's idle time each day?  
 (ii) How many jobs are ahead of the average set just brought in?



(4)

**Unit-IV**

8. Discuss the areas of application of network techniques. Also compare and contrast CPM and PERT. Under what conditions would you recommend the scheduling by PERT? Justify your answer with reasons. 10
9. An architect has been awarded a contract to prepare plans for an urban renewal project. The job consists of the following activities and their estimated times : 10

Activity	Description	Immediate Predecessors	Time (days)
A	Prepare Preliminary sketches	—	2
B	Outline specifications	—	1
C	Prepare Drawings	A	3
D	Write specifications	A,B	2
E	Run off Prints	C,D	1
F	Have specifications	B,D	3
G	Assemble bid packages	E,F	1

- (a) Draw network diagram of activities for the project.
- (b) Indicate the critical path, and calculate the total float and free float for each activity.

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3217**

**M.B.A. (Five Year) I Sem. Examination, 2016**

**Principles of Finance**

**(IMS-515)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No.1** is **compulsory**. Attempt four more questions selecting **one** question from each unit.

1. Attempt **all** the parts and explain briefly:

3×10

- (a) Features of Share
- (b) Functions of finance
- (c) Capitalization
- (d) Mr. Ahmad is depositing Rs. 5,000 in a bank every year. The bank is paying 10% p.a. compound interest. Calculate how much amount he will get after 5 year.

**P.T.O.**

(2)

- (e) Application of TVM
- (f) Bonus Share
- (g) A project z costing Rs.60,000 generated a cash inflow of Rs. 10,000 in 4<sup>th</sup> year. The cost of Capital is 10%. Calculate the present value of cash inflow.
- (h) Objective of financial planning
- (i) Public Deposit
- (j) Significance of financial planning

**Unit-I**

- 2. Define Financial Management? Discuss the objectives of Financial Management. 10
- 3. (a) Describe Nature of Financial Management. 5
- (b) Explain the role of Finance Manager. 5

**Unit-II**

- 4. (a) Discuss the concept of TVM 5
- (b) Mr. Amit is required to pay 5 equal annual payment of Rs. 15,000 each in his deposit account that pays 10% interest per year. Find out the future value of annuity at the end of 5<sup>th</sup> year. 5

(3)

- 5. (a) Find out the present value of Rs.10,000 received after 10 year at a discount rate of 10%. 2.5×4=10
- (b) Find out the present value of 5 year annuity of Rs.50,000 discounted at 10%.
- (c) At what simple rate percent, will Rs.26,435 amount be Rs.31,722 in 4 years.
- (d) What sum will amount to Rs. 5000 in 3 years at 10% compounded per annum.

**Unit-III**

- 6. What do you mean by financial planning? Discuss its process. 10
- 7. (a) Types of Financial Planning 5
- (b) Mr. Suresh invest Rs.500, Rs. 1,000, Rs 1500, Rs,2000 and Rs. 2500 at the end of each year. Calculate the compound value at the end of 5<sup>th</sup> year compounded annually when the rate of interest is 5% per year. 5

(4)

**Unit-IV**

8. What do you mean by finance? Discuss the various sources of procuring finance. 10
9. Write short notes on the following:

5+5=10

- (a) Difference between share and debenture.
- (b) Concept of Ploughing Back of Profit.

**A**

**(Printed Pages 3)**

Roll No. \_\_\_\_\_

**IMS-3218**

**M.B.A. (Five Year) I Sem. Examination, 2016**

**Currency Banking & Exchange**

**(IMS-516)**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt any **one** question from each unit.

1. Briefly answer the following questions:  $3 \times 10$ 
  - (a) Explain the structure of financial system.
  - (b) What are the demerits of convertible paper money?
  - (c) Explain the meaning and Consequences of deflation.
  - (d) What are the limitations on the part of Commercial banks to create credit?

**P.T.O.**

(2)

- (e) Calculate the size of credit multiplier and the volume of credit created when Reserve Ratio=10% Initial deposit=Rs 5000
- (f) Write a note on Universal Banking.
- (g) Enumerate the objectives of Regional Rural Banks (RRBs).
- (h) Differentiate between a schedule bank and a non-schedule bank.
- (i) "Despite of its popularity PPP theory has weak theoretical base" Explain.
- (j) How is fixed exchange rate system different from floating exchange rate system?

#### Unit-I

- 2. Describe different forms of gold standards. Which is better and why? 10
- 3. "Inflation is an excess of a aggregate demand over aggregate supply". Discuss this statement and analyse factors which causes inflation. 10

IMS-3218

(3)

#### Unit-II

- 4. Discuss the various methods of credit control adopted by the Reserve Bank of India. 10
- 5. What is credit creation? Explain the various factors influencing the volume of credit in the Indian Economy. 10

#### Unit-III

- 6. Define Bank. Discuss various types of banking system. 10
- 7. Discuss the function of Indian Commercial Banks. 10

#### Unit-IV

- 8. What is exchange rate? Discuss the various methods of determining exchange rate. 10
- 9. Explain the importance and various methods of exchange control in India. 10

IMS-3218

A

(Printed Pages 7)

Roll No. \_\_\_\_\_

**IMS-3219**

**M.B.A. (Five Year) (I-Semester)**

**Examination, 2016**

**Introduction to Accountancy**

**(IMS-514)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1** is **compulsory**. Select **one** question from each unit. Use of simple calculator is permitted.

1. Answer the following questions in brief.  $3 \times 10 = 30$

(a) "Owner's capital is recorded as liability".

Do you agree? Why?

(b) Distinguish between the cash basis and accrual basis of accounting.

**P.T.O.**

(2)

- (c) Explain meaning of the following :
- (i) The business entity concept
  - (ii) The matching concept
- (d) Distinguish between journal and ledger book. What is the purpose of preparing them?
- (e) What do you mean by authorized capital?
- (f) Explain in brief the need for providing depreciation.
- (g) Give the meaning of inventory and its components.
- (h) Define intangible assets with suitable examples.
- (i) Distinguish between book value and market value of a share.
- (j) Explain acid test ratio and solvency ratios.

IMS-3219

(3)

**Unit-I**

2. What is meant by Generally Accepted Accounting Principles (GAAP)? Explain the following :
- (i) Principle of conservatism 10
  - (ii) Principle of Materiality
  - (iii) Principle of Consistency
  - (iv) Principle of full disclosure
3. Do you agree that ethical issues in accounting broadly handled through accounting standards. Elaborate and explain the procedure of formulation of accounting standards in India.
- 10

**Unit-II**

4. (a) Discuss different types of accounts and rules of debit and credit with suitable examples. 5
- (b) Explain the errors which are disclosed and which are not disclosed by the trial balance. What steps you will take to locate the errors in the books of accounts? 5

IMS-3219

P.T.O.



(4)

5. Prepare Trading and Profit and Loss A/c and Balance Sheet with the help of following trial balance :

10

Trial balance as on 31st March 2016 :

Particular	Amount (Dr.)	Amount (Cr.)
Capital	—	25,000
Machinery	10,000	—
Building	40,000	—
Debtors and Creditors	15,000	16,000
Bills Receivable and payable	6,000	4,000
Cash in hand	4,000	—
Drawings	3,000	—
Bank overdraft @ 10%	—	24,000
Purchases and sales	40,000	64,000
Salaries and wages	6,000	—
Discount	1,000	2,000
Bad debt and Bad debt reserves	2,000	3,000
Returns	2,000	1,000
Opening stock	10,000	—
	<u>1,39,000</u>	<u>1,39,000</u>

Adjustments :

1. Closing stocks Rs.8,000
2. Purchase of furniture Rs.5,000 has been

(5)

- included in purchase A/c
3. Salaries are prepaid Rs.1,000 and outstanding wages Rs.2,000.
  4. Goods worth of Rs.600 have been distributed as free samples and the goods worth of Rs.400 have been withdrawn by proprietor for personal use.
  5. Provide 10% depreciation on Machinery and furniture.
  6. Building is to be depreciated by 5%
  7. Provide 5% for bad debts and 2% for discount on debtors.

### Unit-III

6. On 1st January, 2007, a firm purchased a machine for Rs.50,000. On 1st of July, 2008, second machine was purchased for Rs.10,000. On 1st April, 2007, a small machine was purchased for Rs.6,400.

(6)

On 30th June, 2010 the first machine was sold for Rs.11,000 and a new machine was purchased for Rs.40,000. The firm close its books of accounts on 31st December each year. Prepare machine account upto 2010, changing depreciation at 10% per annum on diminishing balance method. 10

7. Calculate the value of inventory as on 31st March, 2016 as per FIFO and LIFO methods. 10

1st March 2016	Opening Stock	700 Units@ Rs.10 each
4th March 2016	Purchase	500 Units@ Rs.11 each
6th March 2016	Issues	400 Units
12th March 2016	Issues	600 Units
18th March 2016	Purchases	400 Units @ Rs.12.50 each
22nd March 2016	Purchases	600 Units @ Rs.12 each
25th March 2016	Issues	500 Units
28th March 2016	Issues	400 Units

(7)

**Unit-IV**

8. Discuss the purpose of preparing a cash flow statement. How it is prepared? Explain and illustrate. 10

9. From the following particulars prepare the balance sheet of Shri Mohan Ram & Co. Ltd. 10

Current ratio	2
Working capital	Rs.4,00,000
Capital block (employed) to current assets	3:2
Fixed Assets to turnover	1:3
Sales Cash/Credit	1:2
Debenture/Share capital	1:2
Stock velocity	2 months
Debtors velocity	3 months
Creditors velocity	2 months
Gross Profit ratio	25% to sales
Net Profit	10% of turnover
Reserve	25% of turnover

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3220**

**M.B.A.(Five Year) I-Semester**

**Examination, 2016**

**MICRO ECONOMICS**

**IMS-511**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No.1** is **compulsory** and attempt any **one** question from each Unit.

1. Explain the following in brief:  $3 \times 10 = 30$
- (a) Consumer surplus
  - (b) Cross elasticity of demand
  - (c) Economics is an art
  - (d) Price consumption curve for normal good
  - (e) Envelop curve
  - (f) Supply curve in perfect competition

**P.T.O.**

(2)

- (g) Law of diminishing marginal utility
- (h) Relationship between AC and MC
- (i) Barriers to entry in monopoly
- (j) Movement along the demand curve

**Unit-I**

- 2. Discuss the nature and scope of micro economics. 10
- 3. Explain how price mechanism help in solving basic problems of an economy. 10

**Unit-II**

- 4. Explain the degrees of price elasticity of demand and various factors influencing it. 10
- 5. Explain diagrammatically how consumer's equilibrium is attained according to ordinal analysis. 10

**Unit-III**

- 6. Point out major differences between traditional and modern theory of cost. 10
- 7. (a) Discuss various possible shapes of Aver-

(3)

age cost curves. 6

- (b) If the Total Variable Cost function of ABC Co. is estimated to be 4

$$Tvc = 50Q - 10Q^2 + Q^3$$

Find the output level at which MC is minimum.

**Unit-IV**

- 8. Explain conditions of equilibrium in a perfectly competitive market. Also discuss various types of short run equilibrium situations for a firm in perfect competition. 4+6
- 9. Give the characteristics of a monopoly market. Elaborate upon various degrees of price discrimination in a monopoly market. 5+5

A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

**IMS-3221**

**MBA (Five Year) I Semester**

**Examination, 2016**

**Business Mathematics**

**(IMS-513)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Question No. 1 is **compulsory** and it carries **30** marks. Attempt **one** question of **10** marks from each unit.

1. Answer the following:  $3 \times 10 = 30$

(a) How many terms of the series 12, 16, 20, ..... must be taken to make the sum 208?

(b) Is 203 any term of an A.P 13, 28, 43, 58, 73, .....

(c) Differentiate the following with respect to x:

$$y = \frac{x^2 + 1}{\sqrt{x^3}}$$

P.T.O.

(2)

(d) Which term of the series  $1 + \frac{1}{2} + \frac{1}{4} + \dots$  is  $\frac{1}{256}$ ?

(e) Find the adjoint of the matrix :  $A = \begin{bmatrix} 7 & 8 \\ 9 & 4 \end{bmatrix}$

(f) In how many ways can 4 Indians and 4 Pakistanis be seated at a round table so that no two Indians may be together?

(g) Integrate the following  $\int (x^3 + 5x^2 + 7)dx$

(h) How many numbers between 5000 and 6000 can be formed from the digits 3, 0, 4, 5, 6?

(i) The third term of G.P. is the cube of the first and the 6th term is 64. Find the series.

(j) Find x, y, z, t, when:

$$2 \begin{bmatrix} x & z \\ y & t \end{bmatrix} + 3 \begin{bmatrix} 1 & -1 \\ 0 & 2 \end{bmatrix} = 3 \begin{bmatrix} 3 & 5 \\ 4 & 6 \end{bmatrix}$$

### Unit-I

2. Find four numbers in A.P whose sum is 2 and the product of whose extremes is 10 times the product of the means. 10

(3)

3. A boat's crew consists of 10 men, 4 of whom can only row on one side and 2 only on the other. Find the number of ways in which the crew can be arranged. 10

### Unit-II

4. Solve the following system of equations using inverse matrix method: 10

$$2x - 3y + 5z = 11$$

$$5x + 2y - 7z = -12$$

$$-4x + 3y + z = 5$$

5. Mr. X has invested a part of his investment in 10% Bond A and a part in 15% Bond B. His interest income during first year is Rs. 4000. If he invests 20% more in 10% Bond A and 10% more in 15% Bond B, his income during second year increases by Rs. 500. Find his investment and the new investment in Bond A and Bond B, using matrix method. 10

### Unit-III

6. Differentiate the following with respect to x:

(a)  $y = \log \left[ e^{3x} \cdot \left( \frac{5x - 3}{4x + 2} \right)^{1/3} \right]$  5

(4)

(b) If  $x\sqrt{1+y} + y\sqrt{1+x} = 0$  prove that

$$\frac{dy}{dx} = \frac{-1}{(1+x)^2} \quad 5$$

7. For a particular process, the average cost is given by  $C=56-8x+x^2$  where C is average cost per unit and x the number of units produced. Find the minimum value of the average cost and the corresponding number of units to be produced. 10

#### Unit-IV

8. Integrate the following:

(a)  $\int \frac{e^x dx}{e^{2x} - 1}$  5

(b)  $\int \frac{\log x}{x^2} dx$  5

9. Integrate the following:

(a)  $\int \frac{x-1}{(x-3)(x-2)} dx$  5

(b)  $\int \frac{x.e^x}{(x+1)^2} dx$  5

**A**

**(Printed Pages 3)**

Roll No. \_\_\_\_\_

**IMS-3222**

**M.B.A. (Five Year) I-Semester**

**Examination, 2016**

**Business Organisation**

**(IMS-512)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No. 1** is **compulsory**. **One** question from each unit is to be attempted.

1. Write short notes on the following:  $3 \times 10 = 30$
- (a) Corporate social responsibility
  - (b) Partnership
  - (c) Line & staff Organization
  - (d) A narrow span of control
  - (e) Oligopoly
  - (f) Rational thinking

**P.T.O.**



(2)

- (g) Overtime
- (h) Delegation of authority
- (i) Digital signature certificate
- (j) SEBI

**Unit-I**

- 2. Define the term 'Business' and discuss it's nature and scope. 10
- 3. What do you understand by the social responsibility of business? Discuss. 10

**Unit-II**

- 4. What is production planning and control? Explain stating it's importance. 10
- 5. Discuss the methods of remuneration with suitable examples. 10

**Unit-III**

- 6. What do you understand by organization structure? Discuss the various principles of organization process. 10

(3)

- 7. What is departmentation? What are the different bases in grouping activities of a business. 10

**Unit-IV**

- 8. Briefly, discuss the process of registering a new unit or firm, and documentation needed. 10
- 9. Discuss the economic functions of stock exchange. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3223**

**B.B.A. ( First Semester) Examination, 2016**

**(BUSINESS MATHEMATICS)**

**(BBA-101)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No.1** is **compulsory**. In addition attempt **one** question from each unit. Use of simple calculator is permitted.

1. Answer the following :  $3 \times 10 = 30$

(a) Integrate the following :

$$\int \frac{(1+x)^3}{x} dx$$

(b) Find the adjoint of the matrix :

$$A = \begin{bmatrix} 4 & 8 \\ -3 & 6 \end{bmatrix}$$

(c) If the 5th term of G.P. is 81 and the 2nd term is 24, find its series.

**P.T.O.**

(2)

(d) Find three numbers in A.P. whose sum is 15 and whose product is 105.

(e) Differentiate the following with respect to  $x$  :

$$y = 8x^5 - 15x^4 + 10x^2$$

(f) Find the number of permutations of the word "PERMUTATION."

(g) If  $A = \begin{bmatrix} 1 & 2 \\ 3 & 4 \end{bmatrix}$  and  $B = \begin{bmatrix} 3 & 1 \\ 4 & 7 \end{bmatrix}$ , find  $AB$ .

(h) Integrate the following :

$$\int \frac{dx}{\sqrt{x^5}}$$

(i) There are 8 vacant chairs in a room. In how many ways can 5 persons take their seats?

(j) Find  $\frac{dy}{dx}$  for the following :

$$y = (2x^2 + 3)(5x + 7)$$

**Unit-I**

2. Let  $S_1$ ,  $S_2$  and  $S_3$  be the sums of  $n$ ,  $2n$  and  $3n$  terms respectively of an A.P. Prove that  $S_3 = 3(S_2 - S_1)$ . 10

(3)

3. A gentleman invites a party of 13 guests to a dinner and places 8 of them at one table and the remaining 5 at another, the tables being round. Find the number of ways in which he can arrange the guests. 10

**Unit-II**

4. Show that  $x=2$  is the root of the equation

$$\begin{vmatrix} x & -6 & -1 \\ 2 & -3x & x-3 \\ -3 & 2x & x+2 \end{vmatrix} = 0 \quad 10$$

and solve it completely.

5. Solve the following system of equations using Cramer's Rule : 10

$$x - y + 2z = 9$$

$$2x - 5y + 3z = 18$$

$$6x + 7y + 10z = 35$$

**Unit-III**

6. Show that  $y = x^5 - 5x^4 + 5x^3 - 1$  has a maximum value when  $x=1$ , a minimum value when  $x=3$  and a point of inflexion at  $x=0$ . 10

(4)

7. If  $x\sqrt{1+y} + y\sqrt{1+x} = 0$  prove that 10

$$\frac{dy}{dx} = \frac{-1}{(1+x)^2}$$

**Unit-IV**

8. Integrate the following :

(a)  $\int \frac{dx}{x-x^3}$  5

(b)  $\int \frac{(x+5)dx}{(x+1)(x+2)^2}$  5

9. Integrate the following :

(a)  $\int \frac{x^3 dx}{(x^2+1)^3}$  5

(b)  $\int \left[ \frac{e^{2\log x} - 1}{e^{2\log x} + 1} \right] \cdot \frac{1}{x} dx$  5

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3224**

**B.B.A. (First Semester) Examination, 2016**

**COMPUTER FUNDAMENTALS**

**(BBA-102)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.**

**1** is **compulsory**. Attempt **one** question from each of the **four** units.

1. Answer the following in brief:  $3 \times 10 = 30$

- (a) Discuss the advantage of Transister over vaccums tube as a switching element.
- (b) Why Computer is called data processor?
- (c) Differentiate between hardware, software and firmware.
- (d) What is file? Explain with example.

P.T.O.

(2)

- (e) Differentiate between synchronous and Asynchronous transmission.
- (f) What is Topology? Explain.
- (g) What is internet? How does it differ from intranet and extranet?
- (h) List some pointing and Drawing Devices.
- (i) What do you mean by formatting the Disk?
- (j) Perform the following operation:
  - (i) Convert decimal  $(567)_{10}$  to  $(?)_2$  Binary.
  - (ii) Add Number  $(1\ 9\ 3\ E)_H$  to  $(A\ B\ C\ D)_H$
  - (iii) Subtract octal  $(5\ 6\ 7)_8$  to  $(6\ 1\ 2)_8$

**Unit-I**

- 2. What do you mean by Generation of Computer? Discuss the major Technological Changes in Second Generation and Third Generation Computers. 10

IMS-3224

(3)

- 3. Write short notes on any **two** of the following:
  - (i) Translator Programs
  - (ii) Types of software
  - (iii) Generation of programming language

**Unit-II**

- 4. Discuss the role of input device in computer organization. List different types of input device and explain about one in detail. 10
- 5. What do you mean by memory? Why it is used for? Explain. 10

**Unit-III**

- 6. What is operating system? Discuss the different functions of operating system. List some popular operating system. 10
- 7. Differentiate between any **two** of the following: 10
  - (i) Header and footer
  - (ii) Save and Save As
  - (iii) Print & print preview

IMS-3224

P.T.O.

(4)

**Unit-IV**

8. What is Network? Discuss the different types of network with suitable example. 10
9. What do you mean by communication? List and discuss the different types of media used in computer Data communication. 10

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**IMS-3225**

**B.B.A. (First Semester)**

**Examination, 2016**

**Financial Accounting**

**(BBA-103)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No. 1** is **compulsory**. In addition attempt **one question** from each of the four units. use of simple calculator is permitted.

1. Answer the following questions in brief :

3×10=30

- (a) Explain "Going Concern Concept"
- (b) Why are adjustments needed while preparing final accounts?

P.T.O.



(2)

- (c) What are Contingent Liabilities?
- (d) What is Cash System of Accounting?
- (e) Explain "Bad Debts"?
- (f) State the need of valuation of Inventory
- (g) Distinguish between capital and revenue expenditures.
- (h) Explain the Significance of Convention of Full Disclosure.
- (i) Why is Trial Balance prepared?
- (j) What factors should be considered for determining the amount of depreciation?

**Unit-I**

2. "Accounting is considered as a system which collects and processes financial information". With reference to this explain the advantages, limitation and scope of accounting. Also elaborate on the various branches of accounting.

10

IMS-3225

(3)

3. (a) Illustrate the concept of Accounting Equation with the help of an example. 5
- (b) Enumerate the qualitative characteristics of financial statements. 5

**Unit-II**

4. From the following Trial Balance, prepare Trading and Profit & Loss Account for the year ended 31st march 2016 and the Balance Sheet as on 31st March 2016 : 10

Debit Balances		₹	Credit Balances		₹
Opening stock	16,000		Sales	1,30,000	
Purchases	90,000		Purchase Returns	800	
Carriage Inward	1,250		Discount	400	
Sales Return	600		Commission	750	
Insurance	1,500		Provision for Bad debt	400	
Trade expenses	3,600		Capital	32,000	

IMS-3225

P.T.O.

(4)			
Salaries	8,200	Bank Loan	4,400
Bad Debts	300	Creditors	11,600
Debtors	17,000	Bills payable	2,000
Building	24,000		
Machinery	10,000		
Drawings	4,000		
Bills Receivables	4,500		
Cash	1,400		
	1,82,350		1,82,350

following adjustments are necessary :

- (a) Closing stock as on 31st March 2016 was ₹ 12,000
- (b) Salary is outstanding ₹ 800
- (c) Insurance prepaid is ₹ 150
- (d) Depreciation is to be written off on buildings at 2% and on machinery at 10%
- (e) Commission earned but not received ₹ 200

IMS-3225

- |  | (5)   |
|--|---|
|  | (f) Provision of 5% for Bad and Doubtfull debts is to be created. |
| 5. (a) List out the elements of Manufacturing account. | 5   |
| (b) Explain the concept of "Opening Entry".            | 5   |

### Unit-III

6. From the following information prepare a Bank Reconciliation Statement as on 31st March 2016 : 10
  - (1) Bank overdraft as per cash Book ₹ 42,000
  - (2) A cheque of ₹ 2,160 was given to M/s ABC but not presented for payment
  - (3) A cheque of ₹ 1,200 was received entered into Cash Book but not sent into the Bank
  - (4) A cheque of ₹ 4,800 was sent to bank

IMS-3225

P.T.O.

(6)

for collection but dishonoured.

- (5) A cheque of ₹ 1,600 was deposited in the bank but not collected.
- (6) Insurance premium of ₹ 200 was paid by bank but not entered in Cash Book.
7. (a) What is forfeiture of shares? How is it recorded in the books of accounts? 5
- (b) Distinguish between FIFO and LIFO method of inventory valuation. 5
- Unit-IV**
8. (a) "Financial statements suffer from a number of limitations". Comment. 5
- (b) Distinguish between cashflow and fundflow statements. 5
9. The Balance Sheet of XYZ company is given below : 10

IMS-3225

(7)

		( ₹ in Lakhs)	
Liabilities	Amount	Assets	Amount
Equity shares	250	Fixed Assets	400
Capital		Investment	50
General Reserve	280	Stock	460
P/L a/c (current year)	30	Debtors	460
Secured Loans (long term)	300	Cash in hand	10
Secured Loans (short term)	360	Miscellaneous	20
Creditors	150	Expenditure	
Other Liabilities	30		
	1,400		1,400

Additional Informations :

- (i) From the profit & loss account ₹ 90 lakh are transferred to Genral Reserve during

IMS-3225

P.T.O.

(8)

the year.

- (ii) Interest cost estimate at 120 Laksh. Tax Rate is 40%. Conduct ratio analysis and comment on the liquidity and solvency position of XYZ Ltd.

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3226**

**B.B.A. (Semester-I) Examination, 2016**

**Managerial Economics**

**(BBA-104)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit. Use of simple calculator is allowed.

1. Write short-notes on the following :  $3 \times 10 = 30$ 
  - (a) Autonomous demand and derived demand.
  - (b) Concept of cross demand.
  - (c) Factors of production
  - (d) Characteristics of perfect competition market.

P.T.O.

(2)

- (e) Properties of BEP Chart
- (f) Giffen Paradox
- (g) Difference between National Income and Personal Income.
- (h) Significance of BEP Analysis in profit planning.
- (i) Various phases of trade cycle
- (j) Suppose that 25 units of a good are demanded at a price of ₹ 150. Due to fall in price by 10%, demand increased to 30 units. Calculate the price elasticity.

**Unit-I**

2. Make a brief distinction between the following: 10
- (a) Micro and Macro economics
  - (b) Elastic and Inelastic demand
  - (c) Actual cost and opportunity cost
  - (d) Individual and aggregate demand.

(3)

3. Discuss the significance of business forecasting in decision-making by a firm. Critically examine the important techniques of demand forecasting based on survey method. 10

**Unit-II**

4. Explain the laws of returns to scale showing its three stages. Why do we get eventually decreasing returns to scale? Discuss. 10
5. Explain the concepts of AFC, AVC, ATUC, MC and the interrelationship between them with the help of figures and diagrams. 10

**Unit-III**

6. What are the features of monopolistic competition? Discuss the firm's equilibrium under monopolistic competition market in the short and long run periods. 10
7. Discuss the various types and degrees of price discrimination. Explain the price discrimination by a monopoly firm with the help of diagram. 10

(4)

**Unit-IV**

8. Define and distinguish national income and domestic income. What are different methods of measuring national income? Explain in brief. 10
9. Critically examine keynes explanations of the trade cycle. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3227**

**B.B.A. (First Semester) Examination, 2016**

**MARKETING FUNDAMENTALS**

**(BBA-105)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all, including **Question No. 1** which is **compulsory**. Attempt **one** question from each unit.

1. Explain the following in brief :  $3 \times 10 = 30$
- (a) Customer Delight
  - (b) Social Marketing
  - (c) Product Portfolio
  - (d) Brand
  - (e) Brand Repositioning

**P.T.O.**



(2)

- (f) Target Market
- (g) AIDA Model
- (h) Direct versus Indirect Marketing Channel
- (i) Surrogate Advertising
- (j) Pull and Push strategies in Sales Promotion.

**Unit-I**

- 2. "Marketing is a process of value-delivery". Discuss. 10
- 3. What is 'marketing mix'? Discuss the different elements of marketing mix in detail. 10

**Unit-II**

- 4. What are the main stages in the conventional life cycle of a product? Is it possible to continually extend the brand to increase the life cycle of a product? 10

IMS-3227

(3)

- 5. Outline the importance of market segmentation, targeting and positioning. Also discuss the common segmentation strategies adopted by firms. 10

**Unit-III**

- 6. Explain the following pricing strategies citing suitable real life examples of products practising them: 2.5×4
  - (i) Premium pricing
  - (ii) Economy pricing
  - (iii) Psychological pricing
  - (iv) Loss leader pricing
- 7. What are the different types of marketing intermediaries? What role do they play in assisting the distribution function? 10

**Unit-IV**

- 8. Differentiate between Trade promotion and Consumer promotion. highlight the benefits of Sales promotion over other promotional methods. 10

IMS-3227

P.T.O.

(4)

9. What is 'advertising'? What are the various media available for advertising today? Discuss the effectiveness of 'Online advertising' vis-a-vis traditional media. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3228**

**B.B.A. (First Semester) Examination, 2016**

**PRINCIPLES OF MANAGEMENT**

**(BBA-106)**

*Time Allowed : Three Hours ] [ Maximum Marks :70*

**Note :** Answer **five** questions in all. **Question No.1** is **compulsory**. In addition, attempt **one** question from each of **four** units.

1. Explain the following key words in brief:
  - (a) Management process.       $3 \times 10 = 30$
  - (b) Functional foremanship.
  - (c) SWOT Analysis
  - (d) MBE
  - (e) Forecasting
  - (f) Performance appraisal

P.T.O.

(2)

- (g) Line and Staff relationships
- (h) Organisational change
- (i) Managerial skills
- (j) Policy and strategy

**Unit-I**

- 2. Define the term 'Management'. Briefly discuss its nature and functions. 10
- 3. Discuss any **two** of the following : 5+5
  - (a) Systems approach to management.
  - (b) Hawthorne Experiments and their implications.
  - (c) Principles of management as suggested by Fayol.

**Unit-II**

- 4. "Decision making is a primary task of a manager". Explain and discuss the scientific process of decision making with the help of a suitable example. 10

IMS-3228

(3)

- 5. Answer any **two** of the following: 5+5
  - (a) Why managers should formally plan? Discuss.
  - (b) "Delegation of authority is not loss of power". Explain your view point.
  - (c) Define organising and discuss in brief the various steps involved in the organising process.

**Unit-III**

- 6. Explain the term 'Staffing'. What functions are covered under the staffing function of management? Illustrate. 10
- 7. What is motivation? Critically examine the 'Need Hierarchy' theory of motivation. 10

**Unit-IV**

- 8. Discuss the concept and process of control. Also state the requirements of an effective control system. 10

IMS-3228

P.T.O.

(4)

9. Write short notes on any **two** of the following:  
5+5

- (a) Interrelationship between planning and controlling.
- (b) Types of control.
- (c) Budgeting as a control technique.

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3229**

**B.B.A. (Third Semester) Examination, 2016**

**ADVERTISING MANAGEMENT**

**(BBA-301)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Write briefly on the following concepts:

3×10=30

- (a) Message
- (b) Appeals
- (c) Marketing mix
- (d) Account executive
- (e) Media strategy
- (f) Promotion mix

**P.T.O.**

(2)

- (g) Client-agency relationship
- (h) Creativity
- (i) Online advertising
- (j) AIDA

**Unit-I**

- 2. Present an overview on the types of advertising known to you in contemporary times while highlighting their key characteristics. 10
- 3. Describe the importance of advertising as a marketing mix element. What is its impact on the society and price? 10

**Unit-II**

- 4. What is an advertising copy? Discuss its key elements and layout. 10
- 5. Explain the inter-relationship of advertising with other elements of marketing mix & promotion mix. 10

(3)

**Unit-III**

- 6. Describe the different types of advertising agencies existing in current times. Give an overview on their selection and compensation. 10
- 7. State the objectives of advertising budget. Enumerate the different methods of advertising budgeting. 10

**Unit-IV**

- 8. Define advertising media. What are the media objectives? How are media vehicles selected? Explain. 10
- 9. State the functions, merits and demerits of all the media used in the contemporary times. 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

## IMS-3230

B.B.A. (Third Semester) Examination, 2016

(New Course)

Banking Operations Mgt

(BBA-302)

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. In addition attempt **one** question from each of the four units.

1. Write short notes on the following: 3×10
  - (a) Advantages of Leasing.
  - (b) Merits of Certificate of Deposit.
  - (c) Purpose of Capital Adequacy.
  - (d) Risk Management.

P.T.O.



(2)

- (e) Concept of Branch Authorisation Policy.
- (f) Purpose of Crossing of Cheque.
- (g) Role of Financial System.
- (h) Importance of Time value of Money.
- (i) Dishonour of Cheque.
- (j) Concept of E-Banking.

**Unit-I**

- 2. Briefly describe the regulatory environment for Commercial banks in India. 10
- 3. What is Monetary policy? Discuss in detail the instruments of monetary policy. 10

**Unit-II**

- 4. Explain the operating aspects of Commercial banking in India. 10
- 5. Discuss the various types of Customer accounts along with main precautions to be taken care. 10

(3)

**Unit-III**

- 6. What is Negotiable Instrument? Write a detail note on Promissory note and Bill of Exchange. 10
- 7. Briefly discuss the various ancillary services of a Banker. 10

**Unit-IV**

- 8. Explain ALM. Describe the utility of ALM in Commercial Banks. 10
- 9. What are Basel Norms? Explain the three pillars of BASEL-II framework. 10

A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

## IMS-3231

B.B.A. (Third Semester) Examination, 2016

(New Course)

**BUSINESS ENVIRONMENT**

**(BBA 303)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No.1** is **compulsory**. In addition attempt **one** question from each of the four units.

1. Explain the following in brief :  $3 \times 10 = 30$
- (a) Delicensing
  - (b) MNC's as a source of technology
  - (c) Objectives of Fiscal policies
  - (d) Capitalism Vs. Socialism
  - (e) Functions of the Financial Institutions
  - (f) SEZs

P.T.O.

(2)

- (g) Economic roles of the Government
- (h) Role of SEBI
- (i) Demerits of SSI Units
- (j) Importance of the Cooperative Sector.

**Unit-I**

- 2. What do you mean by the term 'Industrial Policy'? Describe the salient features of the Industrial Policy Resolution 1991. 10
- 3. Answer any **two** of the following: 5+5
  - (a) Discuss the various economic systems being followed in the world.
  - (b) Write a brief note on the 'Indian Economic system' pre and post independence.
  - (c) Describe the role of public sector in the Indian economy.

**Unit-II**

- 4. What is meant by the term 'Business Environment'? Describe in brief its various components. 10

IMS-3231

(3)

- 5. Define the term Environmental Analysis. Describe its different techniques. What technique would you recommend to analyse and diagnose the environment for the e-commerce business? Discuss. 10

**Unit-III**

- 6. Explain the meaning of Social Responsibility of Business. What are the responsibilities of business towards its various stake holders? Illustrate. 10
- 7. Answer any **two** of the following: 5+5
  - (a) Assess the impact of liberalisation on the Indian Business Environment.
  - (b) Write a note on the implications of privatisation.
  - (c) "It is in the interest of business to fulfil its social responsibilities." Comment.

**Unit-IV**

- 8. Discuss the regulatory role of the Government. Describe the major instruments of government regulation of business. 10

IMS-3231

P.T.O.

(4)

9. Write short notes on any **two** of the following:  
5+5

- (a) The logic of Small Scale Industry,
- (b) Price Control Mechanism,
- (c) Salient features of FEMA.

Roll No. \_\_\_\_\_

**IMS-3232**  
**B.B.A. (Third Semester)**  
**Examination, 2016**  
**(New Course)**  
**Management Accounting**  
**(BBA-304)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Select **one** question from each unit. Use of simple calculator is permitted.

1. Answer the following questions in brief :

$3 \times 10 = 30$

- (a) Differentiate between Cost accounting and Costing.
- (b) What are the limitations of financial accounting?
- (c) Distinguish between work cost or factory cost and office cost or cost of production.

P.T.O.

(2)

- (d) Explain briefly the costs used for decision making and planning.
- (e) Distinguish between Explicit costs and Implicit costs.
- (f) Calculate EOQ for raw materials required by a firm as follows :

Monthly demand	200 units
Unit price	Rs. 5
Order Cost Per order	Rs. 12
Storage cost	2% per annum
Interest rate	10% per annum

- (g) Distinguish between allocation and apportionment of factory overhead.
- (h) Explain what are cost drivers and their use in activity based costing technique.
- (i) Discuss the implications of Job, batch and contract costing methods.
- (j) Distinguish between joint product and by-products.

IMS-3232

(3)

**Unit-I**

2. "Management accounting has become essential tool of management". Comment and state that objective and advantages of management accounting. 10
3. The following figures are taken from the cost sheet and income statement of Mr.A. Prepare a reconciliation statement to know the reason of difference in the profit of these books. 10

Particular	Amount as per Cost sheet	Amount as Per Income Statement
Profit	50,000	32,750
Marketing overheads	8000	8,000
Provision for bad debts	—	5,000
Factory overheads	8,500	7,000
Directors fees	—	2,000
Income tax paid	—	15,000
Rent of owned premises	—	6,000
Depreciation	11,250	12,000
Share transfer fee (Cr.)	—	1,000
Administrative overheads	5,000	8,000

IMS-3232

P.T.O.

(4)

**Unit-II**

4. The data given below are related to the Modern garment company ltd. Which produced and sold T-Shirts during 2015-16. 10

Opening stock of 500 T-shirts valued at Rs 1,00,000 includes variable cost of Rs. 80 per T-shirt.

Production	5,000 T-Shirts
Sales @ Rs.300 per T-Shirt	4,000 T-Shirts
Direct Material Cost	Rs. 2,00,000
Direct Labour Cost	Rs. 1,00,000
Factory overhead (Variable)	Rs. 1,00,000
Selling and distribution overhead (Variable)	Rs. 20,000
Factory overhead (Fixed)	Rs. 6,00,000
Selling and distribution (fixed) overhead	Rs. 30,000

Closing stock is valued at current cost.

Prepare income statement under :

- Absorption costing technique
- Marginal costing technique
- Explain the reasons for the difference in profit under the two systems.

IMS-3232

(5)

5. Explain the following : 10
- Notional profit in contract costing
  - Feature of process cost system.

**Unit-III**

6. ABC and company is a manufacturing firm of a range of white goods. Cost structure of its different products is as follows. 10

**Standard Cost of the Product**

Particular	Product P	Product Q	Product R
Direct Materials	25.00	20.00	20.00
Direct Labour @ Rs 5 Per hr.	15.00	20.00	25.00
Production overhead	15.00	20.00	25.00
Total cost per unit	55.00	60.00	70.00
Quantity produced (units)	10,000	20,000	30,000

Production overhead is absorbed on the basis of Direct Labour hours. ABC and Company wishes to introduced Activity Based Costing (ABC) system and has identified four major cost pools for the production overheads and their associated cost drivers. Information of these activity cost pools and their drivers is given below :

IMS-3232

P.T.O.

(6)

Activity Cost Pool	Cost Driver	Cost associated with Activity cost pool (Rs)
Stores Receiving	Purchase requisition	1,48,000
Inspection/ Quality control	No. of Production runs	4,47,000
Material handling and dispatch	Order executed	1,05,000
Production scheduling/ Machine set. ups	No. of set-ups	6,00,000

Further relevant information on the three products is also given below :

Particulars	Product P	Product Q	Product R
No. of Purchase requisitions	300	450	500
No. of Production runs	750	1050	1200
No. of orders executed	180	270	300
No. of setups	360	390	450

Required :

- Calculate the activity based production cost for all the three products.
- Comment on the differences between the original traditionally calculated costs and activity based costs (ABC) you calculated.

IMS-3232

(7)

7. The cost of an article at a capacity level of 5000 units is given in the Table below under column A. For a variation of 25% in capacity above or below this level, the individual expenses vary, as indicated in column B. 10

Particulars	A (Rs.)	B (Rs.)
Material Cost	25,000	100% variable
Labour Cost	15,000	100% variable
Power	1,250	80% variable
Repairs and maintenance	2,000	75% variable
Stores	1,000	100% variable
Inspection	500	20% semi variable
Administrative overhead	5,000	50% semi variable
Selling overhead	3,000	25% semi variable
Depreciation	10,000	100% fixed
Total	<u>62,750</u>	
Cost per unit	12.55	

You are required to prepare the production cost budget (flexible) at 4000 units and 6000 units

IMS-3232

P.T.O.



(8)

**Unit-IV**

8. Following data are in respect of a firm manufacturing a single product for a particular period :

	Amount (Rs.)
Sales (20,000 units)	2,00,000
Cost of Production (20,000 units)	1,20,000
Selling and distribution expenses	30,000

Maximum capacity 25,000 units

Fixed costs included in cost of production are Rs. 40,000 and only variable cost included in selling and distribution expenses are commission @ 10% on sales and packing expenses @ 20 paise per unit.

- (i) An offer for purchase of 4000 units is received from outside India. No sales commission is payable on such foreign orders but packing cost will be 80 paise per unit. What minimum price may be quoted for the foreign offer?
- (ii) What should be the minimum price had the offer size been 8000 units instead of 4000 units?
9. Distinguish between 'standard costing' and 'budgetary control.' What are the essential requirements for installing an efficient system of budget any control?

10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3233**

**B.B.A. (Third Semester) Examination, 2016**

**ORGANIZATIONAL BEHAVIOUR**

**(BBA-305)**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Question **No.1,** is **compulsory.** In addition attempt **one** question from each of the four units.

1. Write short notes on the following:  $3 \times 10 = 30$

- (a) Selective perception
- (b) Two factor theory of Hertzberg
- (c) Change Agents
- (d) Type A personality
- (e) Grapevine Communication

**P.T.O.**

(2)

- (f) Informal group
- (g) Intergroup Conflict
- (h) Barriers of Communication
- (i) Positive Reinforcement
- (j) Attribution

**Unit-I**

- 2. Elaborate on the contribution made by different disciplines to study the organisational behaviour. 10
- 3. Define organisational behaviour. Explain the challenges and opportunities related to the field of organisational behaviour. 10

**Unit-II**

- 4. What is perception? Discuss the process of perception in detail. 10
- 5. Define and compare Maslow's need Hierarchy theory with theory X and theory Y. 10

IMS-3233

(3)

**Unit-III**

- 6. (a) Describe the five stage model of group development. 5
- (b) Discuss different types of groups. 5
- 7. Define communication process. Describe the barriers to communication process giving the suitable examples. 10

**Unit-IV**

- 8. Define organisational change. Discuss the 'resistance to change', causes and the methods to overcome them. 10
- 9. What is stress? Define potential sources of stress. What can an organisation do to reduce employee stress? 10

IMS-3233

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3234**

**B.B.A. (Third Semester) Examination, 2016**

**RESEARCH METHODOLOGY**

**(BBA-306)**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1**, is **compulsory**. In addition attempt **one** question from each of the **four** units.

Use of simple calculator is allowed.

1. Answer the following questions in short:

3×10=30

- (a) Need of defining a research problem.
- (b) Features of good research.
- (c) Difference between research methods and research methodology.

P.T.O.

(2)

- (d) Difference between pure and applied research.
- (e) Limitations of secondary data.
- (f) Importance of sampling.
- (g) Meaning of hypothesis.
- (h) Objective of tabulating the data.
- (i) Importance of report writing.
- (j) Need of conclusion and recommendation in a research report.

**Unit-I**

- 2. What is research? Discuss the steps of research process with the help of suitable examples. 10
- 3. What are the various types of research? Why some research is called exploratory research.? 10

**Unit-II**

- 4. What do you mean by primary data? Briefly discuss the various methods of collecting primary data? 10

IMS-3234

(3)

- 5. What is sampling? Briefly discuss the various techniques of probability and non probability based sampling. 10

**Unit-III**

- 6. A certain drug was administered to 456 males out of a total 720 in a certain locality to test its efficiency against typhoid. The incidence of typhoid is shown below. Find out the effectiveness of the drug against the disease.

	Inflation	No Inflation	Total
Adminstering the Drug	144	312	456
Without Admni-stering the Drug	192	72	264
Total	336	384	720

(Given: Tabulated value of  $X^2$  for 1d.f. at 5% level of significance is 3.841)

- 7. What is data analysis? What are its requisites? Explain the procedure involved in it. 10

IMS-3234

P.T.O.

(4)

**Unit-IV**

8. What are different types of graphical presentation? Also mention the general rules for graphical presentation. 10
9. What is research report? Briefly discuss the various types of report. 10

A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

**IMS-3235**

**B.B.A. (Semester-III) Examination, 2016**

**Foreign Language**

**(French) 307**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Répondez aux questions suivantes selon les indications données:  $3 \times 10 = 30$
- (a) Mettez au féminin : indien, bon, rouge.
  - (b) Écrivez le contraire : beaucoup, blanc, grand.
  - (c) Mettez au pluriel : anglais, table, gâteau.
  - (d) Complétez avec l'adjectif possessif:  
(mon, ma, mes) \_\_\_\_\_ ami,  
\_\_\_\_\_ livres, \_\_\_\_\_ mère.
  - (e) Nommez six couleurs en français.
  - (f) Nommez les jours de la semaine.
  - (g) Écrivez les nombres suivants en lettres:  
4, 6, 20, 15, 60, 99.

**P.T.O.**

(2)

- (h) Traduisez en anglais : Bonsoir Madame, Merci beaucoup, Au revoir.
- (i) Traduisez en français: Hello Mr. Louis, See you later, Have a nice day.
- (j) Répondez aux questions en français: Comment vous appelez-vous?, Où habitez-vous? Est-ce que vous parlez français?

**Unit-I**

2. Présentez-vous en français (10 lignes au moins). 10
3. Vous êtes journaliste. Interviewez un chanteur français. Faites les dialogues. 10

**Unit-II**

4. Conjuguez les verbes ALLER et COMMENCER au présent, à toutes les personnes. 10
5. Faites l'accord des adjectifs. 10
- Une (beau) femme. = Une belle femme.
- (i) Une femme (intelligent)
- (ii) Un (beau) tableau.
- (iii) Une (vieux) photo.
- (iv) Ce sont des enfants (timide).
- (v) C'est un homme (antipathique).
- (vi) Des (beau) images.
- (vii) Marie est (grand).
- (viii) Elles sont (musicien)
- (ix) Paul et Jacques sont (petit).
- (x) Ils sont (content)

IMS-3235

(3)

**Unit-III**

6. Décrivez votre <<Maison>> en français. (10 lignes au moins) 10
7. Racontez l'histoire d'un film que vous avez vu dernièrement. 10

**Unit-IV**

8. (a) Traduisez en anglais. 5
- Paris. Au restaurant. Nicolas fait des projets de week-end.
- Nicolas : Tu es libre dimanche?
- Sylvie: Oui.
- Nicolas : Qu'est-ce qu'on fait? Est-ce qu'on va à la campagne?
- Sylvie : Je suis fatiguée. Je préfère rester à Paris.
- Nicolas : Alors, voici le programme: une partie de tennis, un bon film, un bon restaurant, puis..... on va danser !
- Sylvie: D'accord pour le cinéma et le restaurant. Mais pas d'accord pour le tennis et la discothèque!
- Nicolas: Sylvie, tu n'es pas très amusante.
- (b) Traduisez en français: 5
- (i) She is a good student.
- (ii) I would like to live in Paris.
- (iii) Miss Sophie speaks French.
- (iv) He is a doctor.
- (v) I have two chocolates.

IMS-3235

P.T.O.



(4)

9. (a) Traduisez en anglais: 5

M. et Mme Martin déjeunent au petit restaurant du village.

Le garçon : Voici le menu. Le plat du jour, c'est du lapin à la moutarde.

M. Martin: Alors, je prends un lapin à la moutarde. Et toi?

Mme Martin: Je n'aime pas beaucoup le lapin. je voudrais une omelette aux champignons, s'il vous plaît.

Le garçon: comme entrée, qu'est-ce que vous choisissez? Le pâté de canard est excellent.....!

Mme Martin: Non, je préfère une salade verte.

M. Martin: Et moi, une salade de tomates.

Le garçon: Vous buvez du vin?

M. Martin : Non, de l'eau. Une carefe, S'il vous plaît!

(b) Traduisez en français:

(i) This is my house.

(ii) My friend is singer.

(iii) I am going to Tokya.

(iv) Are you musician?

(v) who is this?

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3236**

**B.B.A. (III Semester) Examination, 2016**

**Foreign Language**

**(BBA-307)**

**(German)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1** is **compulsory**. **Attempt** atleast **one** question from each unit.

1. Attempt **all** the parts according to the instructions. 5×6=30
- (a) Write days of the Week in German.
  - (b) Write months in German.
  - (c) Write the genders (das, die, der) of the nouns.  
Mann, Frau, Haus, Stadt, Kind.
  - (d) Write numbers 1 to 15 in words in German.
  - (e) Write five colours in German.

**P.T.O.**

(2)

**Unit-I**

10

2. Make sentences with the following words:  
ternen, kaufen, fahren, sehen, studieren.
3. Fill in the blanks.
- (a) Ich \_\_\_\_\_ mit dem Zug \_\_\_\_\_ Mumbai.
- (b) Mein Vater \_\_\_\_\_ aus Delhi.
- (c) Ich \_\_\_\_\_ 20 Jahre \_\_\_\_\_.
- (d) Er \_\_\_\_\_ Geburtstag \_\_\_\_\_ Februar.
- (e) Ich \_\_\_\_\_ Zeitung \_\_\_\_\_ Morgen.
- (f) Wir \_\_\_\_\_ Deutsch.

**Unit-II**

10

4. Write 15 lines on "Mein Lehrer" in German.
5. Write 15 lines on "Meine Universität" in German.

**Unit-III**

10

6. Answer the following questions in German:
- (a) Was kaufen Sie?
- (b) Lesen Sie Zeitung?
- (c) Haben Sie Karten?

(3)

- (d) Spielen Sie Badminton?
- (e) Was essen Sie gern?
- (f) Was brauchen Sie?
- (g) Was machen Sie?
- (h) Wo wohnen Sie?
- (i) Wohin fahren Sie in Sommer?
- (j) Woher kommen Sie?
7. Make questions in German:
- (a) Ich höre Musik.
- (b) Ich gehe in Kino.
- (c) Ich habe viele Bücher.
- (d) Ich lese Zeitung.
- (e) Ich studiere in Hochschule.
- (f) Ich esse Brot.
- (g) Ich brauche Geld.
- (h) Ich fliege nach Deutschland.
- (i) Neu Delhi liegt in Indien.
- (j) Ich bin ledig.

(4)

**Unit-IV**

10

8. Write your introduction in German (15 lines).
9. Write 15 lines on "Meine Freundin."

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3237**

**B.B.A. III Semester Examination, 2016**

**Banking and Insurance**

**(Old Course)**

**BBA-302**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all, including Question **No.1**, which is **compulsory** and carries 30 marks. Attempt one question from each unit carrying 10 marks each.

1. Write short notes on the following :

3×10=30

- (a) Functions of Financial Institution.
- (b) Difference between Money Market & Capital Market.
- (c) Concept of Bank Capital Adequacy.

**P.T.O.**

(2)

- (d) Duties of IRDA.
- (e) Objectives of RBI
- (f) Reinsurance
- (g) Difference between Scheduled bank and Non-scheduled bank.
- (h) Objectives of Monetary Policy.
- (i) Principle of Indemnity.
- (j) Difference between Life and Nonlife Insurance.

**Unit-I**

- 2. Discuss Indian Financial System. What are the major drawbacks in Indian Financial System? Explain. 10
- 3. What is Monetary policy? Discuss in detail the instruments of monetary policy. 10

IMS-3237

(3)

**Unit-II**

- 4. Explain the operating aspects of commercial banking in India. What are the main problems faced by commercial banks? 10
- 5. What are the objectives of Assets Liability Management by commercial banks? Explain in detail the ALM. Process. 10

**Unit-III**

- 6. What do you mean by Life Insurance Policy? Explain in detail the types of Life Insurance policy. 10
- 7. What are the objectives of Life Insurance policy? Explain in detail the operating aspects of life insurance companies. 10

**Unit-IV**

- 8. What is General Insurance Corporation? Discuss the classifications of General Insurance, describing their features. 10

IMS-3237

P.T.O.

(4)

9. Explain the Regulatory Framework of General Insurance. 10

Answer

The regulatory framework of general insurance in India is primarily governed by the Insurance Act, 1938, which was amended in 1964 and 1980. The Insurance Act, 1938, established the Insurance Commission as a regulatory body to oversee the operations of insurance companies. The Insurance Act, 1964, introduced the concept of 'General Insurance' and 'Life Insurance' and provided for the establishment of the Insurance Commission. The Insurance Act, 1980, further amended the Insurance Act, 1938, and provided for the establishment of the Insurance Commission as a separate body. The Insurance Commission is a statutory body established under the Insurance Act, 1938, and is responsible for regulating the insurance business in India. It has the power to issue licenses to insurance companies, to regulate the rates of premium, to supervise the operations of insurance companies, and to settle disputes between insurance companies and policyholders. The Insurance Commission is also responsible for ensuring the financial soundness of insurance companies and for protecting the interests of policyholders. The Insurance Commission is a multi-member body, with the Chairman and members appointed by the Government of India. The Insurance Commission is a statutory body established under the Insurance Act, 1938, and is responsible for regulating the insurance business in India. It has the power to issue licenses to insurance companies, to regulate the rates of premium, to supervise the operations of insurance companies, and to settle disputes between insurance companies and policyholders. The Insurance Commission is also responsible for ensuring the financial soundness of insurance companies and for protecting the interests of policyholders. The Insurance Commission is a multi-member body, with the Chairman and members appointed by the Government of India.

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3238**

**B.B.A. (Fifth Semester) Examination, 2016**

**E-COMMERCE**

**(BBA-501)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. **Question No.1** is **compulsory**. Attempt **one** question from each of the **four** units.

1. Answer the followings in brief:  $3 \times 10 = 30$
- (a) What is e-commerce? How it differ from e-Business.
  - (b) What is EDI? Discuss the benefits of EDI.
  - (c) What is digital signature?
  - (d) Discuss about publishing Technology in e-commerce.
  - (e) What do you mean by firewall?
  - (f) Discuss E-commerce value chain model.

**P.T.O.**



(2)

- (g) Discuss, why information on internet is vulnerable?
- (h) Differentiate between internet, intranet & extranet.
- (i) Discuss the characteristics of E-commerce.
- (j) Discuss some ethical-issue related to e-commerce.

**Unit - I**

- 2. What is the importance of E-commerce in the development of Business? 10
- 3. Discuss the frameworks of E-commerce Business. 10

**Unit - II**

- 4. What is Website? Discuss the objective of developing good website. Also discuss the essential elements for designing website? 10
- 5. (a) What is key element of E-commerce Business model? 5

IMS-3238

(3)

- (b) What do you mean by Business to consumer e-commerce model? How they generate revenue? Discuss. 5

**Unit - III**

- 6. Write your own view to develop, and implement e-commerce Business plan. 10
- 7. Write short notes on (any **two**) 5+5
  - (a) Brokerage model of revenue generation
  - (b) Marketing Mix for e-commerce.
  - (c) Social factor that effects e-commerce.

**Unit - IV**

- 8. (a) What do you mean by payment instrument used in e-commerce? Also explain the difference credit and debit cards. 5
- (b) Discuss the essential requirement of electronic payment system. 5

IMS-3238

P.T.O.

(4)

9. Explain the following terms. (any **two**) 5+5

(i) Confidentiality

(ii) Cryptography

(iii) Information security.

A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

**IMS-3239**

**B.B.A. (Semester V) Examination, 2016**

**Financial Services**

**(BBA-502)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No. 1** is **compulsory**. Select **one** question from each unit.

1. Write short answers of the following :

3×10=30

- (a) Who are Underwriters?
- (b) What are the disadvantages of credit cards?
- (c) What is Asset Based Financing?
- (d) Explain " Book Building".
- (e) What is Leveraged Lease?
- (f) Explain the challenges of Indian Financial Service Sector.

**P.T.O.**

(2)

- (g) Explain "Non-Recourse Factoring".
- (h) What are the functions of Primary Market?
- (i) What are Accommodation Bills?
- (j) What is Effective Rate of Interest in case of Hire Purchase?

**Unit-I**

2. "NBFCs are gaining importance in the Indian Economy. In this light explain the role of NBFCs in the financial service sector. Also elaborate on the regulatory framework of NBFCs in India. 10
3. "Financial Services are an essential component of a financial system". With reference to this, elaborate on the meaning, significance and characteristics of financial services. 10

(3)

**Unit - II**

4. The following data is relating to an asset to be leased by Z Ltd. :
- Cost of Equipment is ₹ 1,50,000
- The cost of capital of the lessor is 12%
- The lessor is in 40% tax bracket
- The depreciation is charged according to straight line method and the salvage value is ₹ 70,000 after 5 years
- The direct cost to the Lessor is Rs. 500 at the end of 1 year.
- The estimated cost for general administration in respect of the equipment to the lessor is ₹ 1,500 per year.
- The lessee agreed to pay : An annual rent of ₹43,000 for 5 years, a security deposit of ₹3000 which is refundable at the end of the lease term and a sum of ₹ 1,350 as non-refundable management fees payable at the time of inception of the lease.
- Evaluate the proposal from the point of view of the Lessor. 10

(4)

5. State the essential requisites of a valid hire purchase agreements. Also explain the implied conditions and warranties in hire purchase. 10

**Unit-III**

6. Explain "Factoring". What are the various services rendered by a factor to a client? 10
7. "Commercial Bills are important money market instruments". In this light explain the significance and types of bills of exchange. Also bring out the difference between bill discounting and factoring. 10

**Unit-IV**

8. Explain the term " Merchant Banker". Discuss the functions and responsibilities of merchant banker with respect to new issue of securities. 10
9. Discuss the role of new issue market in economic development of India. Also elaborate on the types of issues of securities in the new issue market. 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3240**

**B.B.A. (Fifth Semester) Examination, 2016**

**HEALTH CARE MANAGEMENT**

**(BBA-503)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.1** is **compulsory**. Attempt **one** question from each of the **four** units.

1. Write short notes on the following :

3×10=30

- (a) National Agencies in India.
- (b) Government Policies for Health Care and Social Development.
- (c) Levels of Health Care System
- (d) Data Sources of Health System Research
- (e) Decision Tree in Health Care Decision Making.

P.T.O.

(2)

- (f) Need Vs. Demand Vs. Supply Model
- (g) Electronic Medical Records
- (h) Private Sources of Health Care Financing
- (i) Different types of Medical Staff
- (j) Barriers of Health Care Communication.

**Unit-I**

- 2. What is meant by health care management? Discuss the importance of health care management in India. 10
- 3. What are the types of voluntary groups? Explain the roles of voluntary groups in India. 10

**Unit-II**

- 4. What are the characteristics of Health Care System? Discuss its various goals in brief. 10
- 5. What is decision making? Explain the problems that affect the decision making. What guidelines should be followed for effective health care decision making? 10

(3)

**Unit-III**

- 6. What do you understand by health care budgeting? Explain the various dimensions of budgeting in health care. 10
- 7. What are the objectives of Pricing in health care? Discuss the various factors affecting health care prices. Explain product form pricing as a technique of health care services. 10

**Unit-IV**

- 8. What is meant by hospital? Explain the different types of hospitals in India. 10
- 9. What are the different approaches to health care communication? Explain the modes of communication in health care. 10

A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

**IMS-3241**

**B.B.A. (Fifth Semester) Examination, 2016**

**RURAL MARKETING**

**(BBA-504)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. In addition attempt **one** question from each of the four Units.

1. Write short notes on the following:

- (a) Marketing mix variables     3×10=30
- (b) Niche Marketing
- (c) Product life cycle
- (d) Green Revolution
- (e) Rural Households

**P.T.O.**



(2)

- (f) Rural-Urban disparities
- (g) NABARD
- (h) Social Classes : Characteristics and Preferences
- (i) Opinion leadership
- (j) Beliefs and Attitudes

**Unit-I**

- 2. Define rural marketing. How do you add value to rural marketing? Explain with illustration. 10
- 3. List and explain the bases of market segmentation with suitable examples. 10

**Unit-II**

- 4. Discuss the role of the retailer in rural marketing. 10
- 5. Explain how the characteristics of rural buyers influence the purchase of- 10
  - (a) Tractors
  - (b) Toothpaste

IMS-3241

(3)

- (c) Food products
- (d) Cement

**Unit-III**

- 6. Explain how stimuli are created by external environmental variables among rural consumers. 10
- 7. Briefly explain the latest measures taken by the government to accelerate rural development. 10

**Unit-IV**

- 8. Justify the role of consumables and durables in rural market with the help of rural marketing mix. 10

IMS-3241

P.T.O.

(4)

9. Explain the role of branding and packaging in rural marketing with special reference to Indian economy. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3242**

**B.B.A. (Fifth Semester) Examination, 2016**

**TAXATION**

**(BBA-505)**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit. Use of simple calculator is permitted.

1. Attempt **all** the parts:  $3 \times 10 = 30$
- (a) Assessee
  - (b) Agriculture Income
  - (c) An assessee commences his business on:
    - (i) May 1, 2014
    - (ii) January 1, 2015
    - (iii) April 15, 2015In each cases, what will be his assessment year.
  - (d) PAN
  - (e) List of Exempted Incomes
  - (f) Wealth Tax
  - (g) Fully Taxable Allowance

P.T.O.

(2)

- (h) Deductions from Gross Total Income  
(i) Provident Fund  
(j) Types of Capital Gain

**Unit-I**

2. How the residential status of an assessee is determined under the Income Tax Act, 1961? Explain and illustrate. 10
3. (a) Mr. Peter, a citizen of German came to India for the first time on may 1, 2009. He stayed here for 3 years and went to Japan on May 1, 2012. He returned to India on April 1, 2013 and went back to German on December 1, 2013. He was posted back to India on January 20, 2016. Determine his residential status for the assessment year 2016-17. 5
- (b) Mr. Amar has the following incomes during the previous year from the agriculture estate. Compute the taxable income for the assessment year 2016-17. 5
- ₹
- (i) Manufacture of coffee  
grown and cured 3,00,000
- (ii) Manufacture of Tea 4,00,000
- (iii) Manufacture of Rubber 6,00,000

(3)

**Unit-II**

4. Mr. Harry submits the following information in respect of two house properties for the previous year 2015-16

	I House (₹)	II House (₹)
Municipal value	6,000	12,000
Fair Rent	7,000	14,000
Municipal Taxes	600	1,700
Fire Insurance Premia	150	250
Interest on loan taken for Construction	4,000	16,000

- His other incomes are ₹ 3,00,000. You are requested to give advice to Mr. Harry which house he should opt for self occupation. 10
5. (a) Mr. Abdul received 100 bonus shares on May 1, 1991 from xyz Ltd. He sold these bonus shares in December 2015 @ ₹ 110 per share. Compute the capital Gain for the assessment year 2016-17. 5
- (b) Mr. Ramlal purchased a land for ₹ 80,000 on 04-01-1978. He sold this land on 02-9-2015 for ₹ 17,00,000. Expense on sale were 2% of sales. The market value of land on 1-4-1981 was ₹ 1,00,000. Compute the capital gain for the assessment year 2016-17. 5
- 1981-82 ---- 100
- Give, Cost inflation Index 1991-92 ---- 199
- 2015-16----1081

### Unit-III

6. Explain the provisions of Income Tax Act, regarding the setoff and carry forward of losses.

10

7. (a) Mr. Harry was retired from a company after serving 35 years 10 months. The statute of the company is as per the payment of Gratuity Act. He received a gratuity of Rs. 8,00,000. The structure of the salary was : Basic Salary Rs. 25,000, D.A. Rs. 8,500, HRA Rs. 4000. Calculate the exempt amount of Gratuity. 5

(b) Mr. Faiz was working in PS International Pvt. Ltd. Now he is getting a pension of Rs. 25,000 per month. Due to some emergency he commuted 2/3 of his pension and received Rs. 8,50,000. Determine the exempted amount if:

(i) He also received gratuity

(ii) He did not receive gratuity 5

### Unit-IV

8. Discuss the various authorities entrusted with the work of administration under the income tax law in India. 10

9. (a) Types of Assessment 5

(b) Assets under Wealth Tax Act, 1957 5

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3243**

**B.B.A. (Semester-V) Examination, 2016**

**Managing Personal Finance**

**(BBA-506)**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Answer **five** questions in **all**, including. Questions **No.1**, which is **compulsory**. Attempt **one** question from each of the four units. Use of simple calculator is permitted.

1. Write short notes on the following :

3×10=30

- (a) Relationship between risk and return
- (b) Tax avoidance
- (c) Investment in Government Securities
- (d) Types of lease financing
- (e) Importance of financial security
- (f) Types of bank deposits

**P.T.O.**

(2)

- (g) Cost of capital
- (h) Asset management companies
- (i) Tax saving mutual fund scheme
- (j) Diversification of risk.

**Unit-I**

2. Explain in detail various avenues for investment, if the investor has an investment horizon of more than ten years. 10
3. (a) Differentiate between 'spending', 'saving' and 'investing' by individuals. Also provide relevant examples. 5
- (b) "Insurance is the best form of investment". Do you agree with this statement? Give reasons to support your answer. 5

**Unit-II**

4. (a) Differentiate between 'Tax planning' and 'Tax evasion'. 5
- (b) Discuss the objectives that can be achieved through rigorous tax planning. 5

IMS-3243

(3)

5. (a) Define risk of a security. Also differentiate between systematic and unsystematic risk. 5
- (b) On the basis of following information, calculate the expected return of Abc Ltd. 5

State of Economy	Probability	Rate of return of insurance
(i) Boom	0.3	25%
(ii) Normal	0.5	20%
(iii) Recession	0.2	15%

**Unit-III**

6. (a) An expansion project of BL Ltd. will lead to the following each flows : 6

Year	Cash flow (in Rs.)
0	(100,000)
1	30,000
2	30,000
3	40,000
4	45,000

If the cost of capital for the firm is 10%, suggest whether BL Ltd. Should invest for this expansion?

IMS-3243

P.T.O.

(4)

- (b) Explain the concept of time value of money. 4
7. (a) Discuss the benefits of investing in mutual funds. 5
- (b) Differentiate between open-ended and close ended mutual fund schemes. 5

**Unit-IV**

8. (a) What is meant by Poverty trap? What are the measures that an individual may take to end poverty trap? 5
- (b) Explain the term economic independence. Discuss its significance. 5
9. (a) Define liquidity. Explain the importance of cash forecasting. 5
- (b) Discuss the methods of preparing cash budgets. 5



A

(Printed Pages 7)

Roll No. \_\_\_\_\_

**IMS-3112**

**M.B.A. (Semester-II) (Common Subject)**

**Examination, 2016**

**International Business**

**(IMS-021)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **four** more questions selecting **one** question from each unit.

1. Briefly answer the following:  $3 \times 10 = 30$
- (a) "There should be free movement of labour across various nations." Comment.
  - (b) "MNG tends to have a global outlook and orientation of business". Elaborate.
  - (c) How are 'Tom-key projects' different from "Contract manufacturing."

**P.T.O.**

(2)

- (d) Inflow of capital from abroad is vital for the growth of a development economy.
- (e) Elaborate the following terms with examples:
- (1) Escalation clause
  - (2) Dumping
- (f) What are 'TRIPS' and 'TRIMS'?
- (g) "Non-tariff barriers in innovative forms are emerging as powerful tools to restrict import on discriminatory basis. Explain with example.
- (h) What are 'FOB' and 'CIF' values in international trade.
- (i) What are strategic alliances? Discuss with examples.
- (j) If the BOT is unfavourable then can the BOP be favourable? Explain how, If yes.

IMS-3112

(3)

**Unit-I**

2. (a) In the globalised economy, distances and national boundaries have substantially diminished with the removal of obstacles to market access. Besides there have been reductions in transaction costs and compression of time as well." Discuss.
- 5+5
- (b) 'The high degree of economic Integration among the countries has also passed considerable risks of contagion following economic and financial crisis in foreign countries." Elaborate.
3. (a) Examine the various modes of entry into international business. Further explain why separate modes are required for different business organisations dealing with international business.
- 7+3

IMS-3112

P.T.O.

(4)

- (b) Differentiate between domestic and International business. Explain the factors which are responsible for doing international business.

### Unit-II

4. (a) Do you agree with the view that the comparative advantage model is invalid as it is based on a set of extremely unrealistic assumptions which do not conform to the world reality? Critically examine the theory and the important issues involved in the argument.
- (b) Elaborate the terms 'Absolute cost advantage' and 'Comparative cost advantage' and explain how factor endowment becomes the reason for these advantages. 7+3

(5)

5. (a) "The theories of International trade have taken pains to tell us that free trade is the best policy. What, then are the justifications to adopt policies of restricted trade through trade barriers. Examine the issue in detail. (6+4)
- (b) Discuss the various types of trade-barriers.

### Unit-III

6. (a) Discuss the theories of exchange rate determination.
- (b) Show the effect of the following changes on the exchange rate and subsequently on the BOP with the help of diagrams.
- (i) Withdrawal of foreign capital by FIIs.
- (ii) Increase in exports
- (iii) Fall in Imports

(6)

(iv) Recession in the economy of our trading partner.

(v) Recession in home country/ domestic economy.

7. Examine the procedure involved in exporting the product from India. Further discuss the various infrastructural / economic assistance available to exporters in India to boost international business. 10

#### Unit-IV

8. "Last few years have witnessed an unprecedented proliferation of regional trade arrangements resulting in Increasing regional economic integration." In this regard discuss the economic and political reasons and consequences along with the stages of it. 10

IMS-3112

(7)

9. (a) "Without an institution such as the WTO, the globalisation of markets and production is unlikely to have proceeded as far as it has" Elaborate. 4+6

- (b) Mention the role of IMF & World bank and further explain why two separate organisations were established through the Bretton-Woods conference?

IMS-3112

Roll No. \_\_\_\_\_

**IMS-3113**  
**MBA (Semester II) Common**  
**Examination, 2016**  
**Management Accounting**  
**(IMS-022)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question No. **1** is **compulsory**. Attempt any **one** question from each unit.

1. Answer the following questions in brief :
- $3 \times 10 = 30$
- (a) State any three differences between financial accounting and management accounting.
  - (b) What is the difference between relevant cost and irrelevant cost?
  - (c) What are the limitations of Break Even Analysis?
  - (d) What are the methods of transfer pricing?
  - (e) What is the difference between allocation and apportionment?

**P.T.O.**

(2)

- (f) What are the objectives of Budgetary control?
- (g) What is value chain analysis?
- (h) Discuss the significance of P/V ratio and explain the ways by which P/V ratio can be improved.
- (i) Indicate the circumstances under which you will allow to fix a price which is less than the Total cost.
- (j) What are the different types of functional budget?

**Unit - I**

2. 'Management accounting is concerned with accounting information that is useful to management' Explain. 10
3. Fill in the blanks for each of the following independent situations : 10

	A	B	C	D	E
Selling Price per unit (Rs.)	-	50	20	-	30
Variable cost as% of sales	60	-	75	75	-
No. of units sold	10,000	4,000	-	6000	5,000
contribution	20,000	80,000	-	25,000	50,000
Fixed cost	12,000	-	1,20,000	10,000	-
Profit / loss Rs.	-	20,000	30,000	-	15,000

IMS-3113

(3)

**Unit - II**

4. XYZ Ltd. has three production departments and two service departments. The estimated figures for a certain period are as follows : 10

	Rs.
Lighting & Electricity	20,000
Rent, rates & taxes	1,00,000
Power	10,000
Wages of store staff	20,000
Depreciation of machinery	30,000
Insurance premium	20,000
	<u>2,00,000</u>

Further details :

Particulars	Production Departments			Service Departments	
	x	y	z	1	2
Wattage	5000	2000	1000	1000	1000
Floor Area (Sq.-feet)	20,000	10,000	10,000	5000	5000
Horse Power of machine	2000	1000	1200	800	-
Capital value of Machine (Rs.)	1,00,000	80,000	60,000	40,000	20,000
Capital value of fixed assets (Rs.)	1,20,000	1,00,000	80,000	60,000	40,000
No. of employees	120	80	66	-	-
Value of materials used (Rs.)	12,000	10,000	8,000	6,000	-

You are required to apportion the costs of vari-

IMS-3113

P.T.O.

(4)

ous departments on the most equitable basis by preparing a primary distribution summary. The overhead costs of the two service departments are distributed in the same order viz. 1, 2 respectively on the following basis. :  
Basis

1. : Value of materials used
2. : No. of employees.

Prepare a schedule showing the distribution of overhead costs of the two service departments to the production departments using the step ladder method.

5. (a) In the manufacture of product "X", 1000 kg of material at Rs. 2.00 per kg were supplied to the firm's process I. Labour costs amounted to Rs. 500 and production overheads of Rs. 250 were incurred. The normal process loss has been estimated at 10% of which half can be sold as scrap at Re 1 per kg. The actual production realized was 850 kg. 5  
Draw up necessary process accounts.
- (b) What is job order costing? What are the special features of job costing? 5

### Unit - III

6. The Raisilly manufacturing company manufactures a components which is finally assembled to its main product. The component is pro-

(5)

duced in two manufacturing steps. The normal annual production of the part is 50,000 units. The following are the standard costs of performing the manufacturing steps : 10

#### Manufacturing Steps 1 :

Direct Materials	Rs. 82,800
Direct Labour	Rs. 1,10,400
Variable Overhead	Rs. 55,200
Other Overhead	Rs. 47,840
Total Cost	Rs. 2,96,240

#### manufacturing steps 2 :

Direct Labour	Rs. 73,600
Variable Overhead	Rs. 44,800
Other Overhead	Rs. 44,160
	1,62,560
Total cost of both setps	Rs. 4,58,800

The other overhead comprising both fixed and variable overhead is allocated as Rs. 36,000+10% of direct labour cost. The company will not require manufacturing step 1 if components are bought from outsider. The outsider will supply 50,000 units a year at Rs. 4.35 per unit. The company will have to pay freight of Rs. 10,000 per year on purchases.

(6)

If the components are purchased, this will release space occupied for performing manufacturing step 1. The opportunity cost of the space is Rs. 20,000 per year. Suggest whether the component should be manufactured or bought from outside.

7. XY Ltd. is manufacturing three household products A, B and C, and selling them in a competitive market. Details of current demand selling price and cost structure are given below:

	A	B	C
Expected demand (units)	10,000	12,000	20,000
Selling price per unit (Rs.)	20	16	10
<b>Variable cost per unit Rs.</b>			
Direct materials (Rs10/kg)	6	4	2
Direct Labour (Rs 15/hr)	3	3	1.50
Variable Overheads	2	1	1
fixed over heads per unit (Rs.)	5	4	2

The company is frequently affected by acute scarcity of raw material and high labour turnover. During the next period, it is expected

IMS-3113

(7)

that raw materials available will be only 12,100kgs.

Suggest the best production plan and the resultant profit that the company would earn, according to your suggestion. 10

#### Unit - IV

8. XYZ company manufactures a product ABC by mixing three raw materials. For every 100 kgs of ABC, 125 Kgs of raw materials are used. In April 2015, there was an output of 5600 Kgs of ABC. The standard and actual particulars of April 2015 are as follows : 10

Raw Material	Standard		Actual	
	Mix (%)	Price per Kg (Rs)	Mix (%)	Price per kg (Rs)
Raw Material I	50	40	60	42
Raw Material II	30	20	20	16
Raw Material III	20	10	20	12

Calculate all material variances.

9. The cost of an article at a capacity level of 5000 units is given below. For a variation of

IMS-3113

P.T.O.



(8)

20% in capacity above or below this level, the individual expenses vary as indicated 10

Rs.

Material cost	25,000	(100% varying)
Labour cost	15,000	(100% varying)
Power	1,250	(80% varying)
Repair & Maintenance	2,000	(75% varying)
Stores	1,000	(100% varying)
Inspection	500	(20% varying)
Depreciation	10,000	(100% fixed)
Administration		
Over heads	5,000	(25% varying)
Selling overheads	3,000	(50% varying)
	<u>Rs. 62,750</u>	
Cost Per Unit	Rs. 12.55	

Find the unit cost of the product at production levels of 4000 units and 6000 units.

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**IMS-3114**

**M.B.A. (Semester-II) Examination, 2016**

**(Common Subject)**

**FINANCIAL MANAGEMENT**

**(IMS-023)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory** and carries 30 marks. Attempt **one** questions of 10 marks from each unit.

1. Write short notes on the following :  $3 \times 10 = 30$ 
  - (a) Functions of a treasurer.
  - (b) Assumptions of Net Present value.
  - (c) Concept of Capital Rationing.
  - (d) Drawbacks of ARR.

**P.T.O.**

(2)

- (e) Role of Fixed Cost in Leverages.
- (f) Application of Profitability Index (PI) Method.
- (g) Concept of Irrelevance theory of Dividend.
- (h) Factors affecting working capital.
- (i) Safety stock in inventory control.
- (j) Limitations of "Profit maximization" as objective of finance.

**Unit-I**

2. "An optimal Combination of decisions relating to investment financing and dividends will maximize the value of the firm to its shareholders.

Examine.

10

3. (a) What is the minimum amount which a person should be ready to accept today from a debtor who otherwise has to pay

IMS-3114

(3)

a sum of Rs. 5000/- today Rs. 6000/-, Rs. 8000/-, Rs. 9000/- and Rs. 10,000/- at the end of year 1,2,3,4 respectively from today. The rate of interest may be taken at 14%. 5+5

year

[Given : PVF (14%)

0	1	2	3	4
1	.877	.769	.675	.592

- (b) "Individuals to have a time preference for money". State the reasons for such preference.

**Unit-II**

4. Rank the projects using NPV, Discounted Pay back and Profitability index methods of capital budgeting.

IMS-3114

P.T.O.

(4)

Consider K=12%

10

Year	0	1	2	3	4	5
K=12%	1.000	.893	.797	.712	.636	.567

Year	Project 'A'	Project 'B'
	NCF (Rs.)	NCF (Rs.)
0	-5,00,000	-5,80,000
1	1,00,000	2,00,000
2	1,50,000	2,10,000
3	1,80,000	1,80,000
4	2,00,000	1,70,000
5	1,70,000	60,000

5. (a) What do you mean by Risk Adjusted Discount Rate? How does it differ from Certainty Equivalent approach. 6+4=10
- (b) Analyse the relevance of sensitivity analy-

(5)

sis in capital budgeting.

**Unit-III**

6. Discuss the appropriateness of using the WACC as a cut-off in Capital Budgeting. Outline the basic steps involved in calculation of WACC with the help of an imaginary figures. 10
7. The information is available in respect of two firms : 5+5
- (a) P Ltd. and Q Ltd. as follows :

(Figures in Rs. Lacs)

	<u>P Ltd.</u>	<u>Q Ltd.</u>
Sales	500	1000
-V.C.	<u>200</u>	<u>300</u>
Contribution	300	700
-F.C.	<u>150</u>	<u>400</u>
EBIT	150	300
-Interest	<u>50</u>	<u>100</u>
Profit Before Tax	<u>100</u>	<u>200</u>

You are required to Calculate different le-

(6)

verages for both the firms and also comment on their relative risk position.

(b) A firm is considering alternative proposals to finance its expansion plan of Rs. 4,00,000. Two such proposals are :

(i) Issue of 15% loans of Rs. 2,00,000 and issue of 2000 equity shares of Rs. 100 each and

(ii) Issue of 4000 equity shares of Rs.100 each.

Given the tax rate at 50%, and assuming EBIT of Rs. 70,000 and Rs. 80,000, state which alternative is better?

#### Unit-IV

8. The Earning per share of a Company are Rs.8/- and the rate of capitalisation applicable to the company is 10%. The company has before it an option of adopting a payout ratio of

(7)

25% or 50% or 75%. Using Walter's formula of dividend Payout, compute the market value of the company's share if the productivity of Retained earning is (i) 15% (ii) 10% and (iii) 5%. 10

9. The cost sheet of POR Ltd provides the following data :

	Cost per unit
Raw material	Rs. 50
Direct Labour	20
Overhead	40
(including depreciation of Rs. 10)	
Total Cost	110
Profits	20
Selling price	130

Average raw material in stock for one month.  
Average material in work-in-progress is for half month. Credit allowed by suppliers one month, credits allowed to debtors one month. Aver-

(8)

age time lag in payment of wages, 10 days, average time lag in payments of overheads 30 days. 25% of the sales are on cash basis. Cash balance expected to be 1,00,000. Finished goods lie in the warehouse for one month. 10

You are required to prepare a statement of the working capital needed to a finance level of the activity of 54,000 units of output. Production is carried on evenly throughout the year and wages and overheads accrue similarly. State your assumptions, if any, clearly.

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3115**

**M.B.A. (Semester-II) (Common Subject)**

**Examination, 2016**

**COMPUTER APPLICATIONS & M.I.S.**

**(IMS-024)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory** and carries 30 marks. Attempt **one** question from each unit. These questions carry equal marks.

1. Answer the following in brief :  $10 \times 3 = 30$
- (a) Define computer. Discuss its Business application
  - (b) What do you mean by processor? Discuss different types of processor.
  - (c) Define user Interface provided by operating system.

**P.T.O.**

(2)

- (d) Discuss different types of translator program.
- (e) Define primary key Explain with example.
- (f) What do you mean by feasibility study?
- (g) What do you mean by feedback component of information system?
- (h) Differentiate between system software & Application Software.
- (i) Discuss the different types of files in any Business organization.
- (j) Discuss, How data store on Magnetic Media.

**Unit - I**

- 2. What is memory? Why it is used for? Discuss different type of memories used in Computer system. 10
- 3. What do you mean by data Communication? Discuss the different type of data communication medium. 10

IMS-3115

(3)

**Unit -II**

- 4. (a) What is Operating System? Discuss , How Operating System helps in memory management. 5
- (b) Define database with example. Also Discuss the advantages of Database. 5
- 5. (a) What do you mean by Computer Language. Discuss the characteristics of High Level Language (HLL)? 5
- (b) Define (any two)  $2 \times 2\frac{1}{2} = 5$ 
  - (i) Header and footer in Ms-Word
  - (ii) Formula and function in Ms-Excel
  - (iii) Rehearsal time in slide show.

**Unit- III**

- 6. (a) What is system? Discuss the different types system. 5
- (b) List and discuss the system stake holder. 5

IMS-3115

P.T.O.



(4)

7. (a) What do you mean by data Flow diagram (DFD)? Draw the data flow diagram for making Admission process in university system. 5
- (b) What do you mean by Entity Relationship Diagram (ERD)? Draw ERD for an employee who is working in some department of an office as a manager since Last five year. 5

#### Unit - IV

8. What do you mean by MIS? Discuss the factors affecting the success & failure of MIS. 10
9. (a) What is e-commerce? Discuss the characteristic of e-commerce Business. 5
- (b) Write short notes on any one : 5
- (i) System Development Life Cycle (SDLC)
- (ii) Payment System.

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3116**

**M.B.A. (Second Semester) (Common Subject)**

**Examination, 2016**

**Production & Operations Management**

**(IMS-025)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

- Note :** (i) Answer **five** questions in all, choosing one question from each of the **four** units.
- (ii) Question **No.1** is **compulsory** and carries 30 marks.
- (iii) All other questions carry 10 marks each.
1. Answer the following questions in short :
- (a) Discuss the importance of production function in modern business.  $3 \times 10 = 30$
- (b) Distinguish between production and operations management.
- (c) Distinguish between routing and scheduling.
- (d) Distinguish between production planning and production control.

**P.T.O.**

(2)

- (e) Discuss the merits of Batch production system.
- (f) Discuss the purpose of keeping safety stock.
- (g) What do you understand by Automation?
- (h) Explain the need for work study in an enterprise.
- (i) Discuss where inspection should take place in a manufacturing process.
- (j) What is the utility of statistical quality control.

**Unit - I**

- 2. What is production planning and control? Explain the functions of routing, scheduling, dispatching and follow up in production management. 10
- 3. What are the various factors that influence facility location? Which kind of layout is preferred in a ship manufacturing industry? Explain. 10

**Unit -II**

- 4. What do you mean materials management? What are the main objectives of efficient purchasing and what is the scope of the purchasing function within an organisation? 10
- 5. The following data is available on consumption pattern of certain materials in an organization.

IMS-3116

(3)

Group	No. of items	Monthly Consumption (units)	Price item (Rs.)
I	40	300	90
II	20	270	100
III	100	1700	5
IV	200	1500	4
V	60	340	50
VI	300	2500	1
VII	250	2000	2
VIII	30	170	500

Find out A, B, C items when,

'A' item account for 85% of consumption value.

'B' item account for 10% of consumption value.

'C' item account for 5% of consumption value.

**Unit- III**

- 6. What do you mean by productivity? How would you measure productivity? Discuss the factors on which productivity depends. 10
- 7. What do you understand by product development? Discuss its need. Explain the factors which should be taken into account while developing a new product. 10

**Unit - IV**

- 8. (a) Define the term standard time and briefly describe the more common allowances give in work standard 4+6=10

IMS-3116

P.T.O.

(4)

(b) A manufacturing firm has conducted a time study for 10 cycles of a job. The job has 5 elements and the total elemental times (minutes) for each element and performance rating factors are as follows:

Element	$\Sigma t$ (min)	Rating factor
1	3.60	1.05
2	4.84	0.90
3	2.95	1.00
4	4.90	1.10
5	1.80	0.95

Compute the standard time using an allowance of 20%

9. The following data give the weight (in gram) of an automobile part. five samples of four items each were taken on a random sample basis (at an interval of one hour each). Draw the mean control chart and find out if the production process is in control. 10

	Sample Number				
	1	2	3	4	5
Observations	10	10	10	11	12
	12	12	10	10	12
	10	13	9	9	12
	12	13	11	14	14

(Given : Conversion factor for  $n=4$  is  $A_2=0.729$ )

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3117**

**M.B.A. (Second Semester)**

**(Common Subject) Examination, 2016**

**RESEARCH METHODOLOGY**

**(IMS-026)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No. 1** is **compulsory**, carrying **30** marks. Attempt **one** question from each unit carrying **10** marks. Use of simple calculator is allowed.

1. Answer the following questions in brief:

$3 \times 10 = 30$

- (a) Describe the important sources of literature needed for a research plan.
- (b) Explain and differentiate variable and attribute.
- (c) Distinguish between pure and applied research.
- (d) What is Coding? Explain its utility in the data analysis.

**P.T.O.**

(2)

- (e) Explain Pilot Study.
- (f) Distinguish between proportionate and disproportionate Stratified Sampling with example.
- (g) How can we improve response rates in survey and questionnaire methods?
- (h) Explain the Pretest-Post test control group design.
- (i) What is a null hypothesis? Construct a hypothesis for a study on change in price of a product by a firm.
- (j) Comment on the following Sampling design:  
"A Departmental Store that wishes to examine whether it is losing or gaining Customers, draws a sample from its list of credit card holders by selecting every tenth name."

**Unit-I**

- 2. "Research is much concerned with proper fact finding analysis and evaluation." Do you agree with this statement? Give reasons in support of your answer. 10
- 3. What is a research problem? How is this identified? Discuss the process of defining a research problem with an illustration. 10

**Unit-II**

- 4. Distinguish between exploratory research and descriptive research design. Discuss the im-

IMS-3117

(3)

portant techniques used in exploratory research design in brief. 10

- 5. (a) What do you understand by Sampling design? Discuss the steps involved in the sample design process. 6
- (b) What are the features of a good sample? Explain. 4

**Unit-III**

- 6. (a) Most projective techniques attempt to discover a respondents true feelings by asking indirect questions rather than direct questions that gives the respondent a good idea about the exact reason the question is being asked. Does the use of this technique constitute deception? Give reasons in support of your answer. 5
- (b) Make a comparison between observation, Interview and Questionnaire methods of data collection. 5
- 7. (a) A researcher wants to examine attitude towards ABC airline, on the following attributes: Safety, pricing, baggage handling, Customer Service, Comfort, food and value for Money. Design a Likert scale to accomplish this task. Construct at least five statement for this purpose.
- (b) Fill in the blanks: 5
  - (i) ..... scale is used for measuring expenditure on entertainment in a month.

IMS-3117

P.T.O.

(4)

- (ii) ..... scale is used to distribute 100 points among 6 factors of a Himalaya Product.
- (iii) ..... scale is used for measuring attitude towards new technology.
- (iv) ..... scale is most suited for a Telephone Survey.
- (v) ..... scale is used for ranking five pollutants from the most severe to least.

**Unit-IV**

8. A certain drug is claimed to be effective in Curing cold. In an experiment on 500 persons with cold, half of them were given the drug and half of them were given the sugar pills. The patient's reactions to the treatment are recorded in the following table. 10

	Helped	Harmed	No effect	Total
Drug	150	30	70	250
Sugar Pills	130	40	80	250
Total	280	70	150	500

On the basis of the data can it be Concluded that there is a significant difference in the effect of the drug and sugar pills?

9. Distinguish between the following with illustration: 5×2=10
- (a) One tail and two tail test.
  - (b) Popular report and Technical report.

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3118**

**M.B.A. II Semester (Core Paper)**

**Examination, 2016**

**Foreign Language**

**FRENCH**

**(Paper- LU 021)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No. 1** is **compulsory**. Attempt **One** question from each unit.

1. Répondez aux questions suivantes selon les indications données :  $3 \times 10 = 30$
- (a) Nommez les jours de la semaine.
  - (b) Nommez trois pays voisins de la France.
  - (c) Écrivez les nombres suivants en lettres : 2, 4, 5, 20, 100.
  - (d) Mettez au féminin : bon, français, étudiant.
  - (e) Écrivez le contraire (opposite) : grand, jour, blanc.

**P.T.O.**



(2)

- (f) Mettez au pluriel  
crayon, table, pays.
- (g) Nommez six couleurs en français.
- (h) Traduisez en français :  
Good Morning Mr., Excuse me please, See  
you later.
- (i) Traduisez en anglais :  
Je suis désolé, Ça va bien, Bonne journée.
- (j) Répondez en français:  
Comment vous appelez-vous?--

**Unit - I** 10

2. Présentez- vous en français en dix (10) lignes  
au moins.
3. Faites votre résumé en français.

**Unit - II** 10

4. Écrivez un essai sur << Ma Famille >> ou <<  
Ma Ville >>.  
(10 lignes au moins)
5. Discutez une fête traditionnelle en France en  
détail.

**Unit - III** 10

6. Conjuguez les verbes ÊTRE et REGARDER au  
présent, à toutes les personnes.
7. Choisissez la préposition et mettez le verbe à  
la forme qui convient :
- (a) Je (aller) \_\_\_\_\_ café.

IMS-3118

(3)

- (b) II (habiter) \_\_\_\_\_ Italie.
- (c) Elle (rester) \_\_\_\_\_ Paris.
- (d) Vous (être) \_\_\_\_\_ la campagne.
- (e) Elle (aller) \_\_\_\_\_ États-Unis.

**Unit - IV** 5+5=10

8. (a) Traduisez en français :
- (i) He is a good student.
- (ii) Mr. Kevin is doctor.
- (iii) This is a big bag.
- (iv) I like the chocolate.
- (v) My mother is teacher.
- (b) Traduisez en anglais :
- Paris. Au restaurant. Nicolas fait des  
projets de weed-end.
- Nicolas* : Tu es libre dimanche? *Sylvie*. Oui.
- Nicolas* : Qu'est-ce qu'on fait? Est-ce  
qu'on va à la campagne?
- Sylvie* : Je suis fatiguée. Je préfère rester  
à Paris.
- Nicolas* : Alors, voici le programme : une  
partie de tennis, us bon film, un bon res-  
taurant, puis... on va danser!
- Sylvie* : D'accord pour le cinéma et le res-  
taurant. Mais pas d'accord pour le tennis  
et la discothèque !
- Nicolas* : Sylvie, tu n'es pas très amusante.

IMS-3118

P.T.O.

(4)

9. Traduisez en français :

- (a) (i) We are Indians.
- (ii) I drink coffee.
- (iii) He has a black car.
- (iv) My house is big and beautiful.
- (v) My father is journalist.

(b) Traduisez en anglais :

M. et Mme Martin déjeunent au petit restaurant du village. *Le garçon* : Voici le menu. Le plat du jour, C'est du lapin à la moutarde.

*M. Martin* : Alors, je prends un lapin à la moutarde. Et toi ?

*Mme Martin* : Je n'aime pas beaucoup le lapin. Je voudrais une omelette aux champignons, s'il vous plaît.

*Le garçon* : Comme entrée, qu'est-ce que vous choisissez? Le pâté de canard est excellent....!

*Mme Martin* : Non, je préfère une salade verte.

*M. Martin* : Et moi, une salade de tomates.

*Le garçon* : Vous buvez du vin?

*M. Martin* : Non, de l'eau. Une carafe, s'il vous plaît!

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3119**

**M.B.A. (Semester-IV) (Common Paper)**

**Examination, 2016**

**(MBA : AB, CM, F & C, HR & IR, IB, M, MS, RM,  
RDM & PTM)**

**(Strategic Management-II)**

**(IMS-041)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No. 1** is **compulsory**. Attempt **one** question from each unit.

1. Write brief notes on the following:  $3 \times 10 = 30$ 
  - (a) Core Competence
  - (b) Pyramid of strategy implementation
  - (c) Matrix organisation structure
  - (d) Realized and intended strategy
  - (e) Learning organisation

**P.T.O.**

(2)

- (f) Kurt Lewin's model of change
- (g) Special Alert control
- (h) Triangular merger
- (i) Spin-off
- (j) Conglomerate merger

**Unit-I**

- 2. Change triggers a host of behavioural reactions in employees. What are these? Suggest strategies for managing resistance to change. 4+6=10
- 3. Discuss in detail the three major themes in strategy implementation. 10

**Unit-II**

- 4. How can the strategic leaders match their leadership style to the requirements of the strategy being implemented? 10

(3)

- 5. A young business graduate wonders how politics and power games could be used to implement strategy. How will you convince him that this is possible? 10

**Unit-III**

- 6. Discuss the types of barriers commonly faced in strategic evaluation and control? Suggest ways for making controls more effective. 5+5=10
- 7. What symptoms alert on organisation to the fact that it needs to adopt a turnaround strategy? Can recovery be more or less successful in certain situations? 5+5=10

**Unit-IV**

- 8. "Companies resort to various tactics for defense against hostile takeover." In light of this statement, discuss the various takeover strategies as well as the different tactics followed by a defending company to foil a takeover bid. 6+4=10

(4)

9. Select an organisation of your choice and throw light on its evolution based on the strategies implemented by it from time to time.

10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3120**

**M.B.A. (Semester-IV) (Core Paper)**

**Examination, 2016**

**(Organizational Effectiveness and Change)**

**(IMS-042)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.**

**1** is **compulsory** and carries 30 marks.

Attempt **one** question from each unit carrying 10 marks.

1. Write short notes on the following :  $3 \times 10 = 30$

(a) Sensitivity Training.

(b) Process of change in organisation.

**P.T.O.**

(2)

- (c) Types of reinforcement
- (d) Stages and Model of Creativity
- (e) Structure of Communication
- (f) Types of ego-states
- (g) Two factor theory of motivation
- (h) Component of attitude
- (i) Generalized adaptation syndrome (GAS)
- (j) Types of Conflict

**Unit - I**

- 2. Discuss the concept and process of organizational development. 10
- 3. Describe the following : 5+5=10
  - (i) Process of organizational effectiveness
  - (ii) Organizational development intervention strategies.

IMS-3120

(3)

**Unit - II**

- 4. Discuss various theories of learning and describe how does it help in organizational development? 10
- 5. Explaining the concept of learning organization, describe the innovation process. 10

**Unit - III**

- 6. Describing the Motivational process explain the Need Hierarchy theory of Maslow in detail. 10
- 7. Explain the following : 5+5=10
  - (i) Concept and Types of Personality
  - (ii) Life Positions In TA

IMS-3120

P.T.O.

(4)

**Unit - IV**

8. Discussing the various types of stressors describe the coping strategies to reduce the stress. 10
9. Elucidate the concept organizational culture? Discuss its various dimensions. 10



A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3121**

**M.B.A. (C.M.) (Second Semester)**

**Examination, 2016**

**Labour Management & Industrial Relation**

**(CM-021)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory** and it carries **30** marks. Attempt **one** question from each unit carrying **10** marks.

1. Write short notes on the following:  $3 \times 10 = 30$
- (a) Rationalisation and automation
  - (b) Unfair practices on part of employer
  - (c) Disadvantages of multiple Trade Union
  - (d) Gandhian theory of IR
  - (e) Types of Strike

P.T.O.

(2)

- (f) Social insurance and Social Assurance
- (g) Joint Management Council
- (h) Rationale for Labour Welfare
- (i) Collective bargaining
- (j) Participants of IR.

**Unit-I**

2. The International labour organization operates through three main organs. What are they? Discuss their structure along with the functions performed by them. 10
3. (a) What is the difference between conventions and Recommendations of ILO? State any 5 objectives of ILO. 5+5
- (b) CBWE works under ministry of labour and Employment. What are its functions?

**Unit-II**

4. What are the issues associated with agricultural labour? How agricultural labour is different from Industrial Labour. 10

IMS-3121

(3)

5. What do you mean by Industrial relations? What techniques should be used in each of the following aspects of IR:
- (a) Promotion of healthy labour-management relations.
  - (b) Maintenance of Industrial peace & avoidance of Industrial strife.
  - (c) Promotion of Industrial democracy. 10

**Unit-III**

6. Why is discipline important in industry? What are the objectives and contents of code of discipline? 10
7. What do you understand by workers participation in management? What are various modes of participation? Discuss each in detail. 10

**Unit-IV**

8. What is the relevance of the report of national Commission on Labour in shaping the labour policies in India? 10

IMS-3121

P.T.O.

(4)

9. The Industrial dispute settlement machinery comprises of

- (a) Conciliation
- (b) Court of Enquiry
- (c) Voluntary Arbitration
- (d) Adjudication

Discuss each in detail. . . . . 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3122**

**M.B.A. (C.M.) (Semester-II) Examination, 2016**

**Entrepreneurship and New Venture**

**Planning**

**(CM-022)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. In addition attempt **one** question from each of the four units.

1. Briefly answer the following questions.(3×10=30)
  - (a) What are IPRs?
  - (b) Discuss the significance of Venture capital.
  - (c) How is franchising different from other strategies?
  - (d) What is the role of an entrepreneur in an economy?
  - (e) Discuss why EOP is required?

**P.T.O.**

(2)

- (f) What role e-CRM is playing for business organisations?
- (g) "With increasing globalisation, the role of an entrepreneur has become more complexed." Comment.
- (h) Differentiate between 'Networks' and 'Frameworks'.
- (i) Why appropriate financial projections are required?
- (j) What factors should be considered for 'New-venture planning'?

**Unit-I**

- 2. Entrepreneurs have a tolerance for ambiguity, are calculated risk takers, and have a high regard for integrity and reliability. What does this statement mean? Elaborate with hypothetical examples. 10
- 3. (a) Discuss the early career dilemmas of an entrepreneur. Further mention the typology of entrepreneurs. 7+3

IMS-3122

(3)

- (b) Differentiate between 'entrepreneurial venture' and 'entrepreneurial organisations'.

**Unit-II**

- 4. Examine various entry strategies available for entrepreneurs. Further discuss the factors to be considered while selecting each strategy. 10
- 5. (a) Why and how strategic window of opportunity is important and how it can be identified? 5+5
- (b) What are IPRs and how they can be created?

**Unit-III**

- 6. (a) What are business plans? Explain how they can be used as a tool? 5+5
- (b) What are financial projections and why they are required? Explain with examples.
- 7. (a) Explain the concept of venture capital. Also discuss the other forms of financing. 7+3

IMS-3122

P.T.O.

(4)

- (b) Discuss the relevance of 'networks' and 'frameworks'.

**Unit-IV**

8. (a) Discuss the legal issues involved in the 'New Venture Planning'. 5+5
- (b) Explain why and how the role of entrepreneur is changing in the present times?
9. How is information technology important for entrepreneur? Discuss with relevant examples.

10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3123**

**M.B.A. (CM) (II Sem.) Examination, 2016**

**Stress Management**

**Paper : (CM-023)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **four** more questions choosing **one** question from each unit.

1. Explain the following in brief :  $3 \times 10 = 30$
- (a) Assessment of coping outcome
  - (b) Stress inoculation
  - (c) Burnout
  - (d) Rational-Emotive Therapy
  - (e) Strategies for turning stress into positive energy.

**P.T.O.**

(2)

- (f) Locus of control and stress.
- (g) Person Environment fit theory
- (h) After effects of stress
- (i) Cancer prone personality
- (j) Impact of stress on Psychology.

**Unit - I**

- 2. Define Stress. Explain General Adaptation Syndrome. 10
- 3. Explain the implications of stress in today's world. Discuss how the individuals perception of stress affects their coping mechanism. 10

**Unit -II**

- 4. What are the various sources of stress? Discuss the type A behaviour pattern and stress. 10
- 5. Explain the work model of stress. 10

IMS-3123

(3)

**Unit- III**

- 6. Write short notes on the following :  $5 \times 2 = 10$ 
  - (a) Aromorphosis
  - (b) Idioadaptation
- 7. Discuss the role of physiology and brain in stress. 10

**Unit - IV**

- 8. What is Coping? Brief the individual differences that exist in coping with stress. 10
- 9. Write a note on management of stress. Discuss the basic techniques of stress management. 10

IMS-3123



A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3124**

**M.B.A. (CM) IV Semester Examination, 2016**

**Corporate Documentation &**

**Legal Compliance II**

**CM(B) 041**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following :

- (a) W.I.P.O. 3×10=30
- (b) P.I.O.
- (c) M.S.M.E.
- (d) Red Herring Prospectus
- (e) Consumer

**P.T.O.**

(2)

- (f) Compliance
- (g) Current Account Transaction
- (h) O.C.B.
- (i) I.P.R.
- (j) I.D.R.A.

**Unit-I**

2. Write detailed notes on the following :

5×2=10

- (i) Procedure of receiving F.D.I. in an Indian Company
  - (ii) Industrial undertaking
3. What are the basic Rights of a Consumer? Differentiate between "Contract of Service" and "Contract for Service".

**Unit-II**

4. What is Book Building Process? Describe the guidelines of SEBI for Book Building. 10
5. Who are the intermediaries involved in an is-

IMS-3124

(3)

sue? Discuss in brief about the Role of SEBI in a public issue. 10

**Unit-III**

6. What are the different kinds of Issues? Briefly describe Public, Rights, and Bonus Issue. 10
7. Write detailed notes on the following :
- (i) F.C.C.B. 5×2=10
  - (ii) A.D.R.

**Unit-IV**

8. Define the term Money Laundering. Explain the process of Money Laundering. 10
9. Write Detailed notes on the following :
- (i) Environmental Pollution 5×2=10
  - (ii) Trade Mark

IMS-3124

Roll No. \_\_\_\_\_

**IMS-3125****M.B.A. (C.M.) (Fourth Semester)****Examination, 2016****CORPORATE GOVERNANCE & CSR  
(CM-042)***Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No.1** from each of the four Units. Question **No.1** is **compulsory** and carries 30 marks. Other questions carry 10 marks each.

1. Attempt **all** the parts :
  - (a) Why are independent directors required?
  - (b) "In order to ensure good corporate governance, it is important to give timely training to the directors of the board." Explain why?
  - (c) Explain the measures to enhance the effectiveness of the board.

P.T.O.

(2)

- (d) Differentiate between 'Corporate crime' and Corporate legitimacy'.
- (e) Discuss the legal responsibilities of an entrepreneur.
- (f) Enumerate the reasons for which the concept of corporate governance has evolved.
- (g) What are the factors which affects the ethical choices of a business?
- (h) Is it obligatory and important for all the business organisations to perform CSR?
- (i) "Globalisation leads to corporate governance". Comment.
- (j) 'Growth and stability of a firm depends on various factors'. Elaborate.

**Unit-I**

- 2. Discuss the various accounting standards and also mention various accountability issues involved in ensuring corporate governance in India. 10
- 3. (a) Examine the relevance of Board of directors their role and importance in ensuring corporate governance. 7+3
- (b) Discuss why performance evaluation of the board is needed?

IMS-3125

(3)

**Unit-II**

- 4. (a) Why Financial Institutions are important for the economic system? 2+8
- (b) "No firm can survive in the present global era without adhering to the corporate governance practices". Discuss the entrepreneurial model in this regard.
- 5. (a) Examine the role and functions of SEBI in corporate disclosures and further examine the conditions with which SEBI ensures Investor protection in India. 7+3
- (b) Why it is important for SEBI to ensure investor protection in India?

**Unit-III**

- 6. "CSR is understanding - multistake holder perspective". Elaborate the statement with reference to the need and role of CSR function in a corporate organisation. 10
- 7. (a) Discuss the factors affecting the ethical choices in an organisation. 3+7
- (b) Examine various approaches of ethical decision making.

IMS-3125

P.T.O.

(4)

**Unit-IV**

8. "Business ethics relates to every sphere of corporate organisations and are an integral part of decision making". Elaborate with reasons and examples. 10
9. What is corporate social performance and why it is important? Further discuss various types of responsibilities and approaches. 10

A

(Printed Pages 7)

Roll No. \_\_\_\_\_

**IMS-3126**

**M.B.A. (C.M.) (Fourth Semester)**

**Examination, 2016**

**Taxation Laws & Planning**

**(CM-043)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No.1** is **compulsory** and carries 30 marks. Attempt **one** question from each unit. Carrying 10 marks.

1. Answer the following questions in brief:

3×10=30

- (a) Explain the term 'Assessee' as used in Income-tax Act, 1961.
- (b) How is residential status of a company determined?

P.T.O.

(2)

- (c) What do you understand by 'Bond Washing Transactions'?
- (d) How is Entertainment Allowance treated for income-tax purposes?
- (e) Give the names of ten incomes fully exempt from tax.
- (f) What exemption is available under section 54 EC of the Income-tax Act, 1961?
- (g) Make a distinction between 'Tax Planning' and 'Tax Evasion'.
- (h) How is income of a self occupied property computed?
- (i) What deduction is available under section 80 E?
- (j) Explain the significance of Permanent Account Number (PAN).

**Unit - I**

2. (a) What is partial agricultural income? How is it treated for income-tax purposes?

5×2=10

IMS-3126

(3)

- (b) State clearly the difference between assessment of:
- (i) A resident
- (ii) A not ordinarily resident
- (iii) A non resident
3. Explain the provisions of Income tax Act, 1961 with respect to the following : 4+3+3=10
- (a) House Rent Allowance
- (b) Commutation of Pension
- (c) Education Facility

**Unit -II**

4. (a) What do you understand by 'Capital gains'? Discuss its types. How are they computed? 5×2=10
- (b) Mahesh purchased 1,000 shares in a company on 1st March, 1991 @ ₹ 20 per share and paid brokerage @ 5%. On November 15, 1992 he got 300 bonus shares.

IMS-3126

P.T.O.

(4)

In June, 2014 he got another 400 bonus shares. On 1st January, 2015 he sold all the shares @ ₹ 400 per share and paid brokerage @ 4% of sale price.

Cost inflation indices are :

1990-91-182, 1992-93- 223 and 2014-15 - 1024 compute capital gains.

5. (a) Explain section ' 80 C' of the Income-tax Act, 1961. 5×2=10
- (b) Mr. Prakash Owns a house property, Construction of which was completed on 1st January, 2008. It is let-out to a tenant for residential purposes on a monthly-rent of ₹ 3,500. However this property remained vacant for one month during the year 2014-15. Its municipal valuation is ₹ 35,000 per annum. Its fair rental value is ₹ 40,000 per annum. The owner has

(5)

paid municipal tax @ 10% of municipal value. Prakash claims the following expenses with respect to house property:

- (i) Fire insurance premium ₹ 1000  
(ii) Ground rent ₹ 750  
(iii) Repairs ₹ 12,000  
(iv) Interest on loan taken for the construction of house ₹ 6,300.

Determine taxable income from house property for the A.Y. 2015-16.

### Unit- III

6. Write notes on any **two** of the following :5×2=10
- (a) Set-off and Carry forward of losses.  
(b) Clubbing of Income.  
(c) Best Judgement Assessment.
7. (a) Explain the tax liability of Companies in respect of dividend distributed. 5×2=10  
(b) What are the salient features of assessment of a Partnership firm?



(6)

**Unit - IV**

8. "The basic objective of tax planning is to take maximum advantage of various incentives, concessions and deductions while complying with provisions of tax laws". Explain this statement and highlight the significance of tax planning for developing nations. How is it different from Tax Management? 10

9. (a) Define 'Amalgamation' as per Income-Tax Act, 1961. 5×2=10

(b) Sunlight Ltd. Wants to raise Capital ₹ 50 lakh for financing of a project where earning before interest and tax are expected to be 40% of Capital employed. The company can raise debt fund @ 20%. Interest per annum. The Company shall distribute the entire profit as dividend you have to advise the company to which al-

(7)

ternative is should choose of the following alternatives so as to pay Maximum dividend to share holdres.

(i) ₹ 50 lakh to be raised by Equity Capital

(ii) ₹ 40 lakh to be raised by Equity Capital and ₹ 10 lakh by loans.

(iii) ₹ 10 lakh to be raised by Equity Capital and ₹ 40 lakh by loans.

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3127**

**M.B.A. (CM) (IV-Sem) Examination, 2016**

**( Corporate Restructuring )**

**CM(B) 044**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt any **one** question from each unit.

1. Answer the following : 10×3
- (a) What are the motives behind merger?
  - (b) What are Management Buyouts?
  - (c) Explain the significance of cross-cultural alliances.
  - (d) Explain 'Hostile Takeovers'.
  - (e) What is a Resulting Company?
  - (f) Discuss the tax aspects of Takeover

**P.T.O.**

(2)

- (g) Explain "Merger in the Nature of Purchase" as per AS 14?
- (h) How is post merger efficiency measured?
- (i) List out the various factors affecting valuation of shares.
- (j) Explain the significance of corporate restructuring strategy.

#### Unit-I

2. Elaborate on the legal and regulatory framework of merger in India. Also give an account of the documentation procedure laid down for mergers in and outside India. 10
3. Explain the concept and scope of corporate Restructuring. Also list out the benefits and objectives of corporate Restructuring in the current business scenario. 10

IMS-3127

(3)

#### Unit-II

4. How are takeovers different from Merger? Give an account of the Economic benefits of takeover to the various stake holders in the company. 10
5. Explain the causes of sickness in Industries. How does takeover of sick units benefits both the companies in the takeover deal? 10

#### Unit-III

6. Elaborate on the various aspects of funding Mergers and takeovers through equity share capital and preference share capital? Which of the two is more popular and why? 10
7. What do you understand by "BuyBack of shares"? List out the legal conditions for buy back, laid down by the companies Act 2013. 10

IMS-3127

P.T.O.

(4)

**Unit-IV**

8. Explain the concept of Reverse Merger . How is it relevant in the current Indian corporate scenario? 10
9. Explain "De-merger". Elaborate on the taxation aspect of de-merger. Also list out the steps involved in De-merger. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3128**

**M.B.A. (M.S.) (Semester-II)**

**Examination, 2016**

**Management Control System**

**(M-021)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**, Question No.

**1** is **compulsory**. In addition attempt **one** question from each of the four Units.

1. Write short notes on the following:  $10 \times 3 = 30$

- (a) Cybernetic Paradigm
- (b) Goal Congruence
- (c) Elements of Control System
- (d) Task Control Vs. MCS
- (e) Problem of Sub-Optimisation
- (f) Differentiated Control System
- (g) Budgetary Control
- (h) Cost Centre Vs. Profit Centre

**P.T.O.**

(2)

- (i) Negotiated Transfer Pricing  
(j) Formal Vs. Informal Control Systems.

**Unit - I**

2. What are the objectives of management control system? Explain the various features of management control system. 3+7
3. How would you design the control system for an organisation? Enumerate the financial and non-financial tools which are generally applied in an organisation for control. 5+5

**Unit - II**

4. Why is responsibility accounting applied in an organisation? Explain the process of successful application of responsibility accounting in an organisation. 3+7
5. A division has assets of ₹ 20,60,000 operating income of ₹ 7,00,000 and interest on capital is 14%. What effect on management behaviour can be expected -
- (a) If ROI is used to measure the divisional manager's performance; 4
- (b) If EVA is used to measure the divisional manager's performance; 4

(3)

- (c) If divisional manager wants to improve the performance of its division both under ROI and EVA. 2

**Unit - III**

6. Why is transfer pricing system needed in an organisation? Explain the various methods of transfer pricing and discuss the important considerations for an optimum transfer pricing. 2+4+4
7. Division A of a company has a product that can be sold to either Division B or to outside customer. The cost and revenue structure of the two divisions are given below:

**Division A**

Market selling price	₹ 50 per unit
Variable cost	₹ 30 per unit

**Division B**

Find Market Price	₹ 200 per unit
Transfer Price from A	₹ 50 per unit
VC Added in Div. B	₹ 80 per unit

(4)

**Required :**

- (a) What transfer price would you suggest between the two divisions? 4
- (b) Assume that an outside supplier has offered to supply goods to Division at ₹ 40 per unit, should Division A cut its price to ₹ 40 in order to get the business of B's Division. You may assume the other conditions relating to capacity utilisation of Division A. 6

**Unit - IV**

8. What are the factors to be considered for differentiated control system? State the difference of control system between service organisations and those in manufacturing organisations. 5+5
9. What are the distinguishing features of non-profit organisations? Suggest suitable measures of MCS for non-profit organisations. 5+5

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3129**

**M.B.A. (M.S.) (Semester-II) Examination, 2016**

**E-Commerce**

**(MS-022)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. In addition attempt **one** question from each of the **four** units.

1. Write short notes on the following :  $3 \times 10 = 30$

(a) B2C Revenue Model

(b) Mobile Commerce

(c) World Wide Web

(d) Intranet

(e) EDI

(f) Encryption

P.T.O.



(2)

- (g) Secure Socket Layer (SSL)
- (h) Digital Signature
- (i) Firewall
- (j) Customer Relationship Management (CRM)

**Unit - I**

- 2. Discuss the planning, implementing and controlling of E-Commerce. 10
- 3. What do you understand by E-Commerce? Discuss its advantages to business and customers. 10

**Unit -II**

- 4. What is Online Banking? Discuss its advantages. 10
- 5. What are the different steps involved in making a website? Describe each step in brief. 10

**Unit- III**

- 6. What are the different types of electronic payment systems? Explain about each of them. 10

(3)

- 7. Explain the nature of marketing in E-Commerce environment. 10

**Unit - IV**

- 8. What does the E-Commerce marketing place constitute? Explain the different types of portals involved in it. 10
- 9. What is an electronic market? Explain online shopping. What advantages are there in the online shopping? 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3130**

**MBA (MS) II Sem Examination, 2016**

**Banking Operations Mgt.**

**Paper : MS-023**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**, Question No.

**1** is **compulsory**. Attempt four more questions selecting **one** question from **each** unit.

1. Write short notes on the following:  $3 \times 10 = 30$

(a) Repo and Reverse Repo transaction.

(b) Universal Banking

(c) Monetary Policy

(d) Relationship between Banker and Customer

**P.T.O.**

(2)

- (e) Plastic Money
- (f) Accomodation Bill
- (g) Bank Guarantee
- (h) Deposit Management by Commercial Banks
- (i) Zero Coupan Bond
- (j) Rights of Collecting banker

**Unit - I**

2. What are the main constituents of Indian Financial System? Discuss the significant changes that have taken place in Banking system in India. 10
3. Describe the core functions of RBI. What techniques are used by RBI to contral credit? Explain in brief. 10

IMS-3130

(3)

**Unit - II**

4. Explain the following terms in 50 words each: 10
- (a) Endorsement of cheque
  - (b) Dishonour of cheque
  - (c) EMIs
  - (d) Loan Amortisation
5. What do you understand by Time Value of money? With the help of imaginary figures explain the NPV method for calculating the net worth of a sum to be received in future. 10

**Unit - III**

6. Distinguish between Bill of exchange and Promissory note. Discuss the legal provisions with regard to settlement of payment through Bill of Exchange. 10

IMS-3130

P.T.O.

(4)

7. What are the ancillary services of bankers?

Discuss about any three of them. 10

**Unit - IV**

8. What are the various modes of employing

funds by Commercial Banks? Discuss the pro-

cedure of analysing financial statements of

Commercial Banks. 10

9. Write a detail note on Basel Norms prevailing

in Indian Banking System. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3131**

**M.B.A. (MS) IV (F.E.) Examination, 2016**

**Management of Financial Institutions**

**MS (A) - 041**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**, Question No.

**1** is **compulsory**. Attempt four more questions selecting **one** question from **each** unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Concept of Apex level institutions
  - (b) Resource mobilisation by financial institutions
  - (c) Marketing approach to deposit mobilisation

**P.T.O.**

(2)

- (d) Non Performing Assets
- (e) Composition of Secondary reserve
- (f) Loan Syndication
- (g) Credit Control by RBI
- (h) Functions of SEBI
- (i) Fund based activities of ICICI
- (j) Computation of NAV

**Unit - I**

- 2. What do you understand by Financial Institutions? What are their types? Discuss the supervisory role of these institutions. 10
- 3. Discuss the organisational structure and functions of NABARD. 10

IMS-3131

(3)

**Unit - II**

- 4. Distinguish between legal reserve and working reserve. Describe the internal and external forces influencing the level of working reserve. 10
- 5. Describe the characteristics of commercial bank loans. Also discuss the importance principles of a sound bank lending. 10

**Unit - III**

- 6. Write a detail note on resource mobilisation policy of Indian Development Banks. 10
- 7. "Development banks have now converted into universal Banks." In view of this statement, explain the present status and future prospects of universal banking in India. 10

IMS-3131

P.T.O.

(4)

**Unit - IV**

8. What are the different types of Mutual funds?

Discuss the recent trends and progress in Mutual fund industry in India during last two decades. 10

9. What do you understand by NBFC? Evaluate the performance of Housing Finance companies in India. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3132**

**M.B.A. (MS) IV Semester (F.E.)**

**Examination, 2016**

**Applied Financial Engineering**

**[ MS(A) - 042 ]**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **four** more questions selecting **one** question from each unit.

1. Write short notes on :  $3 \times 10 = 30$

- (a) FRA's
- (b) Types of futures
- (c) Option holder and option writer
- (d) Difference between forwards & futures
- (e) Securitization
- (f) Stages in portfolio construction

**P.T.O.**



(2)

- (g) Advantages of forward contracts  
(h) speculators  
(i) With the given details, evaluate the performance of different funds using sharpe and Treymor's Evaluation Techniques :

Funds	Return	S.D.	Beta
A	2	20	0.98
B	12	18	0.97
C	8	22	1.17

- (j) Mr. A purchases 5 put options on X Ltd.'s stock for a premium of ₹ 4. The strike price is ₹ 42 & have a maturity of 3 months. The current price is ₹ 40. If the stock prices fall to ₹ 32, how much profit he will make? If market price remains same at ₹ 42, what will be the profit?

**Unit-I**

2. What are derivatives? Discuss the types of traders and risks in the derivative market. 10

IMS-3132

(3)

3. Elaborate on the factors contributing to the growth of financial engineering. Also discuss the tools used in financial engineering. 10

**Unit-II**

4. (a) State the assumptions of Binomial model.  
(b) Consider the following data :  $5+5=10$   
 $S=60, \mu = 1.4, d = 0.8, E=50, r = 0.12,$   
 $R=1.12$   
What is the value of the call option?

5. The share of Omega Ltd. is selling for ₹ 2000. The risk free interest is 1% per month. Develop an arbitrage strategy and show the profit or loss for Omega Ltd. if the 3-months futures contract is selling for ₹ 2035. 10

**Unit-III**

6. Mr. Ranjan is a cautions investor and wishes to purchase the XY Ltd. company stock. There is a possibility of a merger with the market major. In that case stock price may increase. To safeguard himself, he has a bought : 10

IMS-3132

P.T.O.

(4)

- (i) One 3-months call with the striking price of ₹ 105 for a premium of ₹ 6.
  - (ii) Paid a ₹ 5 premium per share for 3-month put with striking price of ₹ 105.
  - (a) What will be the position of Mr. Ranjan, if the merger materialized and the stock price soared to ₹ 110?
  - (b) If the merger failed and stock prices fell to ₹ 88, what will be his gain or loss?
7. What are the major types of future contracts? What is the theoretical price of Treasury Bond futures and storable commodities futures?

10

#### Unit-IV

8. Differentiate between interest-rate swaps and currency swaps. What are the advantages of using swaps by firms? 10
9. Explain briefly the mechanism of futures trading-along with its functions. 10

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**IMS-3133**

**M.B.A. (MS) (Semester-IV) (FE)**

**Examination, 2016**

**Tax Planning Management**

**MS(A)-043**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Question **No.1** is **compulsory** and carries **30** marks. Select **one** question carrying **10** marks from each unit.

1. Answer the following questions in brief:

3×10=30

- (a) Is 'Tax Avoidance' legal? Discuss.
- (b) "Tax planning must be supported by an efficient system of Tax Management."  
Explain.
- (c) Distinguish between long-term and short-term capital gains.

P.T.O.

(2)

- (d) What exemption is available under Section 54 of the Income-tax Act, 1961?
- (e) What deductions are allowed under the head income from salaries?
- (f) "The loan capital contributes to tax savings resulting a higher rate of return on owner's equity." Discuss.
- (g) How is residential status of a partnership firm determined?
- (h) How is cost of acquisition of bonus shares determined?
- (i) Explain the tax considerations to be kept in mind, while taking a decision regarding Make or Buy.
- (j) Explain the process of e-filing of Income tax Return.

**Unit-I**

2. "Tax Planning is a legal and moral way of Tax saving." Discuss this statement and describe the importance of Tax planning for a developing nation.

10

IMS-3133

(3)

3. (a) What are the statutory obligations of the management of a business enterprise under the Income-tax Act, 1961?
- (b) State the provisions regarding compulsory audit of a business or profession.

5×2=10

**Unit-II**

4. Mohan wants to start a business. Keeping in view the following informations suggest him, whether he should run the business as a sole proprietary concern or a partnership firm. 10
- (1) Estimated profit ₹ 18,00,000.
- (2) Capital of the business ₹ 15,00,000.
- (3) If he runs the business as partnership firm:
- (i) He will gift ₹ 7,50,000 to his son Anil to contribute his share of capital.
- (ii) Salary ₹ 30,000 per month to each as both will be active partners.
- (iii) They will share profits equally.

IMS-3133

P.T.O.

(4)

5. Mr. Deepak has been offered an employment by Reliance Ltd. in Chennai with the following two alternative packages: 10

Particulars	Ist package	IIInd Package
	₹	₹
Basic Salary	7,00,000	7,00,000
Dearness Pay	1,00,000	1,00,000
Bonus	80,000	80,000
City Compensatory Allowance	15,000	-
Academic Allowance	-	15,000
Education Allowance for one child	10,000	-
Education facility in companies's school	-	10,000
Telephone Allowance	12,000	-
Telephone facility	-	12,000
Medical Allowance	15,000	-
Reimbursement of medical bills upto	-	15,000

IMS-3133

(5)

Facility of rent free house		
(Fair rental value)	1,20,000	-
House Rent Allowance	-	1,20,000
(Rent to be paid @ 15000 per month)		
Car Allowance	60,000	-
Facility of small motor car for official and private purposes		
both (Estimated Expenditure)	-	60,000

Which of the two above packages should Deepak opt from tax planning point of view?

### Unit-III

6. Define 'Amalgamation' as per Income Tax Act, 1961. What tax incentives are available to an amalgamated company? 10
7. ABC Company Ltd. is a manufacturing concern. It proposes to expand its business and for this purpose it requires an additional capi-

IMS-3133

P.T.O.

(6)

tal of ₹ 4 crores. The company proposes the following three alternatives for additional capital. 10

Source of Capital	Alternative		
	First	Second	Third
	₹	₹	₹
Equity Capital	4,00,00,000	2,00,00,000	80,00,000
13% Debentures	-	1,00,00,000	1,20,00,000
16% loan	-	1,00,00,000	2,00,00,000
<b>Total</b>	<b>4,00,00,000</b>	<b>4,00,00,000</b>	<b>4,00,00,000</b>

The expenditure relating to raising of both equity and loan capital is estimated to be 1% of funds raised. The expected rate of return on Capital employed is 25% before interest and tax.

You have to advise the company as to which alternative should it choose for the capital structure so as to pay maximum dividend to the share holders.

IMS-3133

(7)

**Unit-IV**

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

5×2=10

- Tax Planning regarding Savings and Investment.
- Set-off and carry forward of losses.
- Residential status and tax liability.

9. Mr. Ramesh submits the following particulars about of sale of assets during the year 2014-15: 10

	Jewellery	Plot	Gold	Shares
Sale Price	12,00,000	30,24,000	7,00,000	8,00,000
Expenses on sale	20,000	1,24,000	-	12,000
Cost of acquisition	70,000	2,40,000	1,00,000	70,000
Year of acquisition	1987-88	1984-85	1999-2000	1984-85
Index No. of the year of acquisition	150	125	389	125

IMS-3133

P.T.O.

(8)

Cost of inflation index No. for the year 2014-15 is 1024. Compute the amount of taxable capital gains. Is there any scope of tax planning in this regard?

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3134**

**M.B.A. (MS) (IV-Semester) (FE)**

**Examination, 2016**

**Project Appraisal & Management**

**MS (A) - 044**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Pure Project Organisation structure
  - (b) NPV vs. IRR
  - (c) Concept of Deferrad Credit
  - (d) Qualities of Project manager
  - (e) Levels of Project.
  - (f) SCBA analysis.
  - (g) Concept of Demand forecasting

P.T.O.



(2)

- (h) Detailed Project Report
- (i) Stages of PLC.
- (j) Demerits of Payback Period.

**Unit-I**

- 2. Explain the term Project management. Discuss the various categories of Project. 10
- 3. Discuss the various sources of Project idea. Explain the Pre-feasibility study. 10

**Unit-II**

- 4. What are the main components of Project Cost? Discuss long-term sources of Project financing. 10
- 5. Rank the projects on the basis of NPV, PI and IRR method. Assuming  $K=16\%$ . 10

Year	Project A (Rs)	Project B (Rs.)
0	25,00,000	40,00,000
1	-	10,00,000
2	10,00,000	14,00,000
3	20,00,000	16,00,000
4	14,00,000	17,00,000
5	6,00,000	18,00,000

(3)

**Unit-III**

- 6. What is the need for Project appraisal? How and why are Commercial and managerial appraisal done by a Project manager? 10
- 7. "Technical analysis is the most important for the success of any Project." Discuss. 10

**Unit-IV**

- 8. What do you understand by human aspects in Project Management? Discuss the Pre-requisites for a successful Project implementation. 10

9.

Activity	$t_o$	$t_m$	$t_p$
A	1	1	7
B	1	4	7
C	2	2	8
D	1	1	1
E	2	5	14
F	2	5	8
G	3	6	15
H	1	2	3

(4)

From the done above information:

- (a) Draw the network diagram.
- (b) Calculate the floats.
- (c) For the Critical Path.

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3135**

**M.B.A. (MS) IV Sem. (MDS)**

**Examination, 2016**

**Information Security & Cyber Law**

**[ MS(B) 041 ]**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions. **First** question is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on following:  $3 \times 10 = 30$

- (a) Electronic Data Interchange
- (b) Steganography
- (c) Public Key Cryptography
- (d) Data Theft
- (e) Insecurity in Software

**P.T.O.**

(2)

- (f) Access Control
- (g) Cyber Law
- (h) Jurisdiction in Cyber Cases
- (i) E-governance
- (j) Certifying Authorities

**Unit - I**

- 2. What is the difference between cryptography and cryptanalysis? How PKI system works in cryptography? 10
- 3. What are the different types of firewall? What concerns of institution seeking protection of data are responded by firewall protection? 10

**Unit - II**

- 4. What is digital rights management? How rights in virtual world are claimed, protected and realized? 10
- 5. How software can be helpful in protection of data and authentication of data? 10

(3)

**Unit - III**

- 6. What is the risk regarding data? How it can be managed? 10
- 7. What are the control strategies in information security project management? 10

**Unit - IV**

- 8. What are the legal issues in cyber law? 10
- 9. What is the role of digital signature in e-governance? What role certifying authority play in grant of digital signature? 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

IMS-3136

M.B.A. (M.S.) (Semester-IV)

Examination, 2016

DECISION SUPPORT SYSTEM

( MS-(B)-043 )

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Answer the following questions in brief :

10×3=30

- (a) What do you mean by Quality of Decisions?
- (b) What is Decision. Why decision making is so hard?
- (c) List the Component of DSS.
- (d) What do you mean by Decision management?

P.T.O.

(2)

- (e) Discuss the type of Decision.
- (f) What do you mean by sensitivity analysis?
- (g) What do you mean by Business intelligence?
- (h) What do you mean by effectiveness and efficiency in decision making?
- (i) What do you mean by cleaning of data?
- (j) Discuss the Limitation of DSS.

**Unit - I**

- 2. (a) What is Decision Support System. (DSS).  
What are the Common Characteristics of Decision Support System relate to the decision making process? 5
- (b) What is reasoning? Why is reasoning important in decision making process. 5
- 3. Explain the role of various types of users of DSS. 10

(3)

**Unit -II**

- 4. (a) What do you mean by DBMS? Discuss the General function of DBMS. 5
- (b) Discuss the Frame Work of Decision Support System. 5
- 5. What is Decision table? Discuss the application of Decision table. 10

**Unit- III**

- 6. (a) What is Data Mining? Discuss the different type of Data mining tools. 5
- (b) Discuss the characteristics of Data Warehouse. 5
- 7. Write short notes on carry two with example
  - (i) What-if Analysis 10
  - (ii) Goal seek Analysis
  - (iii) Absolute Addressing & Relative addressing.

(4)

**Unit - IV**

8. (a) What is Group Decision Support System (GDSS)? Describe the three element of a GDSS 5
- (b) Define Programed and Non-programed decision. 5
9. Discuss Simon's 4 phase model for Decision making. In the view of above model suppose you want to buy a Car. Discuss your activities in each phase of above model: 10

**A**

**(Printed Pages 3)**

Roll No. \_\_\_\_\_

**IMS-3137**

**M.B.A. (M.S.) IV-Sem. (MDS)**

**Examination, 2016**

**System Analysis & Design**

**MS-(B)-044**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No.1** is **compulsory**. Attempt **four** more questions selecting **one** question from each unit.

1. Differentiate the following :  $3 \times 10 = 30$
- (a) Open and Closed System.
  - (b) System Owner and System Builder.
  - (c) Entity Relationship Diagram (ERD) and Data Flow Diagram (DFD)
  - (d) Information and Operation Workers.
  - (e) Decision table and Decision Tree

**P.T.O.**



(2)

- (f) Data Design and Process Design.
- (g) System analysis and Logical Design
- (h) Application Program and DBMS.
- (i) Perfective and Corrective maintenance
- (j) System testing and Acceptance testing.

**Unit - I**

- 2. What do you understand by System Analysis and Design? Describe its essential features. 10
- 3. What kind of skills are required for a System Analyst? Explain. 10

**Unit -II**

- 4. What are the various methods of systems analysis? Discuss. 10
- 5. What is Delphi technique of requirement gathering? How it is different from Brainstorming? 10

**Unit- III**

- 6. What is system modelling and why is it necessary for requirement determination? 10

IMS-3137

(3)

- 7. What do you mean by implementation? Why is training important for users before implementation? 10

**Unit - IV**

- 8. What do you mean by encryption? How does it contribute to system security? 10
- 9. What do you mean by the term 'risk analysis'? How is it important in the system security scenario? 10

IMS-3137

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3138**

**M.B.A. (MS) (IV-Sem.) (MDS) Examination, 2016**

**Rel Database Management System**

**Paper : MS(B)-045**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Answer **five** questions. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Answer the following in brief:  $3 \times 10 = 30$
- (a) Explain DDL.
  - (b) Differentiate between Data and Information.
  - (c) What are the disadvantages of Traditional File approach?
  - (d) What is a query?
  - (e) What are the advantages of DBMS?

P.T.O.

(2)

- (f) Explain group.
- (g) Explain advantages of SQL.
- (h) What is Data Type?
- (i) Elaborate view?
- (j) Explain Query Optimisation.

**Unit-I**

- 2. Draw and define DBMS with its structure. Also give any five applications of DBMS. 10
- 3. Differentiate between: 10
  - (i) File management and Data Management.
  - (ii) Tuple, attribute and domain.

**Unit-II**

- 4. Elaborate Normalization Theory. 10
- 5. What is a Join? Explain different types of joins. 10

**Unit-III**

- 6. What is data warehouse and data minning? 10
- 7. Draw an E-R diagram for college management system. 10

(3)

**Unit-IV**

- 8. What are the benefits of Data storage and querying? 10
- 9. What is the role of primary key and Foreign key while designing a database? Also elaborate their importance. 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3139**

**M.B.A. (H.R. & I.R.) (Semester-II)**

**Examination, 2016**

***Foundation of Human Relations***

**(HR-021)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answers **five** questions in **all**. Question **No. 1** of 30 marks containing ten subquestions of short- answer types is **compulsory**. Attempt **one** question of 10 marks from each unit.

1. Write short notes on the following :

3×10=30

- (a) Primary and secondary institutions
- (b) Functions of social institutions
- (c) Social importance of "Mores"

P.T.O.

(2)

- (d) Sources of violation of norms
- (e) Developmental socialisation
- (f) Characteristics of caste
- (g) Role of competition in social life
- (h) Forms or types of conflict
- (i) Significance of social groups
- (j) Formal control

**Unit - I**

- 2. Discuss community and its elements. 10
- 3. Discuss the significance of Human Relations with a special emphasis on the do's and don'ts 10

**Unit - II**

- 4. Define cooperation and discuss its types. 10
- 5. "Conflict may have positive as well as negative results". Discuss. 10

(3)

**Unit - III**

- 6. Define socialisation and discuss the agents of socialisation. 10
- 7. What are folkways? Give examples. Discuss the nature of folkways. 10

**Unit - IV**

- 8. Define social control and differentiate between formal and informal control. 10
- 9. Define primary groups and discuss their importance. 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3140**

**M.B.A. (H.R. & I.R.) (Semester-II)**

**Examination, 2016**

**Dynamics of Human Behaviour**

**(HR-022)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** of short answer type, carrying **30** marks, is **compulsory**. Attempt **one** question of **10** marks from each unit.

1. Write short notes on the following : $3 \times 10 = 30$ 
  - (a) Maslow's self actualisation theory.
  - (b) Reasoning
  - (c) Sentivity training
  - (d) Describe various ego states
  - (e) Difference between challenge stressors and hindrance stressors

**P.T.O.**

(2)

- (f) Extrovert versus introvert theory.
- (g) Emotional regulation
- (h) Characters of people with positive mindset. (at least 6)
- (i) Reasoning
- (j) Health related consequences of stress.

**Unit - I**

- 2. Give Cascading Model of Emotional intelligence Elaborate with example. 10
- 3. What do you understand by decision making? Explain the process of Decision Making. 10

**Unit -II**

- 4. Elaborate on Psychoanalytical Theory giving its merits and demerits. 10
- 5. What is MBTI explain in detail? 10

**Unit- III**

- 6. Why mental health is necessary for any individual? Explain mental health act 1987 with reference to the changing work environment and globalization. 10

(3)

- 7. What is Mental illness? What are the parameters of positive mental health? 10

**Unit - IV**

- 8. Explain the model of Stress giving clearly various potential sources and consequences. 10
- 9. Explain time management Matrix and give 10 ways of coping with stress. 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3141**

**M.B.A. (HR & IR) (II-Semester)**

**Examination, 2016**

**Stress Management**

**HR-023**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) GAS
  - (b) Eustress and Distress
  - (c) Personality types in relation to stress
  - (d) Sleep disorders
  - (e) Types of stress
  - (f) Ambient stressors

**P.T.O.**



(2)

- (g) NLP
- (h) Muscular tension reduction
- (i) Meditation
- (j) Brunout.

**Unit-I**

2. Define stress. Elaborate on how stress, Eustress and Distress influence performance.

2+8=10

3. 'There are different causes of stress. Some lie within the individual himself and others lie outside him.' Explain this statement by bringing out the factors responsible for generating stress.

4+6=10

**Unit-II**

4. Is stress always bad? What are the variations and severity of stress?

4+6=10

5. Write short notes on:

5+5=10

- (a) Positive Psychotherapy
- (b) Reduction of stress

(3)

**Unit-III**

6. What is NLP? Discuss how NLP can have a positive effect on performance. 2+8=10

7. Briefly discuss the following: 5+5=10

(a) Reframing of habitual stress reactions.

(b) Question of Psychological Ecology.

**Unit-IV**

8. What is Self Control? Explain with relevant examples some self control strategies.

2+8=10

9. "Emotional upheavals are major contributors to stress" Suggest ways to cope with emotional stress in view of the above statement.

10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3142**

**M.B.A. (H.R. & I.R.) (Semester IV)**

**Examination, 2016**

**Managerial Counselling**

**Paper-I**

**( HR-041 )**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is of short-answer type carrying 30 marks is **compulsory**. Attempt **one** question of 10 marks from each unit.

1. Write short notes to the following :  $3 \times 10 = 30$ 
  - (a) Matching and converting as a way of utilizing SWOT.
  - (b) Conflict between privacy of employee and need of employer for information during sick leave

**P.T.O.**

(2)

- (c) Acceptance as a way of relating with counsellee
- (d) Group counselling-a mean of avoiding isolation and loneliness
- (e) Empathy in counselling
- (f) Common barriers to understanding among counsellors
- (g) Counselling as a method of coping with organisational change
- (h) Pre-counselling awareness
- (i) Non-verbal communication is report formation
- (j) Common concerns of retiring people.

**Unit-I**

2. Point out similarities and differences in counselling and helping. 10

IMS-3142

(3)

3. Describe in brief the principles for creating psychological environment of trust in counselling process. 10

**Unit-II**

4. Listening is the key to understand the problem of counsellee', elucidate. 10
5. How and why silence acts as power in counselling process? 10

**Unit-III**

6. Management of employee engagement is **associated** with positive and negative behaviours of management. Discuss with reference to incompetencies of managers. 10
7. 'Psychological tests are inevitable for diagnosis of problem of counsellee', critically evaluate the statement. 10

IMS-3142

P.T.O.

(4)

**Unit-IV**

8. Differentiate between innocent and **culpable absenteeism**. What corrective actions can be taken for two types of absenteeism? 10

9. Needs-supplies fit and Demands-abilities fit are important for **compatibility** between characteristics of person and job and job performance.

10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3143**

**M.B.A. (H.R. & I.R.) (Semester-IV)**

**Examination, 2016**

**(Human Resource Development, Training &  
Skills in Public Relations)**

**(HR-042)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Assets of any organisation.
  - (b) Competency.
  - (c) Culture jamming training method.
  - (d) Communication process in training.
  - (e) Learning curve.
  - (f) Public vs. crowd.

**P.T.O.**

(2)

- (g) Propaganda
- (h) Defamation
- (i) Newsletter
- (j) Story board.

**Unit-I**

- 2. What do you understand by Human Resource Development? Briefly, discuss the scope, objective and functions of Human Resource Development. 3+7=10
- 3. Explain the concept of managerial development? Highlight various methods of training and managerial development. 3+7=10

**Unit-II**

- 4. Throw light on the concept of learning as well as various principles related to it. Also discuss the methods of learning. 5+5=10
- 5. What are various types of Audio-visual aids used in training? Discuss the evaluation process of any training programme. 5+5=10

(3)

**Unit-III**

- 6. What are the steps of public relations process as well as discuss various roles of public relations department in an organisation? 5+5=10
- 7. What is the Press release? Write a press release for a press conference organised by an organisation on an issue of ongoing strike in the factory. 3+7=10

**Unit-IV**

- 8. Discuss various types of media used in public relations practices. How public relations help in developing a good relationship between the organisation and its consumers? 5+5=10
- 9. Discuss the types of advertising along with the techniques used in making an advertisement. 5+5=10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3144**

**M.B.A. (H.R. & I.R.) (Semester-IV)**

**Examination, 2016**

**Paper-III**

**(Leadership, Conflict Resolution &  
Team Building)**

**(HR-043)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** carrying 30 marks of short answer type is **compulsory**. Attempt **one** question of 10 marks from each unit.

1. Briefly explain the following :  $3 \times 10 = 30$ 
  - (a) Leader vs. Manager
  - (b) Transactional vs. Transformational Leadership
  - (c) Conflict Intensity continuum

**P.T.O.**

(2)

- (d) Likert's four systems of management
- (e) Latent conflict, perceived conflict & felt conflict
- (f) Ohio state studies
- (g) Difference between Group and Team
- (h) Antecedents of conflict
- (i) Trait approach of leadership
- (j) Self managed teams

**Unit-I**

2. Explain how each of the following factor has a bearing on Leadership style 2×5
- (a) Personality traits
  - (b) Level of control
  - (c) Organisational structure
  - (d) Experience of leader & maturity level of subordinate
  - (e) Work environment and situation
3. "Being a leader is in itself a challenge. These challenges could be external, coming from people and situation; internal, stemming from

(3)

within the leader himself, and those arising from the nature of leadership role". What are the specific challenges that leader face under each of the category and what should be the coping mechanism. 10

**Unit-II**

4. In your view which contingency leadership approach has the greatest practical application? Why? (Answer by describing the approach in detail). 10
5. Classify leadership styles based on : 2.5×4
- (a) Amount of Authority retained
  - (b) Emphasis on Task Vs. people
  - (c) Assumptions about people
  - (d) Entrepreneurial Leadership

**Unit-III**

6. What are the potential causes for Intergroup/ Organisation conflict. What are various approaches available for resolving such conflict. 10



(4)

7. Following five are the main conflict resolution styles. Discuss each along with the appropriate situations in which to use them : 2×5
- (a) Competition
  - (b) Collaboration
  - (c) Avoidance
  - (d) Accommodation
  - (e) Compromise

**Unit-IV**

8. "After teams are set up, managers face certain issues which need to be tackled if teams were to perform well and last long". Describing each of the issues elaborate on the statement. 10
9. You are appointed as Team Leader and you are asked to form your own team. What factors you will keep in your mind to create a high performance Team. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3145**

**M.B.A. (H.R. & I.R.) (Fourth Semester)**

**Examination, 2016**

**Fourth Paper**

**Performance Management**

**(HR-046)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in **all**. Question **No. 1** of 30 marks is **compulsory**. Attempt **one** question of 10 marks from each unit.

1. Write short notes on the following :  $3 \times 10 = 30$ 
  - (a) 360° feedback
  - (b) Developmental purpose of Performance Management
  - (c) Declarative Knowledge and Procedural

**P.T.O.**

(2)

knowledge

- (d) Disadvantages of poorly implemented PM systems
- (e) Problems with CP plans
- (f) Characteristics of appraisal forms
- (g) Performance renewal and recontracting
- (h) Trait approach to measuring performance
- (i) Characteristics of objectives
- (j) Performance Review Meetings

**Unit - I**

- 2. Describe the employee's role in performance execution and distinguish areas over which the employee has primary responsibility from the areas over which the manager has primary responsibility. 10

IMS-3145

(3)

- 3. Define performance management and discuss the characteristics of an ideal PM system. 10

**Unit - II**

- 4. Describe the components of appraisal forms. 10
- 5. Discuss the different types of traditional methods of P.A. 10

**Unit - III**

- 6. Discuss the different types of appraisal errors. 10
- 7. Discuss the various sources from whom information pertaining to the performance of an employee can be collected. 10

**Unit - IV**

- 8. Define 'team'. What are the principles to be followed while designing a performance management system for a team? 10

IMS-3145

P.T.O.

(4)

9. What are contingent pay plans? How are they helpful in improving employee motivation and performance? Discuss. 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3146**

**M.B.A. (Retail) Examination, 2016**

**Retail Consumer Behaviour**

**[ MBA (RM)-021 ]**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each Unit.

1. Explain the following in brief:  $3 \times 10 = 30$
- (a) Cultural and sub-cultural influences on Consumer Behaviour.
  - (b) Habitual Buying behaviour versus variety seeking buying behaviour.
  - (c) Types of Motivational Conflicts.
  - (d) Psychographic segmentation.
  - (e) Types of Reference Group.
  - (f) Celebrity appeal.

**P.T.O.**

(2)

- (g) High versus low involvement Purchase Situation.
- (h) Opinion Leaders.
- (i) Continuous, Dynamically Continuous and Discontinuous innovations.
- (j) Stages in Consumer Adoption Process.

**Unit-I**

- 2. What is Consumer Behaviour? Explain its nature and significance in marketing. 10
- 3. Define 'Attitude' along with its Characteristics. Explain how attitudes can be changed through the use of Elaboration Likelihood model.

**Unit-II**

- 4. Write short notes on: 5×2=10
  - (a) Perception formation process.
  - (b) Elements in Learning.
- 5. Critically analyse the relevance of Maslow's need hierarchy theory in consumer behaviour studies. 10

(3)

**Unit-III**

- 6. Explain the Input-Process-Output model of Consumer Behaviour. 10
- 7. Discuss how Industrial Buying Behaviour is different from Retail Buying Behaviour. What implications do those differences hold for Industrial marketers? 10

**Unit-IV**

- 8. What is meant by Diffusion of Innovation? What factors affect the rate of diffusion. Also explain the different categories of 'adaptors'? 10
- 9. As a Consumer, when are you likely to experience Cognitive Dissonance? What factors will influence the level of dissonance? What actions will you take to avoid or reduce your dissonance? 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3147**

**M.B.A. (Retail Management) (Second  
Semester) Examination, 2016**

**INTRODUCTION TO RETAIL**

**[ MBA (RM)-022 ]**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1**  
is **compulsory**. Answer **one** question from  
each unit.

1. Attempt to answer the following concepts  
briefly :  $3 \times 10 = 30$

- (a) Omni - Channel Retailing
- (b) Wheel of retailing
- (c) Atmospheric
- (d) CRM
- (e) Franchising

**P.T.O.**

(2)

- (f) Retailer's Growth strategies
- (g) Objectives of the retailer
- (h) Models to identify potential retail store site.
- (i) Merchandise Management
- (j) Price Adjustments.

**Unit-I**

- 2. Compare and contrast the various retail formats known to you on the bases of the retail mix. 10
- 3. What is retailing? What functions are performed by retailers? Which major management decisions retailers make to provide value to their customers? 10

**Unit-II**

- 4. Describe the retail market strategy and explain how a retailer can achieve sustainable competitive advantage. 10

IMS-3147

(3)

- 5. Describe the steps through which a consumer goes through when purchasing a merchandise available at many retailers. 10

**Unit-III**

- 6. What are the responsibilities of a store manager? Which critical issues retailers consider while designing the store? Name the three commonly used layouts of store. 10
- 7. How can Location provide sustainable competitive advantage to a retail store? Which factors are considered in identifying and choosing a location and why? 10

**Unit-IV**

- 8. Describe Merchandise Management Process in short, State its types. 10

IMS-3147

P.T.O.



(4)

9. Which factors are considered while setting the retail price? Which pricing strategies are being used presently in retail industry? Explain each briefly stating the advantages. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3148**

**MBA (RM) (II-Semester) Examination, 2016**

**Internal and Social Media Mkt.**

**(RM-023)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in **all**, Question **No.**

**1** is **compulsory** and carries 30 marks.

Other questions carry 10 marks each. At-

tempt **one** question from **each** unit.

1. Write short notes on the following:

3×10=30

(a) Significance of 7 P's in On-Line market-  
ing

(b) Search Engine Optimization (SEO)

(c) E- Business Vs. E- Commerce

(d) Viral Marketing

(e) Role of Good Website Designing

P.T.O.

(2)

- (f) Transaction Fee Revenue Model
- (g) Measuring Internet Marketing Effectiveness.
- (h) Value Segment Pricing
- (i) B2C Buying process (Online)
- (j) Display Advertising.

**Unit - I**

- 2. What is search engine marketing (SEM)? How SEO (Search Engine Optimization) and PPC (Pay -Per- Click) helps in E- Marketing? Comment on the advantages and disadvantages of SEO & PPC. 10
- 3. How social and business networking help the B2C and B2B Sector E- Marketing Firms? How E-mail marketing contribute for the success both the sectors. 10

IMS-3148

(3)

**Unit - II**

- 4. Discuss the external factors affecting online pricing decisions. Explain with suitable examples fixed and dynamic pricing method. 10
- 5. Compare the purchase behaviour & buying process of off- Line, customer with on- line buyer. Give relevant examples to substantiate your answer. 10

**Unit - III**

- 6. Describe the various stages of Web- Site Development Process. Also comment on the usefulness of **Social Media** for an E- marketing Firm. 10
- 7. Explain the different revenue models available to be used by the E- commerce company. Name The Two Social Media and The Revenue Model Being used by Them. 10

IMS-3148

P.T.O.

(4)

**Unit - IV**

8. Why do Marketers keep the AIDAS or hierarchy of effects model in mind while planning social media strategy? Critically evaluate. 10
9. What is contextual advertising & location based marketing? Give an example of EACH, A time when you were part of both marketing on the internet. 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3149**

**M.B.A. (R.M.) (Fourth Semester)**

**Examination, 2016**

**Store Design & Visual Merchandising**

**(RM-041)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question

**No.1** is **compulsory** and carries 30 marks.

Other questions carry 10 marks each. At-

tempt **one** question from each unit.

1. Write short notes on the following :  $3 \times 10 = 30$

- (a) Proportion
- (b) Form and Shape
- (c) Ambient lighting
- (d) VIBGYOR
- (e) Island display

P.T.O.

(2)

- (f) Nesting Table
- (g) Pennants / Danglers
- (h) Props
- (i) Placement of Merchandise
- (j) Window display categories.

**Unit-I**

- 2. Design elements and principles describe fundamental ideas about the practice of good visual merchandising. Elaborate on the elements and principles of design. 5+5=10
- 3. Define visual Merchandising. What are the benefits of visual merchandising? 2+8=10

**Unit-II**

- 4. Classify colours and explain the colour wheel. Discuss the importance of colour Blocking in visual merchandising. 2+4+4=10
- 5. The most important function of a store's exterior is to attract customers. Discuss the exterior of a store of your choice with respect to

(3)

- its (a) Store signs and Facade (b) Banners, Planters and Awnings. 10

**Unit-III**

- 6. Draw illustrations of any two floor circulation plans. Also include their advantages and disadvantages. 5+5=10
- 7. Describe the capacity floor fixtures along with examples of merchandise which can be stacked on it. 10

**Unit-IV**

- 8. The main function of shop windows is to promote the store's image and maximize the sales of its merchandise. Explain the types of settings which can be used for designing a window display. 10
- 9. Define strategies required to strengthen retail brand or store image. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3150**

**M.B.A. (R.M.) (Semester-IV)**

**Examination, 2016**

**(B.P/Exempted)**

**RETAIL VERTICALS**

**(RM-042)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each Unit.

1. Write short notes on performance of the following stores in India.  $3 \times 10 = 30$

- (a) Wills Lifestyle
- (b) Pantaloons
- (c) MAX
- (d) Wall Mart (Best Price)

P.T.O.

(2)

- (e) Big Basket
- (f) Tanishq
- (g) Shopper's stop
- (h) Titan watches
- (i) Samsung Electronics
- (j) Big Bazaar

**Unit-I**

2. Specify the key market drivers of the domestic apparel market in India. Describe the market structure and Segmentation of apparel market. 10
3. Mention the main impediments of the guns & jewellery market for the players of Indian market. Discuss the marketing strategies of the jewellery market. 10

**Unit-II**

4. Give an Overview of the watch industry of India. Carry out SWOT analysis of watch market in India. 10

(3)

5. Develop a business plan for a book store. Mention the factors to be considered for success of a book store. 10

**Unit-III**

6. Discuss the issues, challenges and scope of food retailing industry in India. Elaborate the supply chain adopted by food Retail companies for food grains. 10
7. Differentiate between organized and unorganized formats of food retail in India. Why customers trend to prefer traditional retails for food or grocery items. 10

**Unit-IV**

8. Give your comments on the performance and growth of the Consumer Durable industry in India. What trends favour the growth of this industry, Give relevant examples. 10



(4)

9. What are white goods and brown goods in consumer durables market? Draw a comparative analysis between organised and unorganised sector in consumer durables.10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3151**

**M.B.A. (M) (Semester-IV) Examination, 2016**

**Consumer Protection**

**RM-045**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Briefly explain the following :  $3 \times 10 = 30$
- (a) Right to information (RTI)
  - (b) Calibration
  - (c) Consumer Ombudsman (Lokayukta)
  - (d) Illicit traffic
  - (e) Consumer Rights
  - (f) Ayurvedic or Unani drugs

P.T.O.

(2)

- (g) Unfair Trade Practices
- (h) Central Advisory Committee
- (i) Dutiable goods
- (j) Doctrine of Caveat Emptor

**Unit-I**

2. What do you understand by 'Consumerism'? Define the era of consumerism from Manu Script to Modern Era? 10
3. Define Monopolies and Restructuring Trade Practices (MRTP) Commission? How is it constituted and what are its powers? Discuss in detail. 10

**Unit-II**

4. What do you mean by misbranded and adulterated drugs? Discuss the powers of Central Government to make rule in this regard. 10
5. Define Food safety officer and their powers? Explain Licensing and Registration process of food business. 10

IMS-3151

(3)

**Unit-III**

6. What is the objective behind enacting the medicinal and Toilet Preparation (Excise Duties) Act-1955? Discuss the powers and duties of the officers under this Act. 10
7. Discuss the cases and circumstances under which person may be detained for periods longer than three months without obtaining the opinion of Advisory Board. What is the maximum period of detention under the prevention of Illicit Traffic in Narcotic Drugs and Psychotropic Substances Act-1988. 10

**Unit-IV**

8. What do you mean by Indian Institute of legal Metrology? Discuss its duties and functions. 10
9. How is the appointment of Directors under legal metrology Act made? Discuss the functions and powers of the Director in detail. 10

IMS-3151

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3152**

**M.B.A. (R.M.) (Fourth Semester)**

**Examination, 2016**

**Customer Relationship Management**

**(RM-046)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory** and carries 30 marks. Attempt **one** question each of 10 marks from the four units.

1. Answer briefly the following concepts.
  - (a) Relationship marketing
  - (b) Customer lifetime value (CLV)
  - (c) Satisfaction
  - (d) Customer Touch points
  - (e) E-CRM

**P.T.O.**

(2)

- (f) Data-mining and Data warehousing.
- (g) ERP
- (h) Customer defection
- (i) MIS (Marketing Information System)
- (j) Customer Service

**Unit-I**

- 2. Discuss the CRM strategy cycle in detail highlighting the importance of each element. 10
- 3. How is customer information management done? Which unethical practices are observed after in maintaining customer relationship?10

**Unit-II**

- 4. What is customer lifetime value? Discuss the components of customer life cycle management. 10
- 5. How is customer relationship intensity understood? What are its components? How can the customer be driven towards loyalty on the loyalty Ladder? 10

(3)

**Unit-III**

- 6. (a) Differentiate between CRM & e-CRM.10
- (b) How do complaints arise and how can they be handled with the help of CRM?
- 7. Explain the CRM process cycle using the four C's. 10

**Unit-IV**

- 8. Elaborate the CRM-implementation steps. How is CRM integrated with ERP system? 10
- 9. Give the importance of MIS. State briefly the various CRM facts known to you. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3153**

**M.B.A. (F.C.) (Semester-II)**

**Examination, 2016**

**WORKING CAPITAL MANAGEMENT**

**(FC-021)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **four** more questions selecting one question from each unit.

1. Write short notes on the following : (10×3)
  - (a) Liquidity and profitability.
  - (b) Benefits and costs of Accounts Receivables.
  - (c) EOQ, safety stock and Reorder Point
  - (d) Trade Credit
  - (e) Float Management
  - (f) Selective Inventory Control
  - (g) Baumol Model of optimal cash
  - (h) Motives for holding cash
  - (i) Operating cycle
  - (j) Factoring

P.T.O.

(2)

**Unit-I**

2. Why is working capital management required in the business? Explain the factors that affect working capital requirement in a business firm.

3+7

3. On the basis of the following information relating to a newly set up business, you are required to compute the working capital Requirement :

(i) Annual production is estimated to be 6,000 units.

(ii) The various elements of costs and profits are :

Material ₹ 70 per unit

Wages ₹ 20 per unit

Overheads ₹ 30 per unit

Profit ₹ 80 per unit

Selling price ₹ 200 per unit

(iii) The materials are expected to remain in stores for an average period of one month.

(iv) Finished goods are likely to remain in warehouse for two months before sale.

(v) Each unit of production will be in process for half a month.

IMS-3153

(3)

(vi) 50% of sales will be on credit customers are allowed two months credit.

(vii) Credit allowed by suppliers is one month.

(viii) Lag in payment of wages is one month.

(ix) Assume that sales and production are consistent.

(x) Add 20% of working capital for contingencies.

10

**Unit-II**

4. R Ltd. is considering to relax its credit policy and to evaluate two proposed policies. Currently, the firm has annual credit sales of ₹ 50 lacs, accounts receivables of ₹ 12,50,000. The current level of loss due to bad debts is ₹ 1,50,000. The firm is to give a return of 20% on additional amount of receivables. The company's variable costs are 70% of the selling price. The following further information have been furnished :

	Present	Policy I	Policy II
Annual Credit Sales	50,00,000	60,00,000	67,50,000
Account Receivables	12,50,000	20,00,000	28,12,500
Bad debt Loss	1,50,000	3,00,000	4,50,000

Advice the firm which option is better to replace the present policy.

10

IMS-3153

P.T.O.

(4)

5. (a) What are the objectives of cash? How would you determine the optimum level of cash? 5
- (b) Discuss the Miller Orr model for determining the cash balance for the firm. 5

**Unit-III**

6. ABC Ltd. Purchases 9,000 units of spare parts for its annual requirements, ordering one month's usage at a time. Each spare part costs ₹ 20. The ordering cost per order is ₹15 and the carrying charges are 15% of unit cost. You have been asked to suggest a more economical purchasing policy for the company. What advice would you offer and how much would it save for the company per year? 10
7. What are the objectives of inventory management? Explain the considerations governing the minimum and maximum level of inventory. 5+5

**Unit-IV**

8. Examine the role of bank credit in financing the working capital requirement of a business concern. Explain the various types of bank credit. 5+5
9. Write the basic features of Indian Money Market. How is Indian money market different from International Money Market. 5+5



A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**IMS-3154**

**M.B.A. (F.C.) (Semester-II)**

**Examination, 2016**

**Financial Decision & Policy**

**(FC-022)**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** carrying 30 marks is **compulsory**. In addition attempt **one** question from each of the four units.

1. Answer the following :  $3 \times 10 = 30$
- (a) What is sale and lease back transaction?
  - (b) What is Market Value Added?
  - (c) Explain 'Indifference level of EBIT' in the EBIT/EPS Analysis.
  - (d) Give the significance of Liquidity Ratios.

P.T.O.

(2)

- (e) How are initial cashflows calculated for capital investment decisions?
- (f) An investor requires a return of 15% on his investment. He wants to buy a 5 year 12% bond with a face value of ₹ 1,000, which will be redeemed at 10% premium. Decide whether, he should buy the bond or not.
- (g) Calculate the EVA from the following information EBIT → 90 lakhs, Capital structure is as follows :
- 10% Debentures-150 Lakhs  
Retained Earnings - 60 Lakhs  
Equity Share Capital-90 Lakhs  
Cost of Equity is 15% Tax Rate-40%
- (h) The beta factor is 1.40. Risk free rate of return is 9%. The rate of return on company's equity share is 16%. Calculate the cost of equity using the CAPM.
- (i) Explain the concept of 'Tax Shield on Interest'.

IMS-3154

(3)

- (j) What are Hybrid Securities?

**Unit-I**

2. "Financial Management is nothing but managerial decision making on asset mix capital mix and profit allocation". Explain. 10
3. Mr. Z wants to invest ₹ 1,00,000. He has just two securities  $S_1$  and  $S_2$  for this purpose. The relevant information with respect to these securities is as follows : 10
- Expected Return →  $S_1$  → 12%,  $S_2$  → 20%
- $\sigma$  of Return →  $S_1$  = 10%,  $S_2$  = 18%
- Coefficient of correlation  $r$ , between  $S_1$  and  $S_2$  = 0.15
- The following portfolios are under consideration.
- (a) 50% funds in each  $S_1$  and  $S_2$
- (b) 75% of funds in  $S_1$  and balance 25% of funds in  $S_2$

IMS-3154

P.T.O.

(4)

Find out the risk-return of the two options of portfolios and decide which portfolio is better for Mr. Z.

### Unit-II

4. (a) Explain the 'LINTNER's MODEL'? 5  
(b) List out the various sources of long term finance for a company. 5
5. ABC Ltd. has equity share capital of ₹ 500000 divided into shares of ₹ 100 each. It wishes to raise further capital of ₹ 300000 for expansion. The following are the financing alternatives. 10
- (i) ₹ 100000 by equity shares and ₹ 200000 through 10% debentures.
- (ii) By raising a term loan @ 10% p.a. for the entire amount.
- (iii) ₹ 100000 through equity shares and ₹ 2,00,000 through 8% preference shares

(5)

You are required to suggest the best alternative assuming that the estimated EBIT is 1,50,000. Tax Rate is 35%.

### Unit-III

6. (a) What ratios would you consider most important while evaluating performance and future profitability of a company as an investor? 5
- (b) ABC Ltd. has made plans for the next year. It is estimated that the company will employ total assets of ₹ 800000 50% of the assets are financed by borrowed capital at an interest rate of 16% p.a. The direct costs for the year are estimated at ₹ 4,80,000 and all other operating expenses are estimated at ₹ 80,000. The goods will be sold to customers at 150% of direct costs. Tax Rate is 50% you are required to calculate- 5

(6)

(i) Net Profit Ratio

(ii) Return on Assets

7. The following information and financial ratios of xyz Ltd. relates to the year ending 31-03-15
- Gross Profit Ratio → 15% of sales  
Net profit → 8% of sales  
Raw material consumed → 20% of looks Cost  
Direct wages 10% of works cost.  
Stock of Raw material of 3 month usage stock  
of finished goods → 6% of works cost  
Debt collection period → 60 days  
All sales are on credit?  
Fixed Asset to sales = 1 : 3  
Fixed Asset to Current Assets=13:11  
Current Ratio = 2  
Long Term Loan to current liabilities = 2 :1  
Capital to Reserves & Surplus = 1 : 4.  
If the value of fixed assets as on 31-3-14 was ₹ 26 lakhs, prepare a profit & loss account of

(7)

the company for the year ended 31-3-15 and balance sheet as on 31-3-15.

**Unit-IV**

8. East Company Ltd. is studying the possible merger with West Ltd. The following data are available in respect of the companies :

	East Co.	West Co.
Earnings after Tax	200000	60000
Number of Equity shares	40,000	10,000
Market value per share	15	12

- (i) If the merger is through exchange of equity shares on the basis of current market price. What is the new Earning per share for East Co.?
- (ii) West Co.Ltd. wants to make sure that the earnings available to its shareholders will not be diminished by the merger. What should be the Exchange Ratio in that case?

(8)

9. (a) What are the factors to be considered in lease or buy decisions? 5
- (b) Explain how merger proposal can be evaluated as a capital investment decision? 5

**A**

**(Printed Pages 3)**

Roll No. \_\_\_\_\_

**IMS-3155**

**M.B.A. (FC) (II-Sem.) Examination, 2016**

**Insurance & Risk Mgt**

**(FC-023)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following :  $3 \times 10 = 30$ 
  - (a) Concept of Risk Pooling.
  - (b) Third Party liability
  - (c) Use of Mortality Rate
  - (d) Benefits of Actuarial Mathematics.
  - (e) Role of National Insurance Academy.
  - (f) Directives of Basel-II

**P.T.O.**

(2)

- (g) Marketing of Insurance Products.
- (h) Concept of Insurance Pricing.
- (i) Moral and Physical Hazards.
- (j) Tax advantages of Health Insurance.

**Unit - I**

- 2. What do you understand by Risk Management? Briefly discuss various methods of risk management. 10
- 3. "Is protection of share holders Wealth is Wealth Creation?" Discuss with respect to Corporate risk management. 10

**Unit -II**

- 4. What are the objectives of IRDA? Discuss its main provisions. 10
- 5. Explain the various principles of Insurance along with examples. 10

**Unit- III**

- 6. (a) What is Endowment Plan? Discuss the basis for its return Calculation. 10

(3)

- (b) Explain underwriting process in Issuance of Insurance policies. 10
- 7. (a) Differentiate between pension plan and Endowment Money back plan. Which has a superior tax advantage? 10
- (b) Explain Briefly ULIP's.

**Unit - IV**

- 8. What do you understand by Micro Insurance? Discuss its benefits to society. 10
- 9. (a) Discuss the role of FDI in Insurance sector. 10
- (b) List the documents required to claim losses under Marine Insurance.

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

IMS-3156

M.B.A. (F.C.) (Semester-IV)

Examination, 2016

FINANCIAL DERIVATIVES

(FC-041)

Time Allowed : Three Hours ] [ Maximum Marks : 70

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. In addition answer **one** question from each unit. Use of Financial/scientific calculator is permitted.

1. Briefly answer the following questions :  $3 \times 10 = 30$ 
  - (a) Explain 'Forward Contract.'
  - (b) What is a Call option? What are the obligations of a short call holder?
  - (c) What do you mean by the term "Open Interest"?
  - (d) "Futures & Options are zero sum game" Critically examine.
  - (e) Explain 'Log returns'
  - (f) State some of the assumptions of Black and Scholes Model.

P.T.O.



(2)

- (g) What are the advantages of futures contract?
- (h) What are 'Credit Derivatives'?
- (i) What do you mean by 'convergence property'?
- (j) What are the factors affecting option premium?

**Unit - I**

2. (a) Who are important players in the derivative market? Why are they participating in that market? 6
- (b) The shares of Tata Tea Ltd. are being traded at Rs. 250 on the BSE Its future for 1 month, 2 months and 3 months are also available on the BSE. If the risk free rate is 12% p.a. & no dividends are expected during this period; what should be equilibrium price of these futures? 4
3. (a) Explain how a futures contract can be called as standardised contract. 3
- (b) GSK Ltd. futures are tradable in multiple of 75 units Initial margin is required at 25% for buyer and 30% for seller. Current level of GSK Ltd. futures is 5210. The settlement prices of GSK Ltd for next

(3)

5 days are 5240, 5260, 5300, 5140 and 5215 respectively. Find out Mark to Market margin and closing balance of margin on daily basis and also the net profit/loss position in the last, of an investor who buys the future contract and the one who sells the future contract. 7

**Unit -II**

4. (a) Shares of Co. X are currently traded at Rs. 103. A call option at the strike price of 105 is available at a premium of Rs. 5. Find out the pay off position of the call option holder as well as of call option writer if the market price on the expiry date is Rs.100, Rs. 105, Rs. 110, Rs. 115, Rs. 120. 5
- (b) How buyer / seller of an option are different from buyer / seller of an underlying asset? 5
5. Mr. X creates a long strangle in Nifty by buying a call and a put option of same expiration date, at strike price of 7900 at a premium of Rs. 60 and 7600 at a premium of Rs. 18 respectively. Find out his net payoff position if the market price of the underlying on the expiration date

(4)

is between 7300 & 8200 with an increase of Rs. 100. Also show the diagram. 10

**Unit- III**

6. Explain with suitable example as to how a fixed interest liability can be transformed into a fluctuating interest liability. 10
7. The shares of RST Ltd. are currently priced at Rs. 415 and call option exercisable in three month's time has an exercise rate of Rs. 400. Risk free interest rate is 5% p.a. (Continuous compounded) and standard deviation (volatility) of share price is 22%. Based on the assumption that RST Ltd. is not going to declare any dividend over the next three months is the option worth buying for Rs. 25? Calculate the value of aforesaid call option if the current price is considered as Rs. 380. (Use BSM) 10

**Unit - IV**

8. "Derivatives market in India has emerged an important market in the world." Elucidate this statement in light of the present status of derivatives market in India. 10
9. What do you understand by the term 'Stock Index futures'? Do you think that these are more popular than options? If so, Why? 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3157**

**M.B.A. (F&C) (Fourth-Semester)**

**Examination, 2016**

**International Financial Management**

**(FC-042)**

*Time Allowed : Three Hours*      *[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory** which carries **30** marks. Select **one** question from each of the four units carrying **10** marks each:

1. Explain the following in brief:       $3 \times 10 = 30$ 
  - (a) "Foreign capital covers 'saving-Investment' gap in the developing countries". Comment.
  - (b) What is counter-trade? Why is it important to understand this concept?
  - (c) "In the present era of globalisation, no country can run on fixed exchange rate system". Explain.
  - (d) What is the impact of FII withdrawals on

**P.T.O.**

(2)

the BOP of a developing country?

- (e) What are ADRs and GDRs?
- (f) International economic Integration leads to international financial management". Elaborate.
- (g) What is Inter-company funds flow management?
- (h) Examine various risks involved in going global.
- (i) Define the terms 'hedging' and 'Participatory-notes'.
- (j) "Corporate strategies of MNCs are based on the global dynamics of business." Comment.

#### Unit-I

2. "For some, the multinational companies are an invaluable dynamic force and instrument for wider distribution of capital, technology and employment; for others they are monsters which our present institutions, national or international can not adequately control, as through their power and Flexibility, they can evade national economic autonomy". Elaborate this statement in light on the relevance and role of the MNCs in the home and host countries.

10

IMS-3157

(3)

3. Explain how exchange rate is determined. under : 6+4
- (a) Managed exchange rate system and also in Floating exchange rate system.
  - (b) Show the effect of the following changes on the exchange rates through diagrams:
    - (i) FII withdrawals
    - (ii) Inflows of foreign currency.
    - (iii) Increase in exports.
    - (iv) Repayment of foreign debts.

#### Unit-II

4. Discuss in detail the structure and composition : 6+4
- (a) of BOP. further explain how the composition of BOP changes along with the level of development of a country?
  - (b) What are financing Techniques and supports available to the exporters in India. Examine the role of ECGC in this regard.
5. (a) International flow of goods and services is affected by what factors? List out the home & host country determinants for it.
- (b) Examine the various types of exchange rate risks and discuss the strategies for managing them. 3+7

IMS-3157

P.T.O.

(4)

**Unit-III**

6. Discuss why two separate organisations 'World Bank' and 'IMF' are required? Examine their role in maintaining International financial stability. 10
7. Explain the role of the following in the International financial markets: 10
  - (a) Options & strategy
  - (b) Debt-equity swaps
  - (c) International currency asset management
  - (d) Special financing Vehicles

**Unit-IV**

8. (a) What are the pre-conditions and determinants of creating a global expansion strategy? 5+5
  - (b) Discuss the various types of strategic alliance options available to the foreign investor in the host country?
9. (a) Examine the relevant dimensions of foreign project appraisal. 6+4
  - (b) Write a note on 'Capital Budgeting for MNCs.

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3158**

**Master of Business Administration**

**(Finance & Control) (Semester-IV)**

**Examination, 2016**

**MANAGEMENT CONTROL SYSTEM**

**(FC-043)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. **Question No.1** is **compulsory**, and carries 30 marks. Answer **one** question carrying 10 marks from each of the four units.

1. Write short notes on the following :(10×3=30)
  - (a) Goal Congruence
  - (b) Differentiated Control System
  - (c) Problem of Sub-optimisation
  - (d) Zero Base Budgeting
  - (e) Engineered Vs. Discretionary Expenses
  - (f) Profit Centre Vs. Investment Centre

P.T.O.

(2)

- (g) Factors Influencing MCS
- (h) ROI Vs. EVA
- (i) MCS in Non-Profit Organisation
- (j) Budgetary Control

**Unit - I**

- 2. What are the important considerations for designing control system in an organisation. Explain various financial and non financial tools of control in an organisation. 5+5
- 3. Bring out the basic objectives of management control system. Explain the basic features of organisational control system. 5+5

**Unit - II**

- 4. What are the basic objectives of Responsibility Accounting? Explain the process of successful application of Responsibility Accounting in an organisation. 3+7
- 5. ABC Ltd. manufactures a variety of products. The company operates through three divisions A, B and C. Each division is an investment centre. The operating data for Division B for the year ended 31st March, 2016 and relevant

(3)

budget data are given below :

	Actual (₹)	Comparison with Budget (₹)
Sales	5,60,000	40,000 (Unfavorable)
Variable Cost of Goods Sold	3,40,000	20,000 (Unfavorable)
Controllable fixed Costs	1,20,000	10,000 (Favorable)

The average operating assets for the year for division B were ₹ 10,00,000 which was also the budgeted amount. You are required to :

- (a) Prepare Responsibility Report Division B.
- (b) Evaluate Manager's Performance. 5+5

**Unit - III**

- 6. Why is transfer pricing system needed in an organisation having autonomous divisions? Discuss various types of transfer prices and their suitability for a given business. 5+5
- 7. The Royal Industries Ltd. has two divisions, A & B. Division A manufactures product x which can be sold to Division B as well as in an open market. Division A has been selling 40,000 units of product x to outsiders and 10,000

(4)

units to Division B, all at ₹ 40 per unit. It is not anticipated that these demands will change. The variable cost of product x is ₹ 15 and the fixed costs are ₹ 2,00,000. The manager of B requests to charge the transfer price of x at ₹ 35 per unit. If A does not sell to Division B ₹ 50,000 of fixed costs alongwith related VC can be avoided.

Required :

(a) Should the manager of Division A transfer product x to Division B at ₹35 per unit?

5

(b) What should be the lowest price that Division A should accept from Division B? Support your answer with proper reasons and calculations.

5

#### **Unit - IV**

8. Why do we need different set of control measures for different organisations. Enumerate the aspects or factors to be considered for differentiated control.
9. Compare the type of control system needed for multinational organisations and for a domestic organisation. What are the adaptations required in the control system of an MNC?

5+5

5+5



A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3159**

**M.B.A. (Finance & Control) (Semester-IV)**

**Examination, 2016**

**Management of Financial Institutions**

**Paper : (FC-044)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** carrying 30 marks, is **compulsory**. Attempt **one** question carries 10 marks from each unit.

1. Write short answers of the following : $3 \times 10 = 30$ 
  - (a) Define 'Market'. What is its role in a financial system?
  - (b) What do you understand by the term 'Power of credit'? Elaborate.
  - (c) Name the regulatory financial institutions.

**P.T.O.**

(2)

Briefly describe their roles.

- (d) AIFIs were set up with the objective of reconstruction & development. Comment.
- (e) "Apex-level financial institutions do not Complete with commercial banks but complement their role". Comment.
- (f) "A commercial bank can ignore profitability only if it wishes to fail". Comment.
- (g) "Deposits can neither be restricted nor allowed 'free-flow'. They must be managed". offer your comments.
- (h) Name the Development Financial Institution in India & comment briefly on their respective specialized roles.
- (i) "Investment through mutual funds is a safe and inexpensive way to earn a reasonable income on one's savings". Elaborate.

IMS-3159

(3)

- (j) "NBFCs came into being to subserve the needs of funds of large corporations". Comment.

**Unit-I**

2. Discuss the functions of Apex-level financial Institutions in India. 10
3. Offer your assessment of the problems and challenges facing the A.I.F.Is. 10

**Unit-II**

4. Examine, with example, the relationship between the liquidity of a bank with the secondary reserves maintained by it. 10
5. What is the rationale behind the prudential norms? Underline the need & importance of provisioning. 10

**Unit-III**

6. D.F.Is provide the sinews of development, namely: Capital, Enterprise & know how? Elaborate. 10

IMS-3159

P.T.O.

(4)

7. Support the following statement "Exim Bank does not only finance exports and imports, it plays a vital role in India's foreign trade. 10

**Unit-IV**

8. Name the major types of N.B.F.C.s and their functions. 10
9. What is the concept of Mutual Funds? Explain the mechanism on which a mutual fund operates. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3160**

**M.B.A. (F & C) (Fourth Semester)**

**Examination, 2016**

**Merchant Banking & Financial Services**

**(FC-045)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in **all**. Question No.

**1** is **compulsory**. Select **one** question from each Unit. Question **No.1** carries 30 marks and all the other questions carry 10 marks each.

1. Write short notes on the following :

3×10=30

- (a) International Finance Underwriting
- (b) Legal Aspects of Factoring
- (c) Pricing of Issue

P.T.O.

(2)

- (d) Euro Bonds
- (e) Public Issue Vs. Right Issue
- (f) Book Building
- (g) Bill Discounting
- (h) Effective Rate Vs. Flat Rate
- (i) Content of Lease Agreement
- (j) Role of Co- lead manager.

**Unit - I**

2. Explain the role of lead manager in managing a public issue. What are the duties prescribed by SEBI? 5+5
3. What is meant by venture capital? Explain the significance of venture capital and the stages of its financing. 2+4+4

**Unit - II**

4. Explain the various types of Lease Agreements. Which qualitative factors make leasing a better option? 5+5

IMS-3160

(3)

5. The leasing of equipment having purchase price of ₹ 40,00,000 is being considered by a firm. The equipment has an estimated economic life of 5 years. It is expected to make annual lease rentals of ₹ 15,00,000 to the leasing company. Depreciation of 25% is allowed. Evaluate the desirability of Lease option for the firm. Firm's corporate tax rate is 50% and after tax rate borrowing is at 8% PV table at 8% is given below :

Year	PVF
1	0.924
2	0.856
3	0.791
4	0.729
5	0.697

IMS-3160

P.T.O.

(4)

**Unit - III**

6. Explain the functions of credit rating agencies in India. How are the functioning of rating agencies in India different from those of rating agencies in international market .

5+5

7. Discuss the various types of factoring and differentiate between factoring and Bill Discounting.

10

**Unit - IV**

8. Differentiate between consumer goods marketing and financial service marketing. Explain the role of market research in financial service marketing.

5+5

9. Explain the activities involved in the process of planning and analysis of Financial Service Marketing in India.

10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3161**

**M.B.A. (I.B.) (Semester-II) Examination, 2016**

**INDIA'S FOREIGN TRADE**

**(IB-021)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all, Question **No.1** is **compulsory**. Answer **four** more question selecting **one** question from each unit.

1. Give brief answers to the following questions:

3×10

- (i) What are the main problems of India's foreign trade?
- (ii) Which commodities were India's most important export items in the ancient period?
- (iii) What was the impact of partition on India's foreign trade?

**P.T.O.**

(2)

- (iv) Which countries are India's most important customers?
- (v) Which commodities are India's most important import items?
- (vi) Which countries are members of European Union?
- (vii) Which type of L/c is most suitable for the exporters?
- (viii) What do you understand by post - shipment credit?
- (ix) What role does EXIM Bank play in financing exports?
- (x) What are the salient features of S.E.Z.?

**Unit-I**

2. Is trade between two countries possible if one of them is superior in producing both the commodities? Explain with the help of a suitable example and show how can both the countries gain from trade? 4+6=10

(3)

3. Explain significant changes in India's Balance of payments during recent years. Can India achieve current A/c surplus in the near future? 7+3

**Unit-II**

4. Discuss important features of the composition of India's foreign trade during last decade. 10
5. Discuss the trends, problems and prospects of export of gems and jewellery or ready-made garments. 10

**Unit-III**

6. (a) What important changes have taken place in the direction of India's import trade? 5  
(b) Write a brief note on Indo-U.S. trade. 5
7. Examine the role of state trading in India's foreign trade. Which public sector corporations are engaged in promoting exports? 6+4=10



(4)

**Unit-IV**

8. Discuss the significance of export promotion in the present economic scenario. What measures have been taken by the government in this regard? 5+5
9. Write notes on any two of the following: 5+5
- (a) E.C.G.C.
  - (b) Import Substitution
  - (c) ITPO
  - (d) M.E.I.S.

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3162**

**M.B.A. (I.B.) (Semester-II)**

**Examination, 2016**

**Foreign Exchange Mgt.**

**(I.B.-022)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Question **No.1** is **compulsory**. Attempt **four** other question, selecting **one** question from each unit.

1. Write short notes on the following :

3×10=30

- (a) Objectives of FEMA.
- (b) Nostro A/C.
- (c) Option forward contract
- (d) Purpose of exchange margin
- (e) Concept of T.T. rates.
- (f) Meaning of Interbank market.

**P.T.O.**

(2)

- (g) Objectives of IMF.
- (h) Concept of economic exposure.
- (i) Functions of Freight forwarder.
- (j) Role of FEDAI.

**Unit-I**

- 2. What do you understand by foreign exchange market? Discuss the various functions of foreign exchange department. 10
- 3. Discuss the objectives and functions of IBRD. Briefly explain main features of IBRD lending. 10

**Unit-II**

- 4. Briefly describe the purchasing power parity theory along with example 10
- 5. What is exchange rate? Discuss the mechanism of currency trading. 10

**Unit-III**

- 6. What do you understand by exchange Quotations? Explain the various factors affecting spot rate determination. 10

(3)

- 7. Your customer request on 8<sup>th</sup> may to book a forward contract to cover an export bill for Singapore Dollars 1,00,000 drawn on Singapore and Payable 30 days after sight, with option to him over the months of July.

The following rates prevail in the inter bank market for USD: 10

Spot	USD 1 = Rs 49.4875/4925
May	1600/1700
June	3100/3200
July	4600/4700
August	6100/6200
Sept	7600/7700
Oct.	9100/9200

At Singapore market Singapore Dollar is quoted at:

Spot	USD 1=SGD 1.4004/4078
1 Month forward	70/75
2 Month forward	110/115
3 Month forward	150/155

(4)

4 Month forward	190/195
5 Month forward	230/235
6 Month forward	270/275

Transit period is 25 days. Exchange margin is 0.10%. What rate will you quote your customers?

**Unit-IV**

8. What are the three possibilities in forward contract? Explain cancellation of forward contract in detail. 10
9. What do you understand by foreign exchange risk exposure? Explain transaction exposure along with its hedging methods. 10

**A**

**(Printed Pages 4)**

Roll No. \_\_\_\_\_

**IMS-3163**

**M.B.A. (I.B.) (Semester-II)**

**Examination, 2016**

**International Financial Inst.**

**Paper : IB-023**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **four** more questions, selecting **one** question from each unit.

1. Write short notes on the following :

$3 \times 10 = 30$

- (a) Special Drawing Rights (SDR)
- (b) Types of international banking offices
- (c) Global Financial System
- (d) MIGA
- (e) Lender of Last Resort

**P.T.O.**

(2)

- (f) Difference between forward and futures
- (g) Countertrade
- (h) Impact of Monetary Policy on BOP and Exchange Rate
- (i) Purchasing Power Parity Theory (PPP Theory)
- (j) Currency Convertibility

**Unit-I**

- 2. What is International Monetary System? In what way did Bretton Wood system performed and what circumstances lead to the establishment of Jamaica agreement? 10
- 3. What was the Long Term Capital Management hedge fund? Discuss the reasons that lead to the LTCM Crisis? 10

(3)

**Unit-II**

- 4. In what way should IMF is required to be reformed in the Global Financial Crisis situation to bring economic and financial stability to the world economy? Discuss. 10
- 5. What are the international financial institutions? Discuss it briefly explaining the role that they can play towards developing domestic economies. 10

**Unit-III**

- 6. What do you understand by the term 'Derivatives'? Explain various types of derivatives with suitable examples. 10
- 7. Write notes on any **two** of the following: 5×2=10
  - (a) GDR
  - (b) IDR
  - (c) Bonds and Notes
  - (d) Financial Swaps

(4)

**Unit-IV**

8. What is International Debt? How international debt crisis came about in the world economy and what role have been played by the international financial institutions to cope up with the problems of debt crisis? 10
9. What is international debt problem? Discuss the Indian Experience of International Debt and debt servicing problem as faced it in post 1970's. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3164**

**M.B.A. (I.B) (Semester-IV)**

**Examination, 2016**

**(Cross Cultural Management)**

**[MBA(IB)-041]**

*Time Allowed: Three Hours]*

*[Maximum Marks: 70*

**Note:** Question **No.1** is **compulsory**. Attempt **four** other questions, selecting **one** question from each unit.

1. Write short notes on the following :  $3 \times 10 = 30$ 
  - (a) Locus of decision making
  - (b) Matrix organisation structure
  - (c) Polycentric approach
  - (d) Tax Equilisation

P.T.O.



(2)

- (e) Liaison office
- (f) Expatriate training
- (g) Cost of Living Allowance
- (h) Physical, Psychic, Economic distance
- (i) Foreign currency exposure
- (j) Expropriation

**Unit-I**

- 2. Elaborate on the six long-term developments that are shaping international business in the world 10
- 3. What according to you are the challenges before International Management? Discuss 10

**Unit-II**

- 4. Throw light on: 2×5=10
  - (a) Hofstede's dimensions
  - (b) Cross-cultural communication
- 5. Various individual and organisational factors

IMS-3164

(3)

influence expatriate selection for an assignments." Explain the factors. 10

**Unit-III**

- 6. Discuss the four positions proposed in Dawar and Frost framework that emerging market companies can adopt is an open economy. 10
- 7. Elaborate on the ways in which a MNC can set up business in India. 10

**Unit-IV**

- 8. "The international marketer faces specific challenges of adjusting each of the marketing mix elements in the international market place" In light of the given statement discuss the key concerns facing the international marketer. 10
- 9. "The unique dimensions of services exist in

IMS-3164

P.T.O.

(4)

both international and domestic markets, but their impact has far greater importance for the international manager." Comment. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3165**

**M.B.A. (I.B.) (Fourth Semester)**

**Examination, 2016**

**International Business Strategies**

**[MBA (IB) - 042]**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Attempt **five** questions in **all**. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following :

3×10=30

- (a) Significance of Global strategy.
- (b) Co-ordinated federation model.
- (c) Role of critical success factors (CSF).
- (d) Use of Technology strategy.
- (e) Importance of Global Branding.
- (f) Application of "Value Chain".
- (g) Need of "Global Vision".

P.T.O.

(2)

- (h) Yip's Drivers of Globalisation.
- (i) Advantages of Global promotions.
- (j) Implications of GAP Analysis.

**Unit-I**

- 2. What do you understand by modelling of Global strategy? Explain the significance of modelling in International Business. 10
- 3. Explain the porter's competitive Advantage theory. In what areas this theory is unable to deliver the results? 10

**Unit-II**

- 4. List the various modes of Entry in an International market. Also suggest a suitable Entry mode for a transnational offering high quality fashion garments, assuming that company is targeting Indian market and there is already a high degree of competition. 10
- 5. What is External Environmental Scanning in context with international Business? Among the macro Environmental factors which factor is most dynamic? 10

**Unit-III**

- 6. Describe "Experience Curve". Differentiate it with Economies of Scale. 10

IMS-3165

(3)

- 7. Read the following case carefully and answer the questions:

Fiat has a classic identity and holds technical expertise in automobile manufacturing. In last 18 Years fiat has introduced just 4 new models, out of which one was sedan and 3 were hatch back, fiat still has fan following and customer loyalty which is about to get over, however India after liberalization has witnessed an explosive increase in auto sales figures, companies like Hyundai, Toyota and Maruti are successful enough in capturing a high market share, market is still growing and these players are still tapping the locked potential. Fiat has completed greater than 50 years in Indian market hence they have deep idea about the customer's need and product development methods above practice and consideration will groom this brand with which it can lead in industry by product and operation excellence, which looks like a missed target for fiat in past two decades. Now-a-days fiat is struggling for their identity and survival and is not able to manage their competence which may be their success factors.  $2\frac{1}{2} \times 4 = 10$

Questions:

IMS-3165

P.T.O.

(4)

- (a) Point out the wrong steps taken by Fiat.
- (b) What is your opinion about achievements of Fiat before Liberalization?
- (c) Suggest the reforms in management of product and other steps which are necessary for their existence and growth.
- (d) Find the existing relative competence of fiat in current scenario.

**Unit-IV**

- 8. Why analysis of competition in international Business is important? What course of action would you suggest in case company finds a high degree of competition and there are no more possibilities of differentiation? 10
- 9. What do you understand by competitive alliance? How many ways this may help a multinational company to maximize the long term competition and a smoother sbusiness expansion in a given market? 10

**A**

**(Printed Pages 3)**

Roll No. \_\_\_\_\_

**IMS-3166**

**M.B.A. (I.B.) (IV-Semester)**

**Examination, 2016**

**Global Business Communications**

**(IB-043)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** question in **all**. Question **No.1** is **compulsory**. Attempt any **one** question from each unit.

1. Write short notes on the following :

$3 \times 10 = 30$

- (a) Common Cultural characteristics.
- (b) Data warehouse & Data Mining
- (c) Characteristics of Memo.
- (d) Process of Communication
- (e) Political challenges of Global information system.

**P.T.O.**

(2)

- (f) Components of Network.
- (g) Stretcher of Agenda.
- (h) Concept of Intercultural
- (i) Types of medium for communication
- (j) Merits of cultural values.

**Unit-I**

- 2. Differentiate between intercultural and Intracultural business communication. What barriers an organization can face when operating internationally? 10
- 3. What is cultural stock? Explain the various stages of cultural shock. 10

**Unit-II**

- 4. What is the importance of global business etiquettes? Discuss the Hofsteels cultural dimension. 10
- 5. What are the characteristics of effective communication? Explain the various types of communication. 10

(3)

**Unit-III**

- 6. How information technology plays a vital role in the success of business. Discuss the components of information system. 10
- 7. Define information system. Explain operation support system and management support system in detail. 10

**Unit-IV**

- 8. Differentiate between outsourcing and off shoring. Discuss the role of information technology in global business communication. 10
- 9. What is database management system? Discuss its objectives & application area. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3167**

**M.B.A. (I.B) (Fourth Semester)**

**Examination, 2016**

**(GLOBAL OUTSOURCING & MANAGEMENT**

**[MBA(IB)-044]**

*Time Allowed: Three Hours]*

*[Maximum Marks: 70*

**Note:** Question **No.1** is **compulsory**. Attempt **four** other questions, selecting **one** question from each Unit.

1. Write short notes on the following  $3 \times 10 = 30$ 
  - (a) Merits of Outsourcing for the Indian IT Industry.
  - (b) International Commodity Agreement
  - (c) Average Bidding Method

**P.T.O.**



(2)

- (d) Speculators
- (e) Tendering
- (f) Forward Contract
- (g) On-shoring
- (h) Seven C's of Outsourcing
- (i) Core-Competencies
- (j) L.M.E.

**Unit-I**

- 2. Define Outsourcing. Describe the W's of outsourcing with respect to the various risks associated with outsourcing. 10
- 3. Timely Access to critical information is the key to business making decision. Discuss the Key issues of Outsourcing Decision Making Process in context of the above lines. 10

IMS-3167

(3)

**Unit-II**

- 4. Describe in brief the history of Commodities and the three exchanges developed by the government in India? 10
- 5. Discuss about Gold as a Commodity in light of the recently launched Gold Monetization Scheme by the Government of India. 10

**Unit-III**

- 6. What are Commodity Futures? Discuss the salient features of Commodity Futures. 10
- 7. Why is investment in Commodity Futures an attractive proposition? Justify giving reason. 10

**Unit-IV**

- 8. What are 'Fly by Night Operators'? Have the various regulatory bodies been successful in controlling such frauds? Discuss. 10

IMS-3167

P.T.O.

(4)

9. Write detailed notes on the following:

5×2=10

(a) Cartel

(b) Role of O.P.E.C in the recent downtrend  
of Crude.

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3168**

**M.B.A. (I.B.) (Fourth-Semester)**

**Examination, 2016**

**Management of Multinational Companies**

**IB-046**

*Time Allowed : Three Hours ]*

*[ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1**

is **compulsory**. Attempt **one** question  
from each unit.

1. Briefly answer the following question:  $3 \times 10 = 30$ 
  - (a) "MNCs are considered as powerful drivers of globalisation". Elaborate.
  - (b) Discuss the key attributes of MNCs.
  - (c) "A global company is characterized by a strong global positioning." Comment.

**P.T.O.**

(2)

- (d) "Emerging multinationals are likely to offer challenges to the established companies". Comment.
- (e) "MNCs are often accused of indiscriminate exploitation of natural resources". Discuss.
- (f) FIIs are highly volatile in nature. Explain why?
- (g) Management style should be scanned before moving to the foreign boundaries". Comment.
- (h) What are 'Spill-over' effects?
- (i) 'Sometimes MNCs promotes unhealthy competition. Discuss.
- (j) "Unexpected changes in the economic and political set-up in the host country increases the risk for MNCs". Elaborate.

IMS-3168

(3)

**Unit-I**

2. (a) Explore the challenges a company from a developing country has to face for its international expansion. 5+5
- (b) Examine the challenges faced by a developed country's MNC in the developing markets.
3. "The volume of cross-border trade and Investment has been growing more rapidly than global output, indicating that the independent economies are converted in to a single economic system". In light of the above statement elaborate upon the reasons of MNCs growth in different parts of the world. 10

**Unit-II**

4. Explain in detail the management styles. Further illustrate and examine the practices and style adopted by the MNCs of any two countries. 10
5. Explain the different models of MNCs along with their structural diagrams. 10

IMS-3168

P.T.O.

(4)

### Unit-III

6. Discuss in detail the different dimensions of the International business strategy. Further explain the different factors which affects the formulation of the strategy. 10
7. Examine the types, needs and consequences of different strategic alliances for both host and home country stakeholders. 10

### Unit-IV

8. (a) CSR and Ethical practices can be used as a tool to ensure a sustainable expansion of the MNCs in the different parts of the world. Elaborate. 6+4
- (b) Discuss the OECD guidelines for MNCs with respect to CSR initiatives.
9. Differentiate between "Investment in physical assets" and "Investment in foreign assets" by foreigners. Also explain their determinants and regulatory norms for foreign Investment in India. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3169**  
**M.B.A. (M) (Semester-II)**  
**Examination, 2016**  
**CONSUMER BEHAVIOUR**  
**(M-021)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**, Question No.

1 is **compulsory**. Attempt **one** question from each unit.

1. Explain the following in brief :  $3 \times 10 = 30$
- (a) Types of Motivational conflicts
  - (b) High versus low involvement purchase situation
  - (c) Buying Motives
  - (d) Classical Conditioning Theory
  - (e) Opinion Leader

P.T.O.

(2)

- (f) Response, Reinforcement and Punishment
- (g) Vicarious learning
- (h) Habitual Buying Behaviour
- (i) Self Actualisation needs
- (j) Stages in Consumer Adoption Process.

**Unit - I**

- 2. What is consumer Behaviour? Discuss the various external and internal determinants of consumer behaviour. 10
- 3. How is marketing concept related to consumer Behaviour? Why is it necessary for marketing practitioners to study it? 10

**Unit - II**

- 4. Explain the factors which play a role in influencing exposure, attention and interpretation of a marketing stimulus. 10

(3)

- 5. What are the different kinds of Reference Groups? Discuss with examples the types of influences a reference group can have on consumers. 10

**Unit - III**

- 6. (a) Do people first form beliefs or attitudes? Do people change attitudes before changing behaviour? Justify your answer using examples. 5
- (b) How do central and Peripheral route to persuasion work? Explain with the help of Elaboration Likelihood model. 5
- 7. Explain the five stage consumer Buying Model. 10

**Unit - IV**

- 8. How do you classify innovations? What are the different categories of consumer adaptors and factors that influence adoption process. 10

(4)

9. Explain the theory of cognitive dissonance with the help of a real life example. What issues determine the level of dissonance? As a marketer what tactics can you adopt to reduce/diminate dissonance from consumers mind.

10



A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3170**

**M.B.A. (M) (Semester-II)**

**Examination, 2016**

**PUBLIC RELATIONS & S.P.**

**(M-022)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**, Question **No.**

**1** is **compulsory**. In addition, attempt **one**

question from each of the four units.

1. Answer the following concepts briefly :

3×10=30

(a) Deal Proneness

(b) Publics

(c) Lobbying

(d) Premium and its types

P.T.O.

(2)

- (e) Promotion mix
- (f) Coupons & Discounts
- (g) Press
- (h) Trade shows and exhibitions
- (i) Social Media
- (j) Media Relations.

**Unit - I**

2. Define Public Relations. Give its significance.  
State the factors that affect Public relations.  
10
3. Enumerate the methods and techniques of  
doing internal and external PR. How is PR dif-  
ferent from Advertising, Sales Promotion &  
personal selling?  
10

(3)

**Unit - II**

4. Who does the PR in an organization? State his  
role and qualities needed. How is PR depart-  
ment positioned in an organization structure?  
10
5. Briefly analyse the relationship of PR with mar-  
keting (department), Media and the govern-  
ment. How is vendor management done  
through PR?  
10

**Unit - III**

6. Enumerate the types of sales promotions  
known to you highlighting their key character-  
istics and strategies prevalent in current times.  
10
7. Which consumer behaviour theories are as-  
sociated with sales promotions that guides the  
approach to influence the consumers? Explain.  
10

(4)

**Unit - IV**

8. How is retailers sales promotion planning different from manufacturer's sales promotion?  
Enumerate the steps of sales promotion planning process. 10
9. State the advantages and disadvantages of sales promotion. What are trade allowances and give their importance? 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3171**

**M.B.A. (M) (II-Semester) Examination, 2016**

**CUSTOMER RELATIONSHIP MGT**

**(M-023)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.**

**1** is **compulsory**. Attempt four more questions selecting **one** question from each unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Transaction Marketing vs. Relationship Marketing.
  - (b) Perceived Performance Model of Satisfaction.
  - (c) Service Guarantee

**P.T.O.**

(2)

- (d) CRM Value Chain
- (e) Service Recovery Paradox
- (f) Role of Virtual Customer Representative
- (g) Components of Customer Satisfaction
- (h) KDD Process
- (i) 5 Dimensions of Service Quality
- (j) Stages of Relationship

**Unit - I** 10

2. Discuss in detail the various stages of CRM Process with suitable illustration.
3. Differentiate Attraction theory of Relationship with Equity theory of Relationship. Also comment on the various CRM success factors.

**Unit - II** 10

4. What role does Customer Satisfaction play in the overall CRM strategy formulation of a Service Organisation? Explain.

IMS-3171

(3)

5. What do you mean by Customer Satisfaction? Explain the same with the help of any **one** of the following model of customer satisfaction.
  - (a) Expected Disconfirmation Model
  - (b) Perceived Performance Model

**Unit - III** 10

6. What is Service Quality Concept? Discuss the various gaps in services with the help of Servqual Model.
7. What do you mean by E-CRM? Discuss the various reasons for Evolution of E-CRM from CRM. Discuss the advantages to the company implementing E-CRM.

**Unit - IV** 10

8. What do you mean by Service Failure? Critically discuss the essentials of Service Recovery Management.

IMS-3171

P.T.O.

(4)

9. "Effective database & Data mining management is a Key for success of CRM strategy in today's scenario." Critically evaluate this statement with justified illustration.

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3172**

**M.B.A. (M) (Semester-IV) Examination, 2016**

**Event Marketing & Management**

**[ MBA (M)-041 ]**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**, Question **No.**

**1** is **compulsory**. Attempt **one** question

from each unit.

1. Describe the following concepts in short.

3×10=30

(a) Events

(b) Reach

(c) Media

(d) Non- revenue generating customers

(e) Sponsored events

P.T.O.

(2)

- (f) Ambush Marketing
- (g) Competitive advantage
- (h) Positioning of events
- (i) Core concept
- (j) Niche Marketing in events

**Unit - I**

- 2. Explain the event Design development with the help of 5Cs. What economic and social significance does events have? 10
- 3. Discuss the Key elements of any event in detail. 10

**Unit - II**

- 4. Compare and contrast the variety of events known on the basis of their core characteristics.
- 5. How is event marketing done? Enumerate the difference between event marketing and management activities? 10

(3)

**Unit - III**

- 6. Explain in shorts the key steps observed while organizing a conference. 10
- 7. Briefly Enumerate the different imperative growth strategies adopted while planning any event.

**Unit - IV**

- 8. Which ' Risks' are associated with any event? How are they managed & taken care of? Which safety and global issues are dealt with while organizing international events.
- 9. Discuss the association of events and tourism. What is business tourism? What influence it has on the economy & culture of a nation?



A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3173**

**M.B.A. (Marketing) (Fourth Semester)**

**Examination, 2016**

**International Marketing**

**[MBA (M)-042]**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions is all. Question **No.1** is **compulsory** and carries 30 marks. Attempt any **four** more selecting **one** question from each unit carrying 10 marks each.

1. Write short notes on the following: 3×10
  - (a) International marketing Vs. Global Marketing.
  - (b) International Marketing Mix.
  - (c) Competitive advantage in International Market.

**P.T.O.**

(2)

- (d) Economic Processing Zones Vs. Export Oriented Units.
- (e) Marketing Diversification
- (f) Value addition
- (g) International Marketing Research.
- (h) International Marketing Segmentation.
- (i) Targeting Vs. Positioning.
- (j) Entry barriers in International Marketing.

**Unit-I**

- 2. Suppose you are working as Manager with a domestic firm which is not interest at all to expand in international Market. Write a note to your CEO explaining the importance of International Marketing and various benefits.10
- 3. Do you think that Indian Companies have adequately responded to the changes in domestic Market and simultaneously Preplemented strategic marketing measures and opportunities in environment? Discuss. 10

IMS-3173

(3)

**Unit-II**

- 4. Explain various stages involved in the process of International marketing and Market selection. 10
- 5. State various modes of entry to International market. Explain the benefits of each entry mode.

**Unit-III**

- 6. Discuss various export promotion measures and the Initiatives taken by government of India. 10
- 7. Write a note on recent exim policy of India, explaining how it is helpful in expanding Indian marketing activities? 10

**Unit-IV**

- 8. Discuss product positioning and product adoption process in International Marketing. 10
- 9. Discuss the stages in International product life cycle Model. 10

IMS-3173

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**IMS-3174**

**M.B.A. (M) (Semester - IV)**

**Examination, 2016**

**BRAND MANAGEMENT**

**(M-044)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Selecting **One** question from each Unit. Question **No.1** is **compulsory**.

1. Read the attached case and answer the question that follow:  $3 \times 10 = 30$

**Bajaj Auto**

A few years ago, Rajeev Bajaj the young and strapping MD of Bajaj Auto was being assailed from all fronts. It was not just stock market analysis and newshounds that seemed to be baying for his blood. the company's vendors, dealers and even his own board seemed to be nitpicking his every move. Constant criticisms were new for Rajiv who took over as

P.T.O.

(2)

the MD of India's second largest two-wheeler maker in 2005. All was well for a couple of year. Pulsar was the new blockbuster in Bajaj's arsenal and with sales clocking over 30,000 units a month it was making more money on each bike it sold than ever before. Other products like Discover 125cc and 110cc were slowly making a dent in Hero's dominance in the entry-level segment. By 2006, Bajaj seemed within a whisker's reach to regain market leadership, a position it had lost in the 1990s.

But then things started going downhill. Rajiv Bajaj famously declared that the company would exit the 100cc segment. He launched the XCD 125cc in an attempt to give 125cc to customers at the cost of 100cc. The strategy back fired. Not only did the XCD bomb but Bajaj's exit from the segment left the field clear for arch rival Hero Honda (now divorced from Honda) to consolidate its position in the bread-and butter segment.

The 2008 global meltdown added more grey to the picture. Caught in the midst of slow-down in the domestic market, the young Bajaj found it tough to give a new lease of life to the company which once ruled the industry under the leadership of his father, Rahul Bajaj

IMS-3174

(3)

with products like **Chetak** and **Priya**.

Rajiv Bajaj had enough by 2009. He crafted a three-pronged strategy to deliver sales, profitability and brand image. First, the engineering graduate from Warwick re-entered the entry-level segment with the launch of Discover 100cc. In just four months, the company sold more than 200,000 bikes. Rajiv next announced the company's exit from the scooter segment, bringing down the curtains on an iconic product life. The twin moves set tongues wagging. Some jeered at the young MD for having to eat his earlier words of exiting the 100cc segment, other openly lamented the decision to drop the scooters line calling it the end of an era. Rajiv's next move was to drop the parent brand from its product portfolio in July 2010 since it was common to different product segments ranging from electricals to insurance to automobiles. The three decisions, in quick succession caught many off guard, including his father Rahul Bajaj. But Rajiv shrugged off paranoia with studied determination. He was convinced that the strategy to let the Bajaj brand take a backseat and promote sub brands would sharpen their

IMS-3174

P.T.O.

(4)

marketing strategy. Almost two years down the line today, the move seems to have paid off. In the words of K Srinivas. President-Motorcycles, Bajaj Auto. "At a consolidated level including export this independent brand strategy has helped us sell four million bikes a year. We have roughly 10% of the global market share by volumes today and the target is to take it to 20% which will double our size."

Today, Pulsar brand variants range from 135cc to 220cc, while Discover covers the 100cc to 150cc segment with three variants. The independent brand strategy has helped Bajaj create a family of products under the umbrellas of these sub brands. Bajaj now seems unafraid to take on rivals in both the entry level and premium segments. For instance, Bajaj loyalists would remember the Pulsar 'Hunto' ad launched by the company in 2011 that took a straight dig at Japanese manufactures by claiming that '**Pulsar sells five times more than any Japanese sports bike in India**'. A recent commercial for Discover takes a veiled dig at Hero's flagship brands Passion and Splendor.

(5)

While regaining top position is still a distant dream for Bajaj Auto as its 19% share in the domestic two-wheeler. Market is not even half of Hero's 45% Share, the Pune-based company has carved a different positioning for its products. Growing at above 6%, Bajaj sold 2.56 million two-wheelers in the domestic market over the last fiscal.

There is another crucial chapter to Bajaj's comeback story viz. surging exports growth. In 2011-12 alone, Bajaj's exports grew more than 30% to 1.26 million units, earning Bajaj the distinction of being the largest two-wheeler exporter from India. "Our annual average export volumes have moved up from 25,000 units to 1,12,000 units in just five years." said Srinivas.

The competitive temperature in the market is increasing every day. Hero Moto Corp and HMSI are geared for a cut-throat race to grab more consumers and Bajaj will have to stay on its toes. With leadership position in sight Honda will attack from every end: while Hero

(6)

will leave no stone unturned to retain its stranglehold. It may even be tough for Bajaj to retain its second position for long especially after HMSI brings its 110cc Dream Yuga to the Indian market later this year. Even Suzuki Motorcycle India plans to launch its 110cc Hayate in India this year which may play party-spoiler for Bajaj in its coveted segment.

Vision of Bajaj Auto

"We see our-selves as a motorcycle specialist the worlds most profitable and world's third largest motor-cycle manufacturer."

But Bajaj seems to be making all efforts to stay ahead in the game. Having launched in India global brands such as **Ninja** and **Duke** in alliance with Kawasaki and KTM respectively. Bajaj's upcoming **RE60** is one of the most ambitious projects in the history of the company. Powered by a 200cc engine, the RE60 is expected to replace the humble auto-rickshwa and build a new market segment altogether for Bajaj.

- (i) What marketing related strategic decisions were taken by Rajiv Bajaj after 2006? How did it backfire? 10

(7)

- (ii) Were the decisions to re-enter the 100cc bike segment and exiting scooter segment current? Justify your answer in the light of prevelant market scenario at that time. 10
- (iii) What was the latest positioning strategy for Bajaj? Suggest an alternative positioning stratags. What are the advantages and disadvantages of independent brand strategy? 10

#### Unit-I

2. 'A brand is a tangible product plus intangible values. In the light of this statement, discuss the anatomy of a brand. 10
3. Write short notes on: 5×2=10
- (a) Functions of a brand from consumers' perspective.
- (b) Concept of Brand Identity.

#### Unit-II

4. What is Brand Personality? How do brands acquire personality traits? Discuss any three ways in which brand personality is useful. 10
5. What is the significance of brand positioning in marketing? Explain the following positioning

(8)

strategies citing examples. 10

(a) Benefit positioning

(b) Use occasion positioning

(c) Price-Quality positioning

(d) Unique attribute positioning.

### **Unit-III**

6. Explain the commonly employed line extension strategies. Also discuss the merits and demerits of line extension. 10

7. Explain the Brand Equity model by Keller. 10

### **Unit-IV**

8. What factor lead to Brand decline? Discuss the strategies that Brand managers may use to revive their brands. 10

9. How are service brands different from Product Brands? What implications do these differences have for service marketers? 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3175**

**M.B.A. (M) (Fourth Semester)**

**Examination, 2016**

**E-Marketing**

**[ MBA(M)-045 ]**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**, Question No.

1 is **compulsory**. In addition attempt **one**

question from each of the four Units.

1. Explain the following in brief .  $3 \times 10 = 30$

- (a) Models of e-business
- (b) Visual Marketing
- (c) Areas of e-business
- (d) Types of Pricing
- (e) Supply Chain Management

**P.T.O.**



(2)

- (f) Product Labeling
- (g) Branding decision for Web products
- (h) Targeting online customers
- (i) Traditional Marketing and digital marketing
- (j) Repositioning.

**Unit - I**

2. Discuss the challenges and opportunities for e-commerce in developing country like India .

10

3. Define e-marketing. Discuss the various methods of evaluating the e-marketing performance.

10

**Unit - II**

4. Discuss in detail the online exchange process.

10

IMS-3175

(3)

5. Identify the main sources of data that e-marketers use to address research problems Explain the methods they apply to information for analysis.

10

**Unit - III**

6. Define product. List and explain the new-product strategies for e-marketing.
7. How does the internet affect cost? Discuss from buyer's and sellers perspective.

10

10

**Unit - IV**

8. What is integrated marketing communication? Discuss how marketer use internet for advertising and sales promotion.
9. Why there is a need to have a good CRM system. Also discuss the eight building blocks of CRM.

10

10

IMS-3175

P.T.O.

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3176**

**M.B.A. (M) (Fourth Semester)**

**Examination, 2016**

**Consumer Protection**

**(M-046)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in **all**, Question **No.**

**1** is **compulsory**. Attempt **one** question from each unit.

1. Briefly explain the following :  $3 \times 10 = 30$
- (a) Public Interest Litigation
  - (b) Salient features of Consumer Protection Act- 1986.
  - (c) Ayurvedic or Unani drugs
  - (d) Food Safety Officer
  - (e) Patent Medicines

**P.T.O.**

(2)

- (f) Calibration
- (g) Food additives
- (h) Central Advisory Committee
- (i) Unfair Trade Practices
- (j) Consumerism

**Unit - I**

2. What do you mean by Consumer Rights? Discuss the Jurisdiction, Constitution and Powers of District Forum, State Commission and National Commission. 10
3. Define Monopolies and Restrictive Trade Practices (MRTP) Commission? How is it constituted and what are its powers? Discuss in detail 10

**Unit - II**

4. What do you understand by 'Food'? Discuss the establishment, functions and duties of Food Safety and standards Authority of India. 10

(3)

5. What do you mean by misbranded and Adulterated drugs? Discuss the powers of Central Government to make rules in this regard. 10

**Unit - III**

6. Define Narcotic Drugs under the medicinal and Toilet Preparation (Excise Duties) Act - 1955? Discuss the powers and duties of the officers under this Act. 10
7. Discuss the cases and circumstances under which person may be detained for periods longer than three months without obtaining the opinion of Advisory Board What is the Maximum period of detention under the Prevention of Illicit Traffic in Narcotic Drugs and Psychotropic substances Act- 1988? 10

(4)

**Unit - IV**

8. Discuss the 'Offences' under the standard weight and Measurement Act-1976. How is the trail of such offences done? Elaborate your answer. 10
9. How is the appointment of Director under Legal Metrology Act made? Discuss the functions and powers of the Director in detail . 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3177**

**B.B.A. (Semester-II) Examination, 2016**

**Business Communication**

**(BBA-201)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in **all**, Question No.

**1** is **compulsory**. In addition attempt **one**

question from each unit.

1. Explain the following in brief :  $3 \times 10 = 30$

- (a) Verbal communication,
- (b) Circulars and Memos,
- (c) Grapevine,
- (d) 7C's of Communication,
- (e) Agenda and Notices,
- (f) Information and Communication technology (ICT),

P.T.O.

(2)

- (g) Active listening,
- (h) Kinesics,
- (i) Informal Communication,
- (j) Business Etiquettes.

**Unit - I**

- 2. What is communication? Discuss in detail the various steps involved in the process of communication. 10
- 3. What are the different forms of communication? Describe in brief the importance and limitations of any one of them. 10

**Unit - II**

- 4. Discuss the different barriers to communication and methods employed to overcome these barriers. 10
- 5. (a) What is the impact of perceptions attitudes and values on communication effectiveness? Explain. 5

IMS-3177

(3)

- (b) Differentiate between passive and active listening. How can a person improve his listening skills? 5

**Unit - III**

- 6. How can you make written communication effective? What are the different ways through which organisations can communicate in written format? Explain with examples. 10
- 7. " From face to face and written communication involving ink, paper and pen, We have passed on to some major technological innovation". Keeping in mind the above statement, discuss in detail the various modern communication technologies being used in business communication. 10

IMS-3177

P.T.O.

(4)

**Unit - IV**

8. (a) What is a business letter? Discuss its characteristics. 4
- (b) Draft a letter to ABC company, Kanpur asking for a copy of their latest catalogue. State that you are willing in their products and are interested in knowing the best trade terms. 6
9. (a) Enumerate and explain the structure of a business letter. 5
- (b) What is a meeting? What are the necessary steps required to be taken before calling a meeting? Discuss. 5

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**IMS-3178**

**B.B.A. (Semester-II) Examination, 2016**

**Business Statistics**

**(BBA-202)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**, Question No. **1** is **compulsory**. Select **one** question from each unit. Use of simple calculator is allowed.

1. Briefly answer the following questions :

$3 \times 10 = 30$

- (a) Discuss the various kinds of statistical series with hypothetical examples.
- (b) Explain the significance of statistics for business decisions.
- (c) " Range is too indefinite to be used as a

**P.T.O.**



(2)

practical measure of dispersion". Elaborate.

- (d) What precautions need to be taken, while calculating mean deviation?
- (e) Calculate coefficient of range from the series:

Monthly Income Rs.	No. of Workers
100-120	30
120-140	50
140-160	70
160-180	40
180-200	30

- (f) The following table shows the results of share price analysis of X & Y companies.

(3)

nies.

Share	Arithmetic Mean (Rs)	S.D
X	40	8
Y	60	10

Find out which of the two shares have more variability in prices and why?

- (g) "The measure of variance is also based on standard deviation". Comment.
- (h) Explain the various degrees of correlation along with their diagrams.
- (i) A coin is thrown two times. What is the probability of having
- (a) 2 Heads
- (b) Exactly one head.
- (j) A bag contains 5 black, 3 white and 2 red

(4)

balls. In how many ways can :

- (1) 3 balls be drawn
- (2) 3 black balls be drawn

**Unit - I**

2. Calculate median and mode from the information given below : 10

Marks	No. of Students
42	12
44	8
46	6
88	10
54	7
60	13
72	9

3. Calculate mean deviation from mean and median from the following data. Also calculate

IMS-3178

(5)

their coefficients :

10

Age group	Income
0-10	81
10-20	62
20-30	42
30-40	12
40-50	71
50-60	19

**Unit - II**

4. (a) Discuss the significance of correlation and regression for business decisions with hypothetical examples. 4+6
- (b) Calculate the coefficient of correlation from the data given below of the two series:

X- Series Mean = 25 S.D. = 3.01

Y- Series Mean = 18 S.D = 3.03

Summation of products of corresponding deviations of 'x' and 'y' series = 122.

IMS-3178

P.T.O.

(6)

5. Find out from the information given below :

10

- (1) Two regression lines
- (2) Two regression coefficients
- (3) The value for  $y$  when  $x = 50$
- (4) The value for  $x$  when  $y = 88$

Variables	x	y
Mean	47	96
Variance	64	81
r	0.36	

**Unit - III**

6. Explain the following terms in brief :

2+2+3+3

- (a) Random Experiment
- (b) Sample Space
- (c) Types of events
- (d) Addition and multiplication theorems.

IMS-3178

(7)

7. Find out the probability of the following :- :

- (a) A bag contains 4 white, 2 black, 3 yellow and 3 red balls, what is the probability of getting a white or red ball at random in a single draw of one ball.
- (b) A card is drawn from a pack of cards. Find the probability of getting a king or a heart or a red card.  $2+4+2+2$
- (c) Two dice are thrown together, find the probability of their showing the same number.
- (d) What is the probability of getting all the heads in the four throws of a coin.

**Unit - IV**

8. "The variation of time series is usually broken down into four components". Elaborate along with the two models of it. Also discuss briefly the practical utility of time series analysis. 10

IMS-3178

P.T.O.

(8)

9. Given below are the figures of a production unit : 10

Years	Production ' In 000 tonnes'
2009	80
2010	90
2011	92
2012	83
2013	94
2014	99
2015	92

Fit a straight line trend to these figures and also estimate the production values for the year 2008 and 2016.

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3179**

**B.B.A. (Semester-II) Examination, 2016**

**Foreign Trade of India**

**(BBA-203)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. In addition attempt **one** question from each unit.

1. Write short notes on the following : (3×10)
  - (a) Differentiate between Home trade & Foreign trade.
  - (b) Functions of EXIM Bank
  - (c) Objectives of SEZ.
  - (d) Purpose of STC.

**P.T.O.**

(2)

- (e) Obstacles of India's Internal trade
- (f) Objectives of GATT.
- (g) BOT Vs BOP.
- (h) India - China trade relation.
- (i) Concept of protective trade policy
- (j) Competitive advantage of International trade.

**Unit-I**

2. Define Terms of Trade. Discuss the different measures of Terms of trade. 10
3. Explain Heckshev-Ohlin theory of international trade with example. 10

IMS-3179

(3)

**Unit-II**

4. Discuss the composition & direction of any three major export items of India. 10
5. Briefly describe India's Foreign trade during planning period. 10

**Unit-III**

6. What are the objectives of ECGC? Discuss the various schemes of ECGC. 10
7. Discuss the various types of export financing available for Indian exporters. 10

**Unit-IV**

8. Highlight the main points of Current Foreign trade policy of India. 10

IMS-3179

P.T.O.

(4)

9. Explain the objectives & functions of WTO along with main issues in its last meeting. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3180**

**B.B.A. (Semester-II) Examination, 2016**

**Environmental Studies**

**(BBA-204)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all, including Question **No.1** which is **compulsory**. Attempt **one** question from each Units.

1. Briefly discuss the following with reference to Environmental studies : (3×10=30)
  - (a) Desert Ecosystem
  - (b) The Air Act - 1981
  - (c) Carbon cycle
  - (d) Ethical values of Environment

P.T.O.



(2)

- (e) Wild Life Act - 1972
- (f) Public Policy for Environmental Protection
- (g) Fossil fuels
- (h) Ozone Layer depletion
- (i) Business and Environment
- (j) Green House effect.

**Unit-I**

- 2. What do you understand by Environmental Management system. (EMS)? Explain **ISO-14000** in detail. 10
- 3. Explain the various components and importance of Ecosystem. Discuss major Hotspots and Biodiversity. 10

**Unit-II**

- 4. Discuss, Environmental clearance for establishing and operating Industries in India. 10

IMS-3180

(3)

- 5. Describe the followings : 5×2=10
  - (a) India's efforts for Environmental Protection.
  - (b) Role of NGOs, in Environmental Protection.

**Unit-III**

- 6. Explain briefly : 2½×4=10
  - (i) Land Management and soil pollution.
  - (ii) Forest and wild life Management.
  - (iii) Air pollution
  - (iv) Industrial waste and its Management.
- 7. What are Global Environmental problem's? Give details of Global warming. 10

**Unit-IV**

- 8. Discuss the water (Prevention and control of pollution) Act-1974. Give details of organization and functions of CPCB and SPCB. 10

IMS-3180

P.T.O.

(4)

9. Explain the followings : 10

(a) Indian Environmental Law.

(b) Environmental Protection Act - 1986

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3181**

**B.B.A. (Semester-II) Examination, 2016**

**FINANCIAL MATHEMATICS**

**(BBA-205)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit. Use of simple calculator is permitted.

1. Answer the following: 10×3
- (a) List out the features of a bond.
  - (b) Explain 'Effective Rate of Interest.'
  - (c) Distinguish between Ordinary Annuity and Deferred Annuity.
  - (d) What is "Discount Rate"?
  - (e) What is the Simple Interest and amount of ₹ 8,000 for 4 years at 12% p.a.?
  - (f) What sum will amount to ₹ 5000 in 6 years time at 8.5% p.a.?
  - (g) A deep discount bond is issued at ₹ 5000 today and will mature after 6 years for ₹ 20,000. What is the implicit rate of interest on the bond?
  - (h) A deposit of ₹ 10,000 is made in a bank for a period of 1 year. The bank offers

**P.T.O.**

(2)

two options (a) to receive an interest at 12% p.a. compounded monthly or (b) to receive interest at 12.25% p.a. compounded half yearly. Which option should be accepted?

- (i) Find out the present value of an investment which is expected to give a return of ₹ 2,500 p.a. indefinitely and the rate of interest is 12% p.a..
- (j) The nominal rate of interest is 12% and the rate of inflation is 5%. What is the real rate of interest?

**Unit-I**

2. (a) XYZ banks pays 12% compound interest quarterly. If ₹ 1000 is deposited initially how much money will be withdrawn at the end of 5 years? 5+5
- (b) How long will it take to double your money if it grows at 12% annually?
3. (a) State the relationship between effective rate of interest and nominal rate of interest. 5+5
- (b) Mr. Ashok wants to borrow money. Bank 'A' charges 10% interest compounded semi-annually. Bank 'B' charges 9% interest compounded monthly. At which bank Mr. Ashok will pay lesser amount of Interest?

**Unit-II**

4. (a) A deposit is to be made today into an account that will earn 8% compounded annually. It is desired to withdraw ₹ 5000 three years from now and ₹ 7000 six

(3)

years from now. How much should be deposited today to produce these future payments? 5+5

- (b) A man owes ₹ 1,000 due in 2 months, ₹ 1800 due in 5 months and ₹ 2000 due in 9 months. He wishes to discharge his obligations by two equal payment due in 6 and 12 months respectively. Find the equal payment if money is worth 7% simple interest and at the end of 1 year are the agreed focal date.
5. (a) A student is awarded a scholarship and two options are placed before him (i) to receive ₹ 10,000 now or (ii) receive ₹ 1,100 for the next 10 years annually. Assuming the rate of interest to be 12%, decide which option is better for the student? 5+5
- (b) ₹ 1,00,000 is required after 4 years. If the rate of interest is 6%, determine what amount should be deposited to fulfill the requirement?

**Unit-III**

6. (a) A machine costs ₹ 99,000 and it's effective life is estimated at 10 years. If the scrap value is ₹ 4,000, what should be retained all of profits at the end of each year to accumulate on amount to purchase a new asset after 10 years. Compound Interest is 5% p.a. 5+5
- (b) A bank has offered to you an annuity of ₹ 1,800 for 10 years, if you invest ₹ 12,000 today. What rate of return would you earn?

(4)

7. (a) 10 year savings annuity of ₹ 2,000 per year is beginning at the end of current year. The payment of retirement annuity is to begin 16 years from now (the first payment is to be received at the end of year 16) and will continue to provide a 20 year payment annuity. If this plan is arranged through a saving bank that pays interest @ 7% p.a. on the deposited funds, what should be the amount of yearly retirement annuity? 5+5
- (b) What sum of money invested now would establish a scholarship of ₹ 10,000 to be awarded at the beginning of each year to a deserving student. Rate of interest compounded annually is 8%?

**Unit-IV**

8. An investor has invested his savings in a company from whom dividends are expected to grow @ 20% for 15 years and thereafter @ 7% forever. Find out the value of the equity share given that the current dividend is ₹ 1 per share and the required rate of return of the investor is 9%. 10
9. (a) A bond of ₹ 1000 bearing a coupon rate of 12% is redeemable at par in 10 years. Find out the value of the bond if: 5+5
- (i) Required rate of return is 12% and 14%.
- (ii) Required rate of return is 12% and the bond is redeemable at ₹ 1050 after 10 years. 5+5
- (b) Explain "Super Normal growth in Dividends"?

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3182**

**B.B.A. (Second Semester) Examination, 2016**

**Indian Value System**

**(BBA-206)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in **all** Question **No.**

**1** is **compulsory**. Attempt **one** question  
from each unit.

1. Explain the following concepts in brief :

3×10=30

- (a) Advantages of Joint- Family
- (b) Madrasah
- (c) Nalanda University
- (d) Grihastha Ashram

P.T.O.

(2)

- (e) Arth
- (f) Customs
- (g) Manusmriti
- (h) Shreni
- (i) Pranayam
- (j) Indian traditions for decision making.

**Unit - I**

2. List the different Social Institutions. What according to you are the main functions of Social Institutions? 2+8=10
3. Ancient India had a major emphasis on education. Discuss in detail the Ancient Indian education system. 10

**Unit - II**

4. Define Varna and Caste. Describe the basic features of caste system. 4+6=10

(3)

5. Write short notes on : 5+5=10
- (a) Purushartha
  - (b) Indian Values in Management.

**Unit - III**

6. What do you understand by the Psychological basis of Ethics? Explain with relevant examples. 10
7. Much before the present day laws came into existence, India was governed by a set of ancient laws. What were there ancient laws? 10

**Unit - IV**

8. Indian culture has played a vital role in promoting business. Comment whether you agree or disagree with this statement and why? 10

(4)

9. Ashtang Yog outlines eight sequential steps for the development of an individual .Explain the relevance of each . 10



A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3183**

**B.B.A. (Semester-II) Examination, 2016**

**Consumer Behaviour**

**OC/BP**

**( BBA-203 )**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No. 1** is **compulsory** . In addition attempt **one** question from each Unit.

1. Explain the following in brief :  $3 \times 10 = 30$
- (a) Concept of consumer perception
  - (b) Purchase involvement level
  - (c) Buying roles
  - (d) Rational buying versus emotional buying.
  - (e) Limited and extended decision making.
  - (f) Opinion Leaders

**P.T.O.**

(2)

- (g) Psychographic segmentation
- (h) Habitual Buying Behaviour
- (i) Self - concept
- (j) Types of Reference groups

**Unit - I**

- 2. "Study of consumer Behaviour is the backbone of marketing" with a view to this statement, discuss the nature and applications of consumer behaviour in marketing. 10
- 3. Explain the various factors that influence consumer Behaviour. 10

**Unit - II**

- 4. What is motivation? Discuss the relevance of Maslow's Need Hierarchy theory in consumer Behaviour. 10
- 5. Define an 'Attitude'. How is an attitude formed? How can attitudes be changed? 10

(3)

**Unit - III**

- 6. Explain the process of consumer Decision making with the help of a model. 10
- 7. What is organizational buying? How is it different from individual/ retail buying? Discuss. 10

**Unit - IV**

- 8. What is meant by 'Reference Group'? What types of influence do reference groups exert on an individual's behaviour? Explain citing examples. 10
- 9. Discuss the different self images that an individual may have. What strategic implications do these self images hold for marketers? 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3184**

**B.B.A. (Semester-IV) Examination, 2016**

**Business Laws**

**(BBA-401)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.**

**1** is **compulsory**. Attempt **one** question

from **each** unit.

1. Write short notes on the following:  $3 \times 10 = 30$

- (a) Define contract.
- (b) Fundamental right to business.
- (c) Liability for violation of business contract.
- (d) Legal existence of a partnership firm.
- (e) Role of law in business administration.

**P.T.O.**

(2)

- (f) Concept of vicarious liability.
- (g) Law and banking business.
- (h) Wagering agreements.
- (i) Concept of damages.
- (j) Law and sales management.

**Unit - I**

- 2. What do you understand by business contract? How does Indian Contract Act, 1872 help in business administration? Explain. 10
- 3. Define breach of contract. Discuss the remedies available under law in case of breach of contract. 10

**Unit - II**

- 4. Define partnership. Discuss the procedure for registration of a partnership under the laws relating to partnership. 10

IMS-3184

(3)

- 5. What do you understand by corporate liability? Discuss the procedure regarding dissolution of a partnership as prescribed under the law. 10

**Unit - III**

- 6. Discuss the aims and objects of Sale of Goods Act, 1930 with special reference to marketing management. 10
- 7. 'Conditions and warranties of sale are important stipulations of law, without these the contract of sale would not survive'. Discuss. 10

**Unit - IV**

- 8. What is promissory note? What is its importance in business administration? Distinguish between promissory note and a bill of exchange. 10

IMS-3184

P.T.O.

(4)

9. Discuss the historical background behind making of the Negotiable Instruments Act, 1881.

How does this Act facilitates business administration? Explain.

10

A

(Printed Pages 4)

Roll. No. \_\_\_\_\_

**IMS-3185**

**B.B.A. (Semester-IV) Examination, 2016**

**FINANCIAL MANAGEMENT**

**(BBA-402)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.**

**1** is **compulsory** and it carries **30** marks.

Attempt **one** question, which carries **10** marks, from each unit.

1. Write short answers on the following: 3×10

- (a) Explain Bonus share?
- (b) What is the Meaning of Dividend?
- (c) Explain working capital?
- (d) What is Cash Budget?
- (e) Name the three component of Inventory
- (f) List out the sources of Long term finance.
- (g) What is Cost of Capital?
- (h) Name the element of Cash flow.
- (i) What do you mean by Pay back period?
- (j) How do you calculate present value.

**P.T.O.**

(2)

**Unit-I**

2. What is Capital budgeting? Discuss the nature and techniques of Capital Budgeting. 10
3. On the basis of following details of Vishal Udyog LTD Calculate Net Present Value of Project 'A' and 'B'. 10

	Project A	Project B
Initial Cost	3,00,000/-	3,50,000/-
Cash Inflow		
1	2,00,000/-	1,50,000/-
2	1,80,000/-	1,80,000/-
3	1,00,000/-	1,20,000/-

The prevailing rate of interest is 9%. PVf at 9% are: 0.917, 0.842 and 0.722.

**Unit-II**

4. What is Dividend Policy? Explain the factors that influence the dividend policy of a company. 10

(3)

5. A LTD has the following capital structure: 10  
40,000 Equity shares of Rs. 50 each

	20,00,000/-
Retained Earnings	10,00,000/-
10% Debentures	10,00,000/-
12% Preference	10,00,000/-
Long term Debt at 11%	5,00,000/-
	55,00,000/-

The present EBIT is 10,00,000=00. The Company wants to raise additional investment of Rs. 10,00,000/- to raise the additional investment the company has the following alternatives:

- (i) To Issue Debenture at 11 percent
- (ii) To Issue Preference shares at 13 percent
- (iii) TO Raise the entire additional capital through Equity shares. Examine the best alternative for the company if tax rate is 35%.

(4)

**Unit-III**

6. What is working capital? Discuss the factors that can be considered while estimating working capital requirement of a business firm. 10
7. You are required to prepare cash Budget during the period April to June from the following dates. 10

Months	Sale	Purchase	Wage
Feb.	18,0000	1,24,800	12,000
March	1,92,000	1,44,000	14,000
April	1,08,000	2,43,000	11,000
May	1,74,000	2,46,000	10,000
June	1,26,000	2,68,000	15,000

Additional Information:

- (i) Cash at bank on 1<sup>st</sup> April Rs. 25,000/-
- (ii) 50% of Credit sale are realised in the Month following the sale and the Remaining sales in the Second month following:
- (iii) Creditors are paid in the following month of purchase.



**A**

**(Printed Pages 3)**

Roll No. \_\_\_\_\_

**IMS-3186**

**B.B.A.(Semester-IV) Examination, 2016**

**Human Resource Management**

**(BBA-403)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**, selecting only **one** question from each Unit. Question No. **1** is **compulsory**.

1. Write short notes on the following :

3×10=30

- (a) Job design
- (b) Employee movements in organisations
- (c) Importance of HRM
- (d) Factors influencing compensation levels
- (e) Differences between induction and socialisation

**P.T.O.**

(2)

- (f) Scope of HRM
- (g) Methods of performance appraisal
- (h) Difference between training and development
- (i) Internal methods of recruitment
- (j) Job description and job specification

**Unit - I**

- 2. Define Human Resource Development (HRD) and discuss its characteristics. 10
- 3. Define Human Resource Planning (HRP) and outline the steps involved in the HRP process. 10

**Unit - II**

- 4. What is job analysis? Discuss its methods. 10
- 5. Differentiate between recruitment and selection. Discuss the different sources of recruitment. 10

(3)

**Unit - III**

- 6. What is training? Discuss its methods. 10
- 7. Discuss the possible errors in the appraisal process. 10

**Unit - IV**

- 8. What is compensation planning? Discuss the objectives of compensation planning. 10
- 9. Write a note on the objectives and principles of wage and salary administration. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3187**

**B.B.A. (IV-Semester) Examination, 2016**

**INFORMATION MANAGEMENT**

**(BBA-404)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No.**

**1** is **compulsory**. In addition, attempt **one**

question from each Unit.

1. Answer the following in brief:  $3 \times 10 = 30$

(a) What do you mean by relevance of information?

(b) What is the role of database in information system?

(c) What is the difference between structured and unstructured information?

**P.T.O.**

(2)

- (d) Distinguish between open system and closed system.
- (e) What are the differences between logical design and physical design?
- (f) What are the functions of Marketing Information System?
- (g) What are the benefits of Supply Chain Management (SCM)?
- (h) What is Business Process Re-engineering?
- (i) What is the role of computer in Management Information System (MIS)?
- (j) Why is "redundancy" bad in database management system?

**Unit - I**

- 2. Discuss the Information System architecture and explain its components. 10
- 3. List and explain different types of information system. 10

IMS-3187

(3)

**Unit - II**

- 4. Describe the information system in functional areas of business with examples. 10
- 5. What is Enterprise Resource Planning (ERP)? What are benefits of ERP? What factors are important while selecting ERP package? 10

**Unit - III**

- 6. Discuss SIMON's model of Decision making. How do Management Information System (MIS) and Decision Support System? 10
- 7. What is Expert System? Discuss the characteristics and need of expert system. 10

**Unit - IV**

- 8. What is Database Management System? Discuss the objectives and advantages of a Database Management System. 10

IMS-3187

P.T.O.

(4)

9. What do you mean by centralised database?

Discuss the characteristics and objectives of a centralised database with example. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3188**

**B.B.A. (Semester - IV)**

**Examination, 2016**

**Operations Management**

**(BBA-405)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**, Question No.

**1** is **compulsory**. In addition attempt **one** question from each unit.

1. Briefly explain the following terms in context of operations management :  $3 \times 10 = 30$
- (a) Project organisations
  - (b) Plant layout
  - (c) Reliability
  - (d) Standardisation
  - (e) ABC analysis

**P.T.O.**

(2)

- (f) J.I.T.
- (g) Objectives of Material Management
- (h) Fixed-order quantity system
- (i) Work study
- (j) Lead- time

**Unit - I**

2. What is operations management? State the differences between operations management and production management? 5+5
3. List the three main characteristics which are used to classify different manufacturing systems. Also state the different types of manufacturing systems with examples. based on these characteristics. 10

**Unit - II**

4. What is process design? Discuss the interrelationship between process design and product design? 5+5

IMS-3188

(3)

5. A manufacturer is considering three locations A, B and C for a new plant. The cost studies show that the fixed costs per year at the sites and the variable cost per unit are as given in the following table : 10

Location	Fixed Cost /Year	Variable Cost per unit
A	Rs. 24,00,000	Rs. 1000
B	Rs. 27,00,000	Rs. 900
C	Rs. 25,20,000	Rs. 950

- (a) Find the most economical location for an expected volume of 2000 units in a year.
- (b) Would there be a change in the answer of part (a) if the volume expected in a year becomes 5000?

**Unit - III**

6. Discuss the scope of Production Planning and Control (PPC) in operations management. Explain any one tool used for production control . 5+5

IMS-3188

P.T.O.

(4)

7. What are the objectives of Plant Maintenance?  
Discuss the basic types of maintenance strategies?  
10

**Unit - IV**

8. (a) "Inventories are idle resources, but still we carry it." Why? 5
- (b) A company uses 1500 units of a component every month whose per unit cost is Rs. 1.20 each. Each purchase order costs Rs. 50.00 and the inventory carrying costs is 6% per year of the average inventory. What is the optimal order quantity? 5
9. What is TQM? Why is TQM philosophy useful for an operations manager? 10



A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3189**

**B.B.A. (Fourth-Semester) Examination, 2016**

**RETAIL MANAGEMENT**

**(BBA-406)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No.**

**1** is **compulsory** . Attempt **one** question  
from each unit.

1. Write short notes on the following :  $3 \times 10 = 30$

- (a) Mom-and-Pop stores
- (b) Catalogue retailer
- (c) Reference group
- (d) Hypermarket

**P.T.O.**

(2)

- (e) Specialty goods
- (f) Private brand
- (g) Infomercials
- (h) Promotion mix
- (i) Mark-up- pricing
- (j) Gross- merchandising

**Unit - I**

- 2. Devise a strategic plan for small retailers to be able to challenge and face the competition offered by retail formats like that of Big Bazaar. 10
- 3. Analyse the factors that have contributed to structural changes in the value chain for perishable products. 10

(3)

**Unit - II**

- 4. What are the stages of consumer decision making and its impact on retail strategies? 6+4=10
- 5. State the influence of situational variables on shopping behaviour in a planned shopping center. 10

**Unit - III**

- 6. What is market segmentation? Why is segmentation becoming increasingly important? 4+6=10
- 7. How does a detailed market profile of target segments help a retailer in developing appropriate marketing strategies? 10

(4)

**Unit - IV**

8. Define atmospherics and explain with examples its importance in retail marketing mix. 2+8=10

9. Define retail promotion strategy and also state all the components of promotion strategy. 2+8=10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3190**

**B.B.A. (Semester-IV) Examination, 2016**

**Foreign Language**

**(French)-407**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Répondez aux questions suivantes selon les indications données :  $3 \times 10 = 30$ 
  - (a) Mettez au pluriel :  
anglais, table, gâteau.
  - (b) Mettez au féminin :  
français, grand, orange.
  - (c) Écrivez le contraire :  
nouveau, jour, prés.
  - (d) Complétez avec l'article (le, la, les):  
\_\_\_\_\_ mère, \_\_\_\_\_ fenetres, \_\_\_\_\_ Livre.
  - (e) Nommez six mois de l'année.
  - (f) Nommez six couleurs en français

**P.T.O.**

(2)

- (g) Ecrivez les nombres suivantes en letters:  
2, 5, 12, 18, 54, 90.
- (h) Traduisez en français :  
Good-bye, See you tomorrow, Good after-noon Miss.
- (i) Traduisez en anglais:  
Je suis désolé, Non merci, comment-allez vous?
- (j) Répondez aux questions en français :  
Comment ça va?, Quelle heure est-il?, Où allez-vous?

**Unit - I**

2. Écrivez une letter à votre ami(e) français(e) en décrivant votre ville. (10 lignes au moins). 10
3. Présentez-vous en français. (10 lignes au moins). 10

**Unit - II**

4. Conjuguez les verbes AVOIR et ÉCOUTER au présent, à toutes les personnes. 10
5. Complétez avec (de, du, de la, de l', des) :  
Le cadeau \_\_\_ enfants, le stylo \_\_\_ Jacques, les livres \_\_\_ étudiant, la rue \_\_\_ Sylvie, le concert \_\_\_ chanteuse, la photo \_\_\_ musicien, Au café de la Paix, Sylvie regarde la photo

(3)

\_\_\_\_\_ concert \_\_\_\_\_ Nicolas et le collier \_\_\_\_\_ spectatrice

**Unit - III**

6. Décrivez votre <<sale de classe>> en français. (10 lignes au moins). 10
7. Faites un dialogue entre un propriétaire et un acheteur qui veut acheter une maison. (10 lignes au moins) 10

**Unit - IV**

8. (a) Traduisez en anglais : 5  
POTRAIT NICOLAS LEGRAND  
On connaît bien l'artiste. L'homme est différent. II a 27 ans. II habite un grand appartement, boulevard Saint-Michel et il adore le quartier. II va beaucoup au cinéma et il aime bien les films de Truffaut. Mais c'est aussi un sportif. II fait du tennis et du ski. La musique classique? II ne déteste pas, mais il préfère le jazz et la chanson.
- (b) Traduisez en français : 5  
(i) I prefer the coffee. (ii) I am sorry, Excuse-me (iii) I like the cake very much. (iv) Mr. Paul is a journalist (v) I speak English very well.

(4)

9. (a) Traduisez en anglais : 5

M. et Mme Martin visitent la maison avec M. Lavigne le propriétaire.

M. Lavigne : c'est ici! À droite, il y a le parc. À gauche, la rivière.

M. Martin : Cet endroit est magnifique! Jeanne, regarde ces arbres! Écoute ce silence! Tu n'aimes pas?

Mme Martin: Si, mais cette maison est un peu isolée.

M. Martin : Pas du tout! Le village est à 2 kilomètres.

M. Lavigne: Et moi, j'habite à côté, dans cette maison, au bord de la rivière.

Mme Martin: Il y a un bâtiment, derrière la maison. Qu'est-ce que c'est?

M. Lavigne: C'est une vieille grange.

M. et Mme Martin achètent la maison.

(b) Traduisez en français : 5

(i) My father is architect. (ii) Miss Caroline is teacher. (iii) His name is Denise. (iv) This is a big class. (v) Do you recognise France?

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3191**

**B.B.A. (Semester-IV) Examination,**

**2016**

**Foreign Language**

**(German)**

**(BBA-407)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Write on any **three** topics in German:  
(Minimum 20 lines each) 10×3=30
- (a) Mein Freund
  - (b) Mein Land
  - (c) Meine Hochschule
  - (d) Meine Geburtstagparty
  - (e) Vorstellung

**Unit-I**

2. Answer the questions in German. 10
- (a) Wo studieren Sie?
  - (b) Was machen Sie?

**P.T.O.**

(2)

- (c) Was tragen Sie gern?
- (d) Trinken Sie Orangensaft?
- (e) Kaufen sie Hemd und Hose?
- (f) Wielange lernen Sie Deutsch?
- (g) Haben Sie Familie?
- (h) Was macht Ihr Vater?
- (i) Wieviele Bücher haben sie?
- (j) Wann gehen Sie ins Restaurant?
- (k) Was essen Sie in Restaurant?
- (l) Wann haben Sie geburtstag?
- (m) Geben Sie eine Party.
- (n) Was Kaufen Sie?
- (o) Was lesen Sie?
- (p) Was spielen Sie?
- (q) Fahren Sie nach Mumbai?
- (r) Fliegen sie nach Deutschland?
- (s) Wo Wohnen Sie?
- (t) Wie alt sind Sie?

3. Make questions in German :

- (a) Ich habe Radio
- (b) Ich trinke Milcho
- (c) Ich esse Kuchen.
- (d) Meine Familie wohnt in München.
- (e) Ich sehe Film?
- (f) Ich gehe nach Hochschule.
- (g) Ich fahre nach Kanpur

(3)

- (h) Ich fliege nach Berlin
- (i) Ich wohne in Hamburg.
- (j) Ich Lese Roman.
- (k) Ich Kaufe Brot and Butter
- (l) Ich spiele Badminton
- (m) Ich Koche Reis am sonntag.
- (n) Ich lerne Deuetsch.
- (o) Ich studiere in Hochschule.
- (p) Meine Hochschule ist gross.
- (q) Ich habe viele Freunde.
- (r) Mein Lehrer heisst Herr Peterson.
- (s) Berlin ist die Hauptstadt.
- (t) Ich bringe Schokoladen.

**Unit-II**

- 4. Write months in German. 10
- 5. Write days and season in German. 10

**Unit-III**

- 6. Write the numbers in words in german. 10  
3, 7, 10, 11, 12, 72, 85, 91, 99, 100
- 7. Conjugate the following verbs, machen, fahren, nehmen, gehen, Kaufen. 10

**Unit-IV**

- 8. Translate the following into English :  
Hier ist das Büro. Fräulein Klein ist hier Sekretärin. Herr Meier ist ihr chef. Herr Hartmann arbeilet hier. Er ist heute nicht hier.



(4)

Er ist verreist. Günter ist in Ausbildung. Das ist ein Telefon. Das Telefon ist rot. Herr Meier ist am Apparat. Er spricht mit Fräulein Klein.

Mein Name ist Müller. Ich habe Post. Ich brauche Ausweis. Ich habe auch Pass und Visum. Ich bleibe in Hotel. Ich nehme Einzelzimmer. Das kostet 500 Rupees pro Tag. Ich schreibe Briefe.

9. Herr Hartmann ist nicht da. Er ist in Köln. Er kommt morgen zurück. Er ist Techniker. Er arbeitet im Ausland. Er ist sehr nett und freundlich. Er hat ein Auto. Das Auto ist ganz neu. Das ist auch sehr teuer. Er hat Kinder. Sie gehen in Kindergarten. Sie spielen im Park am Abend. Sie essen Schokolade und Kuchen gern. Sie besuchen auch Tierpark am Sonntag. Sie hören Musik gern. 10

Das ist eine Zeitung. Sie kostet 2 Mark. Das ist billig. Ich brauche noch Geld. Ich kaufe viele Bücher.

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3192**

**B.B.A. (Semester-VI) Examination, 2016**

**Business Policy**

**(BBA-601)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Briefly explain the following :  $10 \times 3 = 30$
- (a) Characteristics of strategy
  - (b) Advantages of strategizing
  - (c) Strategic Choice
  - (d) ETDP
  - (e) Process of benchmarking
  - (f) Profit strategy
  - (g) Advantages of cost leadership strategy

**P.T.O.**

(2)

- (h) Advantages of differentiation strategy
- (i) Divestment strategy
- (j) BCG matrix

**Unit-I**

- 2. "A strategy is a vital practice for organizations to grow and sustain". Elucidate. 10
- 3. What are the different levels of strategy? Discuss the importance of strategies at these levels. 10

**Unit-II**

- 4. What are objectives? Mention its characteristics and explain the factors that concern / affect the process of objective setting. 10
- 5. Define 'vision' and 'mission' in your own words. What are the possible pitfalls of not having a vision for an organization? 10

**Unit-III**

- 6. Considering a business industry of your choice, perform its SWOT analysis in detail. 10

IMS-3192

(3)

- 7. Discuss the 'balanced score card' and 'key factor rating' methods of organizational appraisal.

10

**Unit-IV**

- 8. What is an expansion strategy? Describe briefly the ways in which firms can expand. 10
- 9. How is implementation an important aspect of strategic management process? Explain.

10

IMS-3192

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3193**

**B.B.A. (Semester-VI) Examination, 2016**

**Company Law**

**( BBA-602 )**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**, Question No.

**1** is **compulsory**. Attempt **one** question

from **each** unit.

1. Write short notes on the following:  $3 \times 10 = 30$

(a) Private Sector company.

(b) Legal existence of a company.

(c) Public issue of a company.

(d) Doctrine Ultra vires.

(e) Indoor Management of a company.

**P.T.O.**

(2)

- (f) The concept of corporate Liability
- (g) Statutory meeting of company.
- (h) Appointment of government liquidator in a company.
- (i) Role of debentures in capital management.
- (j) What is borrowed capital of a company?

**Unit - I**

- 2. What do you understand by incorporation of a company? Discuss the advantages of incorporation and disadvantages if a company is not incorporated. 10
- 3. What are Articles of Association of a company? How does these articles help in management of a company? Explain. 10

IMS-3193

(3)

**Unit - II**

- 4. Discuss the special features of the Companies Act, 1956, which are helpful in management of the corporate sectors. 10
- 5. Define prospectus of a company. What is the purpose behind making the prospectus of a company? Discuss the consequences of a false prospectus as prescribed under the law. 10

**Unit - III**

- 6. Discuss the procedure regarding capital management of a company through shares and debentures as prescribed under the law. What will be the produce if the public issue of a company is over subscribed? 10

IMS-3193

P.T.O.

(4)

7. Discuss about the constitution of SEBI. Explain the importance of SEBI as a market regulator with the help of recent illustrations of corporate world. 10

**Unit - IV**

8. Define winding up of a company. Can any company be wound up under the orders of the court? Discuss the circumstances. 10
9. What are the meetings of a company as recognized under the law? Discuss the significance of meetings in corporate management. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3194**

**B.B.A. (Semester-VI) Examination, 2016**

**ENTREPRENEURSHIP**

**(BBA-603)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer Question **No. 1**, which is **compulsory**. In addition , attempt **one** question from each unit.

1. Answer the following in brief :  $3 \times 10 = 30$ 
  - (a) What do you understand by the term entrepreneurial process?
  - (b) Explain the concept of capital structure.
  - (c) " Marketing mix implies a firm's total marketing programme". Comment.

**P.T.O.**

(2)

- (d) What is plant layout? Discuss.
- (e) Describe in brief the manpower planning process in a new enterprise.
- (f) Discuss in brief the various bases of segmentation.
- (g) Describe the different sources of finance for a new venture.
- (h) What are the barriers to entrepreneurship?
- (i) What purposes a business plan serves?
- (j) Throw light on various factors which affect the location of a business venture.

### Unit - I

- 2. Define 'entrepreneurship'. What are its characteristics? Explain the importance of entrepreneurship in the context of Indian economy. 10
- 3. What are entrepreneurial competencies? How can they be developed? Discuss. 10

IMS-3194

(3)

### Unit - II

- 4. "Starting a new business is not an easy job rather it involves certain crucial decisions". Elaborate on this statement and discuss the basic considerations involved in setting-up a new business venture. 10
- 5. What factors are considered while taking decisions regarding : 3+3+4
  - (a) Choice of a product
  - (b) Selection of technology, and
  - (c) Selection of site.Discuss in brief.

### Unit - III

- 6. What is meant by the term business plan? How is it prepared? Discuss by taking a suitable example. 10
- 7. What is financial planning? What factors affect financial planning in case of a new venture? Explain. 10

IMS-3194

P.T.O.



(4)

**Unit - IV**

8. What is a marketing plan? Describe the various steps involved in preparing a marketing plan. 10
9. Write short notes on any **four** of the following :  $2\frac{1}{2} \times 4 = 10$
- (a) Operations management,
  - (b) Marketing management,
  - (c) Promotion mix,
  - (d) Sources of recruitment in a new venture,
  - (e) Market assessment.

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3195**

**B.B.A. (Semester-VI) Examination, 2016**

**International Business**

**(BBA-604)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all, Question **No.1** is **compulsory**. In addition attempt **one** question from each unit.

1. Write short answer to the following questions:

(3×10=30)

- (a) Why the study of 'cross-cultural issues' are important for international business?
- (b) Distinguish between 'trade balance' and balance of current account'.
- (c) What are the risks involved in international business?

P.T.O.

(2)

- (d) Distinguish between 'Free Trade Area' and 'Customs Union'.
- (e) Give a brief account of the reasons for the growth of buy-back form of counter trade.
- (f) How does increasing pattern of FDI from different countries will affect Indian economy?
- (g) Differentiate between 'Bill of lading' and 'Mate's Receipt'.
- (h) Discuss the concept of international human resource management.
- (i) How IMF ensures international monetary liquidity adjustments?
- (j) Write a brief note on, 'APEDA'.

**Unit-I**

2. (a) NAFTA has produced significant net benefits for the Canadian, Mexican and U.S.A. economies. Comment. 5
- (b) Write a brief note on, 'ASEAN'. 5

IMS-3195

(3)

3. What are the trends, challenges and opportunities facing international firms, today? Explain in detail. 10

**Unit-II**

4. Explain the circumstances responsible for formation of the world trade organisation and also discuss the major challenges facing WTO. 10
5. Answer any two of the following : 5+5
- (a) What are the various methods of entering foreign markets?
- (b) Analyse the reasons for growing dominance of MNCs in India.
- (c) What are the reasons for venturing into internal business?

**Unit-III**

6. What is meant by international marketing? Why is the task of an international marketer more difficult than that of the domestic marketer? Explain. 10

IMS-3195

P.T.O.

(4)

7. (a) Discuss the concept of domestic HRM and compare it with international HRM. 04
- (b) Outline the main characteristics of the ethnocentric, polycentric and geocentric approaches to international staffing, under the process of international HRM.06

**Unit-IV**

8. How can exporters obtain export orders from the foreign markets? Explain in detail the stages through which any export transaction has to pass. 10
9. Discuss the working of the World Bank. What contributions has it made towards the economic development of India? 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3196**

**B.B.A. (Semester-VI) Examination, 2016**

**Marketing of Services**

**(BBA-605)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all, Question **No.1** is **compulsory**. Select **one** question from each unit.

1. Explain the following concepts in short :

(10×3=30)

- (a) Zone of tolerance
- (b) Customer satisfaction
- (c) Service quality
- (d) Service variability
- (e) Service continuum
- (f) Customer Loyalty

**P.T.O.**

(2)

- (g) CRM
- (h) Segmentation
- (i) Consumer behaviour
- (j) Value - based pricing

**Unit-I**

- 2. Why is marketing of services different from marketing of goods? On what basis the types of services can be categorized? Highlight the characteristic features of each service. 10
- 3. What are the 7 Ps of service marketing? Explain each one briefly. 10

**Unit-II**

- 4. What is GAP model? who proposed it? How does it help in identifying and minimizing the gaps, Thus offering better services to the customer? 10
- 5. How is positioning done in case of marketing of services? What role does MIS plays in effective service marketing? 10

(3)

**Unit-III**

- 6. Elaborate the types of tourism services (variety) offered to the customers. How are they being marketed? 10
- 7. What are the different levels of Service product? Explain it with help of taking Insurances as an example. 10

**Unit-IV**

- 8. (a) Define Relationship marketing and give its importance in services. 4+6=10  
(b) Identify & list the different services practiced under various categories by W.T.O. highlighting major features of each.
- 9. Which different promotional strategies are used to market services? Support your answer with relevant examples. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3197**

**B.B.A. (Semester - VI) Examination, 2016**

**PROJECT MANAGEMENT**

**(BBA-606)**

*Time Allowed : Three Hours / [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**, Question **No.**

**1** is **compulsory**. Attempt **one** question

from **each** unit.

1. Write short notes on the following:  $3 \times 10 = 30$

- (a) Project Risks.
- (b) Application of PERT - CPM.
- (c) Concept of Economic appraisal.
- (d) Sources of new Project idea.
- (e) Assumptions of NPV.
- (f) Margin Money.
- (g) Merits of ARR method.

**P.T.O.**

(2)

- (h) Concept of Collaboration agreement.
- (i) Role of Project Team.
- (j) Purpose of Social Cost Benefit analysis.

**Unit - I**

2. What is Project management? Discuss the various classifications of projects along with examples. 10
3. Define Project life cycle. Discuss its various stages. 10

**Unit - II**

4. What do you understand by Feasibility study? Briefly explain Pre and Post feasibility study of a project. 10
5. What is Market & Demand Analysis? Discuss the various techniques of demand forecasting. 10

IMS-3197

(3)

**Unit - III**

6. What is Cost of Project? Discuss the various factors affecting cost of a project. 10
7. Evaluate the project on the basis of NPV and IRR method. 10

Year	Net Cash Flow (Rs.)
0	-60,000
1	16,000
2	17,000
3	19,000
4	21,000
5	24,000

Cost of Capital = 10%; Present value at Re 1 at-10% :

Year	PV
0	1
1	.909
2	.826
3	.751
4	.682
5	.621

IMS-3197

P.T.O.



(4)

**Unit - IV**

8. Discuss the Pre-requisites of successful project implementation. What are the reasons of project failures? 10
9. Draw the network diagram, Find the critical path and calculate the floats for the following activities: 10

Activity	Optimistic time	Most likely	Pessimistic time
1-2	1	1	7
1-3	1	4	7
1-4	2	2	8
2-5	1	1	1
3-5	2	5	14
4-6	2	5	8
5-6	3	6	15
6-7	1	2	3

Time is given days.

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3198**

**B.B.A. (I.B.) (Semester-II) Examination, 2016**

**Economics for Management**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**, Question **No.**

1 is **compulsory**. Attempt **one** question from each unit. Question **No. 1** carries 30 marks and other questions carry 10 marks each.

1. Explain briefly the following :  $3 \times 10 = 30$

- (a) Objectives of Macro-Economics Policy.
- (b) Multi- Sector circular flow.
- (c) Concept of double counting in calculating G.N.P.
- (d) Say's Law of Market.

**P.T.O.**

(2)

- (e) Induced investment and autonomous investment.
- (f) Difference between MEC & MEI.
- (g) Stagflation
- (h) Marginal Propensity to consume.
- (i) Seasonal fluctuations and cyclical fluctuations of trade.
- (j) Liquidity Trap.

**Unit - I**

- 2. How is national Income calculated? What are the difficulties in its measurement. 10
- 3. Make a comparison between the classical and Keynesian theories of employment. 10

**Unit - II**

- 4. What are accelerations? How do they determine investment level in an economy. 10
- 5. What is the product and the money market?

IMS-3198

(3)

How is the equilibrium in these markets integrated by IS-LM curves model. 10

**Unit - III**

- 6. What is a business cycle? Explain different phases of a business cycle. 10
- 7. Explain various types of inflation. Discuss those factors which influence its speed. 10

**Unit - IV**

- 8. Discuss the main features of the current five year plan of our country. 10
- 9. Is growth of National Income of a country a true indication of increase in welfare of the people. What are its limitations? 10

IMS-3198

P.T.O.

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

### IMS-3199

**B.B.A. (I.B.) (Semester-II) Examination, 2016**

**Statistics for Business Decisions**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Question No. 1 is **compulsory**. Select **one** question from each unit. Use of simple calculators and tables is allowed.

1. Answer the following:  $3 \times 10 = 30$
- (a) Any three sources of secondary data.
  - (b) Difference between one way tables and Two Way Tables.
  - (c) A bag contains two blue balls and three white balls. Find the probability of a blind man obtaining one blue ball in a single draw.

P.T.O.

(2)

- (d) Difference between sampling error and non-sampling error.
- (e) Calculate the harmonic mean from the following data :
- 6, 10, 15, 20
- (f) Difference between Judgement Sampling and Quota Sampling.
- (g) Any three merits of sampling.
- (h) From the following data of the marks obtained by 60 students of a class, calculate is Arithmetic mean :

Marks	No. of Students
20	8
30	12
40	20
50	10
60	6
70	4

IMS-3199

(3)

- (i) From the following regressing equations, find the mean values of X and Y series.
- $$8X - 10y = -66$$
- $$40X - 18y = 214$$
- (j) One card is drawn from a standard pack of 52. What is the probability that it is either a King or a queen?

**Unit - I**

2. Calculate median from the following data :

10

Value (less than)	Frequency
10	4
20	16
30	40
40	76
50	96
60	112
70	120
80	125

IMS-3199

P.T.O.

(4)

3. Find the value of mode from the data given below: 10

Weight(Kg)	No. of Students
------------	-----------------

93-97	2
-------	---

98-102	5
--------	---

103-107	12
---------	----

108-112	17
---------	----

Weight(Kg)	No. of Students
------------	-----------------

113-117	14
---------	----

118-122	6
---------	---

123-127	3
---------	---

128-132	1
---------	---

IMS-3199

(5)

**Unit - II**

4. Following are the marks obtained by two students A and B in 10 sets of examination :10

Sets	Marks obtained	Marks obtained
------	----------------	----------------

	by A	by B
--	------	------

1	44	48
---	----	----

2	80	75
---	----	----

3	76	54
---	----	----

4	48	60
---	----	----

5	52	63
---	----	----

6	72	69
---	----	----

7	68	72
---	----	----

8	56	51
---	----	----

9	60	57
---	----	----

10	64	56
----	----	----

If the consistency of performance is the criterion for awarding the prize, who should get the prize?

IMS-3199

P.T.O.

(6)

5. Obtain the rank correlation coefficient from the following data : 10

X	Y
15	40
20	30
28	50
12	30
40	20
60	10
20	30
80	60

**Unit - III**

6. From the following data, obtain the two regression equations : 10

X	Y
5	3
8	4
7	5
6	2
4	1

IMS-3199

(7)

7. The followings are the annual profits in thousands in a certain business. 10

Year	Profit (in '000 Rs.)
1971	60
1972	72
1973	75
1974	65
1975	80
1976	85
1977	95

By the method of least square fit a straight line. Using the line estimate profit for 1981.

**Unit - IV**

8. The mean and the variance of a binomial distribution are 3 and 2 respectively. Find the probability that the variate takes values less than or equal to 2. 10

IMS-3199

P.T.O.

(8)

9. The probability that a contractor will get a plumbing contract is  $\frac{2}{3}$  and the probability that he will not get an electric contract is  $\frac{5}{9}$ . If the probability of getting at least one contract is  $\frac{4}{5}$ , what is the probability that he will get both the contracts? 10



A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3200**  
**B.B.A.(I.B.) (Semester-II)**  
**Examination, 2016**  
**BUSINESS LAWS**  
**(I.B.-203)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Write short answers on the following :

3×10=30

- (a) 'Mere silence as to facts is not fraud' Explain.
- (b) Distinguish between mis- representation and fraud.
- (c) Define good's under sales of good Act-1930.

**P.T.O.**

(2)

- (d) Explain the term "Anticipatory Breach"
- (e) Explain "Continuing Guarantee".
- (f) What is sleeping Partners.
- (g) Define "Pledge"
- (h) Differentiate between sale and agreement to sell.
- (i) 'Principal of caveat empeter'. Explain.
- (j) Differentiate between pledge and Bailment.

**Unit - I**

- 2. Discuss the law relating to competence of parties to enter into a valid contract. 10
- 3. Define and explain 'consideration' in a contract. Discuss the essential elements of valid consideration. 10

IMS-3200

(3)

**Unit - II**

- 4. Explain a contract of the law of guarantee. State the rights of a surety against the principal debtor and creditor. 10
- 5. What are the essential features of a valid pledge? Discuss the rights and duties of pawnor and pawnee. 10

**Unit - III**

- 6. When the seller of goods is deemed to as unpaid seller within the Sales of Goods Act? Discuss the rights of unpaid seller against the good. 10
- 7. What are implied conditions? Describe the various implied conditions. 10

IMS-3200

P.T.O.

**Unit - IV**

8. What are the various essential characteristics of Bill of exchange? How does it differ from a cheque? 10
9. What are the various circumstances in which a 'firm' is or may be dissolved? 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

## IMS-3201

**B.B.A. (I.B.) (Semester-II) Examination, 2016**

### **Cost Accounting**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**, it carries 30 marks. Attempt **one** question from each unit.

1. Write short notes on the following :  $3 \times 10 = 30$ 
  - (a) Limitations of Cost Accounting
  - (b) Objective of LIFO
  - (c) Merits of Joint product.
  - (d) Concept of cost centre
  - (e) Demerits of Job Costing
  - (f) Concept of Material usage variance.
  - (g) Demerits of Fixed Budget
  - (h) Limitations of Budgetary Control
  - (i) Uses of CVP analysis
  - (j) Opportunity cost and Sunk Cost

P.T.O.

(2)

**Unit-I / इकाई-I**

2. What is Bin Card? Give a specimen and discuss its utility. 10
3. Explain the various methods of costing and name the industries where they are applied. 10

**Unit-II / इकाई-II**

4. A manufacturer of Toy motor car finds that in 2015 it cost him Rs.7,20,060 to manufacture 175 cars which he sold @ Rs.5400. 10
- The cost was made up of :

Materials	Rs.2,82,000
Direct wages	Rs.3,24,000
Factory overhead	Rs.48600
General expenses	Rs.65,460
	<u>Rs.7,20,060</u>

For 2016 season he estimates :

- (a) Material = Rs.1600  
Wages = Rs.1800
- (b) Factory overhead = Direct wages of previous year.
- (c) The percentage of General exp. on factory cost will be the same as in previous year.

IMS-3201

(3)

- (d) Prepare a statement showing the profit he should make per unit if he reduces the price of the car by Rs.200.
5. What is Contract Account? How is it prepared? Give a specimen with imaginary figures. 10

**Unit-III / इकाई-III**

6. What do you understand by Process Costing? Name the industries where process costing is applied. Distinguish between Normal & Abnormal wastages. 10
7. What is the purpose of cost reconciliation statement? Discuss the causes of difference between costing profit and financial profit. 10

**Unit-IV / इकाई-IV**

8. Define Standard Costing. Explain with reasons why an industrial concern should introduce standard costing system? 10
9. What is labour cost variance? Explain its components along with their formulae. 10

IMS-3201

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3202**

**B.B.A. (IB) (Semester-II) Examination, 2016**

**INTRODUCTION TO COMPUTERS**

**(I.B.-205)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Answer the following : 3×10
- (a) Explain Low level language.
  - (b) Convert :  $(284)_{10} = ( )_2$
  - (c) Explain Multi processing.
  - (d) Differentiate between software and hardware.
  - (e) Explain Cache memory.

**P.T.O.**

(2)

- (f) What is the importance of WORD PROCESSOR?
- (g) Explain the types of Printers.
- (h) Differentiate between system software and application software.
- (i) Explain the applications of computers in present scenario.
- (j) Differentiate between C.U.I. and G.U.I.

#### Unit-I

2. Draw the basic architecture of computer system and Elaborate. Also explain the various types of memories used in computer system. 10
3. What do you understand by computer languages? Elaborate different types of computer languages. 10

#### Unit-II

4. Convert : 10
- (i)  $(1110011)_2 = ( )_{16}$
- (ii)  $(234)_8 = ( )_2$

IMS-3202

(3)

- (iii)  $(2BF)_{16} = ( )_8$
- (iv)  $(158)_{10} = ( )_{16}$
- (v)  $(3AC)_{16} = ( )_{10}$
5. (a) Explain various number systems. What is a base of number system, also explain the role of base in Positional number system?
- (b) Define ASCII. Differentiate between BIT NIBBLE and BYTE. 5+5

#### Unit-III

6. Define the term 'Input Device'. List and describe some commonly used input devices. 10
7. What is a Plotter? Explain the use and types of Plotters. 10

#### Unit-IV

8. What is an operating system? Explain functions of an operating system. Also explain key features of WINDOWS. 10

IMS-3202

P.T.O.

(4)

9. Write the syntax of the following : 10

(a) MD

(b) CD

(c) DIR

(d) COPY

(e) MOVE

(f) DELETE

(g) RD

(h) TYPE

(i) FORMAT

(j) COPYCON



A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3203**

**B.B.A. (I.B.) (Semester-II) Examination, 2016**

**Business Environment**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Question **No.1** is **compulsory**. Answer **four** more questions selecting **one** question from each unit.

1. Write short notes on the following :  $3 \times 10 = 30$ 
  - (a) Open market operations
  - (b) Need for consumer protection
  - (c) MTPs and UTPs
  - (d) Elements of fiscal policy
  - (e) Features of IPR of 1956
  - (f) Objectives of MRTP Act
  - (g) Demerits of Capitalism

**P.T.O.**

(2)

- (h) Competitive structure of Industries
- (i) CSR policies
- (j) Socio - cultural environment

**Unit-I**

- 2. Define macro environment. How the macro environment affects the business? Explain. 10
- 3. Explain the basic philosophy of socialism and elaborate its importance in the present business environment. 10

**Unit-II**

- 4. "In modern economy, government is treated as a powerful institution and it can create a favourable business environment". Discuss the role of government in light of above statement. 10
- 5. "IDRA, 1951 is a tool in the hand of the Indian government to control the growth and development of industries." Explain the statement. 10

(3)

**Unit-III**

- 6. What is the need of planning? Explain the features of the current 5- year plan. 10
- 7. Elaborate on the provisions of the New Economic Policy of India. 10

**Unit-IV**

- 8. "Multinational corporations should not be encouraged in India." Comment. 10
- 9. What is Foreign Direct Investment? Explain its role and limitations in India. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3204**

**B.B.A. (I.B.) (Semester-IV)**

**Examination, 2016**

**FOREIGN EXCHANGE ECONOMICS**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Question **No.1**, is **compulsory**. Answer **four** more questions selecting one question from each unit.

1. Answers the following:  $3 \times 10 = 30$
- (a) Define Arbitrageurs
  - (b) What are SDRS?
  - (c) State the transaction for which TT Buying rate will be applied.
  - (d) Distinguish between direct and indirect quote with an example.
  - (e) What are SWAP Transactions
  - (f) Explain Forward Margin.

**P.T.O.**

(2)

- (g) Explain Bill of Lading
- (h) Explain the main functions of IFC
- (i) What is NOSTRO Account
- (j) What items are included in the current account of BOP

**Unit - I**

- 2. Explain the meaning of Balance of payments. How would you remove the deficit in the Balance of payment of a country? 10
- 3. Describe the objectives organisation and functions of international bank for Reconstruction and Development. 10

**Unit - II**

- 4. (a) What are the significant activities in inter-bank forex market? 5+5
- (b) Briefly describe the forex market and its participants
- 5. What is FEMA? Briefly trace the history of its formation in India. 10

(3)

**Unit - III**

- 6. (a) An Indian exporter has done a deal and has received Duetche mark worth 20,000. He wants to convert these duetche mark to Rupees. The present spot rate in the market are.  
Spot (Rupees/US Dollar): 40. 5967-\_\_\_\_41.0010  
Spot (Duetche mark/US Dollar): 5.9897\_\_\_\_6.0551  
How much Rupees he will receive after changing Duetche Mark to Rupees. 5
- (b) On 12th February an importer receives a bill for USD 10,000. He asks his bank to retire the bill to the debit of his account. Interbank rate for dollar is:  
Spot USD1=₹ 48.7050/7200  
Spot March 5000/4500  
The bank retains exchange margin of 0.15% for TT sales and 0.20% for Bills Selling Rate. With what amount will it debit the importer's account. 5

(4)

7. How does a letter of credit function? Briefly explain the advantages of a documentary letter of credit both to the exporter as well as to the importer. 10

**Unit - IV**

8. (a) Calculate forward premium or discount for

(i) 3 months

(ii) 9 months

The present spot and forward rate are:

Spot (₹/\$) : 40.5695 5

Forward (₹/\$): 42.6578

3 months

Forward (₹/\$) : 37.5896

9 months

- (b) The following spot rates are available in the market.

1\$ = ₹ 40.4565

If dollar is expected to depreciate by 5% in next 3 months. Calculate the Forward rate in terms of (Rupees/Dollar) 5

9. What is meant by foreign exchange? Discuss the different methods of payment used in international trade. 10

A

(Printed Pages 8)

Roll No. \_\_\_\_\_

**IMS-3205**

**B.B.A. (I.B.) (Fourth Semester)**

**Examination, 2016**

**Taxation Law & Accounts**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Question **No.1** is **compulsory** and carries **30** marks. Select **one** question carrying **10** marks from each unit.

1. Answer the following questions in brief:

$3 \times 10 = 30$

- (a) Explain the terms 'Gross Taxable Income' and 'Taxable Income'.
- (b) Give the names of ten incomes taxable under the head Income from other Sources.
- (c) How is Entertainment Allowance treated for income tax purpose?
- (d) What deduction is available Under Section 80E of Income tax Act, 1961?
- (e) How is cost of acquisition of Bonus Shares determined?
- (f) Give salient features relating to assess-

P.T.O.

(2)

ment of a partnership firm.

- (g) What are the incomes exempt from tax under the head 'Income from House Property'?
- (h) What is 'Belated Return of income-tax'?
- (i) Mr. Mohan retired from a company on 31st December, 2014 and received a gratuity of ₹ 4,70,000. He commuted his  $\frac{1}{2}$  pension and received ₹ 2,40,000. Compute the commuted value of pension exempt from tax for the Assessment year 2015-16.
- (j) Mr. Anil, an Indian citizen went to Sri Lanka on 15 June, 2014 for joining a job there. He could not return to India till 31st March, 2015. It was his first visit to any foreign country. Determine his residential status for the Assessment year 2015-16.

**Unit-I**

2. (a) "Income tax is a tax on income and not receipts." Explain this statement and give the essential characteristics of the term income.  $5 \times 2 = 10$
- (b) How is residential status of an individual determined?

IMS-3205

(3)

3. Explain the provisions of Income Tax Act, 1961 with respect to the following:  $5 \times 2 = 10$
- (i) Valuation of accommodation facility
- (ii) Encashment of earned leave.

**Unit-II**

4. Sri Mahesh is the owner of two houses. He has furnished the following particulars for the financial year 2014-15:  $10$
- First house – Its municipal valuation is ₹ 60,000 per annum. It is used by Mahesh for his own residence. He paid ₹ 6000 as municipal tax and ₹ 1000 as Fire insurance premium. He also paid interest on loan ₹ 15,000. This loan was taken for construction of this house.
- Second house – Its municipal valuation is ₹ 48,000 per annum and Standard Rent is ₹ 60,000 per annum. It has been let out to a tenant at ₹ 6,000 per month. This house remained vacant for 2 months. He made the following payments:

	₹
Municipal Tax	6000
Repairs	2,500
Collection Charges	3,500
Interest on loan taken for purchase of house property	2,500

IMS-3205

P.T.O.

(4)

from house property for the Assessment year 2015-16.

5. Mr. Anil is the owner of a business. Following is his Profit and Loss Account for the year ended on 31st March, 2015: 10

Particulars	Amount ₹	Particulars	Amount ₹
Establishment Charges	97,050	Gross Profit	4,50,870
Rent, rates & taxes	12,900		
Sundry expenses	15,110	Interest on Government Securities	15,352
House hold expenses	21,880	Rent from house property	15,400
Income -tax	5,000		
Wealth-tax	5,000		
Provision for bad debts	1,200		
Loss on sale of motor Car used for private purposes	1,800		
Insurance premium (including ₹ 1790 for life insurance)	2,880		
Interest on loan	1,380		
Provision for depreciation	16,400		
Net Profit	3,01,022		
	4,81,622		4,81,622

IMS-3205

(5)

Following additional informations are given:

- Bad debts written-off during the year ₹ 550.
- Admissible depreciation as per Income-tax rules is ₹ 11,700.
- Mr. Anil is running his business in rented property, half of which is used by him for his own residence. Rent of ₹ 2,400 in respect of this house is included in rent, rates & tax.  
Compute his income from business or profession for the Assessment year 2015-16.

### Unit-III

6. Write notes on any **two** of the following:  
5×2=10
- Clubbing of Income
  - Deduction Under Sections 80 G.
  - Exemption Under Section 54 F.
7. Mr. 'A' purchased 800 shares in Tata Ltd. on January 5, 1991 @ ₹ 30 per share and paid brokerage @ 4% and transfer fees ₹ 1,200. On August 23, 1992 he got 240 bonus shares. In June, 2014 he got another 960 bonus

IMS-3205

P.T.O.



(6)

shares. He sold the entire block of shares on January 15, 2015 @ ₹ 300 per share. He paid brokerage @ 2% on sale. He invested ₹ 1,00,000 in bonds of National Highway Authority of India on March 20, 2015.

Compute capital gain of Mr. A for the Assessment year 2015-16. Cost inflation indexes for 1990-91, 1992-93 and 2014-15 are 182, 223 and 1024 respectively. 10

#### Unit-IV

8. What is meant by 'Ex-parte assessment'? How does it differ from 'Regular assessment'? Under what circumstance ex+parte assessment is made? What are the remedies open to an assessee against such assessment? 10
9. Mr. Karan is working as Administrative Officer in a company in Kanpur. He has furnished the following details regarding his income for the financial year 2014-15: 10
- Basic Salary ₹ 50,000 per month.
  - Dearness Pay ₹ 8,000 per month.
  - City Compensatory Allowance ₹ 1,000 per month.
  - Hostel Allowance for one child ₹ 1000 per month.

(7)

- House rent Allowance ₹ 6,000 per month. He paid rent at the rate of ₹ 8,500 per month.
- He has been provided with the facility of a small motor car for private and official purpose both All the expenses relating to motor car including driver's salary are paid by the company.
- He contributes 10% of salary to the recognised provident fund towards which company contributes ₹ 7,500 per month.
- During the financial year 2014-15, company reimbursed his personal medical bills of ₹ 15,000 and personal telephone bills of ₹ 7,800.
- He paid employment tax ₹ 5,000.
- During the year he has earned the following incomes too:
  - Interest on Post-Office Saving Account ₹ 8,000
  - Interest on Saving bank Account of Canara Bank ₹ 9,000
  - Dividend from an Indian Company ₹ 15,000
  - Interest on Government Securities ₹ 20,000

(8)

(e) Dividend from Co-operative Society  
₹ 8,000

(xi) During the year, he has made the following payments:

(a) Life insurance premium ₹ 17,000

(b) Medical insurance premium  
₹ 12,000

(c) Amount deposited in Public Provident  
Fund Account ₹ 60,000

(d) Group life insurance premium  
₹ 11,000

(e) Donation to National Defence Fund  
₹ 40,000.

Compute his taxable income for the  
Assessment year 2015-16.

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3206**

**B.B.A. (I.B.) (Semester-IV)**

**Examination, 2016**

**Computer Application-II**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Question **No.1** is **compulsory**. Answer **four** more questions selecting **one** question from each unit.

1. Write short notes on the following :  $3 \times 10$ 
  - (a) Development of languages.
  - (b) Real time operating system.
  - (c) Protocol in software
  - (d) System software and its example.
  - (e) Declaration in visual basic.
  - (f) Converting a string into Array and its example.
  - (g) ENUMS
  - (h) Argument by reference
  - (i) Operating system work as interface. Justify.

**P.T.O.**

(2)

(j) 'Mytype' in visual basic. Give a program showing mytype.

**Unit-I**

2. Write a Brief Notes with help of program :

2×5=10

(a) Static declared variable will not loose its value can execution of End Sub statement.

Justify your answer with help of example.

(b) For next with step loop.

3. " Software is a set of protocol". Are you agree with statement. Give atleast five type of software and also defines it working with help of suitable examples. 10

**Unit-II**

4. (a) If then Else perform fine but as the level of nesting increase the repetition of some statement are started which give a lengthy program. Suggest a method by which repetition will stop and give atleast 09 line program to justify your method. 5×2=10

(b) By using Select case conditional branching may be even better. Comment with

(3)

help of select case statement and also attach 6 line program.

5. (a) Select case with multiple option (OR) Give atleast 10 line program. 5×2=10

(b) With a static array we always sure of size, so we specify the first and last items. Elaborate the sentence in light of UBOUND and LBOUND Array and also give program to support your answer.

**Unit-III**

6. (a) How we execute a group of statements Repeatedly in visual give. Give atleast 2 ways of execution with help of program associated with each method. 5×2=10

(b) Write a short note on any **two** :

(a) Graphic Control in VB

(b) Procedure

(c) Argument and parameter and its working

7. (a) Two Dimensional Array is very useful in programming. How give atleast one example to support your answer. 5×2=10

(4)

- (b) Function are a type of procedure which return a value. Elucidate the statement with help of 2 different program each program is of 7 line.

#### Unit-IV

8. Write a program for a school who allots the division according to marks obtained by student. The data given below: 10
- |             |                 |
|-------------|-----------------|
| 80% - 100%  | Honour Division |
| 60% - 79.9% | First Division  |
| 50 - 59.9%  | Second Division |
| 40 - 49.9%  | Third Division  |

**Note :** Also give rules how you make a program.

9. Design a format for a cellular company offering different data plan on different rate use the information given below: 10
- |                     |
|---------------------|
| 1 GB - 250 Rs.      |
| 2 GB - 500 Rs.      |
| Unlimited - 750 Rs. |
- In unlimited extra 200 sms are given to user.

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3207**

**B.B.A. (I.B.) (Fourth Semester)**

**Examination, 2016**

**INTERNATIONAL BUSINESS LOGISTICS**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Question **No.1**, is **compulsory**. Attempt **four** more questions, selecting **one** question from each unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Concept of "Reverse Logistics".
  - (b) Customer Service Goals in Logistics
  - (c) Role of "Service Choice Selection" in Transportation management.
  - (d) Advantages of Pipeline/Network Transportation.
  - (e) 3 P.L. (3rd party logistics)

**P.T.O.**

(2)

- (f) Stock out Cost
- (g) Concept of "Virtual Inventory".
- (h) Advantages of ABC Analysis (Always Better Control Analysis)
- (i) Importance of Re-Order Point
- (j) Use of VED Analysis in Inventory Control

**Unit - I**

- 2. Define Business Logistics. Discuss importance and objectives of Business logistics. 10
- 3. "Customer's wants are increasing, they now are even looking for customized response and need frequent changes in the existing products, this lead to a logistical approach in Supply chain" Comment on this statement and support your answer. 10

**Unit - II**

- 4. Define transportation management. Explain the various modes of transportation and Effective Transport system. 10

IMS-3207

(3)

- 5. What do you understand by Vehicle Routing and Vehicle Scheduling? Can Routing and Scheduling be a success factor in transport management?

**Unit - III**

- 6. Define Inventory and Inventory Management. Highlight the importance of Inventory Management in Business Logistics. 10
- 7. What do you understand by Pull Inventory Control? Suggest an Inventory control technique for low price product manufacturing. 10

**Unit - IV**

- 8. Discuss the Importance of warehousing and facility management in logistics. Explain the concept of virtual warehousing. 10
- 9. Draw and explain a warehousing Plan, assuming that there are multiple facilities of a company dealing in Milk and Dairy products. 10

IMS-3207

**A**

**(Printed Pages 4)**

Roll No. \_\_\_\_\_

**IMS-3208**

**B.B.A. (I.B.) (Semester-IV)**

**Examination, 2016**

**FINANCIAL MANAGEMENT**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** question in all, Question **No.1**,  
is **compulsory**. Attempt **one** question  
form each unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Scope of finance function
  - (b) Capital Rationing
  - (c) Sensitivity analysis
  - (d) Concept of cost of Debts
  - (e) Assumptions of NPV
  - (f) Merits of ARR.

**P.T.O.**



(2)

- (g) Demerits of Payback period
- (h) Objective of Holding cash
- (i) Residual theory of dividend distribution
- (j) Financial planning process

**Unit - I**

- 2. Define financial management. Discuss the various functions of finance. 10
- 3. "The financial goal of a firm should be to maximize profit and not wealth". Do you agree with this statement? Critically examine. 10

**Unit - II**

- 4. What is Leverage? Explain operating & financial leverage with the help of an example. 10
- 5. What do you mean by Optimal Capital structure? Explain with reference to the EBIT-EPS analysis. 10

(3)

**Unit - III**

- 6. Briefly explain the following techniques of capital budgeting: 10
  - (a) Modified NPV
  - (b) Profitability Index
- 7. Rank the following two project an the basis of NPV and IRR method. 10

Year	NCF (A)	NCF (B)
0	-1,00,000	-1,00,000
1	10,000	60,000
2	20,000	45,000
3	30,000	30,000
4	45,000	20,000
5	60,000	10,000

K=10%

(4)

**Unit - IV**

8. What is Dividend? Discuss the relevance theory of dividend model. 10

9. Calculate the working capital needed for the sunrise Ltd using following information. 10

Raw material stock turnover 20 days

Credit received 40 days

WIP turnover 15 days

Finished goods stock turnover 40 days

Debtors collection period 60 days

**Cost Information :**

	<b>Rs.</b>
Sales	3000
Cost of production	2100
Purchases	600
Average Raw material stock	80
Average WIP	85
Average Finished Goods	180
Average Creditors	90
Average debtors	350

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3209**

**B.B.A. (I.B.) (Semester-IV) Examination, 2016**

**MARKETING MANAGEMENT**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Question **No. 1** is **compulsory**. Answer **four** other questions selecting **one** question from each unit.

1. Explain the following in brief :  $10 \times 3 = 30$
- (a) Green marketing
  - (b) Customer Satisfaction versus Customer Delight.
  - (c) Demarketing
  - (d) Confrontation marketing strategy.
  - (e) Demerits of Product Concept
  - (f) Techniques of Marketing Research.
  - (g) Niche Marketing.

**P.T.O.**

(2)

- (h) Stages of Product Life Cycle.
- (i) AIDA model
- (j) Consumer Versus Trade Promotion.

**Unit-I**

- 2. What are the pillars of modern marketing? Why is inter-functional coordination important? Discuss. 10
- 3. Discuss the various Marketing Concepts or Orientations that have evolved over time, giving suitable examples. 10

**Unit-II**

- 4. (a) What is Niche Marketing? What motivates marketers to leave bigger segments and target smaller niche segments? 5
- (b) Differentiate between cost leadership and Differentiation strategies. What routes are available to firms to differentiate themselves from Competitors? 5

(3)

- 5. Discuss the various internal and external determinants of Consumer Behaviour. 10

**Unit-III**

- 6. What is the reason for developing and launching new products by firms? Explain the stages in New Product development. 10
- 7. Discuss the importance of pricing decision in a competitive market. Also discuss the factors influencing pricing. 10

**Unit-IV**

- 8. What are the different types of distribution intermediaries involved in the channel? Discuss the critical functions that they perform. 10
- 9. What are the advantages of sales promotion over other promotional methods? Discuss the modern sales promotion methods. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3209 A**

**B.B.A. (I.B.) IV Sem. Examination, 2016**

**Foreign Language**

**Paper - German**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**. Question **No. 1** is **compulsory**. Select **four** more questions, **one** from each unit.

1. Attempt **all** the parts : 6×5=30
- (a) Schreiben Sie Monate.
- (b) Schreiben Sie Tage.
- (c) Schreiben Sie die Nummern auf Deubch  
in wörkr  
7, 10, 11, 12, 14, 17, 18, 20, 23, 30.
- (d) Schreiben Sie Farben (5)
- (e) Schreiben Sie die Jahreszeiten.
- (f) Schreiben Sie die Artikels (das, die der) \_  
Frou, \_ Haus, \_ Kind, \_ Manner, \_ Kino. \_  
Tisch, \_ Tasse, \_ Kuchen, \_ Brot, \_ Milch.

**Unit - I** 10

**P.T.O.**

(2)

2. Schreiben Sie Ihre Vorstellung (20 Zeilen)
3. Schreiben Sie Gespräch Zinschen Freunden.  
(20 zeilen)

**Unit - II**

10

4. **Schreiben Sie über :**

- (a) Ihre Universität (20 Sätze)
- (b) Ihr Land (20 Sätze)
5. (a) Meine Freundin (20 Sätze)
- (b) Meine Stadt (20 Sätze)

**Unit - III**

10

6. **Bilden Sie Fragen :**

- (a) Ich esse Brot am Abend.
- (b) Ich fliege nach Berlin
- (c) Ich habe viele Büchen.
- (d) Neu Delhi liegt in Indien.
- (e) Wir sprechen Deutsch.
- (f) Die Studenten Studieren an Uni.
- (g) Meine Schule ist sehr gross.
- (h) Ich Komme aus polen.
- (i) Der Kuchen Kostet 300 Rupees.
- (j) Ich Kaufe Tomaten im supermarkt.

7. **Bitt antworten Sie**

10

- (a) Wie alt Sind Sie ?
- (b) Woher kommen Sie jetzt ?
- (c) Wielange lernen Sie Deutsch ?
- (d) Haben Sie viele Kleider ?
- (e) Was tragen Sie gern ?
- (f) Trinken Sie Orangensaft gern ?
- (g) Welche Zeitung lesen Sie ?

IMS-3209 A

(3)

- (h) Wann gehen Sie ins Restaurant ?
- (i) Wieviel Kostet eine Schokolade ?
- (j) Wohin fliegen Sie im sommer ?

**Unit - IV**

10

8. **Übersetzen Sie in English :**

Herr Weber Kommt in meine Firma Er arbeitet Hier. Er ist Ingenieur. Er bekommt Urlaub in der firma. Er arbeitet bis 5 uhr und dann verlässt er die Firma. Er hat ein Auto Er fährt auto Sein Auto ist nicht neu. Das Auto ist aber gut. Er ist reich und hat viel geld. Er will nach Griechenland fliegen. Er macht urlaub mit seiner Frau und zwei Kinder. Er brauch Pass und Visum - Er geht in ein Reisebüro. Er bucht vier Flugkarten. Eine Flugkarte kostet 40 tansend Rupees. Er kauft neue Kleider für die frau und auch für die kinder Er geht in ein Kaufhans.

Die familie ist in Köln Ich suche ein Zimmer in Hotel. Das Einzelzimmer kostet ein tausend Rupees pro Tag. Wir bekommen das Frühstück im Hotel. Zum Frühstück essen wir Brot und Butter Ich trinke kaffee und meine Frau trinkt Tee ohne. Zucker. Meine Kinder trinken Milch enit viel Zucker. Zum Abendessen essen wir Reis und Gemüse. Wir essen Salat gern. Wir Trinken Apfelsaft gern. Manchmal essen wir Hähnchen oder Fleisch. Meine Kinder essen Schwarzwaldkuchen gern,. Wir ou haben viel Spass.

9. Ich habe eine Familie \_ Vater, Mutter, Schwester. Ich habe Freunde, Feinde,

IMS-3209 A

P.T.O.

(4)

Bekannte. Wir haben Hunger und Durst. wir haben auch Kopfschmerzen und Fieber. Ich habe wenig Zeit und viel Geld.

Das ist mein Haus. Mein Haus liegt in Bonn. Das ist gross. Ich habe fünf Zimmer in meinem Haus. Ich habe Kinderzimmer, eine Studie, zwei Schlafzimmer und ein Wohnzimmer in meinem Haus. Ich sehe T.V. im Wohnzimmer. Ich schlafe in Studie, Ich schlafe in Schlafzimmer. Die Kinder wohnen im Kinderzimmer. Ich koche das Essen in der Küche habe auch einen Kühlschrank und auch einen Bücherschrank in meinem Haus. Es gibt auch einen Garten da. Ich habe schöne Blumen im Garten. Der Garten ist nicht sehr gross, Wir haben auch Treppen. Das Haus hat einen Balkon und auch garage. Wir parken das Auto hier.

Ich liebe meine Familie Mein Eltern sind nicht alt. Mein Vater ist ein Lehrer und meine Mutter ist Hausfrau. Mein vater liest Roman gern. Meine Mutter hört Radio gern. Ich sehe film gern. Mein Bruder macht M.B.A. Er studiert an der Uni. Er lernt auch die Fremdsprache. Er trägt Hemd und Hose gern. Meine Schwester geht in die schule. Sie trägt Rock und Bluse. Mein Bruder ist ledig. Er ist noch ein Student. Er wohnt in einem Studentenheim. Er ist nett und freundlich.

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3210**

**B.B.A. (I.B.) (Sixth Semester)**

**Examination, 2016**

**Export-Import Procedure Documentation**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in **all**. Question **No. 1 compulsory**. Attempt **four** more questions selecting **one** question from each Unit.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) Mate's Receipt
  - (b) Importance of Marine and Cargo Insurance
  - (c) Privileges of star Export Houses
  - (d) Importance of Bill of Lading
  - (e) Function of Buying Agents

P.T.O.



(2)

- (f) Role of EXIM Bank
- (g) Benefits for EOU
- (h) Factors affecting packaging of an Export order
- (i) Prohibited Import items.
- (j) Role of quality control in International Business.

**Unit - I** 10

2. What do you understand by procurement and processing of an Export order? Discuss main factors to be considered while preparing an export contract.
3. What are the various methods of payment in International Business? Explain the procedure of payments through Documentary Letter of Credit.

IMS-3210

(3)

**Unit - II** 10

4. What do you understand by Export Credit Guarantee Corporation of India (ECGC). Explain objectives and schemes of ECGC.
5. What do you understand by Inspection? Explain the types and procedure for Inspection in Export.

**Unit - III** 10

6. What do you understand by INCO terms? Discuss the various Categories of INCO terms, 1990.
7. Describe the procedure and documentation for custom clearance in export from India.

IMS-3210

P.T.O.

(4)

**Unit - IV**

10

8. What is a Special Economic Zone? Discuss the benefits available to a unit established in SEZ.
9. What do you understand by Duty Exemption schemes? Discuss Duty Drawback and DEPB (Duty Entitlement Pass Book).

**A**

**(Printed Pages 3)**

Roll No. \_\_\_\_\_

**IMS-3211**

**B.B.A. (I.B.) (Semester-VI)**

**Examination, 2016**

**Personnel Management**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory. one** question is to be attempted from each unit.

1. Explain the following in brief :  $3 \times 10 = 30$
- (a) Scope of Personnel Management
  - (b) Types of Interview
  - (c) Job Enlargement
  - (d) Collective Bargaining
  - (e) Types of employee benefits
  - (f) Orientation
  - (g) Point Rating Method of Job Evaluation

**P.T.O.**

(2)

- (h) Types of Labour Welfare
- (i) Objectives of Workers Participation in Management
- (j) Application Blank

**Unit - I**

- 2. What is job analysis? How can you make use of the information it provides? Discuss several methods for collecting job analysis data. 10
- 3. Define Manpower Planning. Describe the process of Manpower Planning. 10

**Unit -II**

- 4. State the difference between recruitment and selection. Briefly explain the various sources of recruitment. 10
- 5. Discuss the importance of training in fast changing environment. List and explain the various methods of training. 10

**IMS-3211**

(3)

**Unit- III**

- 6. What are the different methods of Performance appraisal system? Which do you think is best for an organisation? 10
- 7. Define Job Evaluation. Explain the different type of compensation. 10

**Unit - IV**

- 8. Define the term Grievance. What are its Causes & how it can be handled in an organisation? 10
- 9. Define industrial relations. Discuss the importance of good industrial relations. 10

**IMS-3211**

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3212**

**B.B.A. (I.B.) (Semester-VI)**

**Examination, 2016**

**INTERNATIONAL BUSINESS ENVIRONMENT**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **four** more questions, selecting **one** question from each unit.

1. Explain the following in brief:  $3 \times 10 = 30$
- (a) Advantages and disadvantages of International business
  - (b) Causes of disequilibrium in BOP
  - (c) Influencing factors of International business
  - (d) Objectives of WTO.

**P.T.O.**

(2)

- (e) SAFTA
- (f) Opportunity cost theory
- (g) Ad-Valorem tariff and specific tariff
- (h) Objectives of Import Quota
- (i) Functions of IMF
- (j) Merits of MNCs

**Unit - I**

- 2. Explain the important gains from international trade and factors determining the size of gains. 10
- 3. Make a comparative study of Absolute advantage theory of international trade and comparative cost theory of International trade. 10

**Unit - II**

- 4. Explain clearly the different concepts of terms of trade. 10

IMS-3212

(3)

- 5. Distinguish between tariffs and quotas. Consider their relative importance as methods of protecting domestic industries. 10

**Unit - III**

- 6. Write short notes on the following: 10
  - (i) Spot Rate of Exchange
  - (ii) Forward Rate of Exchange
  - (iii) Time Rate of Exchange
  - (iv) Fixed and Floating Exchange
- 7. Give a critical account of work and services of World Bank. 10

**Unit - IV**

- 8. Examine the growing role of MNCs in International business. Enumerate the arguments against MNCs. 10

IMS-3212

P.T.O.

(4)

9. What is the role of FDI in accelerating growth rate in developing country? Which factors effect the inflow of FDI in the host Country?

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3213**

**B.B.A. (I.B.) (Semester-VI)**

**Examination, 2016**

**Computer Application - IV**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **four** more questions, selecting **one** question from each unit.

1. Answer the following in brief:  $3 \times 10 = 30$
- (a) What is resolver?
  - (b) What is the scope of e-commerce?
  - (c) Explain about peer to peer business model.
  - (d) Discuss the impact of e-commerce on business.
  - (e) Define VAN.

P.T.O.



(2)

- (f) Differentiate between Authentication and Authorization.
- (g) What is need of secure transaction?
- (h) What is RTGS?
- (i) What is Digital Signature?
- (j) Differentiate among internet, intranet and extranet.

**Unit-I**

- 2. Explain briefly the various basic models of e-commerce and their limitations. 10
- 3. Discuss different type of security attack services related to transaction. What is the need of secure transaction? 7+3=10

**Unit-II**

- 4. What do you understand by cryptography, encryption and decryption? Explain various encryption techniques. 10
- 5. Discuss the concept of EDI. Differentiate between paper based business and EDI based business. 10

(3)

**Unit-III**

- 6. What is e-CRM? Write down the guidelines for a successful ECRM solution. How it is different with CRM? 10
- 7. How can an existing business take advantage of Business to consumer electronic commerce? List the applications of B2C e-commerce and describe them. 10

**Unit-IV**

- 8. Discuss the problems and issues related to internet based e-commerce and their solutions. 10
- 9. What are the different types of internet service providers? Explain briefly. 10

**A**

**(Printed Pages 4)**

Roll No. \_\_\_\_\_

**IMS-3214**

**B.B.A. (I.B.) (Semester-VI)**

**Examination, 2016**

**INTERNATIONAL ACCOUNTING**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Question **No.1** is **compulsory**. Attempt **four** other questions, selecting one question from each unit.

1. Write short notes on the following:  $10 \times 3 = 30$ 
  - (a) Concept of GDR.
  - (b) Foreign currency translation.
  - (c) Economic exposure.
  - (d) Types of price level changes.
  - (e) Goodwill in consolidated financial statement.
  - (f) Monetary assets in CPP techniques.
  - (g) Internationalization of Accounting progression.
  - (h) Cost based transfer price.

**P.T.O.**

(2)

- (i) Technique of foreign exchange risk management.  
(j) IAS 27

**Unit-I**

2. Define international accounting and examine the different approaches to the definition of international accounting. 10  
3. Examine the scope and nature of international accounting. 10

**Unit-II**

4. Distinguish between gross & net consolidation techniques. With help of an example, explain the Prorata method of consolidation. 10  
5. Given the following balance-sheet of PQ India and its foreign associates SM Inc. as on 31.03.2011, and the additional information beneath, prepare a consolidated balance sheet as it would appear under the equity method of consolidation: 10

**Balance-sheet of PQ India (₹'000)**

Liabilities	₹	Assets	₹
Equity share capital (20,000 Shares @ ₹100/-)	2,000	L & B	950
		P & M	700

(3)

Reserves & Surpluses	550	Furnitures	300
Profits	150	Vehicles	150
Debentures	150	Investment in SN Inc	350
Creditors	100	Stock	200
Payables	30	Debtors	150
Outstanding expenses	20	Receivables	200
Total	3,000	Total	3,000

**Balance-sheet of SM Inc (₹'000)**

Liabilities	₹	Assets	(₹'000)
Equity share capital (8,000 @ ₹10 each)	800	L & B	550
Reserves & Surpluses	250	P & M	350
Profits	150	Stock	250
Creditors	250	Receivables	300
Total	1450	Total	1450

**Additional Information:**

PQ India has acquired 30,000 shares of SM Inc. on 01.04.2010 when the latter had ₹ 1,90,000 to the credit of its Reserves Account.

**Unit-III**

6. What is the Transfer Pricing? Explain the methods of transfer pricing. 10

(4)

7. OKI Co. Ltd. is manufacturing certain electronic product. The company has 3 divisions- D1, D2 and D3. Output of D1 is transferred to D2 and that of D2 to D3 for further processing and assembling before they are passed on hand of the customer as final product.

The company reports that variables cost per unit of the product for D1, D2 and D3 are ₹ 300, ₹ 200 and ₹ 100 respectively. The fixed cost for the division are ₹ 20,000, ₹ 15,000 and ₹ 10,000 respectively. The product variable cost per unit is ₹ 400 for division D1, If the total output of the company for a certain period is 1000 units, which are sold to the customers at ₹ 1400 per unit & if division D1 decides to charge its transfer to D2 at cost plus 120% and D2 to D3 at cost plus 110%. What is the company's Total profit and profit of its divisions? 10

#### Unit-IV

8. What do you understand by the term double taxation of income? Examine the factors which give rise to double taxation. 10
9. Explain the term 'Foreign Currency Translation'. Discuss its needs, issues and types of exposure. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3215**

**B.B.A. (I.B.) (Sixth Semester)**

**Examination, 2016**

**FRENCH**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Answer according to the instructions:  $3 \times 10 = 30$   
Translate into English [(a) to (c)]
  - (a) Vous êtes musicien?
  - (b) Nicolas est chanteur.
  - (c) Je suis secrétaire.Translate into French: [(d) and (e)]
  - (d) I live in Rome
  - (e) He is Journalist.
  - (f) Put into feminine: étudiant, chanteur, bon.
  - (g) Put into plural: sac, journal, lampe.
  - (h) Describe your father in five sentences in French.
  - (i) Answer in French: Comment allez - vous?
  - (j) Write the following numbers in French:  
8:, 26, 54.

P.T.O.

(2)

**Unit-I**

2. Translate into English: 10

SAMEDI 9 MAI

Paris. L'appartement de Sylvie.

Valérie: Qui est-ce?

Sylvie: C'est Nicolas Legrand, un ami.

Valérie: Nicolas Legrand, le chanteur?

Sylvie: Oui.

Valérie: Tu connais Nicolas Legrand?

Sylvie: Oui, Je connais bien Nicolas Legrand.

Valérie: Et..vous êtes très amis?

Sylvie: Oui et non, Nicolas est un artiste.

Tu comprends.

Valérie: Sylvie! Je voudrais rencontrer Nicolas.

DIMANCHE 17 MAI

Paris. Un café.

Valérie rencontre Nicolas.

LUNDI 18 MAI

Paris. L'appartement de Nicolas.

Sylvie rencontre Roland.

3. Translate into English: 10

Paris .Au jardin des Tuileries

Roland: Sylvie vous êtes triste?

Sylvie: Non je rêve.....

Roland: Ça ne va pas ? Partez en vacances!

Sylvie: Oui! Je pars bientôt sur la Côte d'Azur,

IMS-3215

(3)

chez une amie.

Roland: C'est bien. Et puis...II y a Nicolas, là-bas en juillet.

Sylvie: Oh! Vous savez. Nicolas est un ami d'enfance. II est sympathique.

II est amusant. Mais nous sommes vraiment différents.

Lundi 14 juillet

Beaulieu. Sur le port.

Sylvie: Regarde! Tu vois le grand brun là-bas au restaurant?

Roland Ce n'est pas Nicolas?

Sylvie: Si. Et la fille, c'est Valerie!

Roland: Qu'est-ce qu'on fait? On y va?

Sylvie: Bien Sûr!

**UNIT-II**

4. Translate into French: 10

(i) Miss Valérie is Journalist.

(ii) I drink soup.

(iii) He is teacher of french.

(iv) Are you singer?

(v) Mr. Smith has a car.

(vi) She is doctor.

(vii) This is my friend.

(viii) His name is Roland

(ix) Who is this ?

IMS-3215

P.T.O.

(4)

- (x) You live in Delhi?
5. Translate into French: 10
- (i) This is a man.
- (ii) I have a house.
- (iii) My pen is black.
- (iv) He is a good boy.
- (v) I am fine.
- (vi) What is this?
- (vii) She sings very well.
- (viii) He likes the cake.
- (ix) I am from kolkata.
- (x) See you Bye.

**UNIT-III**

6. Introduce yourself in French or prepare your detailed Bio-Data. 10
7. Write an essay on 'My city' or 'My Friend' 10

**UNIT-IV**

8. (a) Conjugate the following verbs in present tense with all the persons. 5+5=10

**ÊTRE and RESTER**

- (b) Write five colours in French.
9. (a) Conjugate the following verbs in present tense with all the persons. 5+5=10

**ALLER and PARLER**

- (b) Write the names of weekdays in French.

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3216**

**BBA (MS) (Semester-II) Examination, 2016**

**STATISTICAL METHODS**

**(BMS-201)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Question **No. 1** is **compulsory** and carries 30 marks. Also attempt **one** question from each Unit that are of 10 marks each. Use of simple calculator is allowed.

1. Answer the following questions in short :

3×10=30

- (a) What is the scope of statistics?
- (b) The mean of 100 items is found to be 30. If at the time of calculation, two items are wrongly taken as 32 and 12 instead of 23 and 11, find the correct mean.
- (c) In a distribution the following results are given :  
Maximum value = 60, coefficient of Range = 0.6  
Find the Range and minimum value.

**P.T.O.**



(2)

- (d) What are the uses of Spearman's rank correlation coefficient?
- (e) What is the utility of Regression?
- (f) Calculate two regression coefficients when  $r = 0.8$ ,  $\sigma_x = 5$  and  $\sigma_y = 7$
- (g) A box contains 4 white and 6 black balls. Two balls are drawn out together. What is the probability that both are black?
- (h) What are the rules of addition and multiplication theorem of probability?
- (i) What is a hypothesis?
- (j) What are type I and type II errors?

**Unit - I**

2. Compute Mean, Median and Mode from the following data : 10

Marks	No. of Students
32-35	10
36-39	37
40-43	65
44-47	80
48-51	51
52-55	35

3. An examination of eight applicants for a clerical post was taken by a firm; From the marks obtained by the applicants in the accountancy and statistics papers, compute the rank cor-

(3)

relation coefficient.

10

Applicant	Marks in accountancy	Marks in Statistics
A	15	40
B	20	30
C	28	50
D	12	30
E	40	20
F	60	10
G	20	30
H	80	60

**Unit - II**

4. What are the various approaches of probability? Discuss them with illustration. 10
5. (a) A Bag contains 5 red, 3 white and 6 green balls, Three balls are drawn at random. What is the probability that a red, a white and a green ball is drawn? 5+5=10
- (b) In a binomial distribution with 6 independent trials, the probability of 3 and 4 success is found to be 0.2457 and 0.0819, Find the parameters p and q of the binomial distribution.

**Unit - III**

6. What is sampling? Briefly discuss the various methods of sampling. 10

(4)

7. What do you understand by the sampling distribution of a statistic and its standard error. Discuss the utility of standard error in statistical analysis. 10

**Unit - IV**

8. In an experiment on immunization of cattle from tuberculosis, the following results were obtained : 10

	Affected	Not Affected	Total
Inoculated	12	26	38
Not inoculated	16	6	22
	28	32	60

9. Calculate  $\chi^2$  and discuss the effect of vaccine in controlling susceptibility to tuberculosis.

(Given : for  $v= 1,$   $\chi^2_{0.05} = 3.84$ )

10. An automobile tyre manufacturer claims that the average life of a particular grade of tyre is more than 20,000 km when used under normal conditions. A random sample of 16 tyres was tested and a mean and standard deviation of 22,000 km and 5000 km, respectively, were computed. Assuming the life of the tyre in kilometer to be approximately normally distributed, decide whether the manufacturers' claim is valid. 10

(Given : for  $v= 15,$   $t_{0.05} = 1.753$ )

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3217**

**B.B.A. (MS) (Semester-II)**

**Examination, 2016**

**Banking Operation Mgt.**

**(BMS-202)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** (i) Answer **five** questions in all, including

Question **No.1**, which is **compulsory**.

Select **one** question from each unit.

(ii) Question **No.1** is of 30 marks while

other questions carry 10 marks each.

1. Write short notes on the following:  $3 \times 10 = 30$

(a) Process of credit creation.

(b) Objectives of money market

(c) Types of customer's A/C

(d) Difference between Bill of Exchange and Promissory note

P.T.O.

(2)

- (e) Unit Banking and Branch Banking
- (f) Concept of Core Banking
- (g) Concept of time value of money
- (h) CRR and SLR
- (i) Concept of Asset Liability Management
- (j) Blank endorsement & special endorsement

**Unit - I**

- 2. Explain the present state of Indian Financial System. Discuss its objectives and functions. 10
- 3. Discuss the role of Reserve Bank of India in Economic development of India. 10

**Unit - II**

- 4. Discuss the types of relationship between the banker and the customer. 10
- 5. What is meant by the term crossing of a cheque? Explain the different kinds of crossing a cheque and their significance. 10

(3)

**Unit - III**

- 6. Explain the various forms of lending by banks. 10
- 7. Briefly explain the revised framework of Basel-II Committee. 10

**Unit - IV**

- 8. Explain the Characteristics of a good security for advancing Loan and discuss types of securities in detail. 10
- 9. What do you know by hypothecation? What precautions should a bank take while advancing loans against hypothecation of goods? 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3218**

**Bachelor of Management Science  
(II Semester) Examination, 2016  
Fundamentals of Computer  
(BMS-203)**

*Time Allowed : Three Hours ] [Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory** and carries 30 marks. Attempt **four** more questions carrying 10 marks each selecting **one** question from each of the **four** units.

1. Answer the following questions in brief :

3×10=30

- (a) Differentiate between Hardware and Software
- (b) Differentiate between hardcopy and softcopy.

P.T.O.

(2)

- (c) Brief about Super Computer.
- (d) What is text processor?
- (e) Explain MICR
- (f) Differentiate between Compiler and Interpreter
- (g) Differentiate between ROM and RAM.
- (h) What are the various methods of Data Communication?
- (i) What are the applications of computers in today's scenario?
- (j) Explain virtual memory.

**Unit-I**

- 2. Draw and explain about basic architecture of computer system. Explain functions of various devices. 10
- 3. What do you understand by generations of computers? List the key characteristics of various generations of computers. 10

IMS-3218

(3)

**Unit-II**

- 4. Convert the following : 2×5=10
  - (i)  $(1100111)_2 = ( \quad )_{10}$
  - (ii)  $(287)_{10} = ( \quad )_8$
  - (iii)  $(123)_8 = ( \quad )_{16}$
  - (iv)  $(2AF)_{16} = ( \quad )_2$
  - (v)  $(111101)_2 = ( \quad )_{16}$
- 5. What is a word processing package? Explain any five important features of MS-WORD.10

**Unit-III**

- 6. What is memory? Elaborate different types of memory used in computers system. 10
- 7. Define the term "Input Devices". List and describe some commonly used input devices. 10

IMS-3218

P.T.O.

(4)

**Unit-IV**

8. Differentiate between :  $2 \times 5 = 10$

- (i) RD and DEL
- (ii) COPY and MOVE
- (iii) DIR/w and DIR/P
- (iv) MD and CD
- (v) TYPE and COPY CON

9. What is an Operating System? Elaborate the functions of operating system.  $10$

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3219**

**B.B.A. (MS) (Semester-II) Examination, 2016**

**COST ACCOUNTING**

**(BMS-204)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all, including Question **No.1**, which is **compulsory** and carries 30 marks, and select **four** more questions, **one** question from each unit, carrying 10 marks each.

1. Write short notes on the following :  $10 \times 3 = 30$ 
  - (a) Cost sheet
  - (b) Objectives of Standard Costing
  - (c) Limitations of Cost Accounting
  - (d) Profit centre
  - (e) LIFO method of valuation of material issue
  - (f) Joint Product
  - (g) Interfirm Comparison
  - (h) Fixed and Variable expenses

**P.T.O.**



(2)

- (i) Batch Costing
- (j) Job Costing

**Unit - I**

- 2. What is Cost Accounting? Explain its objectives and advantages. 10
- 3. What is a cost centre? What are its different types? How does it differ from profit centre? 10

**Unit - II**

- 4. What is operating cost? What are its objects? State the undertaking where it is to be used? 10
- 5. The following data relate to the manufacture of a standard product during the four weeks ending 30th October : 10

	₹
Raw Material Consumed	20,000
Direct wages	12000
Machine Hour worked	Hours 950
Machine Hour Rate	₹ 2
Office overhead	15% on Work Cost
Selling overhead	37 Paise Per unit
Units produced	20,000
Units sold	18000
@ ₹ 2.50 per unit	

You are required to prepare a cost sheet in

(3)

respect of the above showing :

- (a) The cost per Unit
- (b) The profit for the period.

**Unit - III**

- 6. The net profit of Bharat Engineering Co. Ltd. appeared in P/L A/c at ₹ 1,28,755 as per records for the year ended 31 Dec. 2015. The Cost book however, showed a net profit of ₹1,72,400 for the same period. The statement of the figures from both sets of accounts revealed the following facts : 10

	₹
Works overhead under recovered in cost	3120
Administration overhead recovered in excess	1700
Depreciation recovered in cost	12500
Depreciation recovered in Financial A/c	11200
Interest on investments not included in costs	8000
Loss due to obsolescence charged in financial A/c	5700
Income Tax Provided	40300

(4)

Bank interest and Transfer fees received	750
Stores adjustments (Credit in financial books)	475
Loss due to depreciation in stock values (charged in financial A/c)	6750

You are required to prepare a profit and loss reconciliation statement, to reconcile the figure of net profits.

7. (a) What do you understand by Abnormal wastage and Abnormal effectiveness?  
(b) What are the characteristics of process costing?  $5 \times 2 = 10$

**Unit - IV / इकाई - IV**

8. From the following particulars, calculate material variances and give their relationship : 10

Materials	Standard		Actual	
	Quantity (Kg)	Price (₹)	Quantity (Kg)	Price (₹)
A	50	6	40	6
B	40	3.75	50	3.60
C	30	3	40	2.80
	120		130	

9. Define budgetary control. What are the requirements of a good budgeting system? 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3220**

**B.B.A. (MS) (Semester-II)**

**Examination, 2016**

**Business Organization & Entrepreneurship**

**(BMS-205)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory** and carries 30 marks. Attempt any **four** more selecting **one** question from each unit carrying 10 marks each.

1. Explain the following in brief:  $3 \times 10 = 30$
- (a) Traits of a successful businessman.
  - (b) Characteristics of a business.
  - (c) Difference between chartered, statutory and registered companies.

**P.T.O.**

(2)

- (d) Difference between company and sole proprietorship form of business.
- (e) Difference between 'memorandum of association' and 'article of association'.
- (f) Various factors effecting the choice of a business.
- (g) Role of an entrepreneur in a 'capitalist economy.'
- (h) Expand ICICI, IFCI, IDBI, SIDBI, UTI, NSIC
- (i) Advantages of CPM.
- (j) Limitations of marketing research.

**Unit-I**

- 2. Define "Business system" and discuss in brief each type of environment of Business System. 10
- 3. Discuss various measures of the size of the firm and also explain various tendency towards large size. 10

IMS-3220

(3)

**Unit-II**

- 4. What is the Philosophy behind the establishment of cooperative society? Discuss the various types of cooperative societies. 10
- 5. Discuss the different types of business combinations. What are the various causes of business combinations? 10

**Unit-III**

- 6. Define "Entrepreneurship". Describe its characteristics and functions. 10
- 7. Explain about any **two** of the following entrepreneurial theories : 10
  - (a) Risk Bearing theory
  - (b) Innovation theory
  - (c) Hierarchy theory.

IMS-3220

P.T.O.

(4)

**Unit-IV**

8. Discuss the various considerations while selecting the technology. What are the benefits of technology to the society and industry.10
9. What do you understand by social responsibility of a business? Do you think Indian business units have performed well in this field?  
Comment. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3221**

**BBA (MS) (Semester-II)**

**Examination, 2016**

**FINANCIAL MATHEMATICS**

**(BMS-206)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in **all**, Question **No.**

**1** is **compulsory**. Select **one** question from each Unit. Marks are indicated against the questions. Use of tables and simple calculators is permitted.

1. Answer the following in brief :  $3 \times 10 = 30$
- (a) Differentiate between Annuity certain and Annuity due.
  - (b) Explain the term "Surrender Value of Policy".
  - (c) A sum of Rs. 7000 is deposited in a bank for a period of 6 years @7% p.a. Find the accumulated value.

P.T.O.

(2)

- (d) Find the single effective compound interest rate per annum corresponding to force of interest of 20% per annum over a period of 5 years.
- (e) Find the present value of Rs. 10,000 due 6 years hence if rate of interest is 10% p.a. payable continuously
- (f) Find the nominal interest rate per annum payable half yearly corresponding to effective interest rate of 6% p.a.
- (g) Distinguish between Perpetuity Certain and Perpetuity Due.
- (h) Find the effective rate of discount per annum corresponding to an effective rate of 3% per annum.
- (i) Explain the term " Reserve Value of Policy".
- (j) Differentiate between Net Premium and Gross Premium.

**Unit - I**

2. What is the annual effective rate of interest involved in a transaction for a period of 5 years which offers the following interest rates?  
6% p.a. during the first 3 years and 6% p.a payable half yearly thereafter. 10

IMS-3221

(3)

3. A machine was installed at an initial investment of Rs. 12000 and depreciation was charged on this machines at the rate of 10% per annum on written down value method. Find the number of years after which the written down value of the machine would be Rs. 200 only. 10

**Unit - II**

4. A company advertises that five beginning of the year payment each of Rs. 6000 will be repaid by a lumpsum payment of Rs. 44650 after five years from now. What is the effective annual compound rate of interest involved in this transaction? 10
5. Sums of Rs. 1500, Rs 1300, Rs. 1900 and Rs. 1100 are due to be received successively at the end of each one of the next four years. What is the present value of all these payments on the basis of nominal interest rate of 10% p.a. payable half yearly. 10

**Unit - III**

6. A person takes out a life insurance policy for a sum assured Rs. 10 Lakhs for 30 years. Annual premium payable under the policy at the beginning of each year is Rs. 32000. The person dies just before the payment of 21st

IMS-3221

P.T.O.

(4)

premium falls due. His heirs revived the insured amount of Rs. 10 Lakhs and a bonus of Rs. 20 lakhs. Find the amount of money in terms of which the insurance company gains or loses in this transaction at the time of the death of the person. The rate of interest is 8% per annum. 10

7. Find the present value of an immediate annuity of Rs. 1000 payable every 3 years for 30 years assuming an interest rate of 10% p.a. payable half yearly. 10

**Unit - IV**

8. A loan of Rs. 12500 is to be repaid by 10 annual instalments which forms a geometric series with a common ratio 1.02. Find the amount of the first annual instalment and 6<sup>th</sup> annual instalment assuming an interest rate of 10% p.a. effective. 10
9. A sinking fund is established to provide Rs. 5000 at the end of 20 years. This instalment premium of the first 10 years will be double that for the subsequent 10 years. Compute the net annual premium payable during the first 10 years at 8% p.a. 10



A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3222**

**BBA (MS) (II-Semester) Examination, 2016**

**(Old Course)**

**BANKING INSURANCE AND PUB FIN**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.**

**1** is **compulsory**. Attempt any **one** ques-

tion from each unit.

1. Write short notes on the following :  $3 \times 10 = 30$

(a) Objectives of Cooperative societies.

(b) Concept of " Lender of Last Resort".

(c) Twin deficit.

(d) Type of Inflation

(e) Evils of money

P.T.O.

(2)

- (f) Sources of Public Revenue.
- (g) Functions of NABARD.
- (h) Utmost Good faith Principle of Insurance
- (i) Concept of Re-insurance.
- (j) Progressive & Regressive tax.

**Unit - I**

- 2. Define Money. Discuss the various functions of money. 10
- 3. Explain the term deflation. How deflation affects the economy of the Country? 10

**Unit - II**

- 4. Define Bank. Explain the various functions of Commercial banks. 10
- 5. Write a detail note on the following :
  - (a) Repo & Reverse Repo Rate.
  - (b) SLR & CRR.

(3)

**Unit - III**

- 6. Define the term Public expenditure. Discuss the causes of growth in Public expenditure. 10
- 7. What is the difference between Public & Private finance? Explain the principle of Maximum Social advantage. 10

**Unit - IV**

- 8. Discuss the objective of fiscal policy. Briefly explain the current fiscal policy of government of India. 10
- 9. What is Insurance? Briefly discuss the various types of Insurance policies. 10

**A**

**(Printed Pages 3)**

Roll No. \_\_\_\_\_

**IMS-3223**

**B.B.A. (MS) (II-Semester) Examination, 2016**

**(Old Course)**

**Fundamentals of Computer Sc.**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1**,  
is **compulsory** and attempt any **one** ques-  
tion from each unit.

1. Write short notes on the following:  $3 \times 10 = 30$
- (a) Hybrid Computer
  - (b) Read Only Memory (ROM)
  - (c) Firmware
  - (d) Hexadecimal number
  - (e) ASCII Codes
  - (f) Point and Draw Devices

**P.T.O.**

(2)

- (g) Visual Display Unit (VDU)
- (h) Plotters
- (i) BIOS
- (j) Wild Cards

**Unit - I**

2. Draw a block diagram to illustrate the basic organisation of a computer system and explain the function of the various units. 10
3. What do you mean by Generation of Computer? Discuss and give example of each generation of Computer. 10

**Unit - II**

4. List any five features of a word processing package. Explain how each of these features is helpful in document creation? 10
5. What is spreadsheet package? Think of an application for which a spreadsheet package is useful. Draw a sample spreadsheet for the application. 10

(3)

**Unit - III**

6. What is memory in computer? Write the difference between primary memory and secondary memory. 10
7. What is a printer? Explain different types of impact and non impact printers. 10

**Unit - IV**

8. What is operating system? Draw a logical architecture diagram of a computer system. Explain the role of an operating system in this architecture. List various functions performed by an operating system. 10
9. What do you mean by internal and external DOS commands? Mention five MS-DOS command for both internal and external MS-DOS command. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3224**

**B.B.A (M.S.) (Semester-IV) Examination, 2016**

**MARKETING MANAGEMENT**

**(BMS-401)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.**

**1** is **compulsory**. Attempt **one** question from each unit.

1. Explain the following in brief -  $3 \times 10 = 30$
- (a) Demographic segmentation
  - (b) Mass marketing versus Micro marketing
  - (c) Marketing Mix
  - (d) Retail versus organisational buyer.
  - (e) Product Mix
  - (f) Brand Positioning

P.T.O.

(2)

- (g) Integrated Marketing Communication
- (h) AIDA Model
- (i) Loss Leader pricing
- (j) Push and Pull promotional strategies.

**Unit - I**

- 2. Define marketing. Explain the basic key areas in the marketing management process. 10
- 3. (a) Explain how marketing concept is different from selling concept. 5
- (b) Explain in brief, the external factors affecting consumer behaviour, citing examples. 5

**Unit - II**

- 4. Explain the concept of product life cycle. What problems are usually faced by firms in the In-

IMS-3224

(3)

roduction and Maturity phase? How can they be overcome? 10

- 5. (a) Bring out the role and importance of Branding in marketing. 5
- (b) Discuss in brief the major functions of packaging. 5

**Unit - III**

- 6. What is pricing? Discuss the significance of pricing as a promotion mix tool. Also discuss the varied objectives that pricing may help a firm to attain. 10
- 7. Discuss the factors that influence the pricing framework of a firm. Also discuss the advantages and disadvantages of penetration pricing. 10

IMS-3224

P.T.O.

#### **Unit - IV**

8. What do you understand by 'Distribution Management'? Discuss the various functions performed by the distribution channel. 10
9. Highlight the role of sales promotion in a competitive market. also discuss the common sales promotion techniques being used by marketers. 10

A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3225**

**BBA (MS) (Fourth Semester)**

**Examination, 2016**

**BUSINESS LAWS**

**(BMS-402)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory** and carries 30 marks. Select **one** question from each unit, carrying 10 marks.

1. Attempt **all** the parts :  $3 \times 10 = 30$
- (a) What are the Rights of unpaid seller?
  - (b) Explain general offer.
  - (c) Differentiate between Bailment and Pledge.
  - (d) Explain contingent contract.

**P.T.O.**



(2)

- (e) Describe Rights of Bailee.
- (f) Define 'Goods' under sales of goods Act 1930.
- (g) Explain 'Jus-in-Personam'.
- (h) Differentiate between coercion & undue influence.
- (i) Who are sleeping partners?
- (j) Explain special or full endorsement.

**Unit-I**

10

- 2. State briefly the various modes in which contract may be discharged.
- 3. Discuss the law relating to competence of Parties to enter into a valid contract.

**Unit-II**

10

- 4. Describe the various modes under which surety is discharged from his liability.
- 5. Define Bailment. Briefly state the duties and rights of a Bailor and Bailee.

IMS-3225

(3)

**Unit-III**

10

- 6. What do you understand by "Caveat Emptor"? Are there any exceptions to its application to sale of goods?
- 7. Define 'Sale' under the sales of goods Act 1930. State the difference between sale and agreement to sell.

**Unit-IV**

10

- 8. Define a Negotiable Instrument and state the characteristics of each.
- 9. Define Partnership. What are the mutual rights and liabilities of the partners?

IMS-3225

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3226**

**BBA (MS) (Semester-IV)**

**Examination, 2016**

**Advance Computer Programming**

**(BMS-403)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each unit.

1. Answer the following in brief.  $10 \times 3 = 30$

- (a) What is software? Discuss different type of software?
- (b) What do you mean by properties of an object?
- (c) What is Primary key?

**P.T.O.**

(2)

- (d) Define Toolbar. How many built-in toolbar available in Visual Basic?
- (e) Write steps to add menu in visual basic form.
- (f) Define msg box () and input box ().
- (g) Explain the VAL () function in VB.
- (h) What is watch window? Explain.
- (i) What do you mean by user define function? Explain with example.
- (j) What is array? Explain with example.

**Unit-I**

- 2. What is operating system? Discuss the role of operating system as a Resource Manager. Also list some popular operating system. 10
- 3. (a) What do you mean by Programming \_\_\_\_\_ Language? Discuss the generation of Programming Language with suitable example. 5

IMS-3226

(3)

- (b) What do you mean by Interface? Discuss the type of Interface provided by operating system. 5

**Unit-II**

- 4. (a) What do you mean by data type? Discuss the different kind of data type used in visual basic. 5
- (b) Differentiate between procedure and function with proper syntax. 5
- 5. (a) Define looping statement in Visual Basic. 5
- (b) Define the following (Any **two**) :  $2 \times 2\frac{1}{2}$ 
  - (i) Variables with example
  - (ii) Constants with example
  - (iii) Identifiers with example

**Unit-III**

- 6. (a) Discuss the different type of record set in visual basic. 5

IMS-3226

P.T.O.

(4)

(b) What is explicit and implicit declaration?

5

7. Explain the control statement in visual basic with proper syntax and example. 10

**Unit-IV**

8. Write a program in V.B. that perform the four Basic Arithmetic operation like (Addition, Subtraction multiplication & Division). Also set the property of object used in above form. 10
9. Write a program to generate Fibonacci series upto 10th term. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3227**

**BBA (MS) (Fourth Semester)**

**Examination, 2016**

**COMPANY LAW & SECRETARIAL PRACTICE**

**(BMS-404)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Attempt **five** Questions in all. Question **No. 1** is **compulsory**. Attempt **one** question from each unit.

1. Write short notes on the following :

3×10=30

- (a) Five advantages of Private Co.
- (b) One Man Company
- (c) Five characteristics of Company Act, 2013
- (d) Object clause of Memorandum of Association.

**P.T.O.**

(2)

- (e) Perpetual succession
- (f) Annual General Meeting
- (g) DIN
- (h) Declaration of solvency
- (i) Whole time director
- (j) Quorum of the Board's Meeting

**Unit - I**

2. Explain the concept of 'corporate veil' and state the circumstances when it can be lifted. Refer to relevant decided case laws. 10
3. Explain and illustrate the rule known as the doctrine of indoor management. What are the exceptions to this rule. 10

**Unit - II**

4. State the provision of the Companies Act regarding appointment of Directors by the Board of Directors. 10

IMS-3227

(3)

5. (i) Narayana, a director of ABC Ltd., resigned from directorship. It has been decided to appoint Raju in his place. Will the company be required to call extra general ordinary to approve the Raju's appointment as a director? When appointed, how long Raju would remain in office? 5+5=10
- (ii) Sapan, a director of a public company has been removed by the company, before the expiry of his period of office, by passing u/s 169, an ordinary resolution in an Annual General Meeting. The director seeks your advice for claiming compensation from the company for loss of his office. Advise.

**Unit - III**

6. Briefly discuss the grounds on which a company may be wound up by the Tribunal. 10
7. Who can call an extraordinary general meeting? Discuss the various provisions on holding of extraordinary general meeting of a company. 10

IMS-3227

P.T.O.

(4)

**Unit - IV**

8. Discuss in brief the duties of Company Secretary relating to the holding of Annual General Meeting. 10

9. Draft any **two** specimen of the following:

5+5=10

(a) Memorandum of Association of a company limited by Guarantee and having a share capital.

(b) Articles of Association of a public company limited by shares

(c) Minutes of Extraordinary General Meeting.

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3228**

**BBA (MS) (Semester-IV)**

**Examination, 2016**

**RESEARCH METHODOLOGY**

**(BMS-405)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all Question **No. 1**, is **compulsory** carrying **30** marks. Attempt **one** question (with all its sub-parts from each unit carrying **10** marks each.

1. Answer the following questions in short :

$3 \times 10 = 30$

- (a) Discuss the essential features of the good research.
- (b) What do you mean by Business research?
- (c) Distinguish between research methods and research methodology.
- (d) Distinguish between quantitative and qualitative research.

**P.T.O.**



(2)

- (e) What is focus group interview method?
- (f) Explain and differentiate universe and sample.
- (g) Briefly explain about any two methods of non-probability sampling.
- (h) What is coding?
- (i) Enlist the items that are included in research report format.
- (j) What is the importance of references in report writing.

**Unit - I**

- 2. What is research and its objectives? Briefly discuss the various types of research. 10
- 3. What is research process? Briefly discuss the various steps involved in research process. 10

**Unit - II**

- 4. Why probability sampling is generally preferred in comparison to non-probability sampling? Briefly discuss the various methods of probability sampling. 10

(3)

- 5. Distinguish between primary data and secondary data. Briefly discuss the various methods of collecting primary data. 10

**Unit - III**

- 6. What is the meaning of data editing? Briefly discuss the various types of data editing. 10
- 7. Eight students have obtained the following marks in Economics and Statistics. Calculate the rank correlation coefficient: 10

Economics	Accountancy
50	25
40	30
60	38
40	22
30	50
20	70
40	30
70	90

(4)

**Unit - IV**

8. In a certain sample of 2,000 families, 1,400 families are consumers of tea. Out of 1,800 Hindu families, 1,236 families consume tea. Use  $\chi^2$  test and state whether there is any significant difference between consumption of tea among Hindu and non- Hindu families. On the basis of the above information 2 x 2 contingency table is given as :

10

	<b>Hindu</b>	<b>Non- Hindu</b>	<b>Total</b>
Consuming tea	1236	164	1400
Not consuming tea	564	36	600
Total	<u>1800</u>	<u>200</u>	<u>2000</u>

(Given : For  $V = 1$ ,  $\chi^2_{0.05} = 3.841$ )

9. What are the different types of report? What points will you keep in mind while preparing a research report?

10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3229**

**B.M.S. (Semester-IV) Examination, 2016**

**Financial Management**

**(BMS-406)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all, including Question **No. 1**, which is **compulsory** and carries 30 marks. Attempt **one** question from each unit carrying 10 marks each.

1. Write short notes on the following :

$3 \times 10 = 30$

- (a) Purpose of Time Value of Money.
- (b) Wealth Maximization as objective of financial manager.
- (c) Concept of Operating Leverage.
- (d) Promissory Notes
- (e) A project requires an outlay of Rs. 5000 and yields annual cash inflow of Rs 12500 for 7yr. Calculate the payback period for

**P.T.O.**

(2)

the project.

- (f) Explain preference Share.
- (g) Concept of cost of Debts.
- (h) Acceptance Rule of IRR
- (i) Importance of financial Forecasting
- (j) Assumptions of Walter's Model of Dividend.

**Unit - I**

- 2. What do you understand by Financial Management? Explain in detail the various functions of Financial Management. 10
- 3. Discuss the following:
  - (a) Objectives of Corporate Financial Management. 5
  - (b) Role of chief Finance officer in carrying out finance. Functions in Corporate Enterprises. 5

**Unit - II**

- 4. Define Financial Planning. Explain in detail the various sources of corporate funds. 10
- 5. Calculate the Degree of operating leverage

(3)

(DOL), Degree of combined leverage (DCL), Degree of Financial leverage (DFL), for the following firms and interpret the results. 10

	Firm A	Firm B	Firm C
1. Output (units)	60,000	15,000	1,00,000
2. Fixed costs (Rs)	7,000	14,000	1,500
3. Variable cost			
Per unit (Rs)	0.20	1.50	0.02
4. Interest on borrowed funds (Rs.)	4,000	8,000	-
5. Selling Price			
Per unit (Rs.)	0.60	5.00	0.10

**Unit - III**

- 6. Explain the Nature of Investment Decision. Explain the Process of Capital Budgeting decisions. 10
- 7. A project will cost Rs. 40,000. Its stream of earning before depreciation interest and taxes (EBDIT) during first year through five years is expected to be Rs 10,000 Rs. 12,000, Rs. 14,000, Rs 16,000 and Rs. 20,000. Assume

(4)

a 50 percent tax Rate and depreciation on straight-line basis. Evaluate the project using an appropriate appraisal technique 10

#### **Unit - IV**

8. What are the two concepts of working capital? Discuss the various determinants of working capital. 10
9. A company has total investment of Rs. 5,00,000 assests and 50,000 outstanding equity shares of Rs. 10 each. It earns a rate of 15% on its investments and has a policy of retaining 50% of the earnings. If the appropriate discount rate for the firm is 10% Determine the price of its share using Gordon Model. What shall happen to the price. If the company has payout of 80% or 20%. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3230**

**B.M.S. (Semester-VI) Examination, 2016**

**INCOME-TAX LAW & ACCOUNTS**

**(BMS-601)**

*Time Allowed : Three Hours / / Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each Unit.

1. Write short notes on the following :  $3 \times 10 = 30$ 
  - (a) Previous Year
  - (b) Deemed Assessee
  - (c) Gross Annual value
  - (d) Capital Asset
  - (e) Gross Total Income
  - (f) Unrealised Rent
  - (g) Direct Tax
  - (h) Casual Income
  - (i) Tax Planning
  - (j) Assessing Officer

P.T.O.

(2)

**Unit - I**

2. What do you mean by Exempted Incomes? Explain Ten incomes which are completely exempted from Tax. 10
3. Mr. Vishnu is employed in Mumbai. Particular of his income for the previous year 2015-16 are given below:
- Basic Salary - 25000/- P.M.  
D.A. - 5000/- P.M. (40% is computed for retirement Benefits)  
Bonus - 20000/- P.A.  
Commission - 15000/-P.A.  
Entertainment Allowance - 3000 P.M.  
Fair Rental value of Rent free House Provided by Employer - 100000/-P.A.  
Value of furniture provided - 200000/-  
Find out Shri Vishnu's Income from salaries for the Assessment year 2016-17. 10

**Unit - II**

4. Define Annual Value. State the deductions that are allowed from the Annual value for computing the Income from House Property. 10
5. Smt. Manjeet Kaur furnishes the following particular in respect of a house property owned by her in Lucknow:

IMS-3230

(3)

- (i) Actual Rent Received per month 4200/-  
(ii) Municipal Valuation 40000/-  
(iii) Fair Rent 48000/-  
(iv) Municipal taxes paid during the year 3400/- paid by Smt Kaur.

The tenant vacated the property on 1-1-2015 and thereafter the property remained vacant. Smt. Kaur could not realize the rent for the month of Nov. & Dec. 2014. The tenant died on 12-1-2015. Compute the Annual Value of house property for the Assessment year 2016-17. 10

**Unit - III**

6. Discuss briefly the provision of Income tax regarding Important deduction as to be allowed in computing the total Income of Assessee. 10
7. Mr. Ram had purchased shares in a company on 1.3.1986 for Rs.21800/ and on 1.3.2014 for Rs.22300/. He sold the shares of 1.3.2014 for Rs. 80000/ on 1.1.2015. He also sold his jewellery for Rs. 300000/ on the same day, Which he had purchased for Rs. 42000/ on 1.8.1988. He invested the full Consideration from sale of all these Assets in the acquisition of a new residential house on the same day.

IMS-3230

P.T.O.

(4)

Compute taxable capital gain of Mr. Ram for the Assessment year 2016-17 Assuming that he did not own any residential house on the date of sale of shares and jewellery. Cost Inflation Index for 1985-86, 1988-89 and 2014-15 are 133, 161, and 1024 respectively. 10

#### Unit - IV

8. Describe the organisation of Income tax Department. Discuss the powers of Commissioner of Income tax. 10
9. The following information are given in respect of Dr. K.N. Mehra aged 82 years and is a resident of India. Compute Taxable Income for the Assessment year 2016-17 : 10

Pension per month	46750/-
Interest on saving bank	18000/-
Dividend Received from UT,	28000/-
He deposited in PPF	150000/-
Received share from HUF	28000/-
Remuneration from Head Examinership	14500/-
Income from Business	300000/-



A

(Printed Pages 3)

Roll No. \_\_\_\_\_

**IMS-3231**

**B.M.S. (Sixth Semester)**

**Examination, 2016**

**Relational Database Management System**

**(BMS-602)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all, including Question **No.1**, which is **compulsory** and carries 30 marks. All other questions carry 10 marks each.

1. Write short note on the following :-  $3 \times 10$ 
  - (a) Parameter Modes of SQL sub program
  - (b) Null Value
  - (c) Constraint
  - (d) Composite key and its creation
  - (e) Use of INDEX and its example.

P.T.O.

(2)

- (f) Database Normalization.
- (g) SQL Datatype
- (h) Record in RDBMS and its usefulness.
- (i) SQL Comparison Operator
- (j) Creating function in SQL.

### Unit - I

- 2. 'SQL is very important in RDBMS'. Elucidate your answer with help of SQL Process and also give example to support your answer. 10
- 3. Defines the following with help of commands used in SQL. 5×2=10
  - (a) Subqueries with Select statement
  - (b) Subqueries with Insert statement

### Unit -II

- 4. What are standard SQL Command which are used to interact with RDBMS. Give atleast 06 commands with their function. 10

IMS-3231

(3)

- 5. Answer any **02** questions :- 5×2=10
  - (a) SQL drop or delete table
  - (b) SQL date function
  - (c) SQL Insert query.

### Unit- III

- 6. Make a table of customers with details of each customer in RDBMS. Also specify the record, field and Null value in its. 10
- 7. Write a note on the following : 5×2=10
  - (a) Labelling a PL/SQL Loop with help of suitable program.
  - (b) Loop control statement.

### Unit - IV

- 8. How you create a procedure in SQL by executing a stand alone procedure. Give atleast suitable program to justify your answer. 10
- 9. Define SQL clone table. Construct a clone table by defining each step separately 10

IMS-3231

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3232**

**B.B.A. (MS) (Semester-VI) Examination, 2016**

**INTERNATIONAL BUSINESS**

**(BMS-603)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.1** is **compulsory**. Attempt **one** question from each of the **four** units.

1. Write short notes on the following:  $3 \times 10 = 30$ 
  - (a) FDI and FIIs.
  - (b) LPG
  - (c) Bill of Lading and Mate's receipt.
  - (d) Problems of international trade.
  - (e) NAF TA
  - (f) UNCTAD
  - (g) Absolute cost advantage.

**P.T.O.**

(2)

- (h) APEDA.
- (i) EPRG approach.
- (j) Elements of culture.

**Unit-I**

- 2. What is the difference between domestic trade and international trade? What are the factors responsible for venturing into international business? 10
- 3. A country tends to specialize in the production of those commodities in which it possesses a comparative advantage." Elaborate the above statement by critically examine the theory of comparative costs of international trade. 10

IMS-3232

(3)

**Unit-II**

- 4. "By keeping her doors wide open to multinational corporations. India will be able to achieve the desired path of growth and development." Examine the role of MNCs in the growth and development in India in view of the above statement. 10
- 5. Critically examine the role of WTO and IMF in International trade. 10

**Unit-III**

- 6. Define the term International distribution. What do you understand by direct exporting channels and indirect exporting channels? Also discuss various factors influencing channel selection. 10

IMS-3232

P.T.O.

(4)

7. What are the international pricing strategies?  
Explain the different kinds of pricing decisions  
applicable in international trade. 10

**Unit - IV**

8. Examine the changing trends in the composition and direction of India's foreign trade. 10
9. What do you understand by export documentation? Also discuss about key documents required in the process of export. 10

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3233**

**Bachelor of Management Science**

**(Semester-VI) Examination, 2016**

**PROJECT MANAGEMENT**

**(BMS - 604)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.**

**1** is **compulsory** which carries 30 marks

and select **one** question from each Unit

carrying 10 marks each.

1. Write short notes on the following:  $3 \times 10 = 30$

- (a) Application area of CPM method.
- (b) Concept of Backward Integrated Project.
- (c) Merits of Detailed Project Report.
- (d) Importance of Cost of Project.

P.T.O.

(2)

- (e) Factors affecting demand forecasting.
- (f) Purpose of Economic appraisal.
- (g) Concept of Economic Rate of Return.
- (h) Post feasibility study.
- (i) Matrix Project organisation structure.
- (j) Bridge loan as Project financing.

**Unit - I**

- 2. Explain the various phases of Project Development cycle with the help of an example. 10
- 3. What do you understand by Project Management? Discuss the different categories of a project. 10

**Unit - II**

- 4. What is Project Risk analysis? Briefly describe the various kinds of project risk. 10
- 5. Evaluate the project on the basis of NPV and

IMS-3233

(3)

IRR technique: 10

Year	NCF (Rs)
0	-35,00,000
1	10,00,000
2	10,00,000
3	10,00,000
4	10,00,000
5	5,00,000
6	5,00,000

Minimum required rate of return is 12%

**Unit - III**

- 6. What is Project Appraisal? Discuss in detail the objectives and reasons for Project appraisal. 10
- 7. Describe SCBA. Bring out merits & demerits of SCBA. 10

**Unit - IV**

- 8. What do you understand by Project Scheduling? Explain the various factors affecting scheduling. 10

IMS-3233

P.T.O.

(4)

9. Draw the PERT Diagram, Find out the Critical Path and Probability that project would be completed in 32 weeks. 10

(Time in weeks)

Activity	Optimistic	Most Likely	Pessimistic
1-2	6	9	18
1-3	5	8	17
2-4	4	7	22
2-5	4	7	10
3-4	4	7	16
3-5	2	5	8
4-5	4	10	22

Given :

$\frac{X-\mu}{\sigma}$	Area
0.42	0.1628
0.50	0.1915
1.00	0.3413
1.42	0.4222
1.50	0.4332



**A**

**(Printed Pages 4)**

Roll No. \_\_\_\_\_

**IMS-3234**

**B.B.A. (MS) (Semester-VI) Examination, 2016**

**(Regular)**

**MATHEMATICAL MODELLING**

**(BMS-605)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer Question **No. 1** which is **compulsory** and carries 30 marks. Also attempt **one** question from each Unit. Each question in these Units carries 10 marks.

1. Answer the following questions in short :

$$3 \times 10 = 30$$

- (a) What are the needs of mathematical modelling?
- (b) Discuss the limitations of mathematical modelling techniques.
- (c) What is linear programming?
- (d) What is simplex method of linear programming?
- (e) Discuss the role of surplus and slack variables in simplex method.

**P.T.O.**

(2)

- (f) Explain transportation problem with example.
- (g) What do you understand by an unbalanced transportation problem?
- (h) What is degeneracy in transportation problem?
- (i) What is the unbalanced assignment problem?
- (j) How will you handle the maximization situations in an assignment problem?

**Unit - I**

- 2. What is an operations research model? What are the various types of models used in operations research? 10
- 3. What are the situations where operations research technique will be applicable? Briefly discuss the role of operations research models in decision making. 10

**Unit - II**

- 4. A furniture dealer deals in only two items" tables and chairs. He has Rs. 5000 to invest and a space to store at the most 60 pieces. A table costs him Rs. 250 and a chair Rs. 50. He can sell a table at a profit of Rs. 50 and a chair at a profit of Rs. 15. Assuming he can sell all the items that he buy's how should he invest his money in order that he may maximize his profit? Use graphical method. 10

(3)

- 5. Find the dual of the following LPP :

Minimize  $Z = 4x_1 + 2x_2 + 3x_3$  Subject to

$$x_1 + 2x_2 \geq 3$$

$$x_2 - 3x_3 \geq 6$$

$$-x_1 + 3x_2 - 2x_3 \leq 3$$

$$\text{and } x_1, x_2, x_3 \geq 0 \quad 10$$

**Unit - III**

- 6. Find the initial solution to the following transportation problem using Least cost method. 10

	D <sub>1</sub>	D <sub>2</sub>	D <sub>3</sub>	D <sub>4</sub>	Supply
S <sub>1</sub>	1	2	3	4	30
S <sub>2</sub>	3	3	2	1	50
S <sub>3</sub>	4	2	5	9	20
Demand	20	40	30	10	100

- 7. Find the initial solution to the following transportation problem using Vogel's approximation method. 10

	M <sub>1</sub>	M <sub>2</sub>	M <sub>3</sub>	Supply
S <sub>1</sub>	9	8	5	25
S <sub>2</sub>	6	8	4	35
S <sub>3</sub>	7	6	9	40
Demand	30	25	45	100

(4)

**Unit - IV**

8. Suggest optimal assignment of 4 workers A, B, C and D to 4 jobs I, II, III, IV. The time taken by different workers in completing the different jobs is given below. 10

		<b>Jobs</b>			
		<b>I</b>	<b>II</b>	<b>III</b>	<b>IV</b>
Workers	A	8	10	12	16
	B	11	11	15	8
	C	9	6	5	14
	D	15	14	9	7

Also find the total time taken in completing the jobs.

9. Consider the problem of assigning five operators to five machines. The assignment costs are given in table. 10

		<b>Machine</b>				
		<b>M<sub>1</sub></b>	<b>M<sub>2</sub></b>	<b>M<sub>3</sub></b>	<b>M<sub>4</sub></b>	<b>M<sub>5</sub></b>
A	7	7	-	4	8	
B	9	6	4	5	6	
C	11	5	7	-	5	
D	9	4	8	9	4	
E	8	7	9	11	3	

Operator A cannot be assignment to machine M<sub>3</sub> and operator C cannot be assigned to machine M<sub>4</sub>. Find the optimum assignment schedule.

A

(Printed Pages 4)

Roll No. \_\_\_\_\_

**IMS-3235**

**BBA (MS) (Semester-VI) Examination, 2016**

**STRATEGIC MANAGEMENT**

**(BMS-606)**

*Time Allowed : Three Hours ] [ Maximum Marks : 70*

**Note :** Answer **five** questions in all. Question **No.**

**1**, is **compulsory** and carries 30 marks.

Answer **four** more questions selecting **one**

question from each unit which carry 10

marks each.

1. Explain the following briefly:  $3 \times 10 = 30$

(a) Importance of business policy.

(b) Concept of competence

(c) Characteristics of a resource.

**P.T.O.**

(2)

- (d) Merits of Portfolio analysis.
- (e) Concept of value chain analysis.
- (f) Benchmarking.
- (g) Advantages of differentiation strategy.
- (h) BCG matrix
- (i) Importance of leadership in implementation
- (j) Structural implementation

**Unit - I**

- 2. What is a strategy? Mention its characteristics and explain why would an organization require a strategy? 10
- 3. What is environmental appraisal? What factors affect the process of environmental appraisal? Why is it required? 10

IMS-3235

(3)

**Unit - II**

- 4. Elaborate and shed some light on the statement "Values need to be modified and reconciled as per the needs of the strategy". 10
- 5. Write an explanatory note on social responsibility of businesses. 10

**Unit - III**

- 6. Take an industry of your choice and with the help of suitable depiction, perform its SWOT analysis. Why do businesses perform SWOT analysis? 10
- 7. What is a strategic plan? What are factors can affect the formulation of a strategic plan? 10

**Unit - IV**

- 8. What is corporate culture? What approaches

IMS-3235

P.T.O.

(4)

can strategists adopt to create a strategy -  
supportive culture? 10

9. What is the basic nature of strategy evalua-  
tion? Why is it an important part of strategic  
management process? 10