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MS-2951

M. B. A. (Semester-I) Examination, 2012

Management Process & Organizational Behaviour

(CP/EB-101)

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 attached case and answer the following questions :

Questions :

- (i) What specific things does Wal-Mart do to motivate employees? 7
- (ii) What are the strengths and limitations of these tactics? 8
- (iii) What are the other ways of motivating employees? 15

Unit-I

2. Discuss how Chester I. Barnard has contributed towards the growth of management literature. 10
3. What are the various roles performed by a manager in an organization ? Discuss the various skills required to perform these roles effectively. 10

Unit-II

4. Explain major personality traits. How does a close person-job fit contribute to good performance? 10
5. How do operant conditioning and social learning operate in the workplace? 10

Unit-III

6. Explain the five-stage model of group development and bring out the differences between a work group and a work team. 10
7. What do you understand by group dynamics ? What are its implications in an organizational setting? 10

Case (for Q. No. 1)

(4)

When Sam Walton died in 1992, some industry insiders doubted that the Wal-Mart chain that he had founded some 30 years earlier would retain its prominence as a discount retailer. Lost for good, they feared, would be the "magic spark" that Walton used to light fires under the chain's 1.3 million associates. And, as Wal-Mart stock failed to enjoy the same bull-market growth as many other companies in the mid-1990s, the pundits appeared to be correct. Today, however, with stores in all 50 U.S. states and nine other countries, Wal-Mart has rebounded, leading the pack of discount stores with record earnings. In fact, with \$218 billion in annual sales and 100 million customers per week, Wal-Mart is the world's largest retailer and was named "Retailer of the Century" by *Discount Store News*.

One key to Wal-Mart's success, many believe, is the way it energizes its sales force. For example, employee meetings at Wal-Mart stores are the same pep rally-type affairs that Walton organized years ago. Cries of "Give me a W, give me an A, give me an L, give me a squiggly. . . ." are led by store managers who whip salesclerks into selling frenzies as they prepare for the day's onslaught of customers. And those clerks know just what their customers want and how many are buying their merchandise. Just to make sure, they are given thorough sales figures to show exactly how their particular store is doing. How much money did they take in compared to the previous day, or week, or year? What items are hot sellers, and what's their markup?

Representatives of the various departments proudly announce the answers but not in the dry tone used at most business meetings. At Wal-Mart, they make it fun for everyone. For example, if you were an employee of the Wal-Mart store in Pasadena, Texas, not too long ago, you could have won a package of Oreo cookies for correctly guessing that the store sold 15,850 packages in the previous four weeks. Granted, the prize does more for the winner's waistline than his or her net worth. However, such events promote camaraderie and a sense of fun that define the working experience at Wal-Mart.

As you might imagine, the sales figures quoted come from the company's computers. What you probably never would have imagined, however, is that Wal-Mart's information technology is so advanced that it provides up-to-the-minute tabs on every sales figure you possibly could imagine throughout the chain. In fact, Wal-Mart spends some \$500 million each year on the latest information technology, and it is second only to the U.S. government in the amount of information storage capacity it has at its disposal (a whopping 24 terabytes!). No other retail establishment even comes close.

This technology gives employees complete information on the status of every item Wal-Mart sells. For example, with the stroke of a simple handheld scanning wand over an item's bar code, a store manager can get detailed information about that item's past, present, and projected sales. (Did you know, for example, that Wal-Mart sells a Barbie doll every 20 seconds?) And if a Wal-Mart employee finds a competing store advertising a lower price on any item Wal-Mart sells, his or her store manager can immediately match the price and send the new, lower price to all 2,400 Wal-Mart stores via the company's satellite system. The price reduction is then trumpeted on in-store bulletin boards.

Wal-Mart officials view this whiz-bang technology not only as a useful merchandising tool but also as a high-tech counterpart to the company's other employee-energizing tactics, such as its decidedly low-tech pep rallies. Armed with information on how well they're doing, company officials contend, Wal-Mart employees will be inspired to rise to the occasion to do their very best. And if the company's recent \$3 billion profit is any indication, this strategy seems to be working just fine.

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Unit-IV

8. What is the difference between an organizational structure and organizational chart ? Explain in brief the basic characteristics of organizational structure.

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9. Describe different approaches to departmentalization while bringing out their advantages and limitations.

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MS-2952

M. B. A. (First Semester) Examination, 2012

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) A loan of Rs. 10,000 is to be repaid by 5 annual payments of equal amount. Find the annual payment if rate of interest is 5% p. a.
 - (b) A bag contains 5 white and 3 black balls. Four balls are successively drawn out without replacement. What is the probability that they are alternatively of the same colour ?
 - (c) Explain the demerits of 'median'.
 - (d) Briefly discuss the merits of standard deviation.

(2)

- (e) Explain the differences between correlation and regression.
- (f) From the following data of the marks obtained by 60 students of a class, calculate the arithmetic mean :

Marks	No. of Students
20	8
30	12
40	20
50	10
60	6
70	4

- (g) One card is drawn from a standard pack of 52 cards. What is the probability that it is either a king or a queen ?
- (h) Find the probability of drawing a face card in a single random draw from a well shuffled pack of ordinary playing cards.
- (i) Compute the median monthly income from the following data :

Income(in Rs.)	No. of Workers
750	15
780	20
820	5
890	12
950	8
1010	10
1120	7
1200	8

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(3)

- (j) The mean salary paid to 1,000 employees of a factory was found to be Rs. 180.4. Later on, it was discovered that the wages of two employees were wrongly taken as 297 and 165 in stead of 197 and 185. Find the correct mean.

Unit-I

2. (a) Mr. X purchased an asset by paying cash down payment of Rs. 2,00,000 and promising to pay 25,000 at the end of the year for next 10 years. If the seller charges interest at the rate of 5% per annum, find :

- (i) Cash price of asset.
- (ii) If X misses the first two instalments, what should be the size of the third instalment to make him up to date
- (iii) After making seven instalments, he wants to discharge the remaining instalment through a single payment at the time of 8th instalment. What should be added to the 8th instalment to settle the entire payment. 6

- (b) Find the compound interest and compound amount of Rs. 500 invested for a period of 12 years at 6% p. a. compounded half yearly. 4

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(4)

3. (a) A National Saving Certificate costs Rs. 15 and realizes Rs. 20 after 10 years. Find the rate of interest involved when interest is calculated :
(i) annually
(ii) continuously. 5
- (b) Find the principal to be invested at 8% p. a. so that after four years the amount will be Rs. 5,000 if interest is compounded (i) annually
(ii) quarterly (iii) continuously. 5

Unit-II

4. The ages of twenty husbands and wives are given below. Form a two-way frequency table showing the relationship between the ages of husbands and wives with class interval 20-25, 25-30 etc. Calculate the arithmetic mean and standard deviation of the two groups after the classification : 10

S.No.	Age of Husbands	Age of Wives	S.No.	Age of Husbands	Age of Wives
1	28	23	11	27	24
2	37	30	12	39	34
3	42	40	13	23	20
4	25	26	14	33	31
5	29	25	15	36	29
6	47	41	16	32	35
7	37	35	17	22	23
8	35	25	18	29	27
9	23	21	19	38	34
10	41	38	20	48	47

(5)

5. (a) An urn contains 8 white and 3 red balls. If two balls are drawn at random, find the probability that :
(i) both are white
(ii) both are red
(iii) one is of each colour. 5
- (b) A committee of 4 has to be formed from among 3 economists, 4 engineers, 2 statisticians and 1 doctor.
(i) What is the probability that each of the four professions are represented in the committee ?
(ii) What is the probability that the committee consists of the doctor and at least one economist ? 5

Unit-III

6. Obtain the equations of the two lines of regression from the following data :

X	43	44	46	40	44	42	45	42	38	40	42	57
Y	29	31	19	18	19	27	27	29	41	30	26	10

Hence obtain the value of correlation coefficient between X and Y. 10

(6)

7. (a) 8 coins are tossed at a time, 256 times. Find the expected frequencies of successes (getting a head) and tabulate the result obtained. 5
- (b) Also obtain the value of the mean and standard deviation of the theoretical fitted distribution. 5

Unit- IV

8. Solve the following system of equations using matrix method : 10

$$x + 2y + 3 = 7$$

$$x + 3z = 11$$

$$2x - 3y = 1.$$

9. Using elementary row transformation, find the inverse of the matrix : 10

$$A = \begin{bmatrix} 3 & -1 & -2 \\ 2 & 0 & -1 \\ 3 & -5 & 0 \end{bmatrix}$$

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M. B. A. (Semester-I) Examination, 2012

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 questions :

- (a) What do you mean by unconstrained optimization ? Explain with example. 3
- (b) Discuss the properties of indifference curves. 3
- (c) Suppose that the generalised demand function for a good X is: 3

$$Q_d = 120 - 1.5 P_x + 0.2 M + 6 P_R.$$

- (i) Is good X normal or inferior ?
- (ii) Are goods X and R substitutes or complements ?

(2)

- (iii) If $M=25,000$ and $P_R=15$; and the corresponding supply function is $Q_S = -310 + 10P_X$; find the equilibrium price and quantity. 1+1+1
- (d) The price of desktop computer was slashed from Rs. 50,000 to Rs. 25,000. And it was observed that the sale of printers went up from 50 printers to 150 printers per month. What is the cross price elasticity of demand for printers? 3
- (e) What do you mean by 'Economies of Scope'? Give two examples. 3
- (f) If the demand function is $P=36-3Q^2$, for what value of Q the price elasticity of demand will be unity? 3
- (g) Discuss the assumption(s) under Bertrand model of oligopoly. 3
- (h) Define 'Lerner's Index' of monopoly powers. 3
- (i) Define the concept of consumption function. 3
- (j) Determinants of rate of interest. 3

Unit-I

2. Discuss the concept of income effect and substitution effect giving examples of normal as well as inferior goods. 10

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(3)

3. Total benefit function is $B(x) = 170x - x^2$ and total cost function is $C(x) = 100 - 10x + 2x^2$.
- (a) What are the marginal benefit and marginal cost functions?
- (b) What is the maximum level of net benefit? 3+7

Unit-II

4. Elaborately discuss the concepts Economies of Scale and Diseconomies of Scale. 10
5. Given the following cost function :
 $TC = 200 + 5Q - 0.04Q^2 + 0.001Q^3$,
determine the following :
- (a) Level of fixed cost
- (b) Equations for average total cost, average variable cost, and average fixed cost.
- (c) The level of output (Q) at which average variable cost (AVC) is minimum.
- (d) If fixed costs increase to Rs. 500, what would be the level of output (Q) at which AVC is minimum. 1+3+4+2

Unit-III

6. (a) What do you mean by price rigidity? Discuss 'Kinked' demand curve model of oligopoly. 5
- (b) What do you mean by price discrimination? Under what conditions price discrimination is profitable? 5

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(4)

7. If the demand and cost functions of two duopolists are :

$$P_1 = 100 - 2Q_1 - Q_2$$

$$P_2 = 95 - Q_1 - 3Q_2$$

$$TC_1 = 2.5 Q_1^2$$

$$TC_2 = 25 Q_2;$$

find the following :

- (a) Price and quantity in equilibrium for the two duopolists 5
- (b) Equilibrium price and quantity for the two duopolists when the second duopolist shares one-fourth of the market demand. 5

Unit-IV

8. What is meant by monetary policy ? Bring out the relationship between fiscal and monetary policies. 10
9. Discuss the types of inflation in an economy along with the causes giving rise to them. 10

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MS-2954

M. B. A. (Semester-I) Examination, 2012

ENVIRONMENT & MANAGEMENT

(CP-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 : 3×10=30
 - (a) Liueiting Factors
 - (b) General Assembly Resolution, 1972
 - (c) Earth Summit 2002, Johanesberg
 - (d) Role of NGO's in environment management
 - (e) Global Warming
 - (f) UPPCB

(2)

- (g) Dams and Ecosystem Imbalances
- (h) Techniques Control Oil spills
- (i) Market Based Instruments
- (j) EcoMark Development.

Unit-I

- 2. Sustainable Development and Environment Management are inseparable concepts. Discuss. 10
- 3. Write a detailed description of how United Nations has linked responsible management education in business management schools. Detail the principles that drive the movement. 10

Unit-II

- 4. How is an EMS 14001 audit conducted? What are the five components of ISO 14001? 10

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(3)

- 5. Which set of clearances is required by the Central Government for establishing industrial undertaking? Which industries require the clearance from CPCB. 10

Unit-III

- 6. Discuss the various views on environmental ethics. What is the concept of Deep Ecology? 10
- 7. What are Patents and IPRs? Discuss the status in the Indian Context. 10

Unit-IV

- 8. What management views are involved in preventing water pollution in India? 10
- 9. Enumerate the issues of global concern on conservation of forests as declared at the Earth Summit? 10

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MS-2955

M. B. A. (First Semester) Examination, 2012

Managerial Skill Development

(CP-105)

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 attached and answer the questions given below : 10×3
 - (a) How has the cultural ethics of the CEO of DMRC shape the objectives of the remaining work force ?
 - (b) Was the conduction of the Yoga Classes helpful to the tech savvy DMRC employees ? How did it help them in achieve personal and organizational objectives ?
 - (c) Compare the decision making process of the Indian railway and DMRC which and why had more barriers. Compare their pros and consequences.

(2)

Unit-I

2. "The effectiveness of an organizational growth is reflected in positive decision making which is a attribute of effective managerial skills." Elaborate the above with reference to globalized market. 10
3. What are the barriers to communications ? How can these be overcome ? 10

Unit-II

4. You are a marketing graduate looking for a change; spontaneously you come across an opportunity on the website for the same. Send in your application/ resume for the same. Also design an appropriate reply from the prospective employer regarding your application. 10
5. Being a senior manager in a pharmaceutical company you come across certain anomalies by your subordinate in executing sales. Write a intra office memo strictly advising them to adhere to the policy, rules and regulation with regard to executing sales. Also make them aware of the consequences they will have to face if they do not abide by the organizational policy. 10

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(A)

DELHI METRO RAIL CORPORATION (DMRC)

Hard work and punctuality are the hallmarks of the much publicized government project, namely the Delhi Metro Rail Corporation. It is a government organization and the work goes on tirelessly to meet the strict time schedule of completion. DMRC is equipped with staff taken from the Indian Railways. The new corporation has framed its own rules, regulations and code of work.

Punctuality is a fetish with DMRC's CEO. The corporate office clock is accurate to the second, no single clock is out of time. All staff report to duty at 9 a.m. sharp. List of latecomers is sent to CEO's desk sharply thereafter. The contactless computerized system monitors arrival/exit of the staff. No one clocks the time card/no punching of time on attendance cards, is in practice. The machines are automatic and record incoming/exit time of the staff.

The staff experience a world of difference in their work environment/work culture between their previous employer, namely, the Indian Railways and the DMRC. The classical governmental systems and procedures, offices filled with babus and the peripheral staff no longer exist in the new workplace. The number of staff is minimal in the new set-up. Staff are required to bring their own tea/coffee. The staff themselves carry the files to the concerned department.

Working for and with results is a daunting task for any new organization, like DMRC, that takes up a project, more like, on a turnkey basis for virtual completion to a timescale. The work is tiring and goes on as per the time schedule. The executives are tired but never complain. The organization looks after its employees.

DMRC has introduced yoga classes for the staff which has reduced fatigue and work related stress. Staff complain of excess work and stringent work completion deadlines. Yoga classes have helped achieving the objective of maintaining staff health and happiness. The Chief Project Manager, Sahadara Ti's-Hazari corridor, reported that he was stressed out more than his other colleagues since the concerned work had to be finished first. Yoga has provided a great relief. He feels energized with yoga practices and so also feel his other colleagues.

DMRC consists of 350 employees. The organization is technology-savvy/technologically dependant instead of manpower-dependant. Manpower is considered a taboo in this project. But, the project can procure any high powered technology/machine or equipments in the interest of efficient results.

The most glaring difference in the work culture between the Indian Railways and DMRC that there is not much paper work in the new project filing system which is almost non-existent. Decision-making is fast and decisions are taken orally in consultation with the boss in an hour. The decision is executed in the field, implementing new work practices/safety rules in no time. Thus, the work moves on expeditiously. This is a big contrast with the practices in the Indian Railways.

DMRC is meticulous in the way it works. The site engineers maintain that the trucks carrying construction materials are covered and their tyres are washed before going on the city roads. These trucks carrying excavated soil ply only during the period when the traffic on the road is reduced, i.e. night time, so that the trucks are by no means a source of hazard to commuters and motorists. (Source: *The Times of India*, 18 February 2002.)

In view of the way DMRC performs, the work culture has been created where people work hard, to meet the target dates of completion of different projects in phases is an eye-opener to the practitioners of HRM. 'Work is worship' for the engineers and staff. They attach high value to 'karma' and so 'work ethics' is upper most in their minds. The same set of people coming out of a highly bureaucratic work culture are now working happily and producing results in the new set-up. The management is responsible for creation of the enabling work culture. The work culture of

Unit- III

6. Inter and intra departmental conflicts are a outcome of growing perceptual barriers, how will you effectively utilize your managerial skills in resolving a conflict between two colleagues of your department regarding a sales promotion programme. 10
7. What integrals you will consider at time of devising a public speaking system while addressing a mammoth rally consisting of individuals from all segments of life. 10

Unit- IV

8. Interpreting non-verbal communication reflects the true character of the communicators. What major non verbal characteristics you will concentrate on a candidate appearing for a interview in your board ? 10
9. How have the communicative technologies reduced the decision making time and in retrospect reduced the objective attainment cycle time ? Discuss one such technology with respect to positive outcome and one with negative outcome. 10

DMRC fills with the objectives of the DMRC, i.e. completion of the time-bound project. The CEO is like an architect who must have envisioned the kind of work culture needed to be created in the new set-up. He follows the organizational mission to produce a world-class transportation system in the metro city of Delhi. And, it will not be too far to say that, it has to a great extent succeeded in transforming the organizational mission and vision into reality. The work of course, still goes on and is moving in the right direction, as per its plan, for completion of the total project. The management is responsible for creation of an enabling work culture. This is the lesson of this case. No doubt, DMRC is a challenging project and the appropriate work culture is the only way to completion of the project on time/in time, as specified by the client organization, the government.

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MS-2956

M. B. A. (Semester-I) Examination, 2012

Indian Ethos and Values

(CP-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. Attempt all questions : 5×6=30
 - (a) What are the features of Indian Ethos ?
 - (b) Explain the ethical issues in science.
 - (c) Write a note on ancient education system and its role today.
 - (d) Differentiate between the secular and spiritual values.

(2)

- (e) What do you understand by Holistic approach in decision-making?
- (f) Write a note on Corporate Social Reporting.

Unit-I

2. Explain the concept of Total Quality Management and relate it to Total Quality Mind. 10
3. What do you understand by Indian Ethos? Explain the basic principles of Indian Ethos in management in detail. 10

Unit-II

4. "Coping strategies for stress can be adopted at the individual level as well as organizational level." Discuss how can detached involvement help in managing stress. 10
5. What values should be observed by Indian business in the global scenario? Which values are eroding the contemporary Indian management? How can these values be revived? 10

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(3)

Unit-III

6. Is it necessary for companies to assume social responsibility? Explain with reference to arguments in favour and against the concept of CSR. 10
7. What do you understand by corporate governance? Explain the outline of corporate governance environment. 10

Unit-IV

8. What do you understand by personality? How does transactional analysis help in interpreting relationships? 10
9. What is the current thinking on spirituality in the organization? How can spiritual leadership change the face of business world? 10

MS-2956-3-200

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MS-2958

M. B. A. (Semester-I) Examination, 2012

Computer Applications in Management

(CP-108)

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. Give precise answers to the following : $3 \times 10 = 30$
 - (a) Differentiate between impact printer and non-impact printer.
 - (b) What is meant by 'Word Size' of a processor?
 - (c) Differentiate between system software and application software.
 - (d) What are templates in a word processor?

(2)

- (e) Differentiate between spreadsheet, worksheet and workbook.
- (f) What is parallel processing and what are its advantages?
- (g) Differentiate between directory and search engine.
- (h) Differentiate between bitmap images and vector graphics.
- (i) What is the purpose of a firewall?
- (j) Differentiate between compiler and interpreter.

Unit-I

- 2. What is a Computer ? Explain the importance and role of computers in today's businesses. 10
- 3. Name and differentiate between the three main categories of computer storage devices and explain the situations where each is appropriate for use. 10

Unit-II

- 4. What are the two main parts of a CPU and what functions do they perform ? What attributes of the CPU effect the processing speed of a computer ? 10

(3)

- 5. What are formulae and functions in a spreadsheet ? What are relative and absolute cell addresses ? Explain with examples. 10

Unit-III

- 6. List and explain the role of hardware devices used in a computer network. How can intranets help a small business save money ? 10
- 7. What is internet and why is it described as a network of networks ? What are the eight major services available through the network ? 10

Unit-IV

- 8. What is a relational database system and what are its advantages ? What is the use of filter in a relational database system ? 10
- 9. What is a Computer Program ? Describe the elements of object oriented programming. 10

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MS-2959

M. B. A. (Semester-III) Examination, 2012

Business Policy & Strategic Analysis

(CP-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 attached case and answer the following questions : $7\frac{1}{2} \times 4 = 30$

- (i) What are the possible reasons you think may have promoted Mukesh Ambani's decision to put his textiles business, including the Vimal brand for sale?
- (ii) Can the business model pursued by reliance for going deeply into vertical integration still makes sense in view of the current economic and political environment? Give reason in support of your answer.

(2)

- (iii) Do you think the transition from one business to another along the value chain as an integrated business constituted a viable focus or required the company to pursue each of the business separately. Examine the issue from the point of critical requirements of success for each of the vertical moves from trading to textiles manufacturing to manufacturing chemicals and petrochemicals to oil exploration.
- (iv) The company is also diversified into unrelated businesses such as retail and telecom besides the vertically integrated core oil-refining-petrochem-plastics business. Does the sale of Vimal suggest that Mukesh Ambani has to do the opposite of what his father did to extract value?

Unit-I

- 2. (a) Relate the attitudinal orientations required for successful performance of top management roles and responsibilities.
- (b) "Instead of picking CEO who promises to use financial wizardry to boost bottom-line, board of directors, should seek to appoint CEO who is dedicated to creating sustainable and ethical corporate culture." Comment.

CASE

Reliance Industries Ltd (RIL) is one of the world's most vertically integrated and horizontally diversified groups. The company has integrated forward and backward from textiles to oil exploration, and is into related and unrelated businesses such as retail, telecom, textiles, petrochemicals, infrastructure development, etc.

The late Dhirubhai Ambani's strategy was to ensure backward and forward integration in all his businesses. He was able to do so by raising enormous amounts of capital, managing the policy and political environment to his advantage, and ensuring cost-effective project execution.

He began business in India with trading in textiles and yarn. Later he went into manufacturing of textiles, and then integrated backward to polyester yarn and fibre. Due to the fact that yarn and fibre required petrochemicals so he moved into petrochemicals and plastics. The need to make petrochemicals took him further backwards to petroleum refining and retailing, and eventually further to oil and gas exploration. In short, from textiles Dhirubhai integrated backward to oil exploration in what would be one of the world's most serious efforts to control entire supply chain from one end to the other. He was able to do so by raising debt and converting the debt to equity at high premia which resulted in effectively reducing the cost of capital. He succeeded in ensuring high share prices of his company by creating companies and then merging them into Reliance and by assuring the investor base of high profits.

The following excerpts are relevant in the context:

RIL Company's Annual report 2011-12(Management Discussion and Analysis)

"As per Technopak estimates, the Indian textile industry, over the long term, has a potential to grow to \$ 220 billion by 2020 from its current size of around \$ 80 billion, at a CAGR of around 10-11%. Such ambitious targets will be led by a significant incremental fibre demand, and polyester is likely to account for the majority share, given the limitations and restrictions associated with natural and other fibres"

Economic Times (June 22, 2012)

"Reliance industries (RIL), India's largest private sector company, has decided to sell its textiles business, including its iconic brand Only Vimal. The textiles business, including a factory at Naroda near Ahmedabad, is expected to be sold by the end of the year. Though loss-making now, textiles constitute the cornerstone of the Ambani legend - the rags-to-riches story of the group's founder, the late Dhirubhai Ambani. Set up in 1966 by Dhirubhai and his brother Ramniklal, the unit contributes less than Rs 2,000 crore, or just over 2 per cent, to the group's annual turnover of Rs 85,000 crore"

3. (a) What do you understand by 'Strategic Intent'?
Describe its various components. 5
- (b) Select an organisation you are familiar with and
attempt to define its business. 5

Unit-II

4. Comment on the implications of following trends in
the Indian business environment and their impact on
business :

- (i) Consumptive epicenter shifting from west to
east
- (ii) Increased awareness of 'health is wealth'
- (iii) Rise in environmental consciousness
- (iv) Rise of rural India as big market.
5. (a) Giving examples, illustrate how companies can
create synergistics advantages-through their
capabilities. 5
- (b) Describe the value chain configuration of a
business you are familiar with. 5

Unit- III

6. Give examples of Indian companies that adopted
following diversification moves and explain the
reasons and potential advantages associated :
- (i) Concentric diversifications 5
- (ii) Conglomerate diversification. 5

7. Write detailed notes on any two of the following :5+5
- (i) Elements in a turnaround strategy
 - (ii) Organisational capacity and resources requirement for cost leadership strategy or differentiation strategy
 - (iii) Motivation to merge
 - (iv) The emergence of the Indian MNC.

Unit- IV

8. Apply the porter's five forces model of competition to an industry of your choice. 10
9. (a) In what ways the life cycle approach is helpful in make strategic choice at the business level? 5
- (b) How can companies attempt to achieve 'portfolio balance'? 5

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M. B. A. (Third Semester) Examination, 2012

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. Read the attached case study carefully and answer the following questions : $15 \times 2 = 30$
 - (a) How do you engage with people throughout the world and do so in fast and compelling ways?
 - (b) Nokia's "Booster Programme" provides valuable lessons and inspiration. Discuss them.

Unit-I

2. "Organisation effectiveness is important factor for organisational development." Discuss with example. 10

3. What are the forces behind organisational change?
Explain the techniques to overcome resistance to change. 10

Unit-II

4. "If the organisational culture is blocking success, then the change of culture has to be introduced." Explain. 10
5. What are the basic determinants of organisational climate and culture? 10

Unit- III

6. "Transactional Analysis is important intervention in effectiveness of the organisation." Explain. 10
7. "The organisational intervention like sociotechnical intervention can change the future of an organisation." *comment.* 10

Unit- IV

8. What is the difference between organisational learning and learning organisation? Explain. 10

CASE STUDY (for Q. No. 1)

In January 2004, Nokia, the largest mobile phone maker in the world, announced and then implemented what, for most companies, would represent a fundamental organisational change. In order to focus more closely on changing customer aspirations, its nine business units were restructured into four. At the same time, in order to ensure speed of innovation and production across the globe, all customer and market operations, product development operations, and manufacturing, logistics and support activities, were reorganised into three horizontal business units.

This daunting organisational change was made fully effective within one week and involved about 100 people assuming new jobs. For the rest of Nokia's employees, there was no need to change jobs; the modular teams of which they were members were simply reconfigured. The discipline, philosophy and mindset of reconfiguration through standardisation and shared platforms ensured that Nokia is able to skilfully and rapidly reconfigure its human resources to meet changing customer needs.

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including Beijing, White Plains (New York), Helsinki,

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Six years later and the senior team at Nokia remains as committed as ever to deep employee involvement in strategy and implementation via a modular, project-based structure. What has changed is the development of technological platforms capable of bringing together thousands of people from across the world with speed and ease. The capacity of social networks to create engagement and innovation is seen to be crucial to the long-term success of Nokia.

The ideas of involvement and constant strategising were put to the test in early 2009 when, in the face of one of the worst recessions the industry had experienced, the decision was taken to actively engage employees in a major business transformation. The focus was on Nokia's Markets business, a newly formed enterprise tasked with consumer retention and the creation of consumer solutions. As in the past, the emphasis was on building a more adaptive, flexible organisation and using all the talents of the employees in the Markets business.

Enter the "Booster Programme".

The genesis of the Booster Programme, launched in late 2008, could be traced to the wide involvement of the strategy-planning process and to the flexibility and project orientation of the modular structure. It began with a design team comprised of Maximilian Kammerer, Ian Gee and the two of us designing a process that would meet three aims. First, we wanted to boost every employee's basic awareness and skills

by expanding the capacity of regional teams to work effectively across functions. Second, we needed to boost the capacity to acquire and use external resources to meet performance goals. And, finally, we wanted to enable the whole business to transform from a line-based organisation to one in which competencies would be pooled through a project or programmatic structure. The programme was ambitious. It had to cover all 5,000 employees of the business unit, encourage cross-functional and cross-hierarchical working and be capable of being rolled out across the world in the space of three months — and with a relatively low budget.

What was clear to the design team was that the traditional form of initiating top-down change would be too slow and would ignore the capacity of emerging technologies to allow employees to be part of the solution. The social-network technologies rapidly emerging on the back of Enterprise 2.0 tools created the environment for Nokia's long-term commitment to employee involvement to play out in a faster manner.

However, the team decided on a blended solution with two main streams of activities: a two-day face-to-face workshop with team leaders followed by the much broader involvement of the whole community through an online social network community. The two-day workshops were staged in locations across the world, including Beijing, White Plains (New York), Helsinki,

London and Dubai. About 100 potential change leaders were part of each workshop.

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When all workshops were completed, the 700 participants then returned to their teams to engage them in the ongoing process. It was at this point that the online community came to the fore. Working with specialist partners, the design team created an intranet site accessible to workshop participants and all employees of the Markets business. The online community was designed to host conversations and communications with senior managers as well as to provide information and ideas from content experts and community members.

This combination of traditional communications techniques (face-to-face workshops with team leaders) and new forms of interaction (an online community) created a groundswell of enthusiasm. All 5,000 members of the business participated in the new structure and business practices. It was clear that the Booster online community went way beyond polished corporate communication. Moreover, it created an open dialogue between community members, frontline employees and senior managers about real challenges, concrete ideas and required support. Of course, such an online community was able to rapidly reach the 5,000 employees in a consistent and boundary less way across functions, units, hierarchies and geographies. It was clear that the programme had made a real difference – an employee pulse survey

conducted across the business showed that across all 18 items those who had participated in Booster were clearer about their objectives, more likely to work in the new project based mode, more satisfied with Nokia as a place to work and had higher feelings of personal achievement.

Online benefits

Looking back on the year, we found that building the online community had four distinct benefits. Nokia could now:

Scale fast, globally

With one single-access point, 5,000 employees representing all functions, hierarchies, units and geographies could converse with each other on important issues, share ideas and knowledge and ask questions of each other. All 5,000 employees in the group received the same information at the same time, whatever their level, role or location. The online community effectively did away with the typical top-down communication approach — which, given the pace of today's marketplace, would certainly have been too slow.

Share its agenda

Too often in traditional forms of engagement and communication, employees are simply passive listeners. We found that with careful support and maintenance, the online community created real opportunities for employees in the business to be active and to make the company's agenda their

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agenda. We found that many people elected to steer discussions that interested them, post content they thought others would find useful, create groups of like-minded people around specific topics or raise igniting questions or issues. At the same time, others reacted to the ideas in the community or even remained silent users, preferring mainly to read and take in information. The online community also ignited a host of unintended actions. For example, one team in Germany took the initiative to invite 100 colleagues to an empty hangar, where they shared material from the Booster community and facilitated a Q&A session.

Encourage co-creation

The senior team at Nokia has always espoused cooperation as a means to tap into the wealth of knowledge and experience of employees. That, really, is what open innovation is all about. What's changed in the last five years is the way that community-based technologies can facilitate and speed this process. The Booster online community enabled senior managers and content experts to frame the initial comments and set the tone. It was then possible for the community of employees to decide how best to implement these ideas. Indeed, we found that employee discussion threads quickly moved from commenting on the strategic direction to more practical ideas on how to make operational changes. After six months, there were over 3,000 discussion threads posted. Many

discussion threads were in the form of questions or described the context under which employees saw the changes as possible or difficult to achieve. These discussion threads reduced repetition and meant that the conversation always moved forward across boundaries.

Engage people in a journey, not an event

Too often, many believe that change is an independent event with its effects devolving from initial shock waves to mere ripples and, finally, to dead calm. We discovered that, although the two-day events were important, the online community that followed them ensured that the journey became more important than the event. The Booster community provided the journey, the road map, the compass and tools that allowed each team leader to embark on their own journey and to open it to many more.

The design team did much to support the community by posting messages, articles or presentations from content experts, two-minute videos from senior managers, or quizzes and assignments such as mystery shopping. By doing so, the design team was able to keep energy levels high and engagement at maximum.

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9. How employees play a crucial role in the learning of any new methods in any organisation? Discuss. 10

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M. B. A. (Third Semester) Examination, 2012

CONSUMER BEHAVIOUR

(MM-311)

Time Allowed : Three Hours

Maximum Marks : 70

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

1. Read the following case and answer the questions given at the end of the case:

Case Study

Giorgio Beverly Hills had built a very successful business on the company's signature scent of women's perfume –Giorgio was the top-selling fragrance in the United States market. However, not wanting to rest on its laurels, managers decided to launch an addition to the product line. Of its bright yellow packaging had been designed to express this vitality and it had been very successful. Primary importance was that the perfume have a unique image and be targeted at a distinct group of women who do

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not use Giorgio. This was required so that the new scent would not cannibalize sales from the Giorgio brand. Since Giorgio is a strong and quite expressive fragrance, women who wear it tend to be rather outgoing and find comfortable being the center of attention.

The company developed its new, softer fragrance brand to reach a slightly older (25 to 54), more moneyed (\$40,000 income), and more sophisticated woman than the Giorgio buyer. The name Red was chosen for the brand to connote vibrancy, passion and sexy romance but the more subtle image than Giorgio. The package color was also unique in the fragrance market at the time, so its distinctiveness captured considerable attention. The packaging was indeed red, but touches of purple and gold were added to convey a festive, elegant and upscale quality.

A major task in any new product introduction is to get consumers to try the product. But consumer trails are hard to obtain the perfume market if women are not given any idea of what the fragrance is like. Consequently, fragrance strips were placed in a variety of print media prior to the product

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introduction. In fact, one estimate is that by the time Red was launched, over 20 million scent strips had been placed in circulation.

Research had also revealed that women are much more likely to purchase a fragrance if they have worn in at least three times. Therefore, the company obtained mailing lists of department stores' preferred charge customers, and two weeks prior to product launch special red tubes holding a three-day supply were sent out.

The brand's roll-out was scheduled for February, which provided a nice tie-in with the product color because of Valentine's Day. Special in-store materials were also obtained to emphasize the product's name and package color, including hundreds of red roses and red carpets which were rolled out. In many places mannequins were even dressed with material featuring the product's package colors.

Consumer response was very enthusiastic- sales of \$90 million were achieved in its first year and Red jumped to the number 1 fragrance position, while Giorgio also remained a top seller.

Questions :

- (i) What information processing issue arose in the company's attempt to market Red ? What steps did the company take to address these issues ? 10

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- (ii) What type of involvement levels do you expect for such a product? Why? 10
- (iii) To what degree do you think brand and self-image issues were central to the success of Red? 10

Unit-I

2. How is field of consumer behaviour defined? Explain the nature, scope and importance in the field of marketing. 10
3. Some marketers consider benefit segmentation as the segmentation approach most consistent with the marketing concept. Do you agree or disagree with this view? Why? 10

Unit-II

4. Discuss the statement "marketers don't create needs; needs preexist marketers". Can marketing efforts change consumer's needs? Why or why not? Can they arouse consumer needs? If yes, how? 10
5. "Perception refers to the way in which people make sense of the world." In the light of the statement, explain how an understanding of perception process and perceptual factors can help a company selling insurance policies to influence their target market's purchase decisions? 10

(5)

Unit-III

6. Do you think "self-concept" can influence the behaviour of a consumer? Explain with the appropriate example. 10
7. How would you explain the fact that, although no two individuals have identical personalities, personality is sometimes used in consumer research to identify distinct and sizeable market segments? 10

Unit-IV

8. Define diffusion of innovation. What are the different stages in adoption process? Briefly explain the importance of the innovators and early adaptors in the adoption process. 10
9. What is the meaning of the term 'opinion leader'? How can an opinion leader influence the consumer's decision-making process? Explain with suitable example. 10

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MS-2962

M. B. A. (Third Semester) Examination, 2012

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 case attached and answer the questions given below :
 - (i) If gas prices double in a one-year time period, how should the auto advantage design an ad to promote fuel economy.
 - (ii) Should the auto advantage continue to advertise to baby boomer and older clients ? How can the company attract generation X or echo boomer customers to the lot ? How would the advertisements differ ? Design an advertisement for the generation X or echo boomer customer.

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(iii) Pick one of the following appeals and use it to design a print advertisement for The Auto Advantage :

- (a) Fear
- (b) Humor.

Unit-I

2. Explain how advertising works as a means of communication with the help of a model of mass mediated communication. 10
3. "To understand advertising in an evolutionary perspective is to appreciate the reasons for advertising use in a modern industrialized society." Elucidate. 10

Unit-II

4. Discuss the role of advertising in influencing consumer behaviour giving suitable example. 10
5. How are advertising objectives determined ? Explain the model of DAGMAR and Hierarchy-of Effects. 10

(Question No. 1)

(4)

Barry Farber has pretty much "seen it all" in his 30 years of selling used cars. His business, The Auto Advantage, had experienced a series of high and low points related to buyer whims and the nature of the industry. Barry is quick to point out that his strongest ally has always been a local advertising company in Sacramento that has helped him negotiate the troubled waters.

From the beginning, Barry has seen opportunities rise up and drift away. When he opened his modest lot in 1973, the first gas crisis was just emerging. People were dumping gas-hog cars and diligently looking for high-mileage cars and those fueled by diesel. In fact, Barry distinctly remembers offering a practically brand-new Ford LTD II, one of the most popular models of the time, at \$3,000 below its "blue book" value and not being able to find a buyer for weeks due to consumer fears about oil shortages and rising gas prices.

At that time, Barry's new advertising agency manager, Wendy Mozen, pointed out an old technique that had worked wonders for years. She called it "turning a disadvantage into an advantage." She learned the tactic by watching old Volkswagen commercials. The original "bug" was promoted as being ugly, but economical. Many restaurants during that era bought ads pointing out that the reason they were so "slow" was due to their higher-quality food, making it "worth the wait."

Consequently, The Auto Advantage placed ads in newspapers and on the radio focusing on the "value" an individual could obtain by trading down or across. Sales reps were instructed to convey to individual buyers that a person would have to buy an awfully big amount of gas at 55 cents per gallon before a large car would actually be costly, especially when mpg (miles per gallon) differences between midsize and smaller cars were so small. The Auto Advantage managed to buy cars that other companies did not want to carry at drastically reduced prices and sell them to the customers they could educate concerning the shift from disadvantage to advantage. Within a few years, those high-priced (and hard to maintain) diesel cars disappeared, and people once again fell in love with larger gas hogs. By then Barry's company was well established in the marketplace.

Barry weathered the invasion of foreign cars into the United States by once again seeing an advantage in the disadvantage. Using patriotic themes, his company subtly pointed out that people buying foreign-made cars hurt the local economy, especially because one of the major manufacturers in the Sacramento area made replacement parts for GM cars. Sales presentations always included the question "Are you in a union?" Those who responded "yes" were easy targets for the company's "Buy American" theme during the early 1980s.

From there, Barry spent a great deal of energy making sure he understood the needs of his aging client base. Those who started families in the 1980s needed minivans in the 1990s. Those who were older and facing retirement often wanted low-maintenance cars. By carefully constructing his original message, that a person would gain an advantage by shopping at his lot, the business continued to succeed.

The next major challenge for The Auto Advantage may become the same one in which the company began. Oil prices started to rise, and the U.S. government created tighter pollution standards for almost every make and model of car. Some consumers again looked for more efficient autos, even hybrid gas-electric models as the new century began. Barry knew he would need to continue to adapt as the marketplace evolved. He continued to look for turnaround situations to find the edge to keep his clients happy with what they bought from The Auto Advantage.

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Unit- III

6. Discuss the role of creativity in advertising. 10
7. What are the various television advertising formats ?
What are the guidelines for writing television copy
and the common mistakes made in copywriting ? 10

Unit- IV

8. What are the advantages and disadvantages of using
newspapers as a media option ? Discuss the major
categories of newspaper advertising. 10
9. What is share of market method and when should
it be employed by the advertiser ? Explain
diagrammatically how response model help in the
budgeting process. 10

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MS-2963

M. B. A. (Third Semester) Examination, 2012

Sales and Distribution Management

(MM-313)

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 case and answer the questions given at the end of the case :

As a Sales Manager, you have been assigned the responsibility of designing a vast sales network for a new brand of Fresh Lime Juice (with minimal preservatives) planned to be launched next summer.

The company wishes to confine the launch to all metros, and major cities in India. The main focus is on Retail malls, large sized grocers and general merchants. While other stores are 2nd priority. The firm is targetting around 20,000 outlets to be

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serviced within the first 6 weeks, of its launch.

The advertising campaign is expected to create awareness about the new brand by the 3rd week of the launch.

The product has a shelf life of 3 months from the date of manufacture and will be manufactured from Uttaranchal.

Questions :

- (a) What additional information would you need to develop an effective sales plan? 10
- (b) What factors will you consider in developing the sales force? 10
- (c) How would you measure the effectiveness of the sales force in this case? 10

Unit-I

- 2. Define sales management. Discuss the scope of sales management in a manufacturing and marketing organisation. 10
- 3. What are the major objectives of conducting training for sales force? Suggest a suitable training programme for fresh engineering graduates who would be taking-up independent selling assignment for industrial product. 10

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Unit-II

- 4. Why are sales territories required? Discuss the various stages to scientific territory planning and suggest what type of territory planning is appropriate in the following cases :
 - (a) A company selling bulk drugs to large pharma companies.
 - (b) A company selling food supplements.
 - (c) A company selling holiday packages. 10
- 5. (a) Discuss the factors influencing the design of compensation schemes for salespersons. 5
- (b) What is sales quota? Describe in brief the various types of sales quotas being set by companies for their sales staff. 5

Unit-III

- 6. (a) What do you mean by the term 'marketing channels'? 3
- (b) Explain the channel flows required for a company selling electric motors and pumps and identify the channel intermediaries who can best perform the flows. 7

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7. "The performance of every salesperson should be measured and evaluated." Comment. Also outline the various parameters for evaluating the performance of the sales force of an enterprise. 10

Unit-IV

8. (a) What are channel intermediaries? Discuss. 3
(b) A multinational is planning to launch its brand of cosmetics in India. What channel of distribution should it adopt to make an impact in the already crowded market of cosmetics? Give reasons. 7
9. Write short notes on any four of the following :
(a) Wholesaling
(b) Vertical marketing system
(c) Merchandising
(d) Just in time (JIT)
(e) Channel conflicts
(f) Logistics. $2\frac{1}{2} \times 4$

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M. B. A. (Third Semester) Examination, 2012

SALES PROMOTION MANAGEMENT

(MM-314)

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 following questions : 10×3=30

- (a) What should be the advertising and sales promotion strategies for a new competitive product entering the branded honey market ?
- (b) Should the new competitor charge the same price as being charged by Dabur or should it be different ? Give reasoning in support of your answer.

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- (c) Suggest some new sales promotion techniques to Dabur to increase the rate of product trial by those consumers who have not used the product so far.

Unit-I

2. "The increasing world population has put a heavy burden on the agriculture industry to meet its ends resulting in influx of new marketers with new product (some untested/hazardous fertilizers/pesticide etc) for enhancing output of agricultural products some using unethical sales promotional techniques to capture the attention on the rural uneducated markets." Comment on the national scenario for such situations. 10
3. What promotional mix integrals you will consider at the time of designing a sales promotion programme for a newly launched beauty product. 10

Unit-II

4. Why has the rapidly changing global environment resulted in sales promotion becoming a more important marketing tool in lieu of advertising ? Discuss. 10

DABUR HONEY

In its generic form, honey is a wonder product. If in Western homes it is a term of endearment, in India honey is traditionally seen as a health syrup. Though most of India's produce comes from the concerted hardwork of well-coordinated bees, in far flung villages, the market belongs largely to the unorganised sector.

No company in the organised sector had seen business opportunity in honey, till the Rs 425 crore Dabur India Limited decided to source honey in large volumes from apiculturalists (bee-hive farmers) and market it; the company introduced branded honey in glass jars to the Indian market about a decade ago. The only other big organisation selling honey at that time was Khadi Gramodyog, but it was merely distributing the unbranded produce from villages to the urban markets.

For the company, honey was not an out-of-the-way product, considering that Dabur's product portfolio boasts of a wide array of traditional ayurvedic products which draw inspiration from *Charak Samhita*, a treatise on ancient medicine.

Available on shop shelves in urban India, Dabur Honey offered a consistent quality product to the housewife who all along had relied on the occasional visitor from her village to get some pure honey. Naturally, it was a prized commodity, since it was procured in such tiny volumes.

Dabur found that demand was low. Honey's usage was restricted to the world of therapy; used as a cough palliative, a skin conditioner or alternately as a base ingredient for other ayurvedic formulations. In such a scenario, hard data market estimates were not available.

However, the company saw huge potential. It was reasonably assured that the equity of the product was deeply engraved in the housewife's mind. With no other company to contend with, Dabur had the whole field to itself.

Although, Dabur made a start of mass marketing its honey, it made few efforts to push sales and expand the market in the initial stages. By flowing honey through its distribution stream, all the company had achieved was placing the product within the urban consumer's reach. She now expected to see honey at her grocer's shop, but had no new incentive to buy it.

Dabur simply leveraged the strength of its umbrella brand equity to sell the product. The brand's equity was built over time through both the buyer's familiarity with the name, and its consistent delivery of quality.

Though there was no competition, and Dabur sold virtually every jar of honey bought in retail outlets, the company could not ignore one strong buzz in its bonnet — that the product was not in a mature market, and that it still had a long way to go. In fact, good marketing could spur volumes off take to swell enormously, felt Dabur.

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This thought forced the company to take more than just a casual interest in marketing honey.

By the late 1980s, small regional brands had started getting stronger, although they were confined to small pockets by their lack of a wide distribution mechanism. This posed a danger. Having to share the spoils of the existing low-volume market could mean having to forego the benefits of even the organic rate of growth (market expansion aside). Dabur Honey's sales went from slow to sluggish.

Other brands — Golden Meadows, Allied's and Mehson's among them — had started gaining recognition in the branded honey market. And some more were on their way in; some with fancy packaging to target the upmarket buyer. The smaller marketers were selling mainly on price, which meant trouble for Dabur since there is not enough product differentiation in this category. This was the time Dabur Honey decided to assert its superiority in the market, and ward off any threat to its growth.

In the year 1991, Dabur Honey took to national level advertising for the first time, placing the brand on the purity platform. The start of the media explosion gave the brand a wide choice of vehicles to use in its media mix. The objective was to target the consumer in towns with population of above one lakh if it could increase its penetration levels in these cities, felt Dabur, demand for the brand would trickle down to smaller townships and rural areas.

Growth came. Still, at about 20 per cent a year, it was not entirely satisfactory considering that it was on a small base.

The honey that bees make is perhaps the world's purest form of natural sugar. Refining is the only mechanised process that ~~any~~ ~~drawn~~ ~~honey~~ ~~passes~~ ~~through~~, so it made sense at that time to take the purity plank. But this just gave the existing medicine-use consumer an assurance of quality. It did not either widen the consumer base or raise the per-family offtake of the product.

Meanwhile, big competition began eyeing what Dabur had seen — the enormous potential in the market if honey were to be sold as a tasty breakfast table food additive. Transnational food marketers, Lipton and Nestle, both sell branded honey in markets abroad; and Dabur could not ignore the chance of their storming markets of urban India with their global honey labels.

In 1994, Dabur gave the brand's ad account to Enterprise. At that time, Dabur's ad spend for honey was a piffling Rs 10-15 lakh a year.

A survey by the agency confirmed Dabur's hunch. It revealed that the consumption of Dabur Honey was an abjectly-low 26 gm per household annually. Focus group discussions pointed out the reason. Though, the housewife endows honey with positive and healthful attributes, she does not pull it out of its hiding place till it's needed to do the job of, say, curing a cough. Relative to other foods, honey is expensive, but this was a minor consideration for families with large nourishment outlays. Its own goodness was standing in its way.

And Dabur's umbrella brand values — health through ayurveda — had reinforced the notion of honey as medicine. In fact, Dabur recommends honey as a base for several ayurvedic mixes. Also, Dabur Honey's brand personality was dull and

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traditional. The agency worked on the hypothesis that while health may be the chief attribute by perception, the product's taste did own a place somewhere in the back of the consumer's mind.

The agency sought to expand both the width and depth of usage among household by targeting the mother who was involved with her family's diet as much as its health. Enterprise brought out a three-ad print campaign to reposition Dabur Honey as a tasty, nutritious health food. The agency used wide-reaching TV commercials to put forth Dabur honey's sensory appeal, apart from demonstrating its scope of use on the dining table. Magazines were used to give the housewife detailed suggestions on what honey could be eaten with.

The ad spend was hiked to over Rs 50 lakh for 1994-95. To make the brand more exciting and to involve the consumer, the company even took to sponsoring recipe and food sections in various women's magazines.

Dabur brought out a 500 gm jar size, priced at Rs 71, to add to the smaller ones an indication of the volumes a household is expected to consume. The package label was changed to include copy on food values. Simultaneously, Dabur embarked on an elaborate merchandising drive, by grabbing retail shelf space for product display and by using POPs for added attention. Attractive incentive schemes were offered to the sales force, besides better terms to the wholesalers.

THE DRIPPY FEAST

It is been just five months since Dabur Honey's relaunch; and the company claims that sales have already registered a growth of 65 per cent in volumes over last year's figure. The overall market is displaying a shift from smaller jars to the 500 gms one; consumption per home appears to be rising.

Today, the entire market for honey is estimated at 8,000 tonnes a year, dominated largely by unorganised players. The leading brand, Dabur, commands a market share of over 10 per cent, while all other branded players together account for around 4 per cent of the pie. Dabur Honey is a Rs 12 crore brand today; that's double the value it was in 1993-94.

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5. Design a sales promotion budget for fast moving consumer products (Food Industry) during the Diwali season. 10

Unit-III

6. Discuss the importance of the evaluation process and how it is detrimental in the implementation of the sales promotion programme. Why should the evaluation be continuous for the success of the sales promotion programme? 10
7. Write short notes on any two of the following: 5+5
- (a) Discount coupons
 - (b) Trade shows
 - (c) Sponsorships.

Unit-IV

8. Discuss the importance of brand loyalty in lieu of consumer response in trade deals. 10
9. What sales promotion tools are available to the retailers to strategically attract their customers to indulge in impulse buying? Do you consider the promotion of impulse buying ethical? 10

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MS-2967

M. B. A. (Semester-III) Examination, 2012

CORPORATE TAXATION

(FM-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 : 3×10
 - (a) Differentiate between tax evasion and tax avoidance.
 - (b) How is tax liability of a company assessee calculated?
 - (c) Explain briefly the provisions relating to set-off and carry forward of business losses.
 - (d) What are the permissible deductions from the gross total income of company assessee under Sections 80 C to 80 U?

(2)

- (e) Under what circumstances are gift of money received by a person included in his income?
- (f) Write short note on Arm's length pricing and tax assessment.
- (g) What is "Indexed Cost of Acquisition"?
- (h) Enumerate the items of business expenses which are disallowed while computing income from business or profession.
- (i) How is the annual value of a let out house property calculated?
- (j) Name the incomes which are exempt from tax under Income-Tax Act, 1961.

Unit-I

- 2. Explain the industrial and economic significance of tax planning. Identify the factors affecting an effective corporate tax planning. 5+5
- 3. How would you deal with the following transactions in computing taxable profits from business or profession? 10
 - (i) Expenditure incurred on neon sign board for the business premises.
 - (ii) Expenditure incurred for new telephone connection.
 - (iii) Purchase of sanitary and pipeline for factory.

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(3)

- (iv) The assessee claims to set-off unabsorbed depreciation of a discontinued business against the profits of another business.
- (v) Rent of quarters, located near factory, let out to the employees of the factory, was treated as income from house property.
- (vi) Employees' contribution to the recognised provident fund, Rs. 40,000 has been charged to the profit and loss account but only Rs. 25,000 was credited to their account on due date.
- (vii) Salary has been paid to resident employee outside India and non-resident employee in India but no tax has been paid thereon or deducted therefrom.
- (viii) Municipal taxes and land revenue in respect of staff quarters were paid after due date of furnishing return of income for the relevant previous year.
- (ix) Advertisement in a journal published by political party.
- (x) Voluntary payment of gratuity paid on account of commercial expediency to an employee who died on business tour.

Unit-II

- 4. Following are the particulars of the income of Mr. M for the previous year 2011-12 :

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(4)

(i) Income from house property :	Rs.
(a) Property R	12,000
(b) Property J	(20,000)
(ii) Profits and gains from business :	
(a) Business X	40,000
(b) Business Y	(50,000)
(c) Speculation business of Silver	40,000
(d) Speculation business of Bullion	(10,000)
(iii) Capital gains :	
(a) Long-term capital gain	30,000
(b) Short-term capital loss	(10,000)
(iv) Income from other sources :	
(a) Card game-loss	(10,000)
(b) From the activity of owning and maintaining race horses :	
• Loss at Mumbai	(50,000)
• Profit at Kolkata	40,000
(c) Dividend from Indian companies	10,000
(d) Income by letting out plant and machinery	1,11,000
(v) The following losses have been carried forward :	
(a) Long-term capital loss from assessment year 2009-10	(18,000)
(b) Loss from Silver speculation from the assessment year 2009-10	(25,000)

Compute the total income for the assessment year 2012-13. 10

5. Explain the important provisions and scope of tax planning for setting up of new business under the broad areas of location of business, nature of business and form of ownership. 10

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(5)

Unit-III

6. "When the tax rates are falling, it is better to increase the financial leverage." Explain the truth of this statement using the following model which has three alternatives :

- (a) Equity (20% dividend) : 60% or 50% or 40%
 (b) Tax rates are likely to be 35%, 30% and 25% in the next three years
 (c) Average cost of debt is 12%. 10

7. (a) Explain the tax considerations in dividend policy decision. 5
 (b) How does the managerial decision to lease or own an asset effect the tax liability of a business concern ? 5

Unit-IV

8. Explain the following provisions relating to transfer pricing: 5+5

- (a) International transactions
 (b) Powers of transfer pricing officer.

9. Do you agree with the following statements ? Give your comments in support of or against each of them: 2×5

- (a) Avoidance of double taxation agreement does not have any impact on tax liability.
 (b) Any income arising from an international transaction shall be computed with regard to ALP.

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(6)

- (c) Semifinished goods are sold by a foreign holding company to an Indian subsidiary company. The most appropriate method in this case is cost plus method.
- (d) There are two modes of granting relief under avoidance of double taxation agreement, exemption method and tax credit method.
- (e) Double taxation provides bilateral relief whereas unilateral relief is provided by section 91.

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MS-2968

M. B. A. (Third Semester) Examination, 2012

Project Planning Analysis & Management

(FM-323)

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. Use of Financial/Scientific calculator is permitted.

1. Discuss the following in brief : 3×10=30
- (i) Non-financial project selection criteria
 - (ii) Constituents of project scope
 - (iii) Project priority matrix
 - (iv) Types of projects
 - (v) Difference between 'corporate finance' and 'project finance'
 - (vi) Rationale for using multiple discount rates
 - (vii) Debt capacity of a project

(2)

- (viii) Influence costs
- (ix) Learning curve effect
- (x) Price decay function.

Unit-I

2. What do you mean by 'Work Breakdown' (WBS) structure ? How is it integrated with the organization ? 10
3. What are the relative advantages and disadvantages of the functional, matrix and dedicated team approaches to managing projects ? Under what conditions would it be advisable to use a project matrix instead of a dedicated project team ? 6+4=10

Unit-II

4. How do we compute project free cash flows (PFCFs) ? How these cash flows are different from equity free cash flows (EFCFs) of a levered project ? 10
5. Explain breakeven sensitivity analysis using a suitable examples. Also discuss its limitations. 10

(3)

Unit- III

6. A builder owns a plot of land that can be used for either nine or fifteen apartments units. The construction costs of these two alternatives are Rs. 9 million and Rs. 17 million respectively. The current price per apartment is Rs. 1.2 million. The yearly rental (net of expense) per unit is Rs. 0.10 million and the risk free interest rate is 10 percent per annum. If the market for apartments is buoyant next year, each apartment unit will sell for Rs. 1.5 million; if the market is sluggish each apartment unit will sell for Rs. 1.1 million. What is the value of the vacant plot ? Assume that the construction cost will remain unchanged. 10

7. Discuss the procedure for 'simulation analysis'. As a tool of risk analysis what advantages does it offer ? 10

Unit- IV

8. Critically discuss the various dimensions of culture in an organization which strongly support the execution of projects. 10

(4)

9. The normal and crash times and direct costs of activities of a project the following :

Activity	Normal time (weeks)	Crash time (weeks)	Normal Cost (Rs.)	Crash Cost (Rs.)
1-2	5	2	6,000	9,000
2-4	6	3	7,000	10,000
1-3	4	2	1,000	2,000
3-4	7	4	4,000	8,000
4-7	9	5	6,000	9,200
3-5	12	3	16,000	19,600
4-6	10	6	15,000	18,000
6-7	7	4	4,000	4,900
7-9	6	4	3,000	4,200
5-9	12	7	4,000	8,500

- (a) Draw the network diagram.
- (b) Determine all normal and critical paths.
- (c) Find the minimum cost project schedule if the indirect cost is Rs. 1,000 per week. $3+3+4=10$

A

MS-2969

M.B.A. (Third Semester) Examination, 2012

Management of Financial Services

(FP-324)

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) Define lease. What are its essential elements?
 - (b) Explain briefly the mechanism of factoring.
 - (c) Explain the basic difference between forfeiting and bill discounting.
 - (d) Explain the role of merchant bankers in India.
 - (e) Discuss the integration process in financial services in India.

(2)

- (f) Narrate the main features of IRDA Act.
- (g) Discuss the main features of RBI's fair Practices Code for NBFC's.
- (h) Explain the credit-rating symbols used by rating agencies in India.
- (i) Critically examine the "Banks Core Liability and Assets products."
- (j) Examine the utility of 'credit cards' in the present economic environment.

Unit-I

- 2. Briefly discuss the R.B.I. directions relating to 'Acceptance of deposits by NBFC's. with recent development. 10
- 3. Discuss the main characteristics of hire-purchase. How does it differ from (a) instalment credit and (b) finance lease? 10

Unit-II

- 4. Examine the main features of 'R.B.I.' Bill Market Scheme, 1970. Bill discounting as a fund based financial service has not developed in India. Comment. 10

(3)

- 5. Write a brief note on the 'National Housing Bank' as an housing finance institution in India. 10

Unit-III

- 6. Briefly discuss the role of insurance sector in the economic development of India. 10
- 7. Examine the distinguishing features of venture capital financing as against other capital investments. Also explain SEBI guidelines relating to venture capital financing. 10

Unit-IV

- 8. Examine critically the future opportunities and challenges before the banking industry in India. 10
 - 9. "A mutual fund is free to design its schemes/ products to suit the needs of the various types of investors."
- Critically examine the above statement. 10

A

MS-2970

M. B. A. (Third Semester) Examination, 2012

WORKING CAPITAL MANAGEMENT

(FP-325)

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. Give short answers to the following : $3 \times 10 = 30$
 - (a) Explain the difference between spontaneous and negotiated sources of finance.
 - (b) Under what conditions is trade credit not a cost free source of finance ?
 - (c) Why are ethical problem a greater issue in disbursement than in collection ?
 - (d) What is multilateral netting in context of an MNC ?

(2)

- (e) How do ordering costs for items purchased externally differ from ordering costs for items manufactured internally within the firm?
- (f) How is bills discounting different than factoring?
- (g) What is the reason for annual financing cost being different than annual percentage rate?
- (h) Describe the cost trade offs associated with excess liquid asset balance.
- (i) How can credit standards and credit terms affect the amount invested in receivables and the return on such investments?
- (j) Under what conditions, a firm might find it desirable to borrow funds from a bank in order to take a cash discount?

Unit-I

- 2. (a) Why is no single working capital investment or financing policy necessarily optimal for all firms? What additional factors need to be considered in establishing a working capital policy? 5
- (b) Illustrate the conservative, matching and aggressive approaches to asset financing. 5

(3)

- 3. (a) Each business day, a firm writes cheques totalling Rs. 1,20,000 to pay its suppliers. The usual clearing time for these cheques is five days. Each day company receives payments from its customers through cheques totalling Rs. 1,50,000. The cash from the payments is only available after three days. Compute the disbursement float, collection float and net float. 5
- (b) Determine the working capital required to finance a level of activity of 1,80,000 units of output for a year based on following cost structure :

	Cost per unit (Rs.)
Raw material	20
Direct labour	5
Overheads (including depreciation of Rs. 5)	15
Total cost	40
Profit	10
Selling price	50

Additional information :

- (i) Minimum cash balance required in Rs. 20,000
- (ii) Raw material inventory is held in stock on an average for 2 months
- (iii) Work in progress (50% completion stage) inventory is held for 15 days

(4)

- (iv) Finished goods inventory maintained for a month.
- (v) Supplies extend one month's credit
- (vi) Customers are extended two months credit
- (vii) Cash sales are 25% of all sales
- (viii) Lag in payment of wages is one month and for overheads is 15 days. 5

Unit-II

- 4. (a) Discuss the relative merits of Baumol, Miller-Orr and Stone models for managing cash balance. 5
- (b) How is liquidity related to financial flexibility for managing growth and profitability of business? 5
- 5. A company experiences a stochastic demand for its product and therefore its cash balance fluctuates randomly. The standard deviation in the daily net cash flow is Rs. 10,000. The upper control limit and return points need to be determined. The required rate of return is 7%. The transactions cost is Rs. 200 per transaction. Compute the UCL and return-point if the company wants to maintain minimum cash balance of Rs. 1,000. Illustrate the limits and give your views on its application. 10

(5)

Unit- III

- 6. (a) Discuss the considerations used in evaluating the credit worthiness of a credit applicant. 5
- (b) Bright Paper Company sells on terms "net 30". The firm's variable cost ratio is 0.80 : $2\frac{1}{2}+2\frac{1}{2}$
 - (i) In annual credit sales are Rs. 20 lakhs and average collection period is 45 days, what is the company's investment in receivables?
 - (ii) Suppose annual credit sales decline by 10% to Rs. 18 lakhs and customers delay, their payments to an average 25 days past the due date. What will be the company's new level of receivables investment. $2\frac{1}{2}+2\frac{1}{2}$
- 7. (a) Discuss the inventory strategies for implementing the following :
 - (i) Cost leadership strategy
 - (ii) Differentiation strategy. $2\frac{1}{2}+2\frac{1}{2}$
- (b) Describe, how to deal with each of the following conditions when determining optimum inventory level :
 - (i) Constant (non-zero) replenishment with lead time known with certainty.
 - (ii) Quantity discounts. $2\frac{1}{2}+2\frac{1}{2}$

(6)

Unit-IV

8. Sage Company needs an additional Rs. 10,00,000 in working capital immediately. There are three available sources of funds :
- (i) Trade credit : the company by Rs. 7,00,000 of materials per month on terms of 2/20 net 45. Discounts are taken.
 - (ii) Bank loan : the bank will lend Sage Rs. 12,50,000 at 12% but a compensating balance of 20% will be required.
 - (iii) Factoring : Sage receivables average Rs. 15,00,000 per month with collection period of 60 days. A factor will charge a 3% fee on all receivables purchased and will advance up to 50% of the face value of the receivables at 10% on an annual basis. The factor service will save the company Rs. 2,000 per month.

Which source(s) of funds should be utilized ? Justify your answer.

10

9. Write notes on the following : 10
- (i) Commercial paper
 - (ii) Working capital financing by banks.

A

MS-2972

**M. B. A. (Third Semester) (OB & HRD)
Examination, 2012**

COMPENSATION MANAGEMENT

(HR-332)

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 : 3×10
- (a) Compensation benchmarking
 - (b) Job compensation
 - (c) Benefits of E.S.I.C.
 - (d) Retrenchment
 - (e) Importance of wage survey
 - (f) Living wage vs. minimum wage
 - (g) Significance of compensation management
 - (h) Equity based model of compensation management

(2)

- (i) Components of compensation
- (j) Compensation vs. employee motivation.

Unit-I

- 2. Enumerate the various theories of wages and explain the basic objective of each theory. 10
- 3. Do you justify the wage differential? Describe basic reasons and the methods of wage differential. 10

Unit-II

- 4. Why are wage surveys needed? Explain the types and procedure of wage surveys. 10
- 5. "No single form of compensation is best suited to the needs of employees." Explain the statement with reference to executive compensation packages and incentive schemes. 10

Unit-III

- 6. "Labour legislation plays a vital role in compensation management." Explain and justify the need for regulation of wages with suitable examples. 10

MS-2972

(3)

- 7. What are the objectives for establishing wage boards? Critically evaluate the working of wage boards. 10

Unit-IV

- 8. What are the provisions under Minimum Wages Act, 1948 for regulating employees' wages? Are these provisions adequate and really implemented for employees welfare ? Explain. 10
- 9. (a) Explain the historic significance of Payment of Wages Act, 1936. 5
- (b) What extent are the provisions under Payment of Bonus Act, 1965 related with other existing legislations? Explain. 5

MS-2972-3-200

A

MS-2973

M. B. A. (O. B. & HRD) (Third Semester)

Examination, 2012

Legal Framework Governing Human Relations

(HR-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. Briefly describe the following : 3×10=30
 - (a) Different approaches to industrial relations.
 - (b) Explain conciliation settlement machinery.
 - (c) Define the 'manufacturing process' w. r. t. the Factories Act, 1948.
 - (d) Explain the duties of the Conciliation Officer.
 - (e) Punishment for illegal strike.
 - (f) Differentiate between lay-off and retrenchment.
 - (g) Explain 'industry' w. r. t. the Industrial Dispute Act, 1947.

(2)

- (h) List of items which works committee will normally deals with.
- (i) Explain the duties of the conciliation officer.
- (j) Explain obligations of the employees w. r. t. The Factories Act, 1948.

Unit-I

- 2. 'In the emerging industrial relations scenario, labour management relations should aim to be more bipartite than tripartite in nature.' In this regard, comment on the future of collective bargaining in India. 10
- 3. What challenges do trade unions face in the present scenario ? 10

Unit-II

- 4. What is the meaning and type of arbitration ? What are the arguments FOR and AGAINST arbitration ? 10
- 5. What are the qualitties and role played by the conciliation officer in the conciliation process ? 10

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(3)

Unit- III

- 6. Explain the provisions regarding health of worker under the Factories Act, 1948. 10
- 7. Explain the provisions regarding safety of workmen under The Factories Act, 1948. 10

Unit- IV

- 8. Describe the machinery for settlement of industrial disputes under Industrial Disputes Act, 1947. 10
- 9. Explain the regulations regarding prohibition of the strikes and lockouts with some supportive cases. 10

MS-2973-3-200

A

MS-2974

M. B. A. (Third Semester) (O. B. & H. R. D.)

Examination, 2012

Management Training & Development

(HR-334)

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. Attempt all questions : 5×6=30
- (i) Explain different modes of training.
 - (ii) Write a note on components of learning.
 - (iii) Describe different types of participants.
 - (iv) Differentiate between training and development.
 - (v) Write a note on functional behaviour in training groups.
 - (vi) What do you understand by dilemmas in training ?

(2)

Unit-I

2. Explain the stages of development of training groups. 10
3. What is the role of and competencies required by an effective and efficient trainer ? Also explain the different styles of training. 10

Unit-II

4. Write a note on different styles and ways of participants learning. What are the factors influencing the leaning process ? 10
5. What do you understand by designing of the training programme ? Discuss briefly the pre-requisites of designing a training programme. 10

Unit- III

6. What are the different types of training methods ? Explain in detail. 10
7. You are training a group of participants to use a new accounting software package in a medium sized firm. What training methods would you use and why ? Give strong reasons to support your answer.

(3)

Unit- IV

8. Do you think evaluation of training programme is necessary ? Give reasons to support your answer. Also explain the stages of evaluation. 10
9. What do you understand by executive development programme ? What are the methods and techniques of EDP ? 10

A

MS-2975

**M.B.A. (Third Semester) (OB & HRD)
Examination, 2012**

**Managing Interpersonal and Group Processes
(HR-335)**

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 cases given below and answer the questions that follow :

Case-A

Kent Sikes is a junior at State University. He has taken a summer job in the biggest factory in his hometown. He was told to report to the warehouse supervisor the first day at work. The supervisor assigned him to a small group of workers who were responsible for loading and

(2)

unloading the boxcars that supplied the materials and carried away the finished goods of the factory.

After two weeks on the job, Kent was amazed at how little work the workers in his crew accomplished. It seemed that they were forever standing around and talking or, in some cases, even going off to hide when there was work to be done. Kent often found himself alone unloading a boxcar while the other members of the crew were off messing around someplace else. When Kent complained to his coworkers, they made it very plain that if he did not like it, he could quit, but if he complained to the supervisor, he would be sorry. Although Kent has been deliberately excluded from any of the crew's activities, such as taking breaks together or having a Friday afternoon beer after work at the tavern across the street, yesterday he went up to one of the older members of the crew and said, "What gives with you guys, anyway? I am just trying to do my job. The money is good and I just don't give a hang about this place. I will be leaving to go

MS-2975

(3)

back to school in a few weeks, and I wish I could have gotten to know you all better, but frankly I am sure glad I'm not like you guys." The older worker replied, "Son, if you'd been here as long as I have, you would be just like us."

Questions :

- (i) Using any theory, explain the possible reasons for the group formation of this work crew. What types of groups exist in this case? 10
- (ii) Why hasn't been Kent accepted by the group? Do you agree with the older worker's last statement in the case? Why or why not? 10

Case-B

Mayor Sam Small is nearing completion of his first term in office. He feels his record has been pretty good, except for the controversial issue of housing. He has been able to avoid doing anything about housing so far and feels very strongly that this issue must not come to a head

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(4)

before the next election. The voters are too evenly divided on the issue, and he would lose a substantial number of votes no matter what stand he took. Yet with pressure increasing from both sides, he had to do something. After much distress and vacillation, he has finally come upon what he thinks is an ideal solution to his dilemma. He has appointed a committee to study the problem and make some recommendations. To make sure that the committee's work will not be completed before the election comes up, it was important to pick the right people. Specifically, Sam has selected his "blue-ribbon" committee from a wide cross section of the community so that, in Sam's words, "all concerned parties will be represented." He has made the committee very large, and the members range from Ph. D.s. in urban planning to real estate agents to local ward committee persons to minority group leaders. He has taken particular care in selecting people who have widely divergent, outspoken, public views on the housing issue.

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(5)

Question :

- (i) What are some of the important dynamics of this committee? Do you think the committee will arrive at a good solution to the housing problems facing this city? Do you think this committee will suffer from group think? 10

Unit-I

2. How can the technique of transactional analysis be employed to improve inter-personal relationship? 10
3. With the help of any model explain how human behaviour can be manipulated. 10

Unit-II

4. What are the challenges that arise due to difference in religion and caste? How can they be resolved? 10
5. Explain the concept of Johari window? Discuss its relevance and limitations. 10

MS-2975

Unit-III

6. "Mind and body are distinguishable but inseparable." Elucidate. 10
7. "The concern is that, by adapting gradually to the loss of actual nature and to the increase of technological nature, human will cover the baseline across generations for what counts as a full measure of the human experience and of human flourishing." Critically examine this statement in the light of man-nature relationship. 10

Unit-IV

8. What are the factors that have to be kept in mind while dealing with difficult people? 10
9. What is the relevance of understanding human behaviour in the organizational context? How can employees be encouraged to develop a healthy and "beautiful" mindset? 10

A

MS-2976

M. B. A. (CM, FC, HR & IR, IB, M, MS, RM)

(Semester-I) Examination, Dec. 2012

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. Explain the following in brief: 3×10=30
 - (a) Time and motion study
 - (b) Max Weber's Bureaucratic Organization Theory
 - (c) MBO

(2)

- (d) Programmed vs. nonprogrammed decisions
- (e) Delegation of authority vs. decentralization
- (f) Span of management
- (g) Carrot and stick approach to motivation
- (h) Recruitment, selection and induction
- (i) TQM
- (j) Management Audit as a control technique.

Unit-I

2. "Management is the co-ordination of all resources through the process of planning, organizing, staffing, directing and controlling in order to attain stated objectives." Comment on this statement and briefly describe the functions of management. 10
3. Read the caselet and answer the questions : 10
XYZ Co. Ltd. is a socially responsible company. Its objectives, plans and policies are made keeping in mind the interests of various stakeholders. It wants to launch a new social programme but cannot afford its costs given its current profit level. The other two options are (i) increase in prices, or (ii) decrease in wages. Either of the two options is against the concept of social responsibility. The company therefore decides to drop the programme.

(3)

Questions :

- (i) What course of action do you suggest for the company ?
- (ii) Can the company maintain balance between the interests of various stakeholders ? If so, how ?

Unit-II

4. Discuss the role of planning in a modern business organisation. Enumerate the steps involved in the planning process. 10
5. (a) Discuss in brief standing plans and single use plans. 5
(b) 'Decision making environment represents the situations in which decisions are made.' In light of this statement, explain decision making under certainty, risk and uncertainty. 5

Unit-III

6. (a) What is an organization chart ? How many types can it be of? 5
(b) Enumerate the principles of effective organising. 5

(4)

7. (a) What is Committee structure ? Discuss its merits and demerits. 5
- (b) Discuss the commonly used bases for departmentation. 5

Unit-IV

8. Explain Abraham Maslow's theory of need hierarchy. How does this theory help managers in motivating employees ? 10
9. (a) Compare and contrast the different leadership styles. 5
- (b) Discuss the major barriers in communication. 5

A

MS-2977

**M. B. A. (CM, FC, HR & IR, IB, M, MS, RM)
(Semester-I) Examination, Dec. 2012**

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. Briefly answer the following questions : $3 \times 10 = 30$
 - (a) Why is the knowledge of business environment necessary for the students of management?
 - (b) Distinguish between 'repo rate' and 'reverse repo rate'. What is the present level of these rates?
 - (c) Discuss the social responsibility of an organisation towards its stakeholders.

(2)

- (d) How will convertibility of rupee affect business?
- (e) Write a short note on 'Thirteenth Finance Commission'.
- (f) What is the impact of cultural values on the business decisions?
- (g) 'Increase in tax rates leads to more revenue to government.' Do you agree?
- (h) Do you think that under liberalised economy the conduct of monetary policy has become more challenging?
- (i) Given below is the wholesale price index (WPI) for the last 4 years :

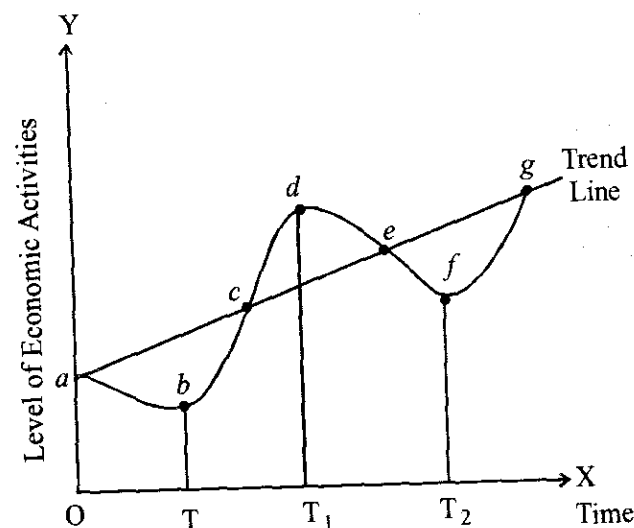
Year	WPI (Base Year 2000)
2008	120
2009	130
2010	145
2011	170

Calculate inflation rate for years 2009 to 2011.

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(3)

(j)



From the above diagram answer the following :

- (i) What are the name of phases *ab*, *bc*, *cd* and *de*?
- (ii) What is similarity between 'phases *bc* and *cd*' and 'phases *de* and *ef*'?
- (iii) Why the time taken from 'T to T₁' is greater than time taken from 'T₁ to T₂'?

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(4)

Unit-I

2. "An economic system provides the framework within which an economy operates and the various economic units and agents mould themselves to fit into the system." Elaborate this statement and discuss the merits of socialistic economy. Free market economy and mixed economy. 10
3. What do you mean by 'Environmental Scanning'? What environmental analysis is suggested by M. Porter to diagnose the most suitable environment for an organisation? 2+8

Unit-II

4. "In the era of LPG it was felt that the existing Monopolies and Restrictive Trade Practices Act, 1969 become obsolete in certain respects and there is a need to shift our focus from curbing monopolies to promoting healthy competition." Do you think, Competition Act will remove the limitations of the MRTP Act? Discuss in detail. 10

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(5)

5. (a) Discuss the role of SEBI for ensuring a healthy capital market? 2+4
- (b) Briefly examine the role of government in business :
- (i) as a regulator 2+2
- (ii) as a promoter.

Unit-III

6. (a) Define national income. What are the different methods of calculating national income in an economy? Why they lead to same results? 2+3+2
- (b) From the information given below, calculate GDP_{MP}, GNP_{MP} and NDP_{FC} : 3

	In ₹ Crore
	50,000
NNP _{FC}	500
Wages	1,000
Salary	300
Rent	2,000
Depreciation	400
Contribution to social security	700
Personal income tax	70
Transfer payments	2,000
Net income earned from abroad	

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Old age pension paid by Govt.	30
Value of goods kept for personal use	300
Net indirect taxes	1,500
Subsidies	500

7. (a) "If headline inflation is higher than core information because of high prices of good and fuel items, it may cause a still higher inflation due to high inflation expectations. If only core inflation rate is suggested, inflation expectations would be low." Discuss the concept of 'inflation expectation' in light of the above statement. 5
- (b) What is fiscal policy? Explain how fiscal policy can be used as an instrument for equity and social justice. 2+3

Unit-IV

8. Write short notes on any two of the following :5+5
- Second generation economic reforms
 - Primary, secondary and tertiary sectors
 - FDI and FII.

9. Examine the changing trends in the composition, value and direction of India's foreign trade. 10

A

MS-2978

**M. B. A. (AB, CM, FC, HR & IR, IB, M, MS,
RM, RDM & PTM) (First Semester)**

Examination, Dec. 2012

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 20 marks. In addition attempt *one* question from each of the four Units, which carries 10 marks.

1. Answer the following in brief: 3×10
 - (a) What are the rules for making journal entry with respect to types of accounts ?
 - (b) What is the difference between book keeping and accounting ?
 - (c) Why inventory is valued at lower of cost or market price ?
 - (d) Explain the 'verifiable objective evidence concept'.

(2)

- (e) How are prepaid expenses treated while preparing final accounts ?
- (f) Describe the different measures of liquidity.
- (g) On 1st April, 2011, ABC Ltd. purchased a second hand machine for Rs. 80,000 and spent Rs. 20,000 on repairs and installation. The residual value at the end of specified useful life of 4 years is estimated at Rs. 40,000. On 30th September, 2013, the machine is sold for Rs. 50,000. Depreciation is provided on straight line method. Prepare the machinery account.
- (h) Distinguish between equity shares and preference shares.
- (i) Explain the mercantile system of accounting.
- (j) Explain the concept of Contra entry in case of a tripple column cash book.

Unit-I

2. "Accounting is said to be the language of business." In this context explain the meaning, types, needs and importance of accounting in business. 10
3. (a) The accounting process generates financial reports for both internal and external users. Identify the various users of accounting information and explain their specific need to access this information. 5

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(3)

- (b) (i) List out any 10 accounting standards. 2½
(ii) Elaborate on the need and limitations of accounting standards. 2½

Unit-II

4. (a) Classify the following under the three types of accounts, personal, real or nominal : 5
(i) Bank
(ii) Drawings
(iii) Outstanding salary
(iv) Insurance premium
(v) Motor vehicle.
- (b) Elaborate on the meaning and steps involved in an accounting cycle. Support the answer with suitable example. 5

5. Prepare the trading and profit & loss account for the year ending 31st March, 2012 and a balance sheet as on that date from the following trial balance :

Debit-Balance	Rs.	Credit-Balance	Rs.
Fixed assets	3,00,000	Creditors	1,00,000
Opening stock	75,000	Bills payable	5,600
Debtors	2,05,000	Loan from	
Bills receivable	10,000	bank	4,000
12% investment		Capital Account	5,00,000
(purchased on 1/7/2011)	50,000	Sales	6,30,000
Cash in hand	5,000	Purchase returns	5,000

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(4)

Cash at bank	10,000	Discount earned	1,000
Drawings	10,000	Bad Debts	
Purchases	5,25,000	Recovered	3,500
Sales returns	10,000	Interest	3,000
Carriage inward	5,000		
Carriage outward	2,000		
Rent	3,000		
Insurance	3,600		
Office expenses	13,200		
Discount allowed	2,000		
Bad debts	5,000		
Interest	2,500		
Selling expenses	15,800		
	12,52,000		12,52,000

Additional information : 10

- Closing stock on 31st March, 2012 was Rs. 42,000.
- Rent is payable at the rate of 300 per month
- Insurance premium was paid for the year ending on 30th June, 2012
- Additional bad debt Rs. 5,000
- Create a provision for doubtful debts @ 10%
- Provide depreciation on fixed assets @ 10% p. a.

Unit- III

- A company issued for public subscription 40,000 equity shares of Rs. 10 each at a premium of Rs. 2 per share payable as under on application Rs. 2 per share, on allotment it is Rs. 5 per share (including premium) on first call Rs. 2 per share and on second call Rs. 3 per share.

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(5)

Applications were received for 60,000 shares. Allotment was made on prorata basis to the applications for 48,000 shares and the remaining applications were refunded. Money overpaid on application was adjusted towards allotment.

Mr. A to whom 1600 shares were allotted failed to pay the allotment money and first and second call money. Mr. B to whom 2,000 shares were allotted failed to pay the two calls. Their shares were subsequently forfeited after the second call was made. All the shares were reissued to Mr. Vijay as fully paid up Rs. 8 per share. Show the journal entries to record the above transactions. 10

- Differentiate between perpetual and periodic system of inventory valuation ? 5
 - Explain the accounting treatment of deferred revenue expenditure with a suitable example. 5

Unit- IV

- "Analysis of financial statements is an important tool for judging financial efficiency." In this context highlight the techniques and limitations of financial statement analysis. 5

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(6)

- (b) Accounting standard-3 has the provisions relating to cash flow statement. How are the business activities classified for the purpose of preparing cash flow statement as per AS-3. 5

9. Analyze and comment on the liquidity, profitability and solvency position of ABC Ltd. using the following data : 10

Balance Sheet of ABC Ltd.

Liabilities	Amount	Assets	Amount
	(Rs.)		(Rs.)
Current liabilities	8,00,000	Cash	2,00,000
Debentures	16,00,000	Sundry debtors	5,00,000
Equity Share		Short-term	
Capital	30,00,000	Investments	1,50,000
Reserves	9,65,000	Stock	20,00,000
		Prepaid expenses	15,000
		Fixed Assets	35,00,000
	63,65,000		63,65,000

Statement of Profit for ABC Ltd.

	Rs.
Sales	50,00,000
Less : Cost of goods sold	30,00,000
Gross profit	20,00,000
Less : Interest	1,50,000
Net profit	18,50,000
Lest : Tax @ 50%	9,25,000
Profit after tax	9,25,000

MS-2978-6-1100

A

MS-2979

**M. B. A. (CM, FC, HR & IR, IB, M, MS, RM)
(First Semester) Dec. Examination, 2012**

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 Units. Graph paper and log tables will be supplied on demand.

1. Attempt all the parts : $3 \times 10 = 30$
 - (a) The mean salary paid to 1,000 employees of an establishment was found to be Rs. 1,384. Later on, after disbursement of salary it was discovered that the salary of two employees was wrongly entered as Rs. 2,970 and Rs. 1,660 while their correct

(2)

- salaries were Rs. 1,970 and Rs. 1,850. Find the correct average salary.
- (b) If the price p and quantity q of commodity are related by the equation $q = 30 - 4p - p^2$; determine the elasticity of demand at $p = 2$.
- (c) Give three instances where median would be a better measure of central tendency than arithmetic mean.
- (d) Given $N = 25$, $\Sigma X = 71$, $\Sigma Y = 70$, $\Sigma X^2 = 555$, $\Sigma Y^2 = 526$ and $\Sigma XY = 527$, determine the two regression coefficients and coefficient of correlation between X and Y .
- (e) The Vice President Sales has observed that the average sales of the company has remained same over the period of four years however the variation in sales is increasing. What conclusion can be drawn from his observations?
- (f) State the extreme point theorem of linear programming.

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(3)

- (g) If two dice are thrown simultaneously, what is the probability that sum of the numbers on two dice is greater than 8?
- (h) Define Type I and Type II errors in testing of hypothesis. How can these be related to the concept of Producer's and Consumer's risk?
- (i) What can be interpreted if Karl Pearson's $r = 0$, $r = 1$, $0 < r < 0.25$?
- (j) Find x and y if :

$$\begin{bmatrix} x & 3 \\ 4 & 5 \end{bmatrix} + \begin{bmatrix} 2 & y \\ 3 & -1 \end{bmatrix} = \begin{bmatrix} 5 & 7 \\ 7 & 4 \end{bmatrix}.$$

Unit-I

2. The demand for a certain product is represented by the equation :

$$p = 300 - 6q,$$

where q is the number of units demanded and p is the price per unit.

MS-2979

(4)

Find :

- (a) the revenue when demand is 5 units.
- (b) the average revenue function.
- (c) the slope of the revenue function; what does it represent?
- (d) the price at which marginal revenue is zero.
- (e) the marginal revenue at $q = 2$. 2×5
3. (a) Three are two families A and B. There are 3 men, 4 women and 1 child in family A and 2 men, 1 woman and 2 children in family B. The recommended daily requirement for calories is 2400, 1900 and 1700 and for proteins 55, 45 and 33 for men, women and children respectively. Represent the above information in matrix notation. Using matrix multiplication; calculate the total requirement of calories and proteins for each of the two families. 5
- (b) Find the inverse of the given matrix : 5

$$A = \begin{bmatrix} 4 & 7 \\ 2 & 8 \end{bmatrix}$$

MS-2979

(5)

Unit-II

4. The following table summarises the wage distribution in a certain factory, determine :

- (a) the median wage
- (b) the wage limits for the upper 25% of the wage earners. $7+3$

Weekly Wages (Rs. '00)	No. of Employees
20-40	8
40-60	12
60-80	20
80-100	30
100-120	40
120-140	35
140-160	18
160-180	7
180-200	5

5. The lives (in years) of two models of refrigerators were found to have to the following distribution :
- (a) What is the average life of each model of these refrigerators?

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(6)

- (b) Which model shows more uniformity? 5+5

Life(in years)	Model A	Model B
0-2	5	2
2-4	16	7
4-6	13	12
6-8	7	19
8-10	5	9
10-12	4	1

Unit-III

6. (a) A consignment of record players contains 15% defectives. The sample of 20 such record players are selected at random, one by one, and examined. What is the probability of observing (i) all defectives (ii) at most 3 defectives (iii) exactly 2 defectives? 6
- (b) In a bolt factory machine A, B and C manufacture respectively 25%, 35% and 40% of the total output. Of their output 5%, 4%, 2% are defective bolts respectively. One bolt is selected at random and it was found to be defective, what is the probability that it was manufactured by machine B? 4

MS-2979

(7)

7. (a) A random sample of 400 tins of vegetable oil labelled '5 kg. net weight' depicted the mean net weight of 4.98 kg. with standard deviation of 0.22 kg. Can this sample be taken as evidence to reject the hypothesis of net weight of 5 kg? Use 5% level of significance. 5
- (b) A marketing manager wants to know if there is any difference in response to the taste of his product between men and women. He finds that 50 out of a sample of 95 men consumers respond that they liked the taste of his product while among women consumers 30 out of 69 responded that they liked the product. Based on these observation what should the marketing manager conclude at 5% level of significance? [Given : $Z_{0.05}$ (one-tailed)=1.645, $Z_{0.05}$ (two-tailed) = 1.96]. 5

MS-2979

(8)

Unit-IV

8. Solve the given LPP graphically : 10

Maximize : $Z = 20x + 30y$

Subject to : $x + 2y \leq 20$

$x + 5y \leq 35$, and

$x \geq 0, y \geq 0$.

9. The following table shows the unit transportation cost of transporting goods between a particular source-destination pair along with the supply and requirements at these centres.

- (a) Given the mathematical formulation of the given Transportation Problem.
- (b) Find the initial basic feasible solution to the transportation problem using (i) Matrix Minima Method and (ii) North West Corner Method.

4+6

Factory	Destination				Supply
	I	II	III	IV	
A	13	16	14	8	100
B	9	12	11	10	200
C	12	7	10	12	300
Requirement	200	150	100	150	

A

MS-2979(A)

M. B. A. (First Semester) (IMS) Examination, 2012

(Back Paper/Exempted)

(Old Course)

Quantitative Methods in Business

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. Attempt all the parts : $3 \times 10 = 30$
 - (a) A car was purchased for Rs. 80,000, depreciation is calculated at 5% per annum for the first three years and 10% per annum for the next three years. Find the money value of the car after a period of 6 years.
 - (b) Give the various reasons why arithmetic mean is considered the best among averages.

(2)

- (c) State the characteristics of linear programming model.
- (d) Give the relationship between correlation and regression coefficient. Also determine correlation coefficient if b_{yx} and b_{xy} 2 and $1/4$ respectively.

- (e) Find the inverse of the given matrix :

$$A = \begin{bmatrix} 9 & 7 \\ 2 & 4 \end{bmatrix}$$

- (f) If the data regarding two units of a factory is as follows, determine the combined mean and combined standard deviation for the entire factory :

	Average salary per month (Rs.)	Variance in salary (in Rs.)	Number of employees
Unit I	10,000	20	500
Unit II	12,000	23	530

- (g) What do you mean by (i) basic solution (ii) feasible solution (iii) optimum solution in LPP?
- (h) Calculate mean deviation about median for the data 45, 67, 86, 89, 57, 86.
- (i) What do you mean by RIM conditions in transportation model?
- (j) Calculate the sum of the series 2, 16, 30, 44 until 20th term.

MS-2979(A)

(3)

Unit-I

10

2. (a) Suppose Mr. X repays a loan of Rs. 3,250 by paying Rs. 20 in the first month and then increases the payment by Rs. 15 every month. How long will it take to repay the entire loan?
- (b) Calculate the 15th term of the series 16384, 1024, 64, 4 Also find the sum up to infinity of this series.

3. Solve the following system of equations :

$$2x + 3y + 4z = 29$$

$$x + y + 2z = 13$$

$$3x + 2y + z = 16$$

Unit-II

10

4. The life of two products is known to follow the given distributions. Compare the two distributions and comment :

Life (in year)	Product A	Product B
0-5	15	2
5-10	6	7
10-15	3	2
15-20	7	9
20-25	5	9
25-30	4	1

MS-2979(A)

(4)

- (a) Which of the two products have better life ?
 (b) Which of the two products is more consistent ?

5. Calculate standard deviation for the following data :

Class - interval	Frequency
15 - 25	4
25 - 35	7
35 - 45	8
45 - 55	9
55 - 65	12
65 - 75	8
75 - 85	5
85 - 95	3
95 - 105	2

Unit- III

10

6. What is a scatter diagram ? Explain how it is used in correlation and regression analysis by means of examples ?

MS-2979(A)

(5)

7. Obtain the following for the given data :

X	15	16	13	7	5	4	2
Y	2	7	12	16	18	19	21

- (a) The two regression equations of between X and Y .
 (b) Predict the value of X when $Y = 10$.

Unit- IV

10

8. Find the initial basic feasible solution to the transportation problem using (i) least cost method and (ii) north west corner method :

Factory	Destination				Supply
	I	II	III	IV	
A	3	6	4	8	100
B	9	2	1	10	300
C	12	7	10	12	300
Requirement	200	250	100	150	

9. Solve the give LPP graphically :

Maximize : $Z = 2x + 5y$

MS-2979(A)

(6)

Subject to :

$$2x + 2y \leq 12$$

$$x + 3y \leq 40$$

and

$$x \geq 0, y \geq 0.$$

A

MS-2980

M. B. A. (CM, FC, HR & IR, IB, M, MS, RM)

(Semester-I) Examination, 2012

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 Units.

1. Write short notes on the following : 3×10=30
- (a) Induction
 - (b) Job analysis
 - (c) Placement
 - (d) Job enrichment
 - (e) 360 degree performance appraisal

(2)

- (f) Trade union
- (g) Workers participation in management
- (h) Industrial democracy
- (i) Job-design
- (j) Fringe benefits.

Unit-I

2. Describe the term Human Resource Management. Explain the duties and responsibilities of human resource department with respect to the following functions :
- (i) Employment
 - (ii) Training and development. 10
3. Explain the term human resource planning. What are the barriers to effective human resource planning at the corporate level in India ? 10

Unit-II

4. Define the term selection. How does selection differ from recruitment ? Discuss various steps involved in a selection process. Explain them briefly. 10

MS-2980

(3)

5. Discuss the term 'training' and differentiate it from 'development'. Explain the various methods of management development. 10

Unit-III

6. Explain the term performance appraisal. Discuss its significance for improving morale and motivation of employees. 10
7. Discuss the purpose of effecting wage and salary administration programme. What points should a manager consider when he is determining wages and salaries of employees. 10

Unit-IV

8. Explain the term "Grievance". Discuss the machinery for settlement of grievance in an organisation. 10
9. Describe the process of collective bargaining and explain how does it help in settlement of industrial dispute and establishment of peaceful industrial relation. 10

MS-2980-3-1100

A

MS-2981

M. B. A. (CM, FC, HR & IR, IB, M, MS & RM)

(Semester-I) Examination, 2012

Core Paper

(IMS-016 : Indian Value System & Business Ethics)

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 : 3×10=30
 - (a) Purushartha
 - (b) Prashasta Vivah
 - (c) Sanskritisation
 - (d) Chanakya
 - (e) Niyama

(2)

- (f) Strategic philanthropy
- (g) World
- (h) Stages of moral development
- (i) Duty of disclosure
- (j) Gender discrimination.

Unit-I

- 2. Give a detailed insight of the 16 Samkaras and their cultural spiritual purpose. 2+8=10
- 3. Define Varna and Caste. Compare the two highlighting their differences. 10

Unit-II

- 4. The Bhagvadgita can be experienced as a powerful catalyst for transformation. Comment on the relevance of Bhagvadgita in current managerial practices. 10
- 5. Arthashastra is probably the first over book written on management. Discuss any five ideas from this book which can be effectively used by business. 10

MS-2981

(3)

Unit-III

- 6. Kantian ethics is an ethics of duty rather than an ethics of consequences. Do you agree with the statement ? Justify your viewpoint. 10
- 7. Resolve the following ethical dilemmas : 5×2=10
 - (a) You are the buyer for a retail clothing store. Your store has a policy of not accepting gifts. However, over the years, salesmen have offered, and other employees have accepted lunch, film tickets and cricket match tickets. You arrive home from office and find a new TV and DVD player at your doorstep with a note that said, "A personal gift for our long standing friendship. Enjoy it with your family. The Wadhwa Clothing Company."
 - (b) Your newspaper has published a report on a national study, which concluded that bottled water has virtually no health advantages over the tap water in most cities, including yours. The study included comments from local health store owners and bottled water distributors

MS-2981

(4)

challenging the study. The Aque Pure Bottled Water Company, with an advertising account worth over ₹ 3,00,000 a year, has threatened to pull its account out of your newspaper unless you run another story of equal prominence, focusing on the benefits of bottled water. What do you do?

Unit-IV

8. Read the following case and answer the questions that follow:

Malini is an assistant marketing communications manager with True Blush Cosmetics, a manufacturer of facial creams and other skin moisturizing products. She is relatively new to the cosmetics industry, being a recent college graduate with limited 'real world' experience. As part of her orientation, however, she recently had the opportunity to spend one week with the True Blush marketing research group sitting in on several focus group discussions with regular cosmetics users. Today Harish stopped Malini in the hall and told her to coordinate the artwork on both the new package label design and the storyboards for an upcoming

MS-2981

(5)

advertising campaign, to reflect an increase in the recommended application of a facial cream product from one to five applications daily. While delighted with the opportunity to finally be assigned something substantive where she can demonstrate, what she is capable of doing, she is troubled by the directive.

Malini recalls that in each of the four focus group discussions the week before, the majority of consumers revealed that just one application of this product "did the job." While changing the recommended usage would clearly contribute to the additional sales volume, what she knows about the product indicate that such an increase would not significance benefits consumers. On the other hand, Harish is the group product marketing manager and he makes the decisions on promoting recent hires for this product.

- (a) What are the relevant facts?
- (b) What are the ethical issues?
- (c) Who are the primary stakeholders?
- (d) What are the possible alternatives?
- (e) What are the ethics of the alternatives? $2 \times 5 = 10$

MS-2981

(6)

9. Write short notes on :

5×5=10

- (a) Insider trading
- (b) Whistle blowing.

A

MS-2981(A)

M. B. A. (First Semester) Examination, 2012

Indian Value System & Business Ethics

(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. Read the attached case carefully and answer the questions given below : 5×6=30
 - (a) What are the relevant facts ?
 - (b) What are the ethical issues ?
 - (c) Who are the primary stakeholders ?
 - (d) What are the ethics of the possible alternatives ?
 - (e) What are the practical constraints ?
 - (f) What actions should be taken ?

(2)

Unit-I

2. Elaborate on the crises at the level of individual, family and society in the current context. 10
3. Explore and comment on the relationships between the individual and family, society, nature and existence. 10

Unit-II

4. Identify and explain the human values in management. 10
5. Throw light on the essential characteristics of Indian ethos. 10

Unit-III

6. India is a matrix society. Do you think this statement holds true ? Give reasons supporting your view-point. 10
7. Discuss the eight stages of Ashtang Yoga and comment on the relevance of Yoga in modern life. 10

MS-2981(A)

(4)

(4)

Case Study (Question No. 1)

Bharat was recently hired by a large chemical company to oversee the construction of production facilities to produce a new product. X Chemical developed a new industrial lubricant which it felt it could produce at a price close to those of its competitors. The plant to manufacture the lubricant was built on land adjacent to the East River. X Chemical had already applied for and received the necessary permit to dump waste materials from the process in the river. Several other chemical plants in the near vicinity are also releasing waste materials into the river.

Bharat is concerned because the government agency which oversees the permit process has granted X Chemical a permit to release more waste in the river than previously anticipated. An additional stage in the production process which would have reduced the waste and recycled some materials became unnecessary due to the regulatory agency's decision. Because the additional process would have added capital and production costs, it was not built as part of the existing plant. Yet, X Chemical has always stated publicly that it would do all that it could to protect the environment from harmful materials.

The company has had mediocre performance for several quarters, and everyone is anxious to see the new product do well. Tests have shown it to be a top-quality industrial lubricant which can now be produced at a cost significantly below those of their competitors. Orders have been flowing in, and the plant is selling everything it can produce. Morale in the company has increased significantly because of the success of the new product. Due to the success of the new product, all employees are looking forward to sizable bonuses from the company's profit sharing plan.

Bharat is upset that the company failed to build the additional stage on the plant and fears that the excess waste released today will cause problems for the company tomorrow. Bharat approaches Mohinder Ahuja, the Plant Supervisor, with his concerns. Mohinder replies, "It's up to the government agency to protect the river from excess waste, and the company only had to meet the agency's standards. The amount of waste being released poses no threat to the environment, according to the agency. The engineers and chemists who originally designed the production process must have been too conservative in their estimates. Even if the agency made a mistake, the additional recycling and waste reduction process can be added later when it becomes necessary. At this point, building the additional process would require costly interruptions in the production process and might cause customers to switch to our competitors. Heck, environmental groups might become suspicious if production was stopped to add the additional process-they might see it as an admission of wrongdoing.

No one in the company wants to attract any *unwarranted attention* from the environmental groups. They give us enough trouble as it is. The best thing we can do is make money while the company can and deal with issues as they come up. Don't go trying to cause trouble without any proof. The company doesn't like troublemakers, so watch your step. You're *new here*, and you wouldn't want to have to find a new job." Bharat is frustrated and upset. He can see all the benefits of the new product, but inside he is sure the company is making a short-sighted decision *which will* hurt them in the long run. The Vice President of Operations will tour the plant next week, and Bharat is considering approaching the officer with his corn. It might also be possible to contact the government agency and request that the permit be reviewed. Bharat is unsure what to do, but he feels he should do something.

MS-2981(A)

(3)

Unit-IV

8. Give a detailed account of the education system in Ancient India. 10
9. Write short notes on any two of the following : 5×2
- (a) Natural law theory
 - (b) Utilitarian principles
 - (c) Kantian virtues.

A

MS-2982

M. B. A. (CM, FC, HR & IR, IB, M, MS & RM)

(Semester-I) Examination, Dec. 2012

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 Unit.

1. Write briefly on the following : 3×10=30
- (a) Marketing Myopia
 - (b) STP
 - (c) Levels of Products
 - (d) Product Bundling Price
 - (e) Buying Motives
 - (f) Ansoff's model

(2)

- (g) Trade Promotions
- (h) Product Personality
- (i) Public Relations
- (j) Needs, Want and Demand.

Unit-I

- 2. Explain the development of marketing from the earlier times of being mere exchange to the current times of being value delivery process. 10
- 3. Discuss in brief the scope of marketing. 10

Unit-II

- 4. "Effective marketing is the result of efficient market research. " Give your comments. Briefly discuss the research process and its importance. 10
- 5. "Consumer involvement varies with the type of product." On the basis of the given statement, explain the different types of behaviour exhibited by consumer. Also give the stages through which a consumer passes while making a purchase. 10

(3)

Unit-III

- 6. Explain PLC concept. Discuss the marketing functional imperatives for each of the stages in PLC. 10
- 7. What mix of objectives does a firm seek from pricing? Discuss the factors that influence pricing of a product. 10

Unit-IV

- 8. What roles are played by the distribution channel? Highlight the basic characteristics of the different intermediaries participating in the distribution channel. 10
- 9. (a) Differentiate between advertising and sales promotion. 3
(b) What is direct marketing? Which methods or techniques are used in it? 3
(c) State the importance of public relations for a company. 4

A

MS-2983

M. B. A. (CM, FC, HR & IR, IB, Mktg., MS, RM)

(First Semester) Examination, Dec. 2012

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 questions, selecting *one* question from each Unit.

1. Briefly answers solve the following questions : 3×10
 - (a) Managerial decisions often require that quantitative estimates be made of the firm's cost function." Comment
 - (b) Why do increasing returns to scale imply a decreasing long-run average cost function ?
 - (c) In the short-run managers of a firm should shut-down the operation if price is below average variable cost. Explain, why ?
 - (d) Does product differentiation always refer to real differences between products ? Use an example to explain your answer.

(2)

- (e) Why $AR = MR$ under perfect competition ?
- (f) Can a monopolist control both price and supply simultaneously ?
- (g) Differentiate between marginal and incremental value with imaginary examples.
- (h) The price of tea was Rs. 10 and the quantity demanded at this price was 200 units. The price decreases by Rs. 5 and the new qty become 800 units. Calculate elasticity of demand with an example.
- (i) Find the missing values :

Units	FC	VC	TC	AFC	AVC	AC	MC
0	—	—	300	—	—	—	—
1	—	300	—	—	—	—	—
2	—	—	—	—	200	—	—
3	—	450	—	—	—	—	—
4	—	—	—	—	—	200	—
5	—	—	—	—	—	—	100

- (j) Discuss the nature and functions of profit.

Unit-I

2. "The managerial economists have tried to take account of uncertainty with the help of basic managerial economic tools." Discuss this statement with the help of hypothetical examples. 10
3. Demand for a current affairs book is given by $Q = 20,000 - 300P$. The book is initially priced at Rs. 30 :

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(3)

- (a) Compute the point price elasticity of demand at $P = \text{Rs. } 30$.
- (b) If the objective is to increase total revenue, should the price be increased ? Explain.
- (c) Compute the arc price elasticity for a price decrease from Rs. 30 to Rs. 20.
- (d) Compute the arc price elasticity for a price decrease from Rs. 20 to Rs. 15. 10

Unit-II

4. Explain the relationship between TP, AP and MP in the different stages of law of variable proportion. Also discuss the reasons for this law with diagram. 10
5. Based on the economists report, the TC and MC functions are as follows :

$$TC = 200 + 5Q - 0.04Q^2 + 0.001Q^3$$

$$MC = 5 - 0.08Q + 0.003Q^2$$

The president of the company determines that knowing only these equations is inadequate for decision-making. You have been directed to do the following :

- (a) Determine the level of fixed cost (if any) and equations for AC function.
- (b) Determine the rate of output that results in minimum AVC
- (c) If fixed cost increases to Rs. 500, what output rate will result in minimum AVC ? 10

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(4)

Unit- III

6. Discuss the case of price discrimination and also mention its preconditions. Further show the price and output determination under this case with diagram. 10
7. Why a firm under perfect competition is a price taker ? Show the equilibrium of a firm in it with diagram in the short-run and long-run period.

Unit- IV

8. (a) Discuss the assumptions and limitations of break-even analysis. 5
- (b) A firm provides the following information for the sales and cost data for a year. 5

Rs.

1. Net sales 1,00,000

2. Cost of goods sold :

Variable cost 40,000

Fixed cost 10,000

Gross profit 50,000

3. Selling cost :

Variable cost 10,000

Fixed cost 5,000

Net profit 35,000

- (i) Compute the break-even point.
- (ii) Forecast the profit for the sale volume of Rs. 1,60,000 and Rs. 70,000
- (iii) What would be sales volume to earn a net profit of Rs. 55,000 ?
9. Discuss any two theories of firm and also explain how these theories are different from the traditional approach/theory of profit maximization. 10

A

MS-2984

M. B. A. (CM, FC, HR & IR, IB, M, MS, RM)
(First Semester) Examination, 2012

(LV-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. (a) Match the correct idiom to their meanings :

1×5

- | | |
|---|---|
| (i) A blessing in disguise | To avoid talking. |
| (ii) A picture paints a thousand words | Benefit of an event or situation not recognised at first. |
| (iii) You can't judge a book by its cover | Thirteen |
| (iv) To bite your tongue | A visual representation is more descriptive than words. |
| (v) Baker's dozen | A decision should not be made simply on the basis of the appearance of a person or situation. |

(2)

(b) Select the correct option : 1×5

(i) The news will _____ his mood.
(affect, effect)

(ii) The _____ of television is obvious.
(affect, effect)

(iii) _____ going to be warm today.
(It's, Its)

(iv) Every machine has _____ own cover.
(it's, its)

(v) Team India was awarded a free kick
for a _____ on their goalkeeper.
(foul, fowl)

(c) Spot the errors if any and rewrite the
sentences : 1×5

(i) I am of opinion that he is not
frustworthy.

(ii) I heard noise.

(iii) I have a headache.

(iv) The child is the father of man.

(v) All year round.

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(3)

(d) Mark the following as correct or incorrect :

1×10

(i) John, as well as his younger brothers,
is going to study at that school.

(ii) Statistics hasn't been revised as a
course approach for two long.

(iii) You and I am supposed to clean the
room before Mom gets home.

(iv) Either the President or the Vice has
signed the document.

(v) Be careful. Grandma's scissors are very
sharp.

(vi) The police hasn't made any arrests
lately.

(vii) I, you and he went to the swimming
pool.

(viii) It was I who addressed the gathering
in the playground.

(ix) Any of these two bats would do.

(x) Please open the fan.

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(4)

- (e) Write short notes on : 5
- (i) Define a register as used in communication. Name any two basic registers with one example of each.
 - (ii) Importance of good communication skills in professional settings.

Unit-I

2. (a) What are the seven C's of communication? Discuss any four of them in one or two sentences each. 5
- (b) Mark the following statements as true or false : 5
- (i) Body language is a visual display of what a person is actually thinking or feeling, through his or her body gestures.
 - (ii) We speak at the rate of approximately 800 words per minute, whereas we think at 100 words per minute.

(5)

- (iii) The 3 important aspects of body language that we must consider during initial greeting are :
 - (1) Distance between individuals
 - (2) Handshake type
 - (3) Voice pitch.
 - (iv) To maintain eye contact with another individual, the best area to focus on his or her face is the zone including eyes, nose and cheeks.
 - (v) We should always walk in small baby steps to display confidence.
3. (a) Fill in the blanks : 1×5
- (i) He applied _____ the principal for leave.
 - (ii) He will compute _____ the prize.
 - (iii) Divide the money _____ Frank, John and Bill.
 - (iv) We must choose _____ Frank and John.
 - (v) _____ a dog, I have three cats.

(6)

(b) Insert the most suitable form of the verbs :

1×5

- (i) On his father's death he will _____ a million pounds. (to inherit)
- (ii) The magistrates _____ a fine of \$50 and costs. (to impose)
- (iii) Mounted police were brought into _____ the demonstrators. (dispersing)
- (iv) A teacher should not only possess knowledge; he or she should know how to _____ it. (imparting)
- (v) The cost of building the new school is _____ at \$ 6,00,000. (estimation)

Unit-II

4. (a) Select suitable word for the following : 1×5

(i) A pen name :

- (1) pseudonym
- (2) acronym

(ii) A sacred song :

- (1) hymn
- (2) chorus

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(7)

(iii) Amazed and horrified :

(1) aghast

(2) anguished.

(iv) Usage of multiple colours on army uniforms :

(1) camouflage

(2) khaki

(v) Imparting or exchanging of information by speaking, writing or some other medium :

(1) communication

(2) coordination.

(b) Select the best answer :

1×5

(i) Intonation in pronunciation refers to :

- (1) Rise and fall of voice in speaking
- (2) Rise and fall of volume in speaking
- (3) Speaking in British accent.
- (4) Speaking in American accent.

(ii) In spoken English we stress the content words and quickly glide over the less important function words.

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(8)

Which of the following groups represent content words?

- (1) Nouns, Principal Verbs, Adjectives, Adverbs
- (2) Pronouns, Helping Verbs
- (3) Prepositions, Conjunctions
- (4) Articles and Determiners.

(iii) Which of the following statements is true?

- (1) Good pronunciation comes from stressing only the right content words.
- (2) In English stress is usually placed on every third word
- (3) Pronouncing each word correctly leads to poor pronunciation.

(iv) Which of the following is not a component of a good accent?

- (1) Pronunciation
- (2) Intonation
- (3) Linking
- (4) Volume.

(9)

(v) Which of the following is not a type of stress, used in spoken English ?

- (1) Emphatic
- (2) Contrastive
- (3) New information
- (4) Low rise.

5. (a) (i) Define the term 'soft skill'.

(ii) Name any four personal attributes and four interpersonal abilities that form the foundation of soft skills. 5

(b) While meeting a person for business for the first time, what are the major steps you would take keeping in mind the code of conduct? 5

Unit-III

6. Pick the odd answer : 2×5

(a) A group discussion is used to evaluate management professionals in areas including :

- (i) Communication skills
- (ii) Reasoning ability
- (iii) Interpersonal skills
- (iv) Ability to outsmart others.

- (b) During a group discussion the following should be practised :
 - (i) Using slang
 - (ii) Listening to the topic carefully before contributing to the discussion
 - (iii) Speaking politely to the group
 - (iv) Eye contact.
- (c) During G.D. if one does not agree with another participant one should :
 - (i) Politely state one's disagreement.
 - (ii) Give the reasons for disagreeing if there are any.
 - (iii) Interrupt them and not let them finish their statement completely.
 - (iv) Avoid passing personal judgement on that speaker or their knowledge.
- (d) Communication during a group discussion involves :
 - (i) Evaluating and monitoring the performance of other participants.
 - (ii) Display of appropriate body language and non-verbal gestures.

- (iii) Reading the body language of other speakers correctly.
- (iv) Active participation and contribution of ideas to the discussion.
- (e) Practicing GD's help us to :
 - (i) Increase our confidence in speaking to a group.
 - (ii) Improve listening skills.
 - (iii) Improving the ability to think critically.
 - (iv) Improving our technological skills.
- 7. Your resume is your marketing brochure through which you try to sell your skills to the prospective employer. However, there are certain things that put recruiters off. Mention at least ten of these. 10

Unit-IV

- 8. Mention at least ten precautions taken while designing effective visual aids presentation. 10
- 9. Write a cover letter referring to the advertisement given below : 10
A large company having foreign collaboration requires salespersons with following professional profile:

- Candidates should be graduates
- Should have four years selling experience
- Age should not exceed 30 years.

Handsome salary commensurate with capability offered. Other benefits incorporate provident fund, gratuity, bonus and allowances. Apply within 15 days to Mr. Arun Singh, Manager (HR), Future Group, Statesman Building, Cannaught Place-110001.

A

MS-2985

M. B. A., M.B.A.(CM), M. B.A.(FC), M. B. A.

(HR & IR), M. B. A. (IB), M. B. A.(Mktg.),

M. B. A. (MS), M. B. A. (RM)

Examination, Dec. 2012

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. Write short notes on the following : 3×10=30
- (a) Vision
 - (b) Business definition
 - (c) Core competence
 - (d) Concentric diversification
 - (e) SWOT analysis

(2)

- (f) 7-S framework
- (g) B. C. G. matrix
- (h) D. P. M.
- (i) First mover advantage
- (j) Strategic alliance.

Unit-I

- 2. Discuss the relevance and importance attached to business policy in the current business scenario. 10
- 3. Explain the process of strategic management in detail. 10

Unit-II

- 4. Discuss the impact of following trends on business :
 - (i) FDI in retail
 - (ii) Bail out in Civil Aviation industry
 - (iii) Increase in Petroleum and LPG
 - (iv) Increasing consciousness about health. $2\frac{1}{2} \times 4$
- 5. Outline the various methods of performing organizational appraisal and discuss any one of them in detail. 10

(3)

Unit- III

- 6. What are organizational prerequisites for (i) cost leadership strategy (ii) differentiation strategy ? 10
- 7. Write notes on :
 - (i) Turnaround steps
 - (ii) Merger motives. 10

Unit- IV

- 8. Apply Porter's 5 forces model on any organization of your choice. 10
- 9. "Competitive advantages is achieved by taking in a different route."
In view of above statement suggest various routes employed to achieve competitive advantage. 10

A

MS-2986

M.B.A.(CM), M.B.A.(FC), M.B.A. (HR & IR),

M.B.A. (IB), M.B.A.(Mktg.), M.B.A. (MS),

M.B.A. (RM) (Third Semester)

Examination, 2012

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) "Mere mental assent to a proposal does not constitute acceptance." Discuss.
 - (b) Lawful object.
 - (c) Anticipatory breach of contract.

(2)

- (d) Compulsory dissolution of partnership firm.
- (e) Statutory restrictions on implied authority of a partner.
- (f) Unpaid seller's right of lieu over the goods.
- (g) When breach of condition is to be treated as breach of warranty ?
- (h) Kinds of endorsement.
- (i) Special crossing of cheque.
- (j) Private company.

Unit-I

- 2. Define consideration and discuss the circumstances in which an agreement without consideration is valid and binding. 10
- 3. Who is competent to contract ? Discuss the nature of minor's agreement and his liability for necessities supplied to him or his dependents. 10

Unit-II

- 4. What is sale ? Distinguish it from an agreement to sell. 10
- 5. Explain the nature of the right of stoppage of goods in transit, the condition for its exercise, and the duration of transit. 10

(3)

Unit- III

- 6. "Indian Partnership Act has effectively ensured the registration of firms without making it compulsory." Discuss and also state the consequences of non-registration of a firm. 10
- 7. Define partnership and discuss its essential elements. 10

Unit- IV

- 8. What is Memorandum of Association of a company ? What are its various clauses ? When and how registered office of a company can be transferred from one state to another state ? 10
- 9. (a) What is a promissory note ? What are its essential elements ? 5
(b) Are the following instruments promissory notes ? 5
 - (i) I promise to pay B Rs. 500 on D's death, provided D leaves me enough to pay that amount.
 - (ii) I promise to pay B Rs. 2000 and to deliver him my Maruti car.

A

MS-2987

M. B. A. (CM)(Third Semester) Examination, 2012

CORPORATE ACCOUNTING

[MBA(CM)-013]

Time Allowed : Three Hours

Maximum Marks : 70

Note: Answer Five questions in all. Question No. 1 carrying 30 marks is compulsory. Attempt one question carrying 10 marks from each Unit.

1. Write notes on the following :
 - (a) Disclosure convention of accounting
 - (b) Minimum subscription
 - (c) 'Accrued and due' and 'accrued but not due' interest on debentures
 - (d) Current liabilities and provisions
 - (e) Disposal of profit
 - (f) Internal reconstruction
 - (g) Liquidator's final statement of account
 - (h) Merger of the kind of 'pooling of interest'
 - (i) Meaning of corporate financial reporting
 - (j) Need of valuation of shares.

(2)

Unit-I

2. 'Corporate accounting refers to the process of preparing, presenting and communicating economic information to the users who need it for decision making.' Elucidate.
3. Prosperous Ltd. had 2,000 12% debentures of Rs. 100 each outstanding on 1.4.2010. As per the terms of issue the company purchased the following debentures in open market for immediate cancellation:
1st October, 2010 - 800 debentures at Rs. 100.25 cum interest
1st December, 2010 - 200 debentures at Rs. 98.5 ex-interest
1st March, 2011- 400 debentures at Rs. 98.0 cum interest.
Assuming that debenture interest was payable half yearly on 30th June and 31st December and income tax is deductible at source @ 10%.
Pass necessary journal entries assuming that redemption by cancellation was made out of profit. The company closes its books on 31 March every year.

Unit-II

4. (a) Give specimen of vertical form of balance sheet of a company according to the Companies Act, 1956 with imaginary figures.

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(3)

- (b) State the provisions of 'Declaration of Dividend out of Reserves Rules, 1975'.

5. Determine the maximum remuneration available to the part time directors (2 in number) and manager of Blue Print Company Ltd. (a manufacturing company) under Sections 309 and 387 of the Companies Act, 1956 from the following particulars. Before charging any such remuneration, the profit and loss account showed a credit balance of Rs. 6,60,000 for the year ended 31st March, 2012 after taking into account the following matters :

	Rs.
Profit on sale of machinery (original cost Rs. 1,20,000 and written down value Rs. 80,000)	60,000
Capital expenditure	1,50,000
Subsidy received from government	1,20,000
Special depreciation	20,000
Multiple shift allowance	30,000
Bonus to foreign technician	90,000
Provision for taxation	7,60,000
Compensation paid to injured workman	20,000
Ex-gratia payment to an employee	10,000
Loss on sale of fixed assets	20,000
Profit on sale of investments	60,000

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(4)

Unit- III

6. (a) What are the conditions which according to AS-14 on 'Accounting for Amalgamation' must be satisfied for an amalgamation of the nature of 'pooling of interest'.
- (b) Describe preferential creditors according to the Section 530 of the Companies Act, 1956.

7. Following are the Balance Sheets of H Ltd. and S Ltd. as at 31st March, 2012 :

Balance Sheets					
Liabilities	H Ltd. (Rs.)	S Ltd. (Rs.)	Assets	H Ltd. (Rs.)	S Ltd. (Rs.)
Shares of Rs. 100 each	5,00,000	2,00,000	Goodwill	40,000	30,000
General reserve as on 1.4.2011	1,00,000	60,000	Other fixed assets	3,60,000	2,20,000
Profit & Loss A/c	1,40,000	90,000	Investments :		
Bills payable	—	40,000	1,500 shares in		
Creditors	80,000	50,000	S Ltd at cost	2,40,000	—
			Stock	1,00,000	90,000
			Debtors	20,000	75,000
			Cash at Bank	60,000	25,000
	8,20,000	4,40,000		8,20,000	4,40,000

The profit and loss account of S Ltd. showed a credit balance of Rs. 50,000 on 1st April, 2011. A dividend of 15% was paid on 15th October, 2011. The dividend was credited by H Ltd. to its profit and loss account. H Ltd. acquired the shares on 1st October, 2011. Bills payables of S Ltd. were all issued in favour of H. Ltd., which company got the bills discounted. Included in the creditors of S Ltd. are Rs. 20,000 for goods

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(5)

supplied by H Ltd. The stock of S Ltd. includes goods to the value of Rs. 8,000 which were supplied by H Ltd. at a profit of 33 1/3% on cost.

Prepare consolidated balance sheet of H Ltd. and its subsidiary S Ltd. as on 31st March, 2012. Give all you working notes clearly.

Unit- IV

8. What do you mean by Corporate Financial Reporting ? Discuss the objectives of such reporting.
9. ABC Textiles Ltd. proposed to purchase the business of Nav Jyoti Ltd., Goodwill for this purpose is agreed to be valued at three years purchase of the super profit based on the following information :
- Average capital employed Rs. 16,00,000
 - Normal rate of return 12½%
 - Profits for the last four years are :

	Rs.
2009	1,50,000
2010	1,80,000
2011	2,40,000
2012	3,00,000

On scrutiny of the accounts the following points are revealed :

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(6)

- (a) The above figures of profits are after providing for taxation @ 40%
- (b) The company's investments include 15% government bonds for Rs. 1,00,000
- (c) The company did not make the following adjustments :
 - (i) Foreign exchange loss Rs.
 during 2009 10,000
 - (ii) Foreign exchange gain
 during 2011 20,000
- (d) The closing stock for 2011 was overvalued by Rs. 12,000
- (e) During 2010 a major repair was made in respect of the plant incurring Rs. 30,000 which was debited to profit and loss account. The said sum is agreed to be capitalized for valuation of goodwill subject to provision for depreciation @ 10% on straight line basis.
- (iv) The management cost is expected to increase @ Rs. 24,500 per annum.

Calculate the value of goodwill using weighted average method.

A

MS-2988

M. B. A. (CM)(Third Semester) Examination, 2012

COMPANY LAW & PRACTICE

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
 - (a) Perpetual succession
 - (b) Foreign company
 - (c) Doctrine of lifting the corporate veil
 - (d) Shelf prospectus
 - (e) Doctrine of indoor management
 - (f) Blank transfer
 - (g) Explain 'calls' on share

(2)

- (h) Share certificate
- (i) Duties of the directors
- (j) Annual General Meeting.

Unit-I

- 2. Discuss the doctrine of "Ultra Vires" vis-a-vis a company, the directors and the articles. What are the legal effects of Ultra Vires Act ? 10
- 3. How is a company formed under the Companies Act, 1956 ? Enumerate the various documents to be filed with the registrar. 10

Unit-II

- 4. Briefly explain the guidelines issued by Securities and Exchange Board of India (SEBI) in regard to the capital issues to public. 10
- 5. Define prospectus. What are its contents ? When a company is not required to issue a prospectus ? 10

Unit-III

- 6. "Shares can be forfeited for non payment of call or for any other amount due from a shareholder." Comment. 10

(3)

- 7. Describe the procedure for effecting transfer of shares. In what ways is 'transfer of shares' different from 'transmission of shares' ? 10

Unit-IV

- 8. Briefly state the provisions of the Companies Act, 1956 regarding the mode of appointment of the directors of a company. 10
- 9. Describe briefly different types of meetings in a company. 10

A

MS-2989

M. B. A. (CM) (Third Semester) Examination, 2012

Project Appraisal & Management

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 : 3×10
- (a) When is 'end use method' of forecasting useful ? Explain with the aid of an example.
 - (b) Define the terms event, activity, slack time and float in a network.
 - (c) What do you mean by critical path in a network ? What are its characteristics ?
 - (d) What is a balanced production line ? What are the effects of an unbalanced project ?
 - (e) What do you mean by 'bridge financing' ?
 - (f) What are the objectives of social cost benefit analysis ?

(2)

- (g) Explain BCR.
- (h) Mention the factors that are normally covered in the choice of appropriate technology.
- (i) Explain the need for project evaluation.
- (j) What is diversifiable and undiversifiable risk?

Unit-I

2. Discuss the importance of project management in today's competitive world. Also distinguish between project management and functional management. 10
3. Write short notes on the following : 5×2
 - (a) Matrix form of organization
 - (b) Traditional tool and technique of project management.

Unit-II

4. State different methods of demand forecasting. Discuss the uncertainties in demand forecasting and how can one cope up with the uncertainties. 10
5. Zenith Industries Ltd. are thinking of investing in a project costing Rs. 20 lakhs. The life of the project is 5 years and the estimated salvage value of the project is zero. Straight line method of charging depreciation is followed. The tax rate is 50%. The expected cash flows before tax are as follows :

(3)

Year	1	2	3	4	5
Estimated cash - flows before depreciation and tax (Rs. lakhs)	4	6	8	8	10

You are required to determine the :

- (i) Net present value at 11% cost of capital
- (ii) BCR
- (iii) Discounted payback period
- (iv) Average rate of return on the investment
- (v) IRR. 10

Unit- III

6. (a) Explain the concept of risk analysis with reference to capital budgeting. 5
 - (b) What are the factors to be considered in selecting the site and location of a project? 5
7. (a) The following forecast are made about a proposal which is being evaluated by a firm :

Initial outlay	Rs. 12,000
Cash inflows	Rs. 4,500 (annually)
Life	4 years
k_e	14%
$PVAF_{14\%, 4y}$	2.9137
$PVAF_{14\%, 3y}$	2.3216

Analyze the sensitivity of different variables with respect to the NPV. 6

(4)

- (b) Write short notes on the following : 4
- (i) Divisible project
 - (ii) Feasibility set approach.

Unit- IV

8. There are 7 activities in a project and the three time estimates in weeks are given below. Activities are denoted by event numbers :

Activity	Optimistic time	Most likely time	Pessimistic time
1-2	1	1	7
1-3	2	4	6
1-4	3	5	13
2-5	2	5	11
3-5	2	3	10
4-6	2	5	8
5-6	3	6	15

- (a) Draw the network and identify the critical path.
 - (b) Compute early and late start and finish time for each activity
 - (c) What is the expected project completion time ?
 - (d) Find out the total float and free float for each activity. 10
9. "A project becomes successful with the coordinated efforts of individuals." Comment. 10

A

MS-2990

M. B. A. (CM) (Third Semester)

Examination, Dec. 2012

CORPORATE RESTRUCTURING

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 : 3×10=30
- (a) What are the motives behind takeover ?
 - (b) What are the differences between strategic alliance and merger ?
 - (c) What is the need for implementation of SEBI takeover code ?
 - (d) What is swap ratio ?
 - (e) What are the various bases for valuation of shares for the purpose of merger ?
 - (f) What are the regulatory provisions of the Companies Act, 1956 relating to merger ?
 - (g) Who are dissenting shareholders ?
 - (h) What is the accounting aspect of takeover ?

(2)

- (i) What are the advantages of merger?
- (j) What is the penalty and disclosure requirement provision related to issue of shares after buy back?

Unit-I

2. (a) "Corporate restructuring is quite wide covering various aspects." In this context explain the meaning and forms of corporate restructuring. 5
- (b) List out the various types of mergers. Also elaborate on the legal procedure and steps involved in a merger decision. 5

3. Smart Ltd. wants to acquire Dull Ltd. the balance sheet of Dull Ltd. is as follows :

Liabilities	Amount (Rs.)	Assets	Amount (Rs.)
Equity Share Capital (60,000 shares)	6,00,000	Plant	11,00,000
Retained earning	2,00,000	Cash	20,000
12% Debentures	2,00,000	Debtors	30,000
Creditors	3,20,000	Inventory	1,70,000
	13,20,000		13,20,000

Additional information :

- (i) Shareholders of Dull Ltd. will get one share in Smart Ltd. for every two shares. The current price per share Rs. 15 for Smart Ltd.
- (ii) Debentureholders will get 13% debentures of the same amount.
- (iii) The creditors are settled at a final payments 3,00,000. Debtors and inventory will realize Rs. 1,80,000.

(3)

- (iv) The expected cash flows for the next 6 years are to the extent of Rs. 3,00,000 per year. After 6 years the plant will be disposed off for Rs. 1,00,000.
- (v) Company's cost of capital is 14%. Analyse the feasibility of the proposed acquisition. 10

Note : PVF for 6 years 14% = 0.456

PVAF for 6 years 14% = 3.889

Unit-II

4. "Every company is vulnerable to a takeover threat." In this light explain the meaning of takeover. Also elaborate on the impact of hostile takeover and the strategic defences against such takeovers. 10

5. "Takeover of a sick company by a healthy company for its revival is by an order of the BIFR (Board for Industrial and Financial Reconstruction)." With reference to this define sick industries. Also highlight the provisions relating to revival of sick industries as stated in the SICA 1985. 10

Unit-III

6. "Like funding of any other investment, funding of acquisition is also in the form of either equity or debt." In the light of this statement explain the various methods used for payment of consideration is an acquisition deal. Also highlight the various sources of funds which can be used in case of domestic acquisitions. 10

(4)

7. XYZ Ltd. has employed total funds of Rs. 50,00,000 raised by the issue of 10% debt of Rs. 20,00,000 and equity shares of Rs. 100 each at par. The cost of equity capital (K_e) is 15%. The debt is repayable after 5 years. Find out the value of the firm and that of equity, if the operating cash flows of the firm for next 5 years are : 10

Years	1	2	3	4	5
Rs.	20,00,000	10,00,000	25,00,000	20,00,000	35,00,000

Unit- IV

8. "The trend of merger has gained momentum as the businesses has become bigger and their value is not reflected in the stock prices." In this regard, explain the meaning of demerger, differentiate it with reconstruction and elaborate on the advantages of demerger. 10
9. "Through financial restructuring a company strengthens it's financial position and tries to create value." In this light explain the meaning and need for financial restructuring. Also elaborate on the various methods, procedure and motives for buyback of shares. 10

A

MS-2991

M. B. A. (CM)(Third Semester) Examination, 2012

Corporate Communication

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer Five questions in all. Question No. 1 is compulsory and is of 30 marks. In addition attempt one question of 10 marks, from each Unit.

1. Write short notes on the following : 3×10=30
- (a) Internal public
 - (b) Media tracking
 - (c) Ambient (Fringe) media
 - (d) Crisis management model
 - (e) Event management
 - (f) Diffusion of innovation theory
 - (g) Brand equity
 - (h) Disaster management
 - (i) House style
 - (j) Public issue.

(2)

Unit-I

2. Corporate communication help organizations explain their mission, combine its many visions and values into a cohesive message to stakeholders and other publics. Discuss the methods and tactics which form the backbone of business and the activity of business organizations. 10
3. Discuss the challenges faced by communication practitioners for securing their strategic involvement in the organization and support your answer with any case study. 10

Unit-II

4. Companies such as Unilever and Procter & Gamble follow a so-called branded identity structure where neither the company's name nor its core values figure in the positioning and communications of its products. Then how come they are market leaders? Discuss their strategy for different products with the successful stories associated with them. 10
5. Corporate identity and organizational identity should be seen as two sides of a coin within organizational practice. Do you agree? Elaborate the statement with the help of illustrative examples and case study. 10

MS-2991

(3)

Unit- III

6. Mattel incorporation, the toy maker, has been plagued with more than 28 product recalls and in 2007, amongst problems with exports from China, faced two product recalls in two weeks. The company did everything it could to get its message out, earning high marks from consumers and Retailers. Though upset by the situation, they were appreciative of the company's response. In the light of the above instance, define crisis management. Also give any crisis handling model to solve such situation. 10
7. In many organizations, communication is still regarded as an afterthought, a duty for delegation or as a peripheral management discipline. Discuss the role of the communications manager in handling external public like media. 10

Unit- IV

8. Strategy making is a stage by stage and planned process of working from analysis and objectives to programmes and evaluation, which are more flexible, cyclical and iterative. How does corporate communication help to deal in the situations like mergers and take-overs. 10

MS-2991

(4)

9. An important theme of corporate governance is the nature and extent of accountability of people in the business. Discuss the impact of a corporate governance system on economic efficiency, with a strong emphasis on shareholders' welfare. 10

A

MS-2992

M. B. A. (F & C) (Third Semester)

Examination, 2012

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. Answer briefly the following :
 - (a) Distinguish between variable and semi-variable costs.
 - (b) What is the importance of behaviourwise cost classification ?
 - (c) Discuss in brief any two methods of splitting semi-variable costs into variable and fixed components.
 - (d) Explain the concept of cost drivers.
 - (e) 'Budgeting for planning and control.' Explain.
 - (f) Distinguish between 'cost centre' and 'profit centre'.
 - (g) State the objectives of transfer pricing.

(2)

- (h) Discuss the importance of variance analysis in standard costing.
- (i) State the objectives of cost-volume-profit analysis.
- (j) What are relevant costs ? Explain with examples.

Unit-I

- 2. "Management accounting is the adoption and analysis of accounting information and its diagnosis and explanation in such a way as to assist management." Elucidate.
- 3. A company manufacturing two products furnishes the following data for a year :

Product	Annual Output (Units)	Total Machine Hours	Total No. of Purchase orders	Total No. of set - ups
A	5,000	20,000	160	20
B	60,000	1,20,000	384	44

The annual overheads are as under :

	Rs.
Volume related activity costs	5,50,000
Set-up related costs	8,20,000
Purchase related costs	6,18,000

You are required to calculate the cost per unit of each product A and B based on :

- (a) Traditional method of charging overheads
- (b) Cost Driver method of charging overheads.

(3)

Unit-II

- 4.
 - (a) Discuss the objectives of activity based costing.
 - (b) Distinguish between job costing and process costing.
- 5. The following data relate to ABC company which had a profit plan for selling 5,000 units for the month of October, 2012 at an average selling price of Rs. 100 per unit and budgeted variable cost of production was Rs. 40 per unit and fixed costs were Rs. 2,00,000, planned income being Rs. 1,00,000 per month. Because of shortage of raw material the plant could produce only 4,000 units and the cost of production was increased by Rs. 5 per unit. Consequently the selling price was raised by Rs. 10 per unit. To modify production process in order to meet material shortage, the company incurs an expenditure of Rs. 10,000 on research and development. Set out a performance budget and a summary report thereon.

Unit- III

- 6. What do you understand by Foreign Exchange Exposure ? Explain various techniques to handle transaction exposure.

(4)

7. The following information related to budgeted operation of division X of a manufacturing company :

	Rs.
Sales 50,000 units @ Rs. 8 per unit	4,00,000
Less : Variable cost @ Rs. 6 per unit	<u>3,00,000</u>
Contribution margin	1,00,000
Less : Fixed cost	<u>75,000</u>
Divisional profit	25,000

The amount of divisional investment is Rs. 1,50,000 and the minimum desired rate of return on investment is the cost of capital of 20%. Required : Calculate :

- (i) Expected divisional ROI i. e. return on investment
- (ii) Expected divisional RI i. e. residual income
- (iii) Comment on the results of (i) and (ii)
- (iv) The divisional manager has the opportunity to sell additional 10,000 units at Rs. 7.50 per unit. Variable cost per unit would be the same as budgeted but fixed costs would increase by Rs. 5,000. Additional investment of Rs. 20,000 would also be required. If the manger accepts the special order, by how much and in what direction would his residual income change?

MS-2992

(5)

Unit- IV

8. Usha Company produces electronic components with a selling price per unit of Rs. 100. Fixed cost amount to Rs. 2,00,000. 5,000 units are produced and sold each year. Annual profit amount to Rs. 50,000. The company's all equity financial assets are Rs. 5,00,000.

The company proposes to change its production process, adding Rs. 4,00,000 to investment and Rs. 50,000 to fixed operational cost. The consequences of such a proposal are :

- (i) Reduction in variable cost per unit by Rs. 10
- (ii) Increase in output by 2,000 units
- (iii) Reduction in selling price per unit to Rs. 95

Assuming an average cost of capital @ 10% examine the above proposal and advise whether or not the company should make the change. Also measure the degree of operating leverage and break-even point.

9. Unique products manufactures and sells in a year 20,000 units of a particular product to be supplied to definite customers at a price of Rs. 100 per unit. The firm has a capacity to produce 25,000 units of the

MS-2992

(6)

product per annum. To produce beyond 25,000 units per annum, the firm will have to install a new equipment at a cost of Rs. 10 lakhs. The equipment will have a life span of 10 years and will have no residual value. There is an offer from a customer to purchase 10,000 units of the product regularly at a price of Rs. 90 per unit. The order, if accepted, will have to be over and above the existing level of production of 20,000 units. The cost structure is : Direct material Rs. 30, direct labour Rs. 20, variable overheads Rs. 10 and profit Rs. 20 (all per unit)

During the coming year, it has been estimated that the cost of materials as compared to unrent years will increase by 10%. Because of certain wage agreement direct labour cost will increase by 25% fixed overheads will increase by 10% . If the new order for 10,000 units is accepted, fixed overheads will increase by Rs. 60,000 due to increased administrative charges.

You are required to analyse whether the firm should accept the order or instead of that try to secure order for the balance unused capacity, as available now, through some sales promotion expenses which will be Rs. 50,000 per annum. Ignore financial charges for the new investment.

A

MS-2993

M. B. A. (F & C) (Third Semester)

Examination, Dec. 2012

Financial Systems

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 : 3×10
- (a) Functions of merchant bankers
 - (b) Circuit breakers
 - (c) SGL account
 - (d) Guidelines for issuance of commercial paper
 - (e) Reasons for fluctuations in call rate
 - (f) Free float market capitalization method for calculating stock index

(2)

- (g) Features of T-Bills
- (h) Types of NBFCs
- (i) Preferential issue in the primary market
- (j) RBI's role as 'Banker to the Government'.

Unit-I

- 2. "A formal financial system consists of four main segments or components." In the light of this statement explain the various functions of a financial system and also the role of two components-financial intermediary and financial markets in the smooth functioning of the financial system. 10
- 3. List the various money market instruments and highlight the link between monetary policy and money market. 10

Unit-II

- 4. "An effective and fully developed depository system is essential for enhancing market efficiency." In this context explain the meaning and benefits of depository system. Also explain the depository process. 10

(3)

- 5. "The primary market is the single most important source of corporate financing." In this context explain the functions and types of issues of primary market. Elaborate upon the book building method used for determining the offer price. 10

Unit- III

- 6. Explain the RBI guidelines on capital adequacy and the elements of Tier 1 and Tier 2 capital. 10
- 7. 'Banks have to develop efficient systems to manage risks.' In this context, explain the various types of risks faced by the banks and the main tools used to manage these risks. 10

Unit- IV

- 8. Write notes on the following : 5+5=10
 - (a) Objectives of World Bank
 - (b) IRDA.
- 9. (a) Discuss the regulatory framework for mutual fund industry in India. 5
- (b) Discuss the various phases of development of mutual funds in India. 5

A

MS-2994

**M. B. A. (F & C) (Third Semester)
Examination, 2012**

TAXATION LAWS

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) Indexed cost of acquisition.
 - (b) Essential conditions for taxing capital gain.
 - (c) Deductions from the annual value of let out house property under Section 24.
 - (d) Residential status and taxation impact on the income of company assessee.
 - (e) Tax avoidance vs. tax evasion.
 - (f) Unilateral tax relief under double taxation.

(2)

- (g) Tax planning and make or buy decision.
- (h) Arm's length pricing and tax assessment of company assessee.
- (i) Incomes chargeable under "Income from other sources".
- (j) General Anti Avoidance Rules (GAAR).

Unit-I

2. How is tax planning different from tax management? Explain the benefits of tax planning and bring out the factors affecting an effective corporate tax planning? $2+4+4=10$
3. How would you deal with the following transaction in computing taxable profits from business or profession :
 - (i) Theft of stock in trade assuming :
 - (a) It was not insured
 - (b) it was insured.
 - (ii) Foreign travel expenses incurred to purchase machinery for factory.

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(3)

- (iii) Confiscation of goods, imported without a valid import licence. The assessee was also fixed by custom authorities. The assessee claims deduction for both of them under general deductions Sec. 37(1).
- (iv) Compensation paid to an employee under voluntary retirement scheme which does not conform to the guidelines under Sec. 10(10C).
- (v) Fees of Rs. 60,000 was paid by the company lawyer to defend the company in a court case. lawyer is the brother of the director of the company. The fee has been paid by bearer cheque and it is found excessive to the extent of Rs. 20,000.
- (vi) Advertisement expenses incurred outside India in foreign currency. RBI permission has not been obtained.
- (vii) Foreign tour expenses of managing director for 10 days. However, 2 days were devoted to personal work?
- (viii) 600 VIP brief cases, costing Rs. 1,500 each, presented to customers.

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(4)

(ix) Payment made to rivals in the trade to avoid under-bidding to make good profits.

(x) Travelling expenses to explore the feasibility of new line of business. 10

Unit-II

4. Mr. X submits the following particulars of his income from various sources for the previous year 2011-12 :

	Rs.
(i) Gross salary :	
(a) From X Ltd.	60,000
(b) From Y Ltd.	70,000
(ii) Income from house property :	
A	50,000
B	(30,000)
C	15,000
D	20,000
(iii) Profits from business profession :	
(a) Trading in sugar	4,00,000
(b) Trading in timber	(6,00,000)
(c) Growing and manufacturing of tea	2,00,000
(d) Speculation in billion	(3,00,000)
(e) Speculation in shares	3,50,000

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(5)

(iv) (a)	Short-term capital gain	2,00,000
(b)	Long-term capital loss	(1,40,000)
(c)	Short-term capital loss	(80,000)
(v) (a)	Loss from lottery	(50,000)
(b)	Gross winning from crossword	50,000
(c)	Loss from letting out plant	(20,000)

Determine the total income of the assessee for the assessment year 2012-13. 10

5. Explain the important provisions for tax planning under the location of a business undertaking, nature and form of business ownership. 10

Unit-III

6. XZZ Ltd. is contemplating an expansion programme. It has to make a choice between debt issue and equity issue for its expansion programme. Its current position is under :

	(Rs. in crore)
10% debt	80
Equity share capital	
(Rs. 10 per share)	200
Reserve and surplus	120
Total capitalisation	<u>400</u>

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(6)

Sales	1,200
Less : Total costs	1,076
EBIT	124
Less : Interest	8
EBT	116
Less : Tax @ 32.445%	37.64
EAT	78.36

The expansion programme is estimated to cost Rs. 200 crore. If this is financed through debts, the new rate of debt will be 10% and the price earning ratio will be 6 times. If the expansion is financed through equity, new shares can be sold getting Rs. 25 per share; and the price earning ratio will be 7 times. The expansion will generate additional sales of Rs. 600 crore with a return of 10 per cent of sales before interest and taxes.

If the company is to follow a policy of maximising the market value of its shares which form of financing should it choose. 10

7. Write the tax considerations in the following managerial decisions :

(a) Dividend policy decision

(b) Make or buy decision. 5+5=10

MS-2994

(7)

Unit-IV

8. Explain the provisions for providing relief against double taxation under Sections 90 and 91 of the Income-tax Act. 10
9. Do you agree with the following statements? Write your comments in support of or against each statement : 2×5=10
- Any income arising from international transaction is computed with regard to arm's length price.
 - Where the aggregate value of international transactions entered into by the assessee does not exceed Rs. 1 crore, the information and documents specified under Section 92D may not be maintained.
 - Avoidance of double taxation agreement can increase tax liability.
 - There are two modes of granting relief under avoidance of double taxation

MS-2994

(8)

agreement, exemption method and tax credit method.

- (e) Provisions of double taxation agreement override Income-tax Act provisions to the extent the provisions in agreement are more favourable to the government.**

A

MS-2995

M. B. A. (F & C) (Third Semester)

Examination, Dec. 2012

Project Appraisal & 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.

1. Answer the following : 3×10
 - (a) Briefly discuss the importance of social cost benefit analysis in appraising the project.
 - (b) What is the difference between conventional financing and project financing ?
 - (c) What are the advantages of discounted cash flows in financial analysis of the project ?
 - (d) Which is a better technique - RADR or CE ?
Why ?

(2)

- (e) What are the qualitative methods of demand forecasting ?
- (f) 'While choosing the location for a new project, one of the factor to be considered is nearness to the market'. Why ?
- (g) Differentiate between resource levelling and resource smoothing.
- (h) Briefly discuss the importance of project management in today's world.
- (i) What is the difference between PERT & CPM ?
- (j) What is meant by project life cycle ?

Unit-I

2. What kind of project do you attribute to the following case studies expansion, replacement, balancing, modernization, a diversification or a combination of the above ?

- (a) Gold Coat Food Processing Ltd., of Acera started its business operation in 1983 with a view to manufacturing and marketing bottled fruit juice for domestic and export market. One bottling line of 500 litres per day was

MS-2995

(3)

introduced. In 1991, to cope with the growing demand, the company decided to go in for an installation of tetra pack process and bought new plant and machinery from Germany. The bottling line was completely replaced by tetra packaging and production rose to 5,000 litres per day. 5

- (b) Christiana Farm Ltd. (CFL) of lagos was established in 1993 with a view to farming roses of international quality by adopting greenhouse technology in the hilly areas of Nigeria and selling them in the auction market of Amsterdam CFL rose farming needed only 6 hectares out of 40 hectares of land. CFL management now submitted a project report to Commonwealth Development Corporation (CDC) for grant of a further loan for farming a special class of vegetables in the balance area of land for exporting to European markets. 5

3. Define projects and project management. Describe briefly the salient features of projects. 10

MS-2995

(4)

Unit-II

4. Oriental Pharmaceuticals Company is thinking of investing in a project costing Rs. 10 lakhs. The life of the project is 5 years and the estimated salvage value of the project is zero. The company follows a straight line method of depreciation. The tax rate is 55%. The expected cash flows before depreciation and tax are :

Years	1	2	3	4	5
Estimated cash inflows (before depreciation & tax) (Rs. in lakhs)	2	3	3.5	4	4

You are required to determine :

- Payback period
 - Average rate of return
 - Internal rate of return
 - Net present value at 10% cost of capital
 - Profitability index at 10% cost of capital. 10
5. "Before undertaking any new project it is customary to undertake a market survey." Explain the relevance of undertaking a market survey and how the same should be done. 10

MS-2995

(5)

Unit-III

6. XYZ Co. Ltd. is considering a new project as a diversification strategy over a period of time. The information collected is as follows :

Cost projections :

Fixed costs	Rs. 120 crore
Current assets	Rs. 80 crore
Total project cost	Rs. 200 crore
<u>Financing plan of Rs. 200 crore will be as follows :</u>	
Equity	Rs. 40 crore
Loan from IDBI	Rs. 80 crore
Short-term bank finance from PNB	Rs. 40 crore
Trade credit	Rs. 40 crore
Total	Rs. 200 crore

Sales and operating expenses (estimated)

- Projected sales annually Rs. 240 crores
- Operating cost excluding depreciation Rs. 180 crores
- Depreciation on fixed assets would be 20% as per the written down value method

Supplementary information :

- The principal amount of the term loan will be repaid in four equal annual instalments of

MS-2995

(6)

Rs. 20 crore. The first instalment will fall due at the end of the second year and the last instalment at the end of fifth year. The outstanding term loan amount will carry an interest rate of 12% p. a.

- (ii) The levels of short-term bank finance and trade credit will remain at Rs. 40 crore each on roll over basis and the short-term bank finance will carry on interest rate of 20% per annum.
- (iii) The salvage value of fixed assets and current assets will be equal to their book value.
- (iv) Life of the project is 5 years and the tax rate is to be assumed at 50%

How do you assess the financial feasibility of the project ? Prepare a financial feasibility report for final consideration and decision. 10

7. (a) Analyze the relevance of sensitivity analysis in capital budgeting decisions. Also state the advantages and disadvantages of sensitivity analysis. 5

MS-2995

(7)

- (b) What is capital rationing ? Which is the best method of appraising the projects in single period capital rationing ? 5

Unit-IV

8. Draw a network with the given data. Locate the critical path. Calculate the total float, free float and independent float for each activity : 10

Activity	Time (days)	Preceding Activity
A	5	—
B	7	—
C	6	A
D	9	B
E	4	C
F	11	D
G	8	D
H	5	D
I	7	E, F
J	6	G, I
K	2	G, I
L	5	H, J

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(8)

9. What sort of roles are being played by the project leader or a manager ? What are the primary responsibilities that are essentially required to be assumed by him towards the project ? 10

A

MS-2996

M. B. A. (F & C) (Semester-III)
Examination, 2012

Security Analysis & Portfolio Management

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 : 3×10
- (a) Investment analysis
 - (b) Market indicators
 - (c) Risk involved in debt investments
 - (d) How to invest in equities?
 - (e) Prove that the change in price will be lesser for a percentage change in bonds yield if its coupon rate is higher.
 - (f) Traditional approach of portfolio construction
 - (g) Capital market line
 - (h) Portfolio appraisal
 - (i) Find the present value of a share in which

(2)

current years dividend has been declared as Rs. 5, that is expected to grow by 20% annually for next 5 years. The investors required rate of return is 10%.

- (j) Calculate the variance of security A from the given information :

	Expected Returns	Probabilit y
1.	20%	0.3
2.	18%	0.5
3.	12%	0.2

Unit-I

2. "Investing has been an activity confined to the rich and business class in the past. This can be attributed to the fact that availability of investible funds is a prerequisite to deployment of funds. But today, we find that investment has become a household word and is popular with people from all walks of life."

In the light of the above statement, characterize the elements of healthy investment environment along with the role of regulatory mechanism. 10

3. "Index should be able to capture the macro industrial situations through price movements of individual scrips."

MS-2996

(3)

How the indices are different to each other? Elucidate their importance and methods of computing stock index with suitable example. 10

Unit-II

4. An investor has invested in a company which is growing at an above average growth rate, translated to an annual increase in dividends of 20% for three years. Thereafter dividend growth returns to an average rate of 7%. The current dividend per equity share is Rs. 1.00. Investor is looking for a percent rate of returns in this investment, determine the value of the equity share. 10
5. Mr. X is considering to purchase a bond, currently selling at Rs. 878.50. The bond has four years to maturity, face value of Rs. 1,000 and 8% coupon interest rate. The next annual interest payment is due after one year from today. The required rate of return is 10%.
- (a) Calculate the yield to maturity of the bond.
- (b) Calculate bond duration. 5+5

Unit-III

6. What does a beta coefficient measure? How is it calculated for an individual asset and for a portfolio of assets? Define what is aggressive or defensive portfolio. 10

MS-2996

7. Explain the relationship between the single index model and the Markowitz model of portfolio theory. How many different terms must be calculated in a portfolio consisting of securities using the Markowitz model and the single index model. 10

Unit-IV

8. XYZ and ABC are the two mutual funds. XYZ has a mean returns of 13% and fund ABC has a mean returns of 18%, with the riskin fund ABC having double the beta at 2.0 as fund XYZ. The respective standard deviations are 15% of ABC and 19% of XYZ. The mean return for market index is 12%. While the risk free rate is 8%.
- (a) Compute the Jensen Index Treynor Index and Sharpe Index for the funds. 5
- (b) Rank the funds on Sharpe Index and interpret the results. 5
9. 'Formula plans help the investor to overcome being emotionally attached to the stock.' Comment. How does the constant rupee plan is different from constant ratio plan? Give examples . 10

A

MS-2997

M. B. A. (H. R. & I. R.) (Third Semester)

Examination, 2012

(Industrial Jurisprudence)

First Paper

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 :
 - (a) "Contract of a industrial employment is partly contractual and partly non-contractual."
Explain.
 - (b) Publication and enforcement of awards
 - (c) Role of ILO in eradicating bonded labour system
 - (d) Conteeens under the factories Act, 1948

(2)

- (e) Right of workers to warn about imminent danger in hazardous factories.
- (f) Sources of industrial jurisprudence
- (g) Functions of vigilance committees under the bonded labour system (Abolition) Act, 1976.
- (h) Abolition of bonded labour system in India.
- (i) Is a company a legal person ?
- (j) Articles of association of a company.

Unit-I

- 2. Explain the concept of industrial jurisprudence and discuss its scope. How far do you agree with the view that industrial; jurisprudence. Is the science of law applied by the industrial judiciary in the industrial adjudication for determination of rights and duties of industrial employers and workers arising out of industrial employment ? 10
- 3. Discuss predominant activity test as laid down in Bangalore Water supply and Sererage Board V. A. Rajappa AIR 1978 SC 548. 10

MS-2997

(3)

Unit-II

- 4. Explain Doctrine of distribution of legislative powers. Do you agree with the view that this is the most imporant principle of legislation which empowers the parliament as well as state legislatures to codify labour legislation in India ? What remedy has been provided under the constitution of India to remove the contradiction between Union law and the law made by the state Legislature ? 10
- 5. Examine provisions relating to health. Safety and hours of work as contained under the Mines Act, 1952. 10

Unit-III

- 6. Discuss aims and objects of contract labour (Regulation and Abolition) Act, 1970. Refer to observation made by the Supreme Court of India about the constitutionals philosophy leading to the codification of law of contract labour. 10
- 7. Describe the main provisions of child labour (Prohibition and Regulation) Act, 1986. How far the act has achieved its objectives. 10

MS-2997

(4)

Unit-IV

8. What is memorandum of association of a company ?
Explain its different clauses and discuss the
importance of objects clause. 10
9. What do you mean by corporate veil ? Examine the
grounds of lifting of corporate veil. 10

A

MS-2998

M. B. A. (H.R. & I. R.) (Semester-III)

Examination, 2012

Paper-II

(Participative Management & Industrial Relations)

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 : 3×10=30
 - (a) Objectives of participative management
 - (b) Gandhian Approach to participation
 - (c) Japanese Management

(2)

- (d) Code of efficiency and welfare
- (e) Types of industrial disputes
- (f) Works Committees
- (g) Joint Management Councils
- (h) Suggestion Scheme
- (i) Workers Director
- (j) Retrenchment.

Unit-I

- 2. What is meant by Participative Management ? What are its objects ? 10
- 3. Describe the functions of shop councils and joint councils under the scheme of participative management. 10

Unit-II

- 4. Review the schemes of workers participation in management in India. 10
- 5. What is Quality Circle ? Explain the organizational structure of Quality Circles. 10

(3)

Unit-III

- 6. Who are the three actors of industrial relations ? Explain their roles in industrial relations system. 10
- 7. What are the various determinants and reflectors of industrial relations ? 10

Unit-IV

- 8. Give the meaning of the term 'Strike' and 'Lock-out'. State if 'Go-Slow' and 'Work to Rule' amount to strike. 10
- 9. Explain the machinery for the prevention and settlement of Industrial Disputes in India. 10

MS-3000

M. B. A. (H. R. & I. R.) (Third Semester)

Examination, 2012

Fourth Paper

Trade Unions, Collective Bargaining & Financial

Rewards for Work

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 Unit.

1. Write short answer of the following : $3 \times 10 = 30$
 - (a) Objectives of trade unions
 - (b) Consequences of political affiliation of trade union
 - (c) Registered trade unions and recognized trade union

(2)

- (d) Legal sanction for collective bargaining
- (e) Forms of collective bargaining
- (f) Agreement
- (g) Bonus
- (h) Types of wages
- (i) Deduction permissible from the wages under the Payment of Wages Act
- (j) Appropriate government.

Unit-I

- 2. What do you understand by the term trade union rivalry ? What are its types ? What have been the impact of trade union rivalry on trade union movement in India ? 10
- 3. Throw light on the objectives and functions of international organization. 10

Unit-II

- 4. What is the significance of collective bargaining for workers in Indian industries ? What sorts of problems are being faced by the employees and employers in the process of collective bargaining in India ?

(3)

- 5. Write the theories and methods of collective bargaining. 10

Unit-III

- 6. What do you mean by wage differentials ? What justification do you find for making payment at different rates of wages for different types of work done by different categories of people in different regions ? 10
- 7. Analyse the various theories of wages. 10

Unit-IV

- 8. Give the highlight of payment of Wages Act, 1936. 10
- 9. Stating the object of Equal Remuneration Act, 1976 give its main postulates. 10

A

MS-3001

M. B. A. (I.B.) (Third Semester) Examination, 2012

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. Answer the following : 3×10
 - (a) "FII's are highly volatile." Discuss, why ?
 - (b) What do you understand by the term 'unilateral transfers' ?
 - (c) 'Trade theories are based on unrealistic assumptions.' Comment.
 - (d) Discuss why 'offer curve' is also termed as a reciprocal demand curve.
 - (e) What is meant by the term 'Protectionism' ?

(2)

- (f) "Dumping is sometimes carried on for the specific purpose of driving foreign producers of a given commodity out of business." Explain.
- (g) What is meant by a forward foreign exchange transaction ?
- (h) Can a nation increase its welfare by imposing a tariff ?
- (i) Differentiate between 'advalorem' and 'specific' duties.
- (j) 'A depreciation of the domestic currency increases the domestic currency value of a foreign bond.' Explain.

Unit-I

- 2. "International trade in goods and services is a substitute for international movements of labour and capital." Examine and evaluate this statement critically. 10
- 3. Distinguish between 'absolute' and 'comparative' advantages and show how all trading nations could gain from trade. Use a hypothetical 2×2 model to illustrate gains from trade. 10

MS-3001

(3)

Unit-II

- 4. (a) If balance of payment must always be balanced, then what is the meaning of imbalance ? Discuss its causes and types also. 7
- (b) Is deficit necessarily bad and surplus necessarily good in BOP ? 3
- 5. Explain the following in brief : 5+5
 - (a) Purchasing power parity theory
 - (b) Role of IMF in maintaining international monetary equilibrium.

Unit-III

- 6. 'Developing countries are terribly disadvantages due to the participation gap.' Evaluate the role and impact of WTO in light of the above statement. 10
- 7. Discuss various tariff and non-tariff barriers and also discuss the reasons for and against these barriers. 10

Unit-IV

- 8. (a) Does free trade maximize world welfare ? Explain with example. 4

MS-3001

(4)

- (b) Explain why economic integration among a group of LDCs (Least/Less developed countries) may have difficulty in succeeding. 6

- 9. Discuss the historical evaluation of European Union and also write a note on the present 'Eurozone crisis'. 10

A

MS-3002

M. B. A. (I. B.) (Third Semester) Examination, 2012

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 additions, attempt *one* question from each of the four Units.

1. Write short notes on the following : 3×10
 - (i) Procedure for preshipment inspection
 - (ii) Functioning of export oriented units
 - (iii) Objectives of EXIM Bank
 - (iv) Specific policies of ECGC
 - (v) Purpose of duty exemption scheme
 - (vi) Functioning of export houses

(2)

- (vii) Documentary credit method of 'export payment'
- (viii) Factors affecting export pricing
- (ix) Factors affecting choice of distribution channels
- (x) Sources of Export Trade Information.

Unit-I

- 2. Define export contract. Discuss briefly about the various activities to be considered by the exporter just after the confirmation of the export order. 10
- 3. (a) Explain C and D group of INCOTERM. 5
(b) Discuss the purposes for which preshipment finance is available to the exporters. 5

Unit-II

- 4. Briefly discuss the various objectives of excise and custom clearance. Describe the procedure involved in custom clearance of imported goods. 10
- 5. Explain the reasons for compulsory acquiring Cargo Insurance. Discuss the various kinds of marine losses and also list the procedural steps and documents required to claim for loss. 10

(3)

Unit-III

- 6. Discuss the selection process of a foreign market. Examine the various product strategies with regard to product planning for export. 10
- 7. Describe the concept of direct and indirect exporting along with their merits and demerits. 10

Unit-IV

- 8. Explain the salient stages of an export procedure. Describe briefly the main documents that come into existence in the process. 10
- 9. Discuss briefly about the working of various specialized organizations for export promotion established by government of India. 10

A

MS-3003

M. B. A. (I.B.) (Third Semester) Examination, 2012

International Business Environment

[MBA(IB)-034]

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. Give brief answers to the following questions : 3×10
 - (i) Which problems are being faced by India in the present international business environment ?
 - (ii) Which countries are members of European Union ?
 - (iii) What is cultural shock ?
 - (iv) Why did W. T. O. abolish the Q. Rs. ?
 - (v) Which factors affect exchange rate determination ?
 - (vi) What is current account deficit ?

(2)

- (vii) What do you understand by globalization of consumer ?
- (viii) Which countries are India's most important customers ?
- (ix) What is GDR ?
- (x) What is role of culture in international business ?

Unit-I

- 2. Examine the growing importance of international business. How does international business environment affect the export prospects of a developing country ? 5+5
- 3. Enumerate various stages of regional economic integration. What is the special need for greater economic integration among developing countries ? 6+4

Unit-II

- 4. Discuss various factors affecting international investments. Briefly explain the international product life cycle theory. 4+6

(3)

- 5. Distinguish between balance of trade and balance of payments. Highlight significant developments in India's balance of payments during recent years. 4+6

Unit- III

- 6. What important changes have taken place in India's foreign investment policy ? Do you favour a more liberal foreign investment policy ? 7+3
- 7. Examine the role of FDI in promoting India's industrial development. 10

Unit- IV

- 8. Critically examine the role of MNCs in accelerating the growth rate in a developing country. Analyse the reasons for growing dominance of MNCs in India. 6+4
- 9. Write notes on any two of the following : 5+5
 - (i) FII
 - (ii) Foreign investments by Indian companies
 - (iii) Social responsibilities of business houses
 - (iv) Transfer of technology.

A

MS-3004

M. B. A. (I. B.) (Third Semester)

Examination, 2012

International Financial Management

[MBA (IB)-035]

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 : $3 \times 10 = 30$
 - (i) International economic linkages
 - (ii) Confirmed and unconfirmed letter of credit
 - (iii) Merits of decentralized international cash management system
 - (iv) Currency swap
 - (v) Euro Bonds vs. Foreign Bonds
 - (vi) Global expansion strategies
 - (vii) Issue in multinational capital budgeting

(2)

(viii) Calculate 3-months forward premium or discount of US dollars from the following quotations:

Spot	1-month	3-month	6-month
\$/£ 2.0015/30	19/17	26/22	42/35

(Use ask rate for your calculation).

(ix) Assuming these are no transaction cost, what advantage can be drawn from \$1 million from the following quotes?

\$ 1.6012 = £ 1 in New York

F Fr 4.9800 = \$ 1 in Paris

F Fr 7.8200 = £ 1 in London.

(x) Find out the cross rate between (\$/£) from the given quotation:

S (Rs./\$): 55.0051 — 8585

S (Rs./£): 81.2324 — 9830.

Unit-I

2. "The imperfections and linkage of domestic financial markets, Euro markets and foreign exchange markets provide both risk and opportunities for the international financial manager."

Comment on the above statement and briefly describe the constituents of international financial system.

10

3. A foreign exchange dealer quoted the following rates for the pound sterling on November 30, 2010:

MS-3004

(3)

Spot	\$ 1.4710/1.4810
30-day forward	65/44
90-day forward	145/123
180-day forward	290/222

- (a) Was the pound sterling selling at a forward premium or a forward discount on 90-day forward contract?
- (b) How many US dollars would it cost to you to buy £ 1000 000 on November 30, 2010.
- (c) If you expect to receive £ 1000 000 in 180-days from the quotation date, how many US dollars would you expect to realise by selling them in forward?
- (d) If your company was prepared to speculate that the (\$) USD will move to 1.4765 per pound sterling till end of 180 days and it was ready to put £ 1 million at risk, what profit had turned out, if the expectations were met? 2+2+2+4

Unit-II

4. Among the three types of exposures which is the easiest to manage? Which is most difficult? Explain your reasoning and describe the methods to manage them.

10

MS-3004

(4)

5. (a) ABC company has net receivables of 1,00,000 Swiss Francs in 90 days. The spot rate of Swiss Francs \$50 and the interest rates in Euro currency market for Swiss France is 3–4% per annum and 4.5–5% per annum for US dollars. Explain how this company implement money market hedge? 5
- (b) If ABC company has a payment dues of 80,000 Swiss Francs in 180 days hence with another trader, explain how it could be hedged in money market. (assume ABC company is a US based company). 5

Unit-III

6. 'Transfer pricing is a flexible tool which managers of the MNCs can use freely to circumvent transfer restrictions imposed by host government.' Comment on this statement highlighting the mechanism used by host governments to blunt the effectiveness of this tool. 10
7. Under what circumstances would a financial manager of an MNC consider using Euro currency market? What advantages can these market offer compared to borrowing from domestic markets? Are there drawbacks? Explain. 10

MS-3004

(5)

Unit-IV

8. Discuss the key indicators that MNCs should assess in calculating the degree of political and economic risk they face in foreign location. Briefly discuss a framework that can facilitate a formal assessment of country risk. 10
9. Sundaram Corporation presently has no existing business in Germany but is considering the establishment of a subsidiary there. The following information has been gathered to assess this project:
- (a) Initial investment required in DM 50 million
Existing spot rate \$ 0.5/DM, DM 20 million is additionally needed from working capital that will be borrowed by the subsidiary from a German bank at 14% interest rate/annum for 10 years.
- (b) The project will be terminated at the end of year 3, when the subsidiary will be sold for DM 52 million. The loan amount would be transferred to the purchaser.
- (c) The price, demand and variable cost of the product in Germany are as follows:

Year	Price	Demand	Variable cost
1	DM500	40,000 units	DM 30
2	DM 511	50,000 units	DM 35
3	DM 530	55,000 units	DM 40

MS-3004

(6)

- (d) The fixed cost is expected to be DM 6 million per year.
- (e) The exchange rate of the mark is expected to be \$ 0.52, \$0.54 and \$ 0.56 at the end of 1st, 2nd and 3rd year respectively.
- (f) The German government will impose 30% income tax and 10% withholding tax, while US govt. will charge 20% income tax on foreign earnings.

All cash flows received by the subsidiary are to be sent to the parent company at the end of each year. If the company is looking for at least 20% returns on this project, suggest to accept or reject this project.

10

A

MS-3005

M. B. A. (I. B.) (Semester-III) Examination, 2012

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) Contribution of distribution management in export
 - (b) Concept of virtual inventory
 - (c) Objectives of packaging and unitization
 - (d) Importance of Mate Receipt
 - (e) Concept of chartering
 - (f) Liner operations and Tramp operations

(2)

- (g) Functions of ICD
- (h) Merits of conference lines
- (i) Role of shipping agents
- (j) Concept of demurrage.

Unit-I

- 2. Explain Logistics/Supply chain management in context with modern international business. Evaluate role of distribution management in managing customer relationship. 10
- 3. Assuming you are marketing Malihabadi mangoes in European market, craft a transportation module. 10

Unit-II

- 4. List prominent issues of Air Transportation in overseas trade of India. Provide suggestions to overcome such barriers. 10
- 5. What factors in Air Transportation motivates buyer and sellers in export-import? Discuss. 10

(3)

Unit-III

- 6. Highlight problems and prospects in Ocean transportation. Explain volume analysis and trend analysis in export decisions. 10
- 7. What do you understand by shipping industry and its role in India's foreign trade ? Point out recent development in ocean transport. 10

Unit-IV

- 8. Describe growth of Port and Port Trust in last two decades in India. Explain their role and responsibilities. 10
- 9. What do you understand by Maritime Frauds ? Discuss various causes and precautions of unethical practices in Indian shipping. 10

A

MS-3006

M. B. A. (I. B.) (Semester–III) Examination, 2012

INTERNATIONAL MARKETING

[MBA (IB)-037]

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 each.

1. Write short notes on the following : 3×10
 - (a) Benefits of International Marketing
 - (b) Licensing
 - (c) Principles of absolute advantage and relative advantage

(2)

- (d) Product adoption
- (e) Gray market
- (f) Ex-quay (EXO) concept under incoterm
- (g) Objective of Dumping
- (h) Standardization
- (i) Geographic segmentation and customer segmentation
- (j) Transfer pricing.

Unit-I

- 2. What happens when a country's debt increases ? What is its impact on international business ? Discuss the scenario with respect to India. 10
- 3. Discuss the different modes of entry to foreign markets. Which mode should be preferred and why ? 10

Unit-II

- 4. Write a detailed note on India's current position in World trade. 10

(3)

- 5. For an international marketing firm, to what extent would you advocate market segmentation ? Explain the process of segmentation also. 10

Unit-III

- 6. Discuss the objectives and functions of agencies that help in export financing in the Indian Context. 10
- 7. (a) Discuss the scope of International Marketing Research. 5
(b) Explain the factors affecting demand of product in International market. 5

Unit-IV

- 8. Discuss IPLC and its implications for marketing. 10
- 9. (a) Distinguish between direct and indirect channel distribution. 5
(b) Discuss the factors influencing channel decisions. 5

A

MS-3007

M. B. A. (M) (Semester-III) Examination, 2012

Sales and Distribution Management

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. Read the case on “Raymond Fibres” and answer the questions that are given at the end :

Raymond Fibres is a leading fibre making company in India. It has offices all across the country covering all major towns and employs 700 salespeople. The fibre market is divided into natural and synthetic fibres and the majority of the customers use synthetic fibres as the amount of natural fibre available in India for industrial consumption is very low. So, the industry largely

(2)

depends on artificial synthetic fibres for its requirements. The 700 strong sales force is under a single employee union. Raymond Fibres spends a huge amount of money in research and development as it has to compete with some of the leading global players like DuPont in the Indian market. The Reliance group is one of the leading synthetic fibre makers in the country and is believed to be the market leader. The new plant of Raymond Fibres was set up in Nasik in Maharashtra.

Since the new plant was designed and established to build volumes in business through a new manufacturing method, the company had an agreement with the sales union that the sales people will forgo 30% of the average annual sales raise for two years in exchange for a bonus, if the new unit posts a string growth in earnings. The plan offered the sales people to potentially receive up to 15% of their salary as reward. The goal of the agreement was to receive the targeted earnings for the new plant by building higher volumes through sales.

MS-3007

(3)

Meeting such a goal was a small thing in the Indian market in the year 2002 as the demand for synthetic fibre was very high. But the inevitable happened in the next three years and recession hit the market very badly. To add to this was the availability of cheaper import from China, which hit prices very badly. The bonus for the salespeople practically came to zero in 2001-2003, leaving the salespeople with slemmer pay cheques than they would have had with the average raises that they had forgone in the past. The company attempted to educate the salespeople through forms of communication about the downslide in the industry and the problems of both top and bottom line profits, which came as a shock to the salespeople. Under pressure from the trade union leaders, the company had to abandon the plan and raise the salary of the salespeople by 5% to compensate for the loss for the last three years. One of the sales manager was of the opinion that the salespeople are not ready to share the risk of the company at all. Other stated that probably they could have

MS-3007

(4)

stayed with the company's policy of the gloomy picture, which would have been described to them at the time of the agreement. They are of the opinion that having a job does not guarantee lifetime employment and a guaranteed wage.

Questions :

- (a) Do you agree with the sales manager that salespeople are more willing to take a risk when their job security is low?
- (b) What do you think that the sales manager of Raymond Fibres could have done to prevent its employees from getting demotivated by its plans?
- (c) What alternatives will you suggest for the salespeople to just a straight increase in the salary as done in this case? $10 \times 3 = 30$

Unit-I

- 2. What are the advantages of brainstorming? How does brainstorming help in increasing the creativity of the sales people? 10

MS-3007

(5)

- 3. What is socialization? Why is it important for a sales organisation? Explain the process of socialization? 10

Unit-II

- 4. Why sales contests are considered as important tools of compensation? In what situation are they used? 10
- 5. What are the various kinds of sales force motivation methods? How do individual methods differ from the group methods of motivation? 10

Unit-III

- 6. What problems does a manager faces while fixing sales quota? Enumerate. 10
- 7. What is a channel establishment plan? Explain in detail. 10

Unit-IV

- 8. What are the components of a logistics plan? How are a logistics plan and a marketing plan related? 10

MS-3007

(6)

9. What are the major problems that affect the relationship between the company and the distributors? Give suggestions to resolve the same. 10

A

MS-3008

M. B. A. (M) (Third Semester) Examination, 2012

RETAIL BUSINESS MANAGEMENT

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. If the organized retail industry in India is observed, all the big corporate names starting from Tata to RPG Group and many others can be well visualized. Today international retailing companies like Wal Mart, Tesco and METRO etc. are making their presences in India and ready to expand their presence pan India. Keeping in view of the above facts, answer the following questions. Support your answer with proper examples wherever necessary : 10×3
 - (a) Explain the reason why the well-established Indian companies in their core fields, excluding organized retail, have ventured into the organized retail business ?

(2)

- (b) Why the world leaders in retail business, like Wal Mart, are willing to invest in India and expanding its presences in India ?
- (c) Do you agree that good customer service and availability of merchandise are the two key areas to focus for the companies in organized retail ?

Unit-I

- 2. Explain the marketing mix in organized retail with reference to the 7 P's of marketing. 10
- 3. In today's Indian consumer market space there are many companies which are in organized retail with the different retailing formats, with the help of suitable examples. Briefly describe : 5+5
 - (a) Hyper market
 - (b) Exclusive Brand Outlet.

Unit-II

- 4. "Finalizing the location for the retail outlet is one of the major concerns of companies." Explain the importance of the location selection and its role in the growth of business. 10

(3)

- 5. "The organized retail store, merchandise displays, discounts and offers and customer service all together influence the consumer spending and behaviour." Do you agree with the statement ? 10

Unit- III

- 6. What do you understand by the term 'stock turn' in retail ? How does it help in the growth of the retail store ? 10
- 7. Keeping in view the current status of organized retail companies in India and the growing competition from the world players like Wal Mart etc., elucidate the points which you consider will be important for the Indian companies to stay ahead in competition. ? 10

Unit- IV

- 8. What steps do retail companies take to make their retail store "A Destination Store" ? Support your answer by citing examples. 10
- 9. Explain the following : 5+5
 - (a) MIS
 - (b) Private Lable.

A

MS-3009

M. B. A. (M) (First Semester) Examination, 2012

Industrial Marketing

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) Define industrial marketing.
 - (ii) Market segmentation and its advantages
 - (iii) Conflict resolution strategy
 - (iv) JIT method
 - (v) Guarantee and warranty
 - (vi) Logistics
 - (vii) Sales promotion and its uses
 - (viii) Customer service audits
 - (ix) Types of sales training
 - (x) Institutional selling.

(2)

Unit-I

2. Explain the industrial marketing environment and factors that influence them. 10
3. Narrate the different phases of organizational buying. 10

Unit-II

4. What is pricing strategy ? Explain skimming and penetration strategy of pricing 10
5. Describe the industrial product life cycle and explain the role of a product manager. 10

Unit- III

6. Discuss the recruitment and selection process of industrial salesperson. Also describe the qualities of a successful salesperson. 10
7. Write short notes on the following : 5+5
 - (a) Types of organization in sales department
 - (b) MBO.

(3)

Unit- IV

8. Explain the marketing research process for industrial products in detail. 10
9. Discuss the strategic planning process with respect to industrial marketing. 10

A

MS-3010

M.B.A. (M) (Semester-III) Examination, 2012

RURAL MARKETING

[MBA(M)-304]

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, valued 10 marks each.

1. Write short notes on the following : 3×10
- (a) e-chaupal
 - (b) Rural electrification
 - (c) Project BHARAT of HUL
 - (d) Media for rural marketing
 - (e) AV vans
 - (f) Agriculture refinance and development Corporation

(2)

- (g) RSBY
- (h) MNREGA
- (i) Rural Tourism
- (j) 4 As of marketing.

Unit-I

- 2. "MNCs are going to Rural India." In view of this statement discuss growth of rural markets and opportunities. 10
- 3. Discuss the best ways of communicating an electronic product in rural market. 10

Unit-II

- 4. Specify the strategies adopted by the public sectors to boost dairy business in rural India. Discuss the role of NDDB. 10
- 5. How rural handicrafts and artisans products are contributing to Indian exports? What marketing strategies are suitable for such products? 10

(3)

Unit-III

- 6. You are required to develop a marketing plan for launch of air conditioners in rural markets of Uttar Pradesh. Mention the impediments you would face in marketing this products. 10
- 7. Identify any product of your choice and discuss the suitable pricing strategies you would like to suggest. Give reasons. 10

Unit-IV

- 8. Describe the role of government and private companies in health related schemes in rural market. You are required to mention some schemes laid down by such institutions. 10
- 9. Write short notes on : 5+5
 - (a) Challenges in Rural Education
 - (b) Sarva Shiksha Abhiyaan

A

MS-3011

M.B.A. (M) (Third Semester)

Examination, 2012

MARKETING OF SERVICES

[MBA(M)-305]

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. Read the attached case study carefully and answer the following : $7\frac{1}{2} \times 4 = 30$
 - (a) What are crucial marketing channels in IT training service?
 - (b) Is there any role for the physical evidence of the service in IT training?
 - (c) What are the elements of the physical evidence of a service in the case of training?

sick and we had to call on another caterer. The lunch is meant to ensure that participants do

(2)

- (d) What corrective action can be taken by the company in the future?

Unit-I

2. "Services sector is the major contributor in India's GDP."

In the view of above statement mention the contribution of services in the economy of Indian. 10

3. How is services marketing different from physical goods marketing? Mention the criteria for measuring the quality of services. 10

Unit-II

4. If you were the manager of a service organisation and wanted to apply the GAPS model to improve service, which gap would you start with? In what order would you proceed to close the gaps. 10

5. What is the process of segmenting services? Mention the positioning strategies adopted by the marketer in the services sector. 10

Unit-III

6. Specify the steps involved in development of a new service. What are various pricing policies applicable for service industry. Give relevant examples for each policy. 10

MS-3011

(5)

Case study (for Q. No. 1)

IT Trainers Limited

The Indian information technology (IT) industry has been making tremendous progress since 1990s in the field of export of skilled manpower and software mainly to the western countries such as the United States and other countries such as Great Britain, Germany, Japan, etc. This new high-technology services industry has created tremendous job opportunities. The growth rates of successful IT companies such as Tata Consulting Services, Wipro, and INFOSYS have been phenomenal. The turnovers of some of these companies have virtually doubled each year for long periods. This has meant recruitment and training on an unprecedented scale. In addition, due to various languages and platforms used for programming such as COBOL, C++, Visual Basic and Java, constant updating of skills of the personnel has been essential in the programming departments.

The high growth and the constant need for skill upgradation created tremendous opportunities for the imparting of the training. Initially, the individual student market grew at a phenomenal rate, where aspiring candidates sought to be pre-trained to secure the best possible jobs. The other important segment of the market has been the corporate training. Presently, this sector accounts for a turnover of Rs 500 crores per year and is likely to grow steadily each year. The competition in this segment is also provided by the internal training activities carried out by some of the larger companies.

Young entrepreneurs of IT Trainers Ltd grew with organizations such as NIIT and Aptech who have been prominent in the field of IT-training in both the student and corporate segments of the market. After many years of training experience, they felt confident enough to

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Young entrepreneurs of IT Trainers Ltd grew with organizations such as NIIT and Aptech who have been prominent in the field of IT training in both the student and corporate segments of the market. After many years of training experience, they felt confident enough to start their own training operation. They currently have a market share of about 20% in the market of a prominent city in the west noted for its contribution to the software development.

Ashok Joshi of IT Trainers, during one of his marketing visits, called upon the training manager of Advanced Technologies Ltd (AT), one of their major clients. The feedback received from them regarding the recent Oracle training programmes was very poor. In view of the seriousness of the issue, he decided to have an immediate meeting with his business partner and the concerned faculty member. Ashok was aware that it takes a long time to build reputation and very little time to lose it. AT after all was one of their major clients.

Nirmal Bhat, the partner in-charge of devising training programmes was surprised. 'We have done this type of training programs well before and we have always received satisfactory reviews. I wonder what caused the slip up this time around. Has Advanced Technology been complaining about any other programme? Perhaps one of our competitors have put them up to it.' 'We have gone about the marketing of the programme the usual way', said Ashok. 'After all, we have done well over 10 programmes for them in the last 2 years and it seems we had built quite a reputation with them. We seem to be their preferred IT training needs supplier. Our credibility has been built around well-experienced and professional

7. Why are employees critical to service organisation?

Unit- IV

8. Write short notes on the following
- Types of process designs
 - Services scape.
9. Consider that you are own management college and can package that is appealing to your approach mentioning the

(6)

faculty that we provide. In many instances, they have contracted the programme to us despite lower value quotations from our competitors. They are sure that we deliver what we promise. The relationship which we have built with their training and HR personnel continues to be unabated. We have been quietly building up the rapport with their operating departments to get our brand well established in their minds. Unfortunately, the IT managers are notorious for changing their jobs frequently and there are always these new faces.'

Shirish, the faculty for the programme was looking perplexed. 'Did you have any particular problems during the programme?' asked Ashok. 'Well, half the participants were from Advanced Technologies but the other half were engineers from one of the government companies where Advanced Technologies (AT) is implementing their software. AT had promised training for their client's engineers. The government engineers arrived a bit late for the programme. By then we had run out of the copies of the programme outline and small training manual we had prepared.' The manual is only an *aide-memoire*, and, in any case, they can always look up the help available online. I explained it to them', added Shirish. 'I did promise to send them the copies through e-mail.' 'Some of the outside participants did not have the right profile for getting full value out of the training.'

'When I visited during the post-lunch training session on the second day there was some fuss among the participants about the lunch we provide. Our usual catering contractor was sick and we had to call on another caterer.' The lunch is meant to ensure that participants do not have to spend a long time during the break and they can reassemble quickly after the lunch to ensure maximum training time availability', said Nirmal. Since the government company participants were from another town, they left before the end of the programme and therefore could not be tested. Consequently, without the test, we could not hand over the competency and attendance certificates.'

It seems as though the senior manager at the government company complained to the head of the contracts at AT about the training programme. I wonder how can we get to the bottom of all this', said Ashok.

(3)

7. Why are employees critical to the success of any service organisation? 10

Unit- IV

8. Write short notes on the following : 5×2=10
- (a) Types of process designs
 - (b) Services scape.
9. Consider that you are owner of a new private management college and can prepare a value/price package that is appealing to the students. Describe your approach mentioning the 7P's of services. 10

(6)

A

MS-3012

M. B. A. (M) (Semester-III) Examination, 2012

ADVERTISING

[MBA(M)-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. Write short notes on the following : 3×10
 - (a) Media Planning
 - (b) 'Reach' and 'Frequency' levels of a message
 - (c) Media schedule
 - (d) Client-Agency Relationship
 - (e) In-house agency
 - (f) Message Generation
 - (g) Surrogate Advertising

(2)

- (h) Advertising Budget
- (i) Advertising-Mix element-pace
- (j) Advertising Trinity.

Unit-I

- 2. Advertising is controlled, identifiable information and persuasion by means of mass communications media. Do you agree? If yes, discuss the variables of marketing-mix affecting advertising. Support your answer with example. 10
- 3. Companies like pay per post, review me and trigami are offering opportunities for marketers to use advertorial blog posts to market new products. In the light of the given information, discuss the types of advertising.

Unit-II

- 4. (a) Advertising strategy is developed by carefully blending the elements of the creative-mix. What are these mix elements. 5
- (b) Explain advertising research process in detail with suitable diagrams. 5

(3)

- 5. "Buyer behaviour is all psychological, social and physical behaviour of potential consumer." Elaborate the statement in the light of the role of consumer behaviour in advertising. 10

Unit-III

- 6. In the classic Hutch Pug Dog Campaign, the big idea was that the connectivity of Hutch network never gets away from the subscribers just as the same way the pug dog follows the little boy. Making base of the given instance, analyse different creativity techniques you have observed in advertising. 10
- 7. Throw light on art direction and copy writing with suitable instances or examples from Indian context.

Unit-IV

- 8. What are the different agency compensation method? If you were an advertising executive in a company? Which compensation method would you favour and why? 10

(4)

9. Many advertisers prefer to use advertisement agencies to help them develop and execute their advertising. What is the structure of a full-service advertising agency. What functions do different departments perform?

10

A

MS-3013

M. B. A. (M) (Semester-III) Examination, 2012

Data Mining and Warehousing

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 : 3×10
 - (a) What is data mining? List the different type of data mining techniques?
 - (b) What do you mean by patterns? What makes the pattern interesting.
 - (c) "Data warehouse is an environment not a product." Comment.
 - (d) Differentiate the term characterization and discrimination. Also discuss, how they are similar to each other

- (e) Discuss the different type of data cleaning methods.
- (f) What is difference between operational database and dataware house.
- (g) Discuss granularity of data in data warehouse.
- (h) Define measure and fact about dimensional model.
- (i) Define data mart with example.
- (j) Explain outlier analysis and market basket analysis.

Unit-I

- 2. (a) What is data mining system. Discuss the architecture of data mining system? 5
- (b) Discuss the step involved in data mining when viewed as a process of knowledge discovery. 5
- 3. (a) What do you mean by K-mean clustering? Discuss how it is different from Agglomerative clustering. 10

Unit-II

- 4. (a) Define the term on-line transaction processing (OLTP) and on-line analytical processing (OLAP). Also discuss the distinct feature of OLAP and OLTP. 5
- (b) State the reasons why for integration of multiple heterogeneous information source, many companies prefer the update-driven approach rather than query-driven approach. Also describe situation where the query-driven approach is preferable over update-driven approach. 5
- 5. (a) A data warehouse can be model by either a star-schema or a snowflake schema. Describe the similarities and the difference between two models and then analyze their advantage and disadvantage. 5
- (b) In data warehouse technology, a multiple dimensional view can be implemented by :
 - (i) ROLAP
 - (ii) MOLAP
 - (iii) HOLAP.
 Briefly describes each of the above implementation techniques. 5

(4)

Unit-III

6. Discuss the process of modelling of data warehouse? 10
7. Discuss the term meta data in reference to dataware house. Also discuss why it is redundant after design phase, in case of data base modelling. 10

Unit-IV

8. What do you mean by data warehouse testing. Discuss the different types of testing. 10
9. Write short notes on any one of the following : 10
 - (a) Security of data warehouse
 - (b) Frame work of datawarehouse testing.

A

MS-3014

M. B. A. (MS) (Semester-III) Examination, 2012

SYSTEM ANALYSIS & DESIGN

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) Distinguish between physical and abstract system.
- (b) What is system analysis? What are the elements of a system?
- (c) What is the difference between system analysis and system design?
- (d) What is the role of system analyst in a system development?

(2)

- (e) What are the functions of data dictionary?
- (f) Explain the cost-benefit analysis with example.
- (g) Distinguish between logical and physical views of the system.
- (h) What is the difference between external and internal outputs? Give examples of each.
- (i) What are the three levels of acceptance testing?
- (j) What do you mean by quality assurance in a system development activity?

Unit-I

- 2. What are the phases of the system development life cycle (SDLC)? Discuss the role of system stakeholders in system development life cycle (SDLC).
- 3. (a) Differentiate between functional and non-functional requirements. 5
- (b) How are feedback and control is more useful in the system concept? 5

MS-3014

(3)

Unit-II

- 4. What is feasibility study? Describe the various types of feasibility studies. 10
- 5. What are the advantages and disadvantages of the seven common fact-finding techniques? 10

Unit-III

- 6. What are the different tasks performed during conceptual system design? Discuss each task in detail. 10
- 7. (a) Explain the advantages of database management system (DBMS) over the traditional life processing system. 5
- (b) Explain the steps involved in sequential processing system. 5

Unit-IV

- 8. Explain the different types of software testing techniques. What is meant by black box testing? how is it different from white box testing? 10

MS-3014

(4)

9. Describe the various steps involved in system implementation and system maintenance. What are the different types of maintenance? Explain each of them. 10

A

MS-3015

M. B. A. (MS) (Third Semester) Examination, 2012

MARKETING RESEARCH

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) Difference between market research and marketing research
 - (b) Importance of marketing research for the producer
 - (c) Difference between a nominal scale and an ordinal scale
 - (d) Thematic Apperception Test (TAT)
 - (e) Summated scale (Likert type scales)
 - (f) Stratified random sampling
 - (g) Delphi technique
 - (h) Characteristics of a good consumer research
 - (i) Copy testing
 - (j) Marketing research agencies.

(2)

Unit-I

2. Dr. Mohan Lal has been thinking about starting his own independent nursing home. The problem is to decide how large nursing home should be. The annual returns will depend on both the size of nursing home and a number of marketing factors. After a careful analysis, Dr. Mohan Lal developed the following table :

Size of Nursing Home	Good Market	Fair Market	Poor Market
	(Rs.)	(Rs.)	(Rs.)
Small	50,000	20,000	- 10,000
Medium	80,000	30,000	- 20,000
Large	1,00,000	30,000	- 40,000
Very large	3,00,000	25,000	- 1,60,000

- (i) What is the maximax decision ?
 (ii) What is the maximin decision ?
 (iii) Develop an opportunity loss table.
 (iv) What is minimax regret criterion decision ?
 (v) What is the criterion of realism decision ? Use an α value of 0.8. 10
3. How is marketing research directed towards setting goals and establishing strategies likely to be different from marketing research directed towards the development of a marketing plan ? Explain. 10

MS-3015

(3)

Unit-II

4. An automobile company gives you the following information about age groups and the liking for particular model of car which it plans to introduce :

	Age Group				Total
	Below 20	20 – 39	40 – 59	60 & above	
Persons who liked the car	280	160	80	40	560
Disliked the car	120	100	60	160	440
Total	400	260	140	200	1000

On the basis of this data can it be concluded that the model appeal is independent of the age group ?

(Given for $\nu = 3$ d. f, $\chi^2_{0.05} = 7.815$) 10

5. The following table relates to the tourist arrivals (in millions) during 2001 to 2007 in India :

Years	2001	2002	2003	2004	2005	2006	2007
Tourist arrivals (in million)	25	27	30	35	39	44	48

Fit a straight line trend by the method of least squares and estimate the number of tourists that would arrive in the years 2008 and 2009. 10

Unit- III

6. (a) What are the factors to be borne in mind while designing a test market ? 5

MS-3015

(4)

- (b) Compare qualitative and quantitative research design. 5
- 7. (a) What techniques can be used to carry out motivational research ? 5
- (b) Discuss the various methods of advertising research. Which method is the most likely to provide valid results ? Why ? 5

Unit- IV

- 8. "A sales manager in a firm with a large sales force recently said, "My salespeople give me better information about the market than I could ever get from our market research department." Discuss. 10
- 9. Indicate whether marketing research is relevant to each of the following organizations and if so, how each might benefit :
 - (a) Your company
 - (b) Central ministry in the Government of India
 - (c) A retail shop
 - (d) A bank
 - (e) A service business. 10

A

MS-3016

M. B. A. (MS) (Semester-III) Examination, 2012

Project Appraisal & Management

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 : 3×10
- (a) Explain chain ratio method of demand forecasting with an example.
 - (b) What is a dummy activity? Explain the need for dummy activity in a network with the aid of an example.
 - (c) 'Payback period method ignores the time value of money'—Illustrate with an example.
 - (d) What are the three time estimates used in PERT? What is the relationship between 3 time estimates and expected time?

(2)

- (e) Explain the important characteristics of a project.
- (f) What is profitability index?
- (g) What are the factors which should be considered for selection of a machinery?
- (h) Why should a project manager aim at completing the project at the shortest possible time?
- (i) Explain the matrix form of organisational structure.
- (j) What are the traditional techniques of risk analysis?

Unit-I

- 2. Describe briefly about the taxonomy of projects. 10
- 3. "Project management is truly a problem solving mechanism on a large scale as it makes sure that the problem is defined correctly and sticks to the definite life cycle." Discuss. 10

MS-3016

(3)

Unit-II

- 4. "The identification of opportunities for project investment requires an understanding of the environment in which one operates." Elucidate this statement and identify the various sources from where the project ideas may emerge. 10
- 5. XYZ Ltd. has to replace one of its machine for which it has following options :
 - (a) Installation of equipment "Best" having cost of Rs. 75,000 which is expected to generate a cash inflow of Rs. 20,000 per annum for next 6 years.
 - (b) Installation of equipment "Better" having cost of Rs. 50,000 which is expected to generate a cash inflow of Rs. 18,000 per annum for next 4 years.

Which equipment should be preferred if the company adopts method of (i) Payback period
(ii) Internal rate of return. 10

MS-3016

(4)

Unit-III

6. The initial investment outlay for a capital investment project consists of Rs. 100 lacs for plant and machinery and Rs. 40 lacs for working capital. Other details are summarized below : 10

Sales	: 1 lac units of output per year for years 1 to 5
Selling Price	: Rs. 120 per unit of output
Variable Cost	: Rs. 60 per unit of output
Fixed Overheads (excluding depreciation)	: Rs. 15 lacs per year for years 1 to 5
Rate of depreciation on Plant & Machinery	: 25% on WDV method
Salvage Value of Plant & Machinery	: Equal to the WDV at the end of year 5
Tax rate	: 40%
Time Horizon	: 5 years
Post tax cut-off rate	: 12%

Required :

- (i) Indicate the financial viability of the project by calculating the net present value.
- (ii) Determine the sensitivity of the project's NPV if the selling price decreases by 5%. 10

MS-3016

(5)

7. (a) What are the various factors to be considered in technical appraisal? 5
- (b) Write short note on any one of the following : 5
- (i) Capital rationing
- (ii) Social cost benefit analysis.

Unit-IV

8. The monthly maintenance work in a machine shop consists of 10 steps A to J. The inter-relationship between them are identified by event numbers :

Steps	Event Numbers	Duration (Days)
A	1-2	3
B	2-3	5
C	2-4	8
D	3-5	4
E	3-6	2
F	4-6	9
G	4-7	3
H	5-8	12
I	6-8	10
J	7-8	6

MS-3016

(6)

- (a) Draw a network.
- (b) Compute early and late start and finish time for each activity.
- (c) Identify the critical path and critical activities.
- (d) Identify the activities that have a free slack.
- (e) If activity (2-3) takes 8 days instead of 5 days, what will be the project completion time? 2×5

9. How the abandonment value is incorporated in the capital budgeting decision process of a risky proposal? Explain with the help of an example. 10

A

MS-3017

M. B. A. (MS) (Semester-III) Examination, 2012

Network & Telecommunication

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 the following in brief : $3 \times 10 = 30$
 - (a) Explain star topology.
 - (b) What is network protocol?
 - (c) Differentiate between ISDN and B-ISDN.
 - (d) What is importance of ISP?
 - (e) What is a frame? How is it different from token?
 - (f) Explain H.T.M.L.
 - (g) Diagrammatically show seven layers of OSI model.
 - (h) Differentiate between LAN and WAN.

(2)

- (i) Explain through put.
- (j) Differentiate between hub and switch.

Unit-I

- 2. What is a computer network? Elaborate explaining its types and importance. 10
- 3. What is network topology? Explain different types of network topologies. 10

Unit-II

- 4. Explain OSI model in detail. 10
- 5. Differentiate between OSI model and TCP/IP model. 10

Unit-III

- 6. What are the different network devices and how are they used? 10
- 7. Elaborate the following : 5+5=10
 - (a) ALOHA
 - (b) CSMA/CD.

(3)

Unit-IV

- 8. What is a firewall? Explain different types of firewall and their importance. 10
- 9. What are different methods of protecting the network data from illegal usage? 10

A

MS-3018

M. B. A. (MS) (Semester-III)

Examination, Dec. 2012

OPERATIONS RESEARCH

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, which carries 10 marks.

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

(a) Write the dual of following Primal problem :

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) Reduce the given pay-off matrix using the principle of dominance :

(2)

Player A	Player B		
	I	II	III
I	-4	-6	3
II	-3	-3	6
III	2	-3	4

- (c) Suggest ways to deal with maximisation in assignment problem.
- (d) What are the essential differences between resource levelling and resource smoothing?
- (e) Differentiate among slack, surplus and artificial variables.
- (f) What is Dynamic programming? How is it different from LP?
- (g) State the Rim conditions in Transportation problem.
- (h) What is the meaning of Jockeying, Balking and Reneging in queuing?
- (i) Distinguish between a recurrent and absorbing state.

(3)

- (j) How can the situation of unbounded solution in the simplex solution to the LPPs be detected?

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 requirement (in Hours) 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.

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

(4)

3. Solve the following LPP : 10

$$\text{Minimize : } Z = 45x_1 + 28x_2$$

$$\text{Subject to : } 20x_1 + 50x_2 \geq 3600$$

$$80x_1 + 50x_2 \leq 6000$$

$$x_1, x_2 \geq 0$$

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			
	1	2	3	4
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

(5)

award at most one job to one company. What assignment results in minimum total cost to the fast food chain? 10

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
	1	2	3	4	
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 degenerate?
 (c) Is the solution optimal solution unique?

$$7 + 1\frac{1}{2} + 1\frac{1}{2}$$

Unit-III

6. Customers arrive at the first class ticket counter of a theatre at the rate of 12 per hour. There is

(6)

one clerk at the counter 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? $2\frac{1}{2} \times 4$

7. Consider the game of matching coins. Two players A and B, each put down a coin. If the coins match, A gets rewarded otherwise B. However matching on heads gives a double premium.

- (a) Obtain the best strategies for both the players.
- (b) Determine the value of the game.
- (c) Is the game fair?
- (d) Indicate if game is strictly determinable.

$$4+3+1\frac{1}{2}+1\frac{1}{2}$$

MS-3018

(7)

Unit-IV

8. Following table lists the various details of 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. $3+4+3$

MS-3018

9. 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

A

MS-3019

M. B. A. (R. M.) (Third Semester)

Examination, 2012

BRAND MANAGEMENT

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer *Five* questions, including Question No. 1, which is compulsory. In addition attempt *one* question from each Unit.

1. Read the attached case and answer the following questions : 10×3
 - (i) Discuss the S. T. P. approach used by Tanishq.
 - (ii) Although Tanishq has sought success through standalone formats, what measures should be taken by the retailer to create a destination store in itself?

(2)

- (iii) Today with organized jewellery retailing having more of a youthful and global trend acceptance among consumers, how will you help Tanishq to communicate to their target market that their products 'help to capture value through lifestyle' ?

Unit-I

2. What is 'branding' ? Discuss its importance in present marketing scenario. 2+8
3. Write notes on the following: 5+5
- (i) Brand personality
 - (ii) Brand image.

Unit-II

4. Draw a comparative analysis of the major approaches to brand equity. Discuss the 'relative superiority approach' in brief. 5+5
5. Discuss the different strategic decision areas that a brand manager is involved in, in order to sustain the brand in the market place. 10

MS-3019

Case Study (Question No. 1) (4)

Case Study (Question No. 1)

(4)

As India is making rapid progress in the retail arena, the Indian jewellery market is also gradually moving towards organised retail formats. It is estimated that the jewellery business in India is Rs. 50,000 crore. On the basis of independent estimation studies carried out by World Gold Council and McKinsey, it is known that out of the overall market share, the share of organised jewellery market is less than Rs. 1,000 crore. This works out to be about 2-3 percent of the total market share. However, since this is a relatively new segment of the market, it is poised to grow.

Tanishq is a part of the Titan Industries Limited. Titan has been associated with the watch industry since 1987. After establishing a name for itself in the watch segment, Titan entered the jewellery market as a retailer to sell precious jewellery under the brand name '*Tanishq*'. Today '*Tanishq*' has established itself as a fine branded jewellery with a national presence. Tanishq has been investing a lot in R & D to keep a continuous track on the trends of the their identified Target Group (TG) based on the purchase behaviour, fashion, festivities etc.

Tanishq jewellery is exclusively sold through company owned standalone formats as well as outlets run by franchisees spread across many cities in the country. The location of the outlet is worked out on the basis of geographical spread, shopping trends/life style and consumer behaviour of its target group.

Although, in the initial years, the export market was a key focus, Tanishq also entered the Indian market and now holds a predominant share of the branded jewellery market. Today, Tanishq can easily be referred to as one of the most successful speciality (jewellery) retailer in the country.

Jewellery retailers have observed that there is a shift in consumer perception from viewing jewellery as a commodity (usually purchased from traditional jewellers) to brand identification (jeweller or retailer with an identity). Jewellery retailing is moving from a 'storehouse of value' to a precious fashion accessory. Plain gold is gradually losing its charm for the Indian consumers, and making way for diamonds, platinum, and coloured gemstones.

The way jewellery is worn has also undergone a tremendous change. Traditional designs are yielding to modern jewellery, heavy gold has been replaced by light and simple designs. Consumers are more quality conscious than before. Jewellery retailers have realised that the young Indian women who is the prime market for organised retailers is different from the traditional jewellery customer in many ways, such as :

- ☐ She is well educated and more aware of international trends.
- ☐ Today's customers' comprise more of working women with high disposable incomes.
- ☐ Customers have greater mobility than before.
- ☐ The young Indian women (customers) are less constrained by traditions.
- ☐ The consumers of jewellery today, have preference for organised retailers offering quality products, following standardised practices and uniform pricing strategies.

MS-3019

(3)

Unit- III

6. Differentiate between line extensions and category extensions. What are the different strategies adopted by companies in for line extensions? Also discuss the merits and demerits of such extensions. 2+4+4
7. (a) Explain citing examples, user positioning and benefit positioning. 5
(b) Explain what is meant by 'brand architecture'.5

Unit- IV

8. 'Maintaining brand leadership requires continuous monitoring and innovative response to the changes unleashed by the environmental shifts.' In light of this statement, discuss the various forces that may lead to brand decline and also suggest ways to tackle them. 10
9. How are service brands different from physical product brands ? Discuss in considerable detail, the additional 3 Ps of service brands. 10

A

MS-3020

M.B.A. (R.M.) (Semester-III) Examination, 2012

INVENTORY MANAGEMENT

(RM-303)

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. The government decision to allow FDI for organized retail in India recently is a real bold step as now the Indian customers will have access to the world market through stores like Wal Mart, Carrefour etc. These new entrants in the Indian organized retail market will bring with them the world-class latest technology, which gives edge to their business in retail business. On one hand Indian organized retail companies like

(2)

Future Group and Reliance Retail are happy as the entry of the world players in organized retail will increase the market size, but at the same time they are also concerned with the fact that this will increase the competition further. They also realize that the key to beat the competition will only be to deliver customer satisfaction and ensuring timely availability of merchandise.

Considering the above facts and the present organized retail market in India answer the following : $10 \times 3 = 30$

- (a) What crucial role will proper management of inventory by organized retail companies play for their survival in the coming times?
- (b) "Inventories cost money"; explain the statement in the light of above mentioned case.
- (c) Discuss, how the new technologies will change the face of competition with the help of suitable examples.

(3)

Unit-I

2. "Inventory is a necessary evil." Throw light on the statement by mentioning the inherent advantages and disadvantages of inventory. 10
3. The promotional measures like "end of season sale" majorly depend on the proper management of inventory. Elucidate. 10

Unit-II

4. In spite of its several limitations, the Wilson's EOQ formula gives the base to all the present ordering systems. The latest ordering systems in organized retail are also logical extensions of the same. Discuss the Wilson's EOQ in the light of these statements. 10
5. Explain the following terms associated with the management of inventory : $2 \times 5 = 10$
 - (i) Administrative cost
 - (ii) Cost of Storage Space
 - (iii) Obsolescence Cost
 - (iv) Re-order Point
 - (v) Stock Keeping Units.

Unit-III

6. What are the different inventory management and control techniques? Explain any two with the help of example. 10
7. "With increasing competition and costs, the just-in-time concept is the need of the hour for the Indian organized retail." Critically analyze the statement. 10

Unit-IV

8. The recent developments in the field of technology have given a boost to the retail industry." Evaluate the statement citing examples. 10
9. "The international certifications, play an important role in the growth of retail industry." Explain. 10

A

MS-3021

M. B. A. (R. M.) (Third Semester)

Examination, 2012

Supply Chain & Vendor Management

(RM-304)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Attempt Five questions in all. Question No. 1 is compulsory. Select one question from each Unit.

1. Read the attached case study carefully and answer the following questions : $7\frac{1}{2} \times 4 = 30$

Questions :

- (i) Being the head of CSCC, identify the major logistical problems associated with Dabur India Ltd.
- (ii) Suggest a detailed logistics and supply chain system in order to reduce the replenishment cycle time and working capital cycle.

Planning

information to control both manufacture and transit of goods to the marketplace.

(2)

- (iii) How can an information technology solution to L & SCM in the implementation of a new strategy facilitate in the improvement of productivity and efficiency?
- (iv) What sorts of restructuring would you suggest?

Unit-I

2. What is supply chain management? Explain the decision phases involved in supply chain. 10
3. Differentiate between process and cycle views of a supply chain. Elaborate the interfaces involved in cycle view. 10

Unit-II

4. Discuss the role of distribution in supply chain. Mention the factors that influence the distribution network design. 10
5. "Supply chain drivers play significant role in the performance of supply chain of an organisation." Elucidate. 10

MS-3021

MS-3021

When Dabur benchmarked itself against other FMCG companies like HLL, P&G, Cadbury India, etc., it realized where it stood. Normally, a stock replenishment cycle is of about 2 weeks in the FMCG industry. Furthermore, every time Dabur failed to restock a dealer on time, the company lost sales. For example, HLL tracks the number of times its C&F agents fail to restock dealers (which incidentally happened only once in 10 attempts). Dabur did not even know the number of times its dealer returned empty handed because there was no scientific system of knowing what is happening.

(4)

Case (for Q. No. 1)

Dabur commenced its operations in 1884 when Dr S.K. Burman started mail order sales of the company's products. Today, Dabur is a multibusiness multinational enterprise. In the past five years, Dabur grew at a compounded annual growth rate. But to go any further from here to become the largest Indian FMCG, with a sales turnover of Rs 2,000 crore by the year 2003, the company has to look into its internal processes in general and logistical operations in particular in order to maintain the pace of that kind of growth, especially in the global competitive environment.

Consider logistics. When a Dabur dealer wanted stocks from any of the company's 19 branches across the country, the branch took 6 days to process the order. It then took an almost equal number of days to ferry the goods from its godowns. Very often, the godowns did not have the right stocks. Since the goods used to be sent by truck, and truckers wanted full truckloads before they started rolling, at times, the goods would remain at the transporter godown for a week. Dabur distributors also used to pay the company through an elaborate system of vouchers, and that too almost never on time.

Similarly, there was little coordination between production procurement and sales. Neither were Dabur's forecasting techniques precise and it used to be an annual procedure. Feedback from the company's sales department would be discussed with its marketing cell and the annual forecast would be put together jointly. Again, the branch heads would request for fresh stocks based on the estimates which were part statistical and part gut feel. This, at times, led to huge inventory pile-ups. The finished goods inventory cost is Rs 118 crore and the working capital cycle used to be 160 days against an industry average of 60 days.

The commercial department of the company looked after all these activities and prepared six copies of challan—one copy for the department itself, one copy for the warehouse, one copy for the information cell, two copies for the branch, and one copy to move with truck.

It was only on 2 November 1988, when the 114-year-old Dabur India reinvented itself. Breaking over a century of tradition, executive powers of running the company were handed over to Ninu Khanna, an outsider appointed as CEO, former Marico General Manager (commodities) Shyam Shanker, as head of Dabur's purchase and procurement planning cell, and ex-HLL man G. Kashinath in the central supply chain cell (CSCC).

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Unit- III

6. Describe the nature and relative ch various modes of transport. What i supply chain manager consider in tr mode of transport?

7. Specify the significance of the vende in supply chain. Mention the st purchase procedure of goods.

Unit- IV

8. What processes within each macro suited to being enabled by IT? Wh least suited?
9. Write short notes on any two of the f
- Outsourcing
 - Bullwhip effect
 - ERP.

(5)

Dabur began to set right its entire supply chain from the buying of raw materials to the selling of finished goods at the retailer's. For FMCG companies, this is the most critical aspect of business. The objectives of efficient supply chain management are threefold—one, have the right stocks, at the right place, at the right time; two, keep inventories down; and three, do all this with the lowest operational costs.

In fact, Dabur hired consulting firm McKinsey & Co. primarily to fix its internal processes, which have initially been on supply chain front, spanning the five aspects of demand forecasting, production planning, logistics, order processing and procurement planning. The present performance of logistics and supply chain system is as follows:

Factor	Present Performance
Logistics	Systematized forecasting method and branch sales staff encouraged to collect orders from geographical routes.
Forecasting	A three-monthly rolling forecast is made with firm productions for one month and for the other two, tentative. This is also done SKU-wise.
Vendors	Vendor appraisal systems are being put in place. Every month, vendors are rated on the four parameters of cost, quality, delivery and service. Vendors can be dropped if found unsatisfactory.
Inventory, Production, Planning	Finished goods inventory were already down from 52 days to 40 days. Inventories replaced by a replenishment model which uses available information to control both manufacture and transit of goods to the marketplace.

When Dabur benchmarked itself against other FMCG companies like H.L., P&G, Cadbury India, etc., it realized where it stood. Normally, a stock replenishment cycle is of about 2 weeks in the FMCG industry. Furthermore, every time Dabur failed to restock a dealer on time, the company lost sales. For example, H.L. tracks the number of times its C&F agents fail to restock dealers (which incidentally happened only once in 10 attempts). Dabur did not even know the number of times its dealer returned empty handed because there was no scientific system of knowing what is happening.

Unit- III

6. Describe the nature and relative characteristics of various modes of transport. What issues should a supply chain manager consider in trying to select a mode of transport? 10
7. Specify the significance of the vendors management in supply chain. Mention the steps adopted in purchase procedure of goods. 10

Unit- IV

8. What processes within each macro process are best suited to being enabled by IT? What processes are least suited? 10
9. Write short notes on any two of the following : 5×2
- (a) Outsourcing
 - (b) Bullwhip effect
 - (c) ERP.

A

MS-3022

M. B. A. (R. M.) (Third Semester)

Examination, 2012

Advertising and Sales Promotion

(RM-305)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer Five questions in all. Question No. 1 is compulsory. Select one question from each Units.

1. Explain the following concepts briefly: $3 \times 10 = 30$
 - (a) Promotion mix
 - (b) 5 M's of Advertising
 - (c) Media planning
 - (d) Integrated Marketing Communication (IMC)
 - (e) DAGMAR
 - (f) Media scheduling
 - (g) Advertising copy
 - (h) Agency compensation
 - (i) Sales Force Promotion
 - (j) Premiums.

(2)

Unit-I

2. Define advertising and discuss its effects on product, price, society and economy. 10
3. Analyse the steps involved in Advertising planning. 10

Unit-II

4. Explain the roles of various media in advertising. 10
5. What are appeals ? State the variety of appeals used while designing an advertisement with the help of examples. 10

Unit-III

6. Define Sales Promotion. Differentiate it from advertising. Give the benefits and limitations of using Sale Promotion techniques. 10
7. Highlight the different types of sales promotion techniques that exists. Also provide a brief on the different tools used under each type with an example. 10

(3)

Unit-IV

8. "Companies strategy determines the types of sales promotions to be followed". Which strategies influence this decision ? How are the two strategies different ? Is there any influence of PLC on selection of promotion type ? 10
9. Discuss the objectives of trade promotions. Explain 'trade coupons and trade allowances'. 10

A

MS-3023

M. B. A. (R. M.) (Third Semester)

Examination, 2012

E-Retailing

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 following question : 6×5=30
 - (a) Summarize the business and technology conditions causing GE to launch its internet initiative.
 - (b) How is GE using internet technology in its internal and external business processes ?
 - (c) What management, organization and technology issues did GE have to address in its internet initiative ?

CEO Robert said we are not talking about incremental change. We're talking total transformation." A January 2001 article by Mark Roberti of The Industry Standard was skeptical Roberti commended GE for embracing change.

CEO Reiner said we are not talking about incremental change. We're talking total transformation." A January 2001 article by Mark Roberti of The Industry Standard was skeptical. Roberti commended GE for embracing the Internet so quickly. He also noted that "these endeavors are unlikely to make GE vastly more profitable... because the company isn't using the Internet to reach new markets or create major new sources of revenue." Roberti questioned the great savings through Internet-based cost cutting that GE claimed. To cut costs by moving business processes online, a firm "must eliminate -- or re-deploy -- a significant number of employees" and "GE hasn't." For example, Roberti says, 60% of orders to GE Capital Fleet Services are now placed online, but it has not reduced its callcenter staff. GE reports that its selling, general and administrative expenses as a percent of sales fell for the first nine months of 2000 from 24.3 in 199 to 23.6, a minor drop at best. Moreover, he notes caution coming from GE executives themselves. For example while Reiner had projected a \$10 billion saving over the next 18 months in 1999, in December 2000 he revised the 2001 savings to about \$1.6 billion-not an insignificant sum, but far from the gigantic savings predicted. Reducing costs by having customers and employees serve themselves via the Web has proved elusive at other companies as well, such as IBM and UPS. Roberti claims that the Internet has not brought GE a significant number of new customers. Overall, Roberti points out, "Through the third quarter of 2000, GE still hadn't demonstrated any significant improvement in its financial results that can be directly attributed to e-business. Although GE has achieved genuine progress and even leadership, the company could not be generating the savings management had been predicting. He speculates that the purpose of the continuous declarations of great savings may be to boost the price of GE's stock. Perhaps, most importantly, Roberti claims that while GE's Internet activities will give the company a boost, it will take its competitors only a few months to catch up, leaving GE without any competitive advantage.

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(7)

(2)

- (d) Comment on the advertising and communication strategy adopted by GE.
- (e) Evaluate GE's internet initiative. Is it successful? Is the company transforming itself into a digital firm? Why or why not?

Unit-I

2. Traditional business models have found extension in the electronic medium. Discuss this statement in the light of various e-commerce models giving relevant examples. 10
3. Examine the role of 'privacy policy' and 'term of use' statements vis - a - vis e-consumers. 10

Unit-II

4. Elaborate on the seven unique features of e-commerce technology. 10
5. Discuss the principles that guide the recommendations for copyright laws and forums. 10

MS-3023

Case Study (Question No. 1)

(4)

General Electric (GE) is the world's largest diversified manufacturer. At a January 1999 meeting of 500 top GE executives in Boca Raton, Florida, Jack Welch, the CEO of GE announced a new initiative to turn GE into an Internet company. Earlier initiatives transformed GE and are partially responsible for its phenomenal rise in profit over the past two decades. Those initiatives were globalization of GE in the late 1980s, "products plus service" in 1995 which placed emphasis upon customer service, and Six Sigma in 1996, a quality program that mandated GE units to use feedback from customers as the center of the program. Welch announced that the Internet "will forever change the way business is done. It will change every relationship, between our businesses, between our customers, between our suppliers. By Internet-enabling its business processes, GE could reduce overhead costs by half, saving as much as \$10 billion in the first two years. Gary Reiner, GE's corporate CIO, later explained "We are Web-enabling nearly all of the [purchasing] negotiations process, and we are targeting 100 percent of our transactions on the buy side being done electronically." On the sell side Reiner also wanted to automate as much as possible, including providing customer service and order taking.

GE had quietly been involved with the Internet for years. In mid-1996, GE Lighting had reduced its purchasing cycle from 14 to seven days using Internet. It also reduced supply prices by 10% to 15% due to open bidding on the Internet. In 1997 seven other GE units began purchasing via the Net. The company even sold the concept to others, including Boeing and 3M. Polymerland, GE Plastic's distribution arm, began distributing technical documentation over the Web in 1994. It put its product catalog on the Net in 1995 and in 1997 established a site for sales transactions. Its online system enables customers to search for product by name, number or product characteristics, download product information, verify that the product meets their specifications, apply for credit, order, track the shipment, and even return merchandise. Polymerland's weekly online sales climbed from \$10,000 in 1997 to \$6 million in 2000. In 1998 GE Industrial Systems developed an artificial intelligence system that assigns field engineers to customer site visits, reducing the average dispatch time from 18 hours to four. Prior to the system its engineers could not handle all the customer calls for help. The system handles thousands of constraints, such as not dispatching bearded engineers to sites requiring the wearing of facemasks. Industrial Systems now markets the system to other companies.

Welch ordered all GE units to determine how dot-com companies could destroy their businesses, dubbing this project DYB (destroy your business). Welch explained that if these units don't identify their weaknesses, others would. Once armed with these answers, managers were to change their units to prevent it from happening. Each of GE's 20 units created small cross-functional teams to execute the initiative. Welch also wanted them to move current operations to the Web and to uncover new Net-related business opportunities. The final product was to be an Internet-based business plan that a competitor could have used to take away their unit's customers, and a plan for changes to their unit to combat this threat. Reiner ordered GE units to "come back with alternative approaches that enhance value to the customer and reduce total costs." The Internet initiative started by changing GE's culture at the very top. GE's internal newsletters and many of Welch's memos became available only online. To give blue-collar workers access to the Net, GE installed computer kiosks on factory floors. One thousand top managers and executives, including Welch (who also had to take typing lessons), were assigned young, skilled mentors to work with them three-to-four hours per week to make them comfortable with the Web. They had to become able to evaluate their competitors' Web sites and to use the Web in other beneficial ways. Every GE employee was given training. Welch announced in 2000, that GE would reduce administrative expenses by 30-to-50 percent (around \$10 billion) within 18 months through use of the Internet. Many projects came out of the initiative. For example GE Medical Systems, which manufactures diagnostic imaging systems such as CAT scanners and mammography equipment, identified its DYB threat as aggregators, such as WebMD, which offered unbiased information on competing products as well as selling them. GE products on these sites looked like just another commodity. The unit's major response was iCenter, a Web connection to customers' GE equipment to monitor the equipment operation at the customer site. iCenter collects data and feeds it back to each customer who can then ask questions about the operation of the equipment through the same site. GE compares a customer's operating data with the same equipment operating elsewhere to aid that customer in improving performance. "We can say, 'Do you know you're only 60 percent as productive as another customer using the same equipment in another part of the world,'" explained Joe Hogan, Medical Systems' CEO, "and by doing x, y and z, you can increase productivity?" In addition customers are now able to download and test upgraded software for 30 days prior to having to

MS-3023

purchase it. The unit also began offering its equipment training classes online, enabling clients to take them at anytime. The aggregators were also auctioning off used equipment in demand in poorer countries. Medical Systems established its own site to auction its own used equipment, thus opening new markets (outside the U.S.). GE Aircraft adapted iCenter and now monitors its customers' engines while they are in flight.

Late in 1999 GE Transportation went live with an e-auction system for purchasing supplies. Soon other units, including Power and Medical, adopted the system. GE later estimated the system would handle \$5 billion in GE purchasing in 2000, and the company would do at least 50% of its purchasing online in 2001. The system lowers prices for GE because approved suppliers bid against each other to obtain GE contracts. It also results in fewer specification errors and speeds up the purchasing process. GE estimates it saves between 10% and 15% of purchasing costs altogether. GE Appliances realized that appliances are traditionally sold through large and small retailers and that the Internet might destroy that model, turning appliances into commodities sold on big retail and auction sites. GE wanted to maintain the current system, keeping consumer loyalty to their GE brand (versus Maytag, Whirlpool & Frigidaire). Appliances developed a point-of-sale system placed in retail stores such as Home Depot where customers enter their own orders. The retailer is paid a percentage of the sale. The product is shipped from GE directly to the customer. GE Appliances claims it can now take products from its factories and get them shipped anywhere in the United States virtually overnight on a cost-effective basis. In 2000 Appliances reported 45% of its sales, totaling \$2.5 billion, took place on the Internet. It estimates 67% of its sales will be on the Internet in 2001.

GE has been quick to let the world know of its progress. The corporation and its units have issued a blizzard of press releases touting the successes of each of GE's Internet initiatives and the consequent positive effect upon financial results. "In 1999, 30 percent of our orders came in via the Web," announced Marian Powell, the senior vice president for e-business at GE Capital Fleet Services. And in 2000 "we'll have over 60 percent. That's over a billion dollars in orders. CIO Reiner said "We are not talking about incremental change. We're talking total transformation." A January 2001 article by Mark Roberti of The Industry Standard was skeptical. Roberti commended GE for embracing the Internet so quickly. He also noted that "these endeavors are unlikely to make GE vastly more profitable... because the company isn't using the Internet to reach new markets or create major new sources of revenue." Roberti questioned the great savings through Internet-based cost cutting that GE claimed. To cut costs by moving business processes online, a firm "must eliminate -- or re-deploy -- a significant number of employees" and "GE hasn't." For example, Roberti says, 60% of orders to GE Capital Fleet Services are now placed online, but it has not reduced its callcenter staff. GE reports that its selling, general and administrative expenses as a percent of sales fell for the first nine months of 2000 from 24.3 in 1999 to 23.6, a minor drop at best. Moreover, he notes caution coming from GE executives themselves. For example while Reiner had projected a \$10 billion saving over the next 18 months in 1999, in December 2000 he revised the 2001 savings to about \$1.6 billion--not an insignificant sum, but far from the gigantic savings predicted. Reducing costs by having customers and employees serve themselves via the Web has proved elusive at other companies as well, such as IBM and UPS. Roberti claims that the Internet has not brought GE a significant number of new customers. Overall, Roberti points out, "Through the third quarter of 2000, GE still hadn't demonstrated any significant improvement in its financial results that can be directly attributed to e-business. Although GE has achieved genuine progress and even leadership, the company could not be generating the savings management had been predicting. He speculates that the purpose of the continuous declarations of great savings may be to boost the price of GE's stock. Perhaps, most importantly, Roberti claims that while GE's Internet activities will give the company a boost, it will take its competitors only a few months to catch up, leaving GE without any competitive advantage.

(3)

Unit- III

6. It is said that technology has made online world a safer, convenient and cost effective medium to do monetary transactions. Do you agree ? Give reasons. 10
7. Explain the working of online payment mechanism. 10

Unit- IV

8. Compare and contrast traditional and online advertising media. 10
9. Explain the different forms of online advertising. 10

(5)

purchase it. The unit also began offering its equipment training classes online, enabling clients to take them at anytime. The aggregators were also auctioning off used equipment in demand in poorer countries. Medical Systems established its own site to auction its own used equipment, thus opening new markets (outside the U.S.). GE Aircraft adapted iCenter and now monitors its customers' engines while they are in flight.

Late in 1999 GE Transportation went live with an e-auction system for purchasing supplies. Soon other units, including Power and Medical, adopted the system. GE later estimated the system would handle \$5 billion in GE purchasing in 2000, and the company would do at least 50% of its purchasing online in 2001. The system lowers prices for GE because approved suppliers bid against each other to obtain GE contracts. It also results in fewer rejected bids.

A

MS-3024

B. B. A. (First Semester) Examination, 2012

BUSINESS MATHEMATICS

(BBA-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 simple calculator is permitted.

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

(a) Find x, y, z, t when :

$$2 \begin{bmatrix} x & z \\ y & t \end{bmatrix} + 3 \begin{bmatrix} 1 & -1 \\ 0 & 2 \end{bmatrix} = 3 \begin{bmatrix} 3 & 5 \\ 4 & 6 \end{bmatrix}.$$

(b) Find the sum of $\frac{3}{4}, \frac{2}{3}, \frac{7}{12}, \dots$ up to 19 terms.

(2)

- (c) The third term and thirteenth term of an A.P. are respectively equal to -40 and 0 . Find the 20th term of the series.

- (d) Explain symmetric and skew-symmetric matrices.

- (e) Find the 6th term in the following series :

4, 12, 36,

- (f) Find the adjoint of the matrix :

$$A = \begin{bmatrix} 4 & 8 \\ -3 & 6 \end{bmatrix}.$$

- (g) Differentiate the following with respect to x :

$$y = \frac{x-1}{x+1}.$$

- (h) Integrate the following :

$$\int \frac{(1+x)^3}{x} dx.$$

- (i) How many numbers lying between 10 and 100 can be formed with the help the digits 3, 0, 4, 5, 6?

(3)

- (j) Find the maximum value of the function :

$$y = x^3 - 3x^2 - 9x + 27.$$

Unit-I

2. (a) If x, y, z be the p th, q th and r th terms respectively of an A.P., then show that : 5

$$x(q-r) + y(r-p) + z(p-q) = 0.$$

- (b) The sum of n terms of two A.P. series are in the ratio $2n+1:2n-1$. Find the ratio of their 10th terms. 5

3. (a) In an examination, a candidate is required to answer 6 out of 10 questions which are divided into two groups each containing 5 questions and not permitted to attempt more than 4 questions from each group. In how many ways can he make up his choice? 5

- (b) Six papers are set in an examination of which two are mathematical. In how many different orders can the papers be arranged so that (i) two mathematical papers are together (ii) two mathematical papers are not consecutive. 5

(4)

Unit-II

4. (a) A manufacturing unit produces three types of television sets A, B, C. The following matrix shows the sale of television sets in the different cities :

$$\begin{bmatrix} & A & B & C \\ \text{Sale} & 400 & 300 & 200 \\ & 300 & 200 & 100 \end{bmatrix}$$

If cost price of each set A, B, C is Rs. 1,000, Rs. 2,000, Rs. 3,000 respectively and selling price Rs. 1,500, Rs. 3,000 and Rs. 4,000 respectively, find the total profit using matrix algebra only. 5

- (b) If:

$$A = \begin{bmatrix} -1 & -5 \\ -2 & 3 \end{bmatrix},$$

then show that :

$$A^{-1} = -\frac{1}{13} \begin{bmatrix} 3 & 5 \\ 2 & -1 \end{bmatrix}. \quad 5$$

(5)

5. In South Delhi, there are 20 colleges and 50 schools. Each school and college has 1 peon, 5 clerks, 1 cashier. Each college, in addition, has 1 accountant and 1 head clerk. The monthly salary of each of them is as follows :
Peon Rs. 150, clerk Rs. 250, cashier Rs. 300, accountant Rs. 350 and head clerk Rs. 400.
Using matrix notation, find :

- (a) The total number of posts of each kind in schools and college taken together.
(b) The total monthly salary bill of each school and college separately. 10

Unit-III

6. Find the maximum and minimum values of the following functions : 10

(a) $y = x^3 - 3x^2 - 9$

(b) $y = (x-3)^5 (x+1)^4$.

7. Differentiate with respect to x the following functions : 10

(a) $y = \log \left\{ x + \sqrt{x^2 + a^2} \right\}$

(b) $y = 16^{x^2 - 2x}$.

8. Integrate the following :

(a) $\int \frac{3x^2+5x}{(x-1)(x+2)^2} dx$ 5

(b) $\int \frac{x.e^x}{(1+x)^2} dx.$ 5

9. Integrate the following : 5

(a) $\int_2^4 (3x-2)^2 dx$ 5

(b) $\int_0^3 \frac{\sqrt{x+1}-1}{\sqrt{x+1}+1} dx.$ 5

A

MS-3025

B. B. A. (First Semester) Examination, 2012

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 : 3×10=30
 - (a) Define Application Software. How does it differ from system software ?
 - (b) Differentiate the term Hardware, Software and firm ware giving suitable examples.

(2)

- (c) Give the full form of following abbreviations used in computer terminology :
- (i) BASIC
 - (ii) GIGO
 - (iii) CPU
 - (iv) ASCII
 - (v) VLSI
 - (vi) LISP.
- (d) Discuss the advantage of transistor over vacuum tube.
- (e) Distinguish between sequential access and direct access device, Give examples of each.
- (f) Differentiate between Analog and Digital Computer.
- (g) Discuss the characteristics of High Level Language.
- (h) Distinguish between primary memory and secondary memory with example.
- (i) Define the term bit, byte and nibble with example.
- (j) Give the list of point and draw devices.

Unit-I

2. (a) What is Computer ? Why is it known as Data processor ? Explain some important characteristics of Digital Computers. 5

(3)

- (b) What do you mean by generations of computer ? Discuss the technological changes in Third and Fourth generation computers. 5
3. (a) What is Language Translator ? Discuss various type of language translators with suitable example. 6
- (b) Perform the following arithmetic operation : 4
- (i) Convert $(101110)_{10}$ to $(?)_2$
 - (ii) Convert $(3DA2)_H$ to $(?)_{10}$
 - (iii) Subtract $(01010)_2$ from $(10000)_2$
 - (iv) Add $(1010110)_2$ to $(1011010)_2$.

Unit-II

4. (a) Explain, why Input/Output devices are necessary for computer system. 5
- (b) What is Database ? What are the advantages and limitations of a database system ? 5
5. (a) What are the two types of printer categories ? Explain the advantages and disadvantages of each giving suitable examples. 5
- (b) What are the various categories of memory used in a computer ? Explain the characteristics and role of each. 5

(4)

Unit-III

6. (a) What is operating system ? Discuss the major functions of operating system ? Also list some popular operating systems ? 5
(b) Explain the various types of user interfaces provided by an operating system. 5
7. (a) Discuss the role of word processing software in office management. Also list some popular word processing software. 5
(b) List the different type of views available in 'My Computer' window ? 5

Unit-IV

8. (a) What do you mean by communication system ? Identify and discuss the basic element of communication system. 5
(b) Differentiate between simplex, Half-duplex and fullduplex modes of data transmission. 5
9. What is internet ? How does it differ from other network ? List the different type of networks. 5

A

MS-3026

B. B. A. (Semester-I) Examination, 2012

FINANCIAL ACCOUNTING

(BBA-103)

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 notes on the following : 3×10
 - (a) Types of financial statements analysis
 - (b) Accounting cycle
 - (c) Base stock method of inventory valuation
 - (d) Fixed assets
 - (e) Reasons for charging depreciation
 - (f) Internal control system for cash
 - (g) Convention of consistency
 - (h) Elements of trading account

(2)

- (i) Types of share capital in case of a company
- (j) Limitations of ratio analysis.

Unit-I

- 2. "Wherever money is involved, accounting is required to account for it." With reference to this explain the meaning of accounting. Also elaborate on the advantages and limitations of accounting. 10
- 3. (a) "Accounting as a language communicates the financial position of the business." In this light elaborate upon the various objectives of accounting. 5
- (b) List out the branches of accounting covering various areas of business. 5

Unit-II

- 4. (a) Explain the difference in accounting treatment of cash discount and trade discount with suitable examples. 5
- (b) Distinguish between trial balance and balance sheet. 5

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(3)

- 5. The trial balance of Govind Agencies as on 31 March, 2012 is given below :

Debit Balance	₹	Credit Balance	₹
Opening Stock	99,200	Capital	50,000
Purchase	6,61,250	Loan	20,000
Salaries	4,200	Sales	7,20,000
Carriage in	400	Discount	500
Carriage out	500	Sundry Creditor	20,000
Lighting	300	Purchase Return	5,250
Rates & Insurance	400	Commission	750
Building	27,000		
Furniture	8,000		
Sundry Debtors	6,000		
Cash in hand	1,750		
Cash at Bank	1,500		
Sales Return	6,000		
	8,16,500		8,16,500

Additional information :

- (i) Rates have been outstanding to the extent of ₹ 100.
- (ii) Salaries paid in advance ₹ 200.
- (iii) A provision for doubtful debts is required @ 5% on debtors.
- (iv) Provide depreciation on building at 2% and on furniture @ 10%.
- (v) Closing stock on 31.3.2012 is ₹ 61,200.

Prepare the trading, profit and loss account and balance sheet as on 31.3.2012. 10

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Unit-III

6. (a) Distinguish between LIFO and FIFO method of inventory valuation. 5

- (b) Record the following transactions in triple columns cash book : 5

Dec.

2011

1 Cas in hand ₹ 500 and bank balance ₹ 12,000.

2 Deposited ₹ 8,000 into bank.

8 Received from Roy ₹ 890, allowed him a discount of ₹ 10.

15 Brought goods for cash ₹ 700.

18 Purchased furniture by cheque ₹ 1,500.

25 Withdraw from bank for personal use ₹ 300.

7. From the following information prepare a bank reconciliation statement as on 31 March, 2012 :

10

- (i) Bank overdraft as per cash book ₹ 42,000.

- (ii) A cheque of ₹ 2,000 was given to M/s XYZ but not presented for payment.

- (iii) A cheque of ₹ 1,200 was received entered into cash book but not sent into the bank.

- (iv) A cheque of ₹ 4,800 was sent to bank for collection but dishonoured.

- (v) A cheque of ₹ 1,600 was deposited into bank, but it was not collected till 31st March, 2012.

- (vi) Insurance premium ₹ 200 was paid by bank but not entered into cash book.

Unit-IV

8. "The significance of financial statement lies not in preparation but in analysis." In this light explain the main objectives of financial statement analysis. Also elaborate on the various tools used for analysis of financial statements. 10

9. (a) From the following information, prepare a Comparative Balance Sheet of P. Ltd. : 5

Particulars	31.3.2011 (₹)	31.3.2012 (₹)
Capital	25,00,000	25,00,000
Fixed assets	30,00,000	36,00,000
Reserves	5,00,000	6,00,000
Investment	5,00,000	5,00,000
Long-term loan	15,00,000	15,00,000
Current assets	15,00,000	10,50,000
Current liabilities	5,00,000	5,50,000

- (b) From the following information calculate the cash flow from operating activities :

Net profit as per P/L for the year 31.3.2012

₹ 1,10,000

Depreciation on fixed assets ₹ 44,000.

The details of changes in current assets and liabilities are as follows : 5

Particulars	Balance as on 31.3.2011 (₹)	Balance as on 31.3.2012 (₹)
Cash	1,40,000	1,30,000
Debtors	1,80,000	2,00,000
Inventory	3,00,000	2,90,000
Prepaid Expenses	16,000	15,000
Creditors	1,16,000	1,02,000

A

MS-3027

B. B. A. (Semester-I) Examination, 2012

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. Answer the following : 3×10
- (a) In economics, how do we distinguish between short-run and long-run ?
 - (b) What is meant by price discrimination and what are its various degrees ?
 - (c) What are the chief characteristics of Managerial Economics ?
 - (d) The law of demand is based on 'ceteris paribus' assumption'. Comment.
 - (e) What is meant by 'margin of safety' in Break-even analysis ?
 - (f) What are the common characteristics of trade cycle ?

(2)

- (g) Given below are the prices and quantities demanded of a commodity. Calculate elasticity by average method.

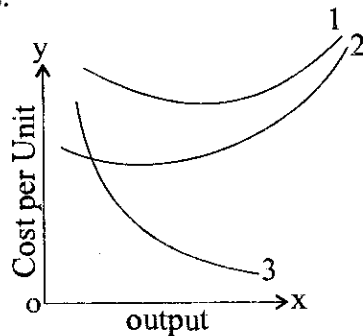
Price (in ₹)	Quantity Demanded (in kg)
20	100
15	140

- (h) On the basis of information provided below :

Total outlay (Expenditure)	=	₹ 2000
Price of labour per unit	=	₹ 100
Price of capital per unit	=	₹ 200

Draw the outlay line or cost line of the producer. Also draw a new outlay line or cost line if the price of labour per unit increases by 50%.

(i)



From the diagram shown above answer the following :

- What are curves 1, 2 and 3 ?
- What does the gap between curves 1 and 2 show ?
- Curve 2 will intersect curve 1 or not ?

(3)

- (j) What do you understand by 'Transfer Earnings'? Are they included in national income ?

Unit-I

- What is the significance of demand forecasting in a firm ? What are the methods of forecasting the demand ? 10
- Explain 'incremental principle' and how is it useful in managerial decision-making ? 5
 - "The deductive method is theoretical while inductive method is factual and only by a correct combination of these two methods, we can make a proper study of the subject." Briefly analyse this statement. 5

Unit-II

- A firm is manufacturing 5,000 units of a product per month. Its cost structure is as follows :

	(in ₹)
(i) Material cost	10,000
(ii) Labour cost	15,000
(iii) Fuel cost	5,000
(iv) Rent of building	4,000
(v) Depreciation & Interest	2,000
(vi) Managerial expenses	5,000

(4)

The price of the product is ₹8 per unit. Find :

- (a) Whether the firm has reached break-even level?
- (b) Contribution per unit.
- (c) The P/V ratio.
- (d) The break-even volume of sales. 10

5. What is meant by law of variable proportions ? Explain with a graph. Also, distinguish between 'Returns to a factor' and 'Returns to scale'. 7+3

Unit-III

6. What do you mean by 'Perfect Competition'? Describe its main features and discuss how is the price determined under perfect competition. 10
7. What do you mean by 'Monopoly' ? How is price determined under monopoly ? Is it true that monopoly price is always higher than competitive price? 10

Unit-IV

8. What is National Income ? What are the different methods of calculating national income of a country? Do they lead to the same result? 10
9. (a) According to Keynes how do changes in investment cause a business cycle? 5
- (b) Briefly discuss the Hicksian theory of business cycle. 5

A

MS-3028

B. B. A. (First Semester) Examination, 2012

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 : 3×10=30
 - (a) STP
 - (b) Brand
 - (c) Niche Marketing
 - (d) Product repositioning

(2)

- (e) Upward and Downward sketching of product line
- (f) Length and Width of product mix
- (g) Discriminatory pricing
- (h) Informative vs. Persuasive Advertising
- (i) Trade promotion vs. consumer promotion
- (j) Direct marketing.

Unit-I

2. What do you understand by modern marketing ?
Discuss its scope. 10
3. Write short notes on : 5+5
- (a) Societal Marketing concept
 - (b) Marketing Mix.

Unit-II

4. (a) Why is it important for marketers to segment market ? What factors are kept in mind while selecting the target segment ? 6
- (b) Explain Psychographic segmentation strategy. 4
5. Explain the different stages of PLC along with their corresponding marketing strategies. 10

(3)

Unit-III

6. (a) Discuss the factors affecting the pricing decision of a company.
- (b) Explain the following pricing strategies : 2×3
- (i) Skimming
 - (ii) Penetration
 - (iii) Two- Part pricing.
7. What are the different types of marketing intermediaries ? What role do they play in assisting the distribution function of a company ? 10

Unit-IV

8. Discuss in brief the different elements of promotion Mix, along with their unique characteristics. 10
9. Discuss the following : 5×2
- (a) Techniques of Sales Promotion
 - (b) Functions of Advertisement.

A

MS-3029

B. B. A. (First Semester) Examination, 2012

PRINCIPLES OF MANAGEMENT

(BBA-106)

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 of the four Units.

1. Answer the following : 3×10=30
 - (a) What do you mean by the term management process?
 - (b) Distinguish between formal and informal organization.
 - (c) Explain the concept of management by objectives (MBO).
 - (d) Discuss the process of communication.
 - (e) Describe the various steps in decision-making.

(2)

- (f) What are the various methods of training ?
- (g) 'Management is universal'. Explain.
- (h) 'Action is the essence of control.' Comment.
- (i) Describe the different styles of leadership.
- (j) Briefly explain the various steps in selection process.

Unit-I

- 2. Enlist the various approaches to management thought. Discuss in detail the scientific management approach. 3+7
- 3. What do you understand by the term management ? Discuss the nature and the functions of management. 2+4+4

Unit-II

- 4. Define planning and discuss its significance. Do you think that planning is a guarantee to organisational success ? Explain. 5+5
- 5. (a) Define organising and discuss the various steps involved in organising process. 5
- (b) Discuss the various barriers to effective delegation. 5

(3)

Unit-III

- 6. Explain the meaning of staffing functions of management. Describe in brief the various elements of staffing process. 4+6
- 7. What is motivation ? Discuss the various techniques of motivation. 3+7

Unit-IV

- 8. Discuss the concept and process of control. State the requirements of an effective control system. 5+5
- 9. Write short notes on any two of the following : 5+5
 - (a) Management by exception (MBE)
 - (b) Budgetary Control
 - (c) Areas of control.

A

MS-3030

B. B. A. (Third Semester) Examination, 2012

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 short notes on the following : 3×10=30
 - (a) Legal aspects of advertising
 - (b) "Advertising trinity"
 - (c) Publicity
 - (d) 5-Ms of advertising
 - (e) Transit Advertising

(2)

- (f) Youth appeal with example
- (g) ASCI
- (h) Event Advertising
- (i) Fear appeal with example
- (j) Pseudo advertisement.

Unit-I

- 2. Discuss how advertising has involved in Indian markets is recent part as an integral part of marketing. 10
- 3. What are the various types of advertising ? Explain with suitable examples. 10

Unit-II

- 4. Describe how the India's advertising industry has charged with emergence of new media like mobile and internet post L.P.G. era. 10

(3)

- 5. Write short notes on the following : 5+5
 - (a) Elements of a copy
 - (b) Essentials of a good head-line.

Unit-III

- 6. Discuss the factors to be considered for budget allocation for advertising. Also explain the methods of advertising budget allocation. 10
- 7. "Any organization can function with cut as advertising agency but not without the functions they perform." in view of above statement, explain the importance and function of an advertising agency. 10

Unit-IV

- 8. Taking into account, reach frequency, impact, market segment etc. discuss the suitability of each types of media with its merits and demerits. 10
- 9. Develop and defend a media plan for a new health drink for children. You can assume any brand and organizations. 10

A

MS-3031

B. B. A. (Third Semester) Examination, 2012

(News Course)

BANKING & INSURANCE

(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=30
 - (a) Primary functions of RBI
 - (b) Objectives of monetary policy
 - (c) Elements of capital market in India
 - (d) Recommendation of tariff advisory committee

(2)

- (e) Unit banking vs. Branch banking
- (f) Importance of group life insurance
- (g) Functions of IRDA
- (h) Objectives of BASEL norms
- (i) Overview of health insurance in India
- (j) Concept of commercial papers.

Unit-I

- 2. Discuss briefly the main banking reforms taken place since, 1990 10
- 3. What are the main objectives of credit control ? Explain the selective credit control methods of Central Bank. 10

Unit-II

- 4. What do you understand by Asset Liability managements in banks ? Discuss the various aspects of ALM in a commercial bank. 10
- 5. Briefly describe the regulatory environment for commercial banks in India. 10

MS-3031

(3)

Unit-III

- 6. Discuss the fundamental principles of insurance and explain their applicability to life insurance. 10
- 7. Explain the different regulations governing the insurance sector, with special reference to insurance Act, 1938. 10

Unit-IV

- 8. What comprises General Insurance ? Discuss the different types of General Insurance Products available in India. 10
- 9. (a) Discuss the liabilities covered under motor insurance. 5
(b) Enumerate the different types of perils covered under a fire insurance policy. 5

MS-3031-3-1800

A

MS-3032

B. B. A. (Third Semester) Examination, 2012

BUSINESS ENVIRONMENT

(BBA-303)

(New Course)

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: 3×10=30
 - (a) Discuss the problems faced by the Indian SSI sector.
 - (b) "Business being a part of the society, should also maintains its relationship with all other members of the society." Explain.

(2)

- (c) "In a globalized economy, the business environment becomes complex and plays a very important role in all business enterprises."

Discuss in brief.

- (d) Differentiate between 'CRR' and 'CLR'.
(e) Enumerate the powers of SEBI.
(f) What is meant by a monopolistic trade practice (MTP)?
(g) Discuss main features of FDI.
(h) Differentiate between direct and indirect taxes.
(i) 'Price ceiling; and 'Price flooring' can be used in administered price mechanism. Explain in brief.
(j) Discuss the relevance of 'SWOT' analysis.

Unit-I

2. Make a comparison between capitalist and socialist economic systems. Further explain the conditions on the basis of which a country can select adapt the best economic system. 10
3. Discuss the changing nature of industrial policy approach in India by making a comparison between the industrial policies of '1951' and '1991'. 10

(3)

Unit-II

4. Explain the various factors constituting the business environment of a firm and also discuss why it is important for an entrepreneur to understand and scan these factors for appropriate decision-making. 10
5. Discuss the objectives and tools of monetary policy and also explain how they are used to control inflation. 10

Unit-III

6. Discuss the reasons, advantages and threats of globalisation and also mention its impact on Indian business environment. 10
7. (a) Discuss the threats of MNC's to the domestic players. 3
(b) Explain why a firm assumes social responsibility ? Mention the various responsibilities towards the different segments of the society. 7

(4)

Unit-IV

8. Write a note on any two of the following : 5+5
- (a) MRTP
 - (b) SEBI
 - (c) FEMA.
9. (a) Enumerate the role and functions of the different financial institutions working in India. 7
- (b) Discuss the problems faced by SSIs in India. 3

A

MS-3033

B. B. A. (Third Semester) Examination, 2012

(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) What is the role of management accounting in the management process ?
 - (b) "Variable costs are controllable while fixed costs are uncontrollable." Explain.
 - (c) Explain the importance of Budgetary Control System as a cost reduction mechanism.

(2)

- (d) Distinguish between direct and indirect costs.
- (e) What are the salient features of Job costing ?
Indicate the industries to which it is suitable.
- (f) Describe profit volume ratio and explain the relationship between P/V ratio and break-even point.
- (g) What are the important considerations to be taken into account while taking a 'Make or Buy' decision ?
- (h) What is Economic Order Quantity (EOQ) ?
- (i) What are the objectives of activity based costing ?
- (j) What are the advantages of standard costing ?

Unit-I

- 2. Discuss the main functions of the management accounting and show how it helps in solving managerial problems in key areas of business ? How is management accounting different from financial accounting ? 10
- 3. A company had incurred fixed expenses of ₹ 9,00,000 with sales of ₹ 30,00,000 and earned a profit of ₹ 6,00,000 during the first half year. In the second half year, it suffered a loss of ₹ 3,00,000. Calculate :

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(3)

- (i) The profit volume ratio, break-even point and margin of safety for the first half year.
- (ii) Expected sales-volume for the second half year assuming that selling price and fixed expenses remained unchanged during the second half year
- (iii) The break-even point and margin of safety for the whole year. 10

Unit-II

- 4. What are elements of cost ? Illustrate the different components of cost and give a proforma of cost sheet with imaginary figures. 10
- 5. The finished product of a factory has to pass through three processes A, B and C. The normal wastage of each process is 2% in A, 5% in B and 10% in C. The percentage of waste is computed on the number of units entering each process. The scrap value of wastage of process A, B and C are ₹10, ₹ 40, ₹ 20 per 100 units respectively. The output of each process is transferred to the next process and the finished products are transferred from process C into stock. The following further information is obtained :

MS-3033

(4)

	Process		
	A	B	C
	(₹)	(₹)	(₹)
Materials consumed	24,000	8,000	8,000
Direct labour	16,000	12,000	12,000
Manufacturing expenses	4,000	8,000	4,000

20,000 units were put into process A at a cost of ₹ 32,000. The output of each process has been A : 19,600 units, B : 18,400 units and C : 16,700 units. Prepare the process accounts. 10

Unit-III

6. (a) Distinguish between marginal costing and absorption costing 5
 (b) Explain the limitations of marginal costing. 5
7. A company manufactures three products P, Q and R. Standard selling prices and costs have been set up for 2010 as under :

	Per unit		
	P	Q	R
	(₹)	(₹)	(₹)
Direct materials	16	30	40
Direct wages	20	40	100
Variable overheads	10	20	50
Selling price	56	120	250

MS-3033

(5)

Direct wages are paid at the rate of ₹ 4 per hour in each case. Fixed overheads are budgeted at ₹ 50,000 for the coming year. In the short run the company cannot increase its direct labour strength and as a result, only 35,000 direct labour hours will be available in the coming year. The company has commitments to produce 500 units of each product. It has been proposed that after meeting the minimum requirements for P, Q and R, the balance available direct labour should be used to produce product R.

You are required :

- (a) to prepare an income statement showing the expected results if proposal is accepted
 (b) comment on the statement you have produced in (a) and prepare an income statement for any alternative policy which you consider would be more profitable. 10

Unit-IV

8. The standard material cost to produce one ton of chemical X is :

MS-3033

(6)

300 kg. of A @ ₹ 10 per kg.

500 kg. of B @ ₹ 5 per kg.

500 kg. of C @ ₹ 6 per kg.

During a period 100 tons of mixture X were produced from the usage of :

35 tons of A @ ₹ 9,000 per ton

42 tons of B @ ₹ 6,000 per ton

53 tons of C @ ₹ 7,000 per ton

Calculate different material variances. 10

9. The following information at 50% capacity is given. Prepare a flexible budget and forecast the profit or loss at 60%, 70% and 90% capacity.

₹

Fixed expenses

Salaries 1,00,000

Rent and taxes 80,000

Depreciation 1,20,000

Administrative expenses 1,40,000

Variable expenses :

Materials 4,00,000

Labour 5,00,000

Others 80,000

Semi-variable expenses :

Repairs 2,00,000

Indirect labour 3,00,000

Others 1,80,000

It is estimated that fixed expenses will remain constant at all capacities. Semi-variable expenses will not change between 45% and 60% capacity, will raise by 10% between 60% and 75% capacity, a further increase of 5% when capacity crosses 75%.

Estimated sales at various levels of capacity are :

Capacity	Sales (₹)	
60%	22,00,000	
70%	26,00,000	
90%	30,00,000	10

MS-3033-7-1800

A

MS-3034

B. B. A. (Third Semester) Examination, 2012

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) Motivation
 - (b) Perception
 - (c) Formation of group
 - (d) Locus of control
 - (e) Trait theory of leadership

(2)

- (f) Theory Z
- (g) Grape Vine
- (h) Organisational culture
- (i) Group cohesiveness
- (j) Sources of stress.

Unit-I

- 2. Explain the term organisational behaviour. Discuss the challenges and opportunities that managers have to face in managing human behaviour in an organisation. 10
- 3. Describe various organisational behaviour models. Discuss situations under which each of these can be effective. 10

Unit-II

- 4. Explain the meaning of 'Personality'. Discuss various factors which affect individual personality. 10
- 5. Describe the term learning. Explain the elements which form part of learning process. 10

(3)

Unit-III

- 6. Define the term communication. Describe common barriers in communication process. What steps can be taken to overcome these barriers? 10
- 7. Explain the term 'Leadership' Discuss styles of leadership, which style of leadership is the best and why? 10

Unit-IV

- 8. Describe the significance of organisational development, Explain the steps involved in organisational development. 10
- 9. Define the term 'resistance to change.' Discuss various causes of resistance and methods to overcome them. 10

A

MS-3035

B. B. A. (Third Semester) Examination, 2012

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 permitted.

1. Briefly distinguish between the following : $3 \times 10 = 30$
 - (a) References and bibliography
 - (b) Convenience and judgement sampling
 - (c) Scientific and non-scientific methods

(2)

- (d) Formal and informal report
- (e) Simple and multiple regression
- (f) Primary and secondary data
- (g) Editing and coding of data
- (h) Questionnaires and Schedules
- (i) Longitudinal and Cross-sectional research design
- (j) Classification and Tabulation.

Unit-I

- 2. What issues should be considered by the researcher while formulating research problem. Give suitable examples to elucidate your points. 10
- 3. Describe some of the important research designs used in experimental hypothesis testing research study. 10

Unit-II

- 4. Explain the various sampling techniques which come under probability sampling method. What are the advantages of using such techniques than using non-probability methods of sampling? 10

(3)

- 5. Give an overview of different types of measurement. 10

Unit-III

- 6. The specimen of 10 copper wires drawn from a large lot has the following breaking strength (in kg wt.): 10

578	572	570	568	572	578	570	572	596	544
-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Test whether the mean breaking strength of the may be taken to be 578 kg. wt. at 5% level of significance.

(Given $t_{0.05, 9} = 0.276$)

- 7. Explain the role of model building in research and decision making. What are the advantages and disadvantages of model representation of a real life issue? 10

Unit-IV

- 8. "Report writing is more of an art that hinges upon practice and experience." Discuss. 10
- 9. What are the guidelines for making a research report presentation effective? 10

A

MS-3036

B. B. A. (Fifth Semester) Examination, 2012

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 Unit.

1. Answer the following : 3×10=30
 - (a) What are the key differences between traditional commerce and electronic commerce ?
 - (b) Why do customers like to purchase on line ?
What cultural and social factors would affect Indian on-line sales ?

(2)

- (c) Explain the features required at a B2B platform for e-commerce.
- (d) Differentiate between brokerage and advertising model in e-commerce.
- (e) What is the significance of world wide web ?
- (f) What do you mean by downloading from and uploading to the internet ?
- (g) Distinguish between forward and reverse auctions.
- (h) Why is IPv6 needed ?
- (i) What is a digital certificate ?
- (j) What is public key Cryptosystem ?

Unit-I

- 2. (a) What is E-commerce ? Explain the different types of E-commerce. 5
- (b) How is E-commerce activity performed ? Explain E-commerce processes. 5
- 3. (a) What are your major concerns about computer crime and privacy on the internet ? What can you do about it ? 5
- (b) What are various ethical challenges ? Explain. 5

(3)

Unit-II

- 4. (a) Explain online shopping. What advantages are there in the online shopping? 5
- (b) What are market places ? Explain the future trends of B2B market place. 5
- 5. Define the network infrastructure requirement of e-commerce applications. What precautions must be taken in order to get safe and secure execution of business transaction on the web? 10

Unit-III

- 6. (a) Explain the nature of marketing in e-commerce environment. 5
- (b) What is click-through rate ? Discuss its importance in internet advertising. 5
- 7. What are the unique features of advertising on the internet ? What strategies would you suggest for a small export house to augment its marketing efforts using internet ? 10

(4)

Unit-IV

8. (a) Explain online banking with its advantages and disadvantages. 5
- (b) What are the essential technologies for ensuring security in a e-commerce environment? 5
9. What is payment gateway ? What are the different types of electronic payment systems ? Explain each of them. 10

A

MS-3037

B. B. A. (Vth Semester) Examination, 2012

FINANCIAL SERVICES

(BBA-502)

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 simple calculator is permitted.

1. Answer the following : 3×10=30
- (a) What are the advantages of leasing to the lessee ?
 - (b) What are the rights and obligations of a Hire Vendor ?
 - (c) What is the difference between free based services and fund based services ?
 - (d) How do you categorise the merchant bankers ?
 - (e) Define underwriting.
 - (f) Write a short note on 'credit card affiliates'.

(2)

- (g) Differentiate between Recourse factoring and non-recourse factoring.
- (h) What are the features of commercial bill discounting?
- (i) Write a note on 'types of NBFCs'.
- (j) What is a leveraged lease?

Unit-I

- 2. Define Financial Services. Bring out the importance of such services in India. Also explain its features. 10
- 3. Discuss the framework of NBFCs under RBI guidelines. Also explain its role in the Indian Financial System. 10

Unit-II

- 4. What is Hire Purchase? Explain how is it different from leasing. 10
- 5. Hypothetical Ltd. is planning to have an access to a machine for a period of 5 years. The company can either acquire the machine through the leasing arrangement or it can borrow money at 14% to buy the machine. The company is in 50% tax bracket.

(3)

In case of purchasing the machine (which costs Rs. 3,43,300), the company would have to repay 14% five year loan in 5 equal annual instalment; each instalment becoming due at the end of each year. Machine would be depreciated on a straight line basis, with no salvage value. Advise the company which opinion it should go for, assuming lease rentals of Rs. 1,20,000 are paid at the end of the year.

10

Unit-III

- 6. (a) Discuss the benefits and costs of factoring. 6
(b) Explain, how factoring is different from bill discounting. 4
- 7. Following is the sales information in respect of Check Mate Ltd: 10

	Domestic	Export
Sales	Rs. 11,20,000	Rs. 4,80,000
Credit sales	80%	100%
Credit period	30 days	60 days
Average payment period	60 days	75 days
Bad debt	0.75%	1.25%

(4)

A factor firm has offered to manage the domestic sales credit on a non-recourse basis at a service charge of 1.5%. The factor would provide finance on 80% of the debts factored at a cost of 15.5%. Using the factor would result in savings of Rs. 25,000 in administrative expenses. However, a one time redundancy payment of Rs. 15,000 is required to be made. The cost of capital of the company is 15% (360 days a year). Should the company avail factor services?

Unit-IV

8. Define Merchant Banking. Discuss the pre-issue and post-issue obligations of merchant banker. 10
9. What is a public issue? Discuss the procedure of an IPO. 10

A

MS-3038

B. B. A. (Fifth Semester) Examination, 2012

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 Unit.

1. Write short notes on the following : 3×10=30
 - (a) Definition of health
 - (b) Communication for social causes
 - (c) Process of decision-making
 - (d) Role of hospital administrator
 - (e) Characteristics of health care system

(2)

- (f) Output as performance
- (g) Budgetary process
- (h) Pricing of health care services
- (i) Economic appraisal of health services
- (j) Resource utilization hospitals.

Unit-I

- 2. Discuss in detail the distribution of health care delivery system in India. 10
- 3. Discuss in detail the National Health Policy and define the role of private, voluntary groups and international agencies. 10

Unit-II

- 4. What is Health Care system ? Discuss the contemporary trends in health care in Indian Scenario ? 10
- 5. What is Decision-making ? Explain the role of decision-making for mega problems in health care systems. 10

Unit-III

- 6. Define Health Care Economics in detail with special reference to vicious cycle of poverty. 10

(3)

- 7. Discuss financing of health care services in new-millennium and discuss TPA (Third Party Administrator) in detail. 10

Unit-IV

- 8. (a) Describe the changing role of hospital in new-millennium.
(b) Define the role of hospital administrator in tertiary care hospitals. 10
- 9. Explain in detail the functions and characteristics of hospitals. 10

A

MS-3040

B. B. A. (Fifth Semester) Examination, 2012

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. Answer the following questions in brief : 3×10
 - (a) "Income-tax is levied on income not on receipts." Explain.
 - (b) What is partial agricultural income ?
 - (c) What do you understand by Permanent Account Number (PAN) ?
 - (d) What deduction is available under Section 80GG of the Income-tax Act, 1961 ?

(2)

- (e) How is entertainment allowance treated for income-tax purposes ?
- (f) What is 'Net Wealth' ?
- (g) Define the term 'capital asset' for the purposes of capital gains.
- (h) How is expenditure on scientific research treated in computing income from business ?
- (i) What deductions are made in computing income from dividends or interest on securities ?
- (j) State the provisions regarding set-off of capital losses.

Unit-I

2. How is the residence of an assessee determined for Income-tax purposes ? Explain the incidence of residence on tax liability. 10
3. (a) Discuss the income which are neither included in taxable income nor in income-tax payable on them. 5
- (b) Income-tax is charged on the income of the 'previous year'. Do you agree with this statement ? If not, what are the exceptions ? 5

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(3)

Unit-II

4. Mr. Mohan is the owner of three houses in Agra. He has furnished the following details regarding his house properties. Compute his income from house property for the assessment year 2012-13 : 10

	House No.1 Let-out (₹)	House No. 2 Self -occupied (₹)	House No.3 Self -occupied (₹)
Standard rent	72,000	1,27,000	—
Municipal value	68,000	1,13,000	60,000
Rent received	75,000	—	—
Fair rent	90,000	1,35,000	90,000
Municipal tax (10% of municipal value)	40% due	fully paid	fully paid
Repairs	25,000	7,000	6,500
Interest on loan taken for the construction of house	6,000	12,000	9,000
Brokerage for arranging loan	1,000	800	1,200
Vacancy period	2 months	6 months	6 months
Collection charges	4,500	—	—
Ground rent	1,000	900	700
Recovery of unrealized rent(allowed as deduction in A. Y. 2009-10)	8,000	—	—

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(4)

5. What do you understand by 'capital gains' ? Discuss its types. How are they computed ? Explain the exceptions regarding capital gains. 10

Unit-III

6. "An assessee does not only pay tax on his own income but he is liable to pay tax other's income too, under certain circumstances." Comment on this statement. 10
7. Mr. Mahesh, who is totally blind, submits the following information. Compute his taxable income for the assessment year 2012-13 : 10

	₹
(i) Salary received (per month)	25,000
(ii) Dearness allowance received (per month)	5,000
(iii) Education allowance for one child (per month)	500
(iv) Facility accommodation in Delhi, his company pay rent (per month)	6,000
(v) Dividend from cooperative society	10,000

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(5)

(vi) Interest from Bank of India	8,000
(vii) Interest on post-office saving bank account	12,500
(viii) Winnings from Lotteries	1,20,000
(ix) NSC VIII issue purchased during the year	25,000
(x) Deposit under Public Provident Fund	40,000
(xi) Medical insurance premium paid	8,000
(xii) Long-term capital gains (building)	35,000
(xiii) Short-term capital loss	10,000
(xiv) Donation to National Defence Fund	10,000
(xv) Payment of Employment tax	3,000

Unit-IV

8. (a) Which assets are included while computing the net wealth ? Explain. 5
- (b) What is impact of citizenship and residential status on wealth-tax liability ? 5
9. Mr. Prabhakar is an industrialist. On the basis of the following information compute his net wealth and wealth-tax payable for the assessment year 2012-13 : 10

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(6)

	₹	
(i) Commercial buildings in Bhopal :		
Show room	25,00,000	
Godown	15,00,000	
Office	35,00,000	
(ii) Vehicles in stock :		
Motor cars	5,40,00,000	
Scooters	25,00,000	(
Motorcycles	15,60,000	(
(iii) Aircraft for personal use	1,20,00,000	
(iv) Jewellery	70,00,000	
(v) Motor cars for personal use	12,00,000	
(vi) Shares in other companies	40,00,000	
(vii) Deposits in Indian banks	1,30,80,000	
(viii) Deposits in foreign Banks	1,15,40,000	
(ix) Farm house 20 km. away from Bhopal	75,00,000	
(x) Outstanding loan taken for purchase of aircraft	25,40,000	
(xi) Outstanding income-tax	5,00,000	
(xii) Outstanding business loan	15,00,000	

A

MS-3041

B. B. A. (Semester–V) Examination, 2012

MANAGING PERSONAL FINANCE

(BBA-506)

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. Use of simple calculator is permitted.

1. Write short notes on the following : 3×10=30
 - (a) Investment vs. speculation
 - (b) Physical Assets and financial assets
 - (c) Systematic and unsystematic risk
 - (d) Tax evasion vs. tax avoidance
 - (e) Hybrid security

(2)

- (f) Discounted Cash flows
- (g) Price-earning ratio approach of share valuation
- (h) Determinants of net asset value (NAV)
- (i) Poverty trap and bankruptcy
- (j) Benefits of budgeting.

Unit-I

- 2. Why is investment important for an individual ? Explain the risk-return trade off faced by investors. 10
- 3. What are the various investment avenues ? Explain the relative priority of consideration by an investor in making investment in each of these investment avenues. 10

Unit-II

- 4. Why is Common stock holder referred to as a "residual claimant." What are the advantages and disadvantages of being a common stock holder as against being a bondholder ? 10
- 5. How is tax evasion different from tax avoidance ? Write overall measures for an effective personal tax planning. 10

(3)

Unit-III

- 6. Differentiate among the market value, book value and intrinsic value of shares. How is the analysis of financial statements helpful for an investor in taking investment decision ? 10
- 7. Why should an individual invest in mutual funds ? How are mutual fund policies and objectives determined ? 10

Unit-IV

- 8. Differentiate between personal financial security and personal economic independence. Suggest important measures to create and maintain both of these. 10
- 9. Elaborate the objectives of personal cash management. Discuss the causes of cash flow related problems and their possible way outs. 10

A

MS-3042

B. B. A. (I.B.) (First Semester) Examination, 2012

BUSINESS ECONOMICS

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. Make a clear distinction between : $3 \times 10 = 30$
- (a) Inductive method and deductive method.
 - (b) Economic activity and non-economic activity.
 - (c) Marginal utility and total utility
 - (d) Extension and increase in demand
 - (e) Return to factor and return to scale
 - (f) Short-run cost and long-run cost

(2)

- (g) Implicit costs and explicit costs
- (h) Perfect competition and imperfect competition
- (i) Gross profit and net profit
- (j) Real wage and nominal wage.

Unit-I

- 2. Critically explain the definition of Economics as given by Prof. Marshall. Is this definition an improvement over wealth definition? 10
- 3. Distinguish between Micro Economics and Macro Economics. Discuss the significance of the economic study at micro and macro level in an economy. 10

Unit-II

- 4. (a) Explain, with suitable diagram, the various degrees of elasticity of demand. 5
- (b) Discuss the total outlay method of measuring price elasticity with illustration. 5

(3)

- 5. Explain the separation of price effect into income effect and substitution effect. How is Slutsky approach different from Hicksian approach in this respect? 10

Unit-III

- 6. What is meant by isoquant curve? Explain producers equilibrium with the help of isoquant curves. Also discuss the concept of least cost combination in this connection. 10
- 7. What are the features of a monopoly market? How does a firm determine the price of its product and attain the equilibrium in the short-run and long-run period under monopoly market? 10

Unit-IV

- 8. Give a critical account of the Keynesian liquidity preference theory of interest. 10
- 9. Explain the concept of rent presented by David Ricardo. Discuss the unrealistic assumptions which have been criticised severely in this theory. 10

A

MS-3043

B. B. A. (I. B.) (First Semester) Examination, 2012

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. Write short notes on the following : 3×10=30
 - (a) Application of grapevine communication
 - (b) Objectives of downward communication
 - (c) Difference between Active and Passive Listening
 - (d) Interpersonal and intrapersonal communication
 - (e) Significance of Body Language
 - (f) Distinguish between circulars and memorandums
 - (g) Use of press releases in communication

(2)

- (h) Importance of perception in communication
- (i) Concept of etiquettes of Business Dining ?
- (j) Importance of 'Internet' as a facilitator to communication.

Unit-I

- 2. "Effective communication is at the heart of every business." Explain the statement with reference to various principles of communication that facilitates effective communication. 10
- 3. Discuss the importance of communication to a business organisation. How does it relate the organisation to the outside world? 10

Unit-II

- 4. What is the importance of listening skills in a business organisation ? Explain the different barriers to listening that effect the process of communication. 10
- 5. How can cultural awareness enables managers to communicate effectively in organisations ? Explain giving examples. 10

(3)

Unit-III

- 6. What are the various types of non-verbal communications ? How can non-verbal communication be used effectively? 10
- 7. Explain which is better oral or written communication ? Support your answer by giving suitable examples. 10

Unit-IV

- 8. Why meetings are important for business organisations ? What are the necessary steps taken before calling them ? 10
- 9. How do business letters differ from personal letters ? What elements constitute the structure of business letters ? Explain. 10

A

MS-3044

B. B. A. (I. B) (Ist Semester) Examination, 2012

BUSINESS MATHEMATICS

Time Allowed : Three Hours

Maximum Marks : 70

Note : Question No. 1 is compulsory and it carries 30 marks. Attempt *one* question, which carries 10 marks, from each Unit.

1. Attempt all questions : $3 \times 10 = 30$

(a) Find the matrix B if:

$$A = \begin{bmatrix} 4 & 1 \\ 2 & 3 \end{bmatrix} \text{ and } A + 2B = A^2.$$

(b) Is $\frac{1}{3125}$ a term of the series 25, 5, 1, ?
Explain.

(c) Find the 7th term of the series :

$$\sqrt{3}, \frac{1}{\sqrt{3}}, \frac{1}{3\sqrt{3}}, \dots$$

(2)

(d) Evaluate the following limit :

$$\lim_{x \rightarrow \infty} \frac{\sqrt{3x^4 - 5x^3 + 7x + 5}}{4x^2}$$

(e) Find the equation of the straight line parallel to x axis and passing through $(-5, -7)$.(f) Find the ratio in which the join of the points $(2, -3)$ and $(5, 6)$ is divided by the x -axis.(g) Determine $\frac{dy}{dx}$ for the following function :

$$y = \frac{e^x}{x}$$

(h) Find the value of x, y, z and a which satisfy the matrix equation :

$$\begin{bmatrix} x+3 & 2y+x \\ z-1 & 4a-6 \end{bmatrix} = \begin{bmatrix} 0 & -7 \\ 3 & 2a \end{bmatrix}$$

(i) The sum of three numbers in H. P. is 52 and sum of their reciprocals is $3/16$. Find the numbers.

(j) Find the 11th term in the expansion of

$$(y+4x)^{30}$$

(3)

Unit-I

2. (a) If a, b, c are in A. P. and x, y, z are in G. P. then prove that $x^{b-c}, y^{c-a}, z^{a-b} = 1$. 5

(b) If the product of first and second term of a G. P. is 256 and that of second and third term is 16, then find the 5th term of the series. 5

3. (a) The product of five numbers in G. P. is 32 and the product of the last two numbers is 108. Find the numbers. 5

(b) Find the sum of the series upto n terms : $7+77+777+\dots n$ terms. 5

Unit-II

4. (a) Find the middle term in the expansion of:

$$\left(\frac{a}{x} - bx\right)^{12}$$

(b) Find the term independent of x in the expansion of $\left(2x + \frac{1}{3x^2}\right)^9$. 5

(4)

5. (a) The question paper of Business mathematics contains ten questions divided into two groups of five questions each. In how many ways can an examine answer six question taking at least two from each group? 5

- (b) The staff of a bank consists of the manager, the deputy manager and 10 other officers. A committee of 4 is to be selected. Find the number of ways in which this can be done so as to always include (i) the manager; (ii) the manager but not the deputy manager. 5

Unit-III

6. (a) A function is defined as :

$$f(x) = \begin{cases} x+1 & ; -1 \leq x < 0 \\ x & ; 0 < x \leq 1 \\ 2-x & ; 1 < x \leq 2 \end{cases}$$

Show that it is discontinuous at $x=0$ but is continuous at $x=1$. 5

- (b) Evaluate the following limit : 5

$$\lim_{x \rightarrow 1} \left\{ \frac{1}{x^2-1} - \frac{2}{x^4-1} \right\}$$

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(5)

7. (a) Differentiate with respect to x the following functions: 5

(i) $y = \left(\frac{x+1}{x-1} \right)^2$

(ii) $y = \frac{2x^2+3}{\sqrt{x}}$

- (b) Show that $y=x^5-5x^4+5x^3-1$ has a maximum when $x=1$ and a minimum when $x=3$ and neither a maximum nor minimum when $x=0$. 5

Unit-IV

8. (a) Find the equation of the straight line through (2, 5) and making equal intercepts of opposite signs on the axis. 5

- (b) A firm invests ₹ 10,000 in a business which has a net return of ₹ 500 per year. An investment of ₹ 20,000 would yield an income of ₹ 2,000 per year. What is the linear relationship between investment and annual income? 5

9. (a) The vertices of ΔABC are $A(0, 0)$, $B(1, 5)$ and $C(-2, 2)$. Find the equation of the altitude through A . 5

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(6)

- (b) Show that the join of the points $(4, 3)$, $(2, 1)$ and $(6, -1)$, $(4, 5)$ bisect each other.

A

MS-3045

B.B.A. (I. B.) (First Semester) Examination, 2012

Fundamentals of Management

Time Allowed : Three Hours

Maximum Marks : 70

Note : Answer only Five questions. Question No. 1 is compulsory. Choose one question from each Unit.

1. Explain the following : 3×10
- (a) Formal organisation
 - (b) Need of motivation
 - (c) Selection tests
 - (d) Time-Motion-Fatigue study
 - (e) Autocratic leadership style
 - (f) Importance of delegation
 - (g) Planning premises

(2)

- (h) Purpose of EOQ
- (i) Management as a discipline
- (j) Mission and objective.

Unit-I

- 2. Describe Taylor's contribution towards development and evolution of management. 10
- 3. 'In reality, management is a continuous operation or process involving the interaction of all functions.' Discuss. 10

Unit-II

- 4. What do you understand by planning ? Discuss the elements of a plan ? 4+6
- 5. State the types of decisions taken by a manager. What techniques are applied for arriving at a decision ? Discuss. 5+5

Unit-III

- 6. Discuss about the various types of organisation structures of any business. 10

(3)

- 7. Explain the concept of delegation. Distinguish between 'Delegation' and 'Decentralisation'. 5+5

Unit-IV

- 8. How is controlling undertaken in an organisation ? Explain the techniques used for controlling. 4+6
- 9. Briefly discuss the various leadership theories. 10

A

MS-3046

B. B. A. (I.B.) (First Semester) Examination, 2012

FINANCIAL ACCOUNTING

Time Allowed : Three Hours

Maximum Marks : 70

Note : Question No. 1 is compulsory and it carries 30 marks. Answer one question from each Unit carrying 10 marks.

1. Write short notes on the following : 3×10
- (a) Users of accounting information.
 - (b) Purpose of Petty Cash Book.
 - (c) Application and concept of Depletion method of depreciation.
 - (d) Purpose of Accounting standards
 - (e) Concept of underwriting of shares.
 - (f) Golden rules of Accounting.

(2)

- (g) Provision and Reserves.
- (h) Capital and Revenue expenses.
- (i) Stock Invest Scheme.
- (j) Reasons for charging depreciation.

Unit-I

2. (a) What are accounting concepts and conventions ? Explain any two accounting concepts. 5
- (b) How is financial accounting different from Management Accounting? 5
3. State, which of the following receipts would be treated as capital receipts and revenue receipts. Give reasons: 10
- (a) Received Rs. 5,00,000 from the issue of shares and the expenses of issue amounted to Rs. 10,000.
- (b) Received Rs. 1,00,000 as subsidy from State Government.
- (c) Compensation received from improvement trust for compulsory removal of business to another place.
- (d) Investment which were purchased in 1990 for Rs. 10 lacs sold in 1998 for Rs. 12 lacs.

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(3)

- (e) For the welfare of employees, a recreation centre was constructed at a cost of Rs. 8 lacs; Rs. 5 lacs was received from the State Govt. as grant for its construction.

Unit-II

4. (a) What are the rules of posting in the ledger ? Differentiate between Journal and Ledger. 6
- (b) On 1st January, 2012 the position of Mr. Shyam was as follows :
Cash Rs. 22,400; Sundry debtors Rs. 1,20,000;
Stock Rs. 1,50,000; Building Rs. 2,00,000;
Machinery Rs. 1,45,000; Sundry creditors Rs. 80,200 Bank (Cr.) Rs. 32,200 and Bills payable Rs. 5,000.
Pass the necessary opening entry and post the same in the ledger. 4
5. Record the following transactions in Triple Column Cash Book : 10
- | 2010 | | Rs. |
|---------|--------------|--------|
| June 1, | Cash in hand | 3,150 |
| | Cash at Bank | 91,400 |

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(4)

June 2,	Discounted a bill receivable for Rs. 1,000 at 1% through bank	
June 5,	Bought goods for Rs. 2,000 and paid by cheque, discount allowed 1%	
June 15,	Paid trade expenses	120
June 16,	Paid taxes	400
June 17,	Paid insurance charges	100
June 25,	Sold goods for Rs. 12,500 received cheque and discount allowed 1%	
June 27,	Cheque received on 25th deposited into Bank	
June 28,	Received cheque from John & Co.	6,000
June 30,	Purchase 100 National Plan Certificates for Rs. 100 each @ Rs. 95 each and paid for them by cheque.	

Unit-III

6. (a) Explain the purpose of preparing manufacturing account. Is it mandatory to prepare ? Why ? 5
- (b) Why additional information is given after the trial balance ? What will be the treatment of provision for doubtful debts and drawing if they occur in additional information ? 5
7. The following is the Trial balance of Amrit Raj as on 31st Dec, 1981 :

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(5)

	Dr. (Rs.)	Cr. (Rs.)
Capital		25,000
Building	30,000	—
Furniture	2,640	—
Scooter	4,000	—
Returns inward and outward	2,300	1,600
Stock on 1st Jan. 1981	8,000	—
Purchases and Sales	33,800	56,040
Bad Debts	300	—
Carriage inward	700	—
General Expenses	1,200	—
Bad Debts Provision		700
Bank Loan		5,000
Interest on Bank Loan	300	—
Commission		900
Insurance and Taxes	2,000	—
Scooter Expenses	2,600	—
Salaries	4,400	—
Cash in hand	2,000	—
Debtors and Creditors	3,000	8,000
	97,240	97,240

You are required to prepare the final accounts for the year ending 31st Dec, 1981 taking into account the following adjustments : 10

- (a) Closing Stock on 31-12-1981 was valued at Rs. 4,340.
- (b) Commission include Rs. 300 being Commission received in advance.
- (c) Salaries have been paid for 11 months.
- (d) Bank Loan has been taken at 10% p.a. interest.
- (e) Depreciate building by 5% and Scooter by 15%.

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(6)

- (f) Write-off Rs. 200 as further bad debts and maintain bad debts provision at 5% on debtors.
- (g) Scooter is used for business as well as for private purposes equally. 10

Unit-IV

- 8. On 1st October, 1991 the Jaipur Transport Company purchased a Truck for Rs. 4,00,000. On 1st April, 1993 this truck was involved in an accident and was completely destroyed and Rs. 3,00,000 were received from the insurance company in full settlement. On the same date another truck was purchased by the company for Rs. 5,00,000. The truck is written off at 20% depreciation p.a. on written Down value method. Give the truck account from 1991 to 1994. 10
- 9. (a) State the purposes for which the money received an account of share premium can be used. 4
- (b) What are the legal requirements necessarily followed by the board before forfeiture of shares? How can forfeiture shares be reissued? Show Journal entries for the same. 6

A

MS-3047

B. B. A. (I. B.) (First Semester) Examination, 2012

Foreign Trade of India

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 answers to the following questions : $3 \times 10 = 30$
 - (a) Differentiate between local, regional and interregional trade.
 - (b) Explain the gross barter terms of trade.
 - (c) What are the causes of unfavourable terms of trade in the developing countries ?
 - (d) State some advantages of International Business.

(2)

- (e) How the exchange rates will be when both the countries are on gold or silver standard ?
- (f) What are the main commodities exported and imported from India ?
- (g) What are the main highlights of FTP 9-14 ?
- (h) Explain the various forms of protectionism.
- (i) Elucidate the main problems of India's export sector.
- (j) State the main functions of EXIM Bank.

Unit-I

- 2. Explain the comparative cost theory. How is it an improvement over the absolute cost ? Discuss. 10
- 3. Discuss the advantages of international trade ? Describe the various factors that cause hindrance to the international trade. 10

(3)

Unit-II

- 4. Distinguish between the balance of payment and balance of trade. Discuss measures to correct the disequilibrium in the balance of payment. 10
- 5. What do you understand by the Foreign Exchange ? Critically examine the Purchasing Power Parity Theory of exchange rates. 10

Unit-III

- 6. (a) Trend of principal exports and imports from India. 5
- (b) Changing structure of exports in India since independence. 5
- 7. (a) What do you understand by the multinational corporations ? 4
- (b) Difference between the different names of MNC's. 4
- (c) Factors at international level providing secure future to MNCs. 2

(4)

Unit-IV

8. Describe the main objectives and functions of IMF.
List out the benefits to India for being its founder member. 10
9. (a) Explain the term "Foreign Investment". Discuss the reasons for India being a favourable destination for foreign investment. 5
- (b) Should FDI be allowed in India? Comment. 5

A

MS-3048

B. B. A. (I. B.) (Third Semester)

Examination, 2012

MANAGEMENT ACCOUNTING

Time Allowed : Three Hours

Maximum Marks : 70

Note : Attempt *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 answers on the following: $3 \times 10 = 30$
 - (a) Define semi-variable cost with suitable examples.
 - (b) State the various sources and uses of Cash flow.
 - (c) What is Profit Volume Ratio ?
 - (d) What is zero-base budgeting ?
 - (e) Discuss the features of marginal costing.
 - (f) What is fund from operation ?
 - (g) What do you mean by Debt Equity Ratio ?
 - (h) What is Tangible Assets ? Give examples.
 - (i) Give the meaning of working capital.
 - (j) State the limitations of Management Accounting.

(2)

Unit-I

10

2. Explain the meaning and objectives of Management Accounting. How does it differ from Financial Accounting?
3. From the following data you are required to calculate:
- P/V ratio
 - Break-even sales
 - Sales required to earn a profit of Rs. 4,50,000
- Fixed expenses Rs. 90,000.
- Variable cost per unit
- | | |
|-------------------------|--------|
| Direct Material | Rs. 5 |
| Direct Labour | Rs. 2 |
| Direct Expenses | Rs. 2 |
| Selling Price per unit. | Rs. 12 |

Unit-II

10

4. What is Ratio Analysis? Explain objectives and significance of Ratio Analysis.
5. Calculate the following Ratios from the given information:
- Gross Profit Ratio
 - Debt Equity Ratio
 - Current Ratio
 - Operating Ratio
 - Working Capital Turnover Ratio.

MS-3048

(3)

Information:

Net sales	2,00,000
Cost of goods sold	1,20,000
Operating expenses	30,000
Current Assets	60,000
Current liabilities	30,000
Capital employed	2,40,000
Long-term debt	1,60,000

Unit-III

10

6. What is Cash flow statement? Prepare a format of Cash flow statement by giving imaginary figures.
7. From the following Balance Sheets of Bharat Ltd. as on 31 Dec, 1995 and 1996. You are required to prepare a fund flow statement:

	1995	1996		1995	1996
Share capital	2,00,000	2,50,000	Land & Building	2,00,000	1,90,000
Gen. Reserve	50,000	60,000	Plant	1,50,000	1,69,000
P/L A/c	30,500	30,600	Stock	90,000	74,000
Bank loan (S.T.)	70,000	—	Debtor	80,000	64,200
Creditor	1,50,000	1,35,200	Cash	2,500	8,600
Provision for tax	30,000	35,000	Goodwill	8,000	5,000
	5,30,500	5,10,800		5,30,500	5,10,800

Additional information:

- Dividend paid during the year 1996 Rs. 23,000.
- Depreciation charged on plant Rs. 14,000 and land and building Rs. 10,000.

MS-3048

(4)

(iii) Income-tax provision made during the year 1996 was Rs. 33,000.

Unit-IV

10

8. Define the term 'Budget' and 'Budgetary Control'. State the objections of good budgetary control system.

9. Draw up a flexible budget on the basis of following data. Budgeted expenses of 10,000 units are as under :

Direct material	60
Direct labour	30
Variable overhead	20
Fixed overhead (1,60,000)	16
Variable expenses (direct)	5
Selling expenses (20% fixed)	15
Administration expenses (50,000 fixed)	5
Distribution expenses (20% fixed)	5
	<u>156</u>

Prepare flexible budget for production of 6,000 and 7,000 units by showing clearly variable cost, fixed cost and total cost.

A

MS-3049

B. B. A. (I. B.) (Third Semester)

Examination, 2012

Company Law & Secretarial Practices

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 in brief the following : $3 \times 10 = 30$
- (i) Doctrine of lifting the corporate veil
 - (ii) Conversion of a private company into public company.
 - (iii) Name of clauses of Memorandum of Association.
 - (iv) Holding and subsidiary company

(2)

- (v) Share qualification
- (vi) Declaration of solvency
- (vii) Doctrine of constructive notice
- (viii) Casual director
- (ix) Draft of the Memorandum of Association of a public company limited by shares
- (x) Functions of company secretary.

Unit-I

- 2. "The fundamental attribute of corporate personality is that company is a legal entity distinct from members." Elucidate the statement. 10
- 3. What do you know about private company ? Distinguish it from public company. 10

Unit-II

- 4. Briefly explain the doctrine of ultravires under the Companies Act, 1956. What are the consequences of ultravires acts of the company ? 10
- 5. What do you know about 'doctrine of indoor management' ? Explain the circumstances in which the 'benefit of indoor management' is not available. 10

(3)

Unit-III

- 6. Define a director. Briefly state the provisions of the Companies Act, 1956 regarding the mode of removal of director. 10
- 7. The Board of Directors of a company decide to pay 5% of the issue price as underwriting commission to the underwriters. On the other hand the Articles of Association of a company permit only 3% commission. The Board of Directors further decide to pay the commission out of the proceeds of the share capital. Are the decisions taken by the Board of Directors valid under the Companies Act, 1956 ? 10

Unit-IV

- 8. What are different kinds of meetings of the shareholders of a company ? When and how are these meetings held ? 10
- 9. What do you understand by winding up of a company ? On what grounds the company may be wound up by the Court/Company Law Tribunal ? Discuss. 10

A

MS-3050

B. B. A. (I. B.) (Third Semester)

Examination, 2012

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 answers to the following : $3 \times 10 = 30$
 - (i) Explain the relationship between financial system and economic growth.
 - (ii) What are the features of a developed money market ?
 - (iii) Discuss the relevance of unorganized sectors in Indian Financial System.
 - (iv) Explain the technique of open market operations.
 - (v) State the important financial instruments of capital market.

(2)

- (vi) What are the objectives of Regional Rural Banks ?
- (vii) Describe the important functions of a stock exchange.
- (viii) What are the powers of SEBI ?
- (ix) Explain the Bombay On-Line Trading (BOLT) system.
- (x) Discuss the meaning and importance of HPFCs.

Unit-I

- 2. Distinguish between banking and non-banking financial institutions. Discuss the structural changes. What have taken place in Indian Banking sector during the reform period ? 10
- 3. What are the various characteristics of a money market ? Explain about the treasury bill market and its significance in Indian money market. 10

Unit-II

- 4. What do you understand by New Issue Market ? Discuss the various methods of floating new securities. Which of them is the most popular in India ? 10

(3)

- 5. Point out the meaning and objectives of 'listing of securities'. Also explain the procedure of listing the securities. 10

Unit-III

- 6. Describe the organization structure of RBI. What are the various types of functions performed by RBI ? 10
- 7. Discuss the role of commercial banks in developing economies. How does a commercial bank create credit ? Explain. 10

Unit-IV

- 8. Distinguish between life insurance and general insurance. What are the different types of insurance and non-insurance schemes introduced by LIC of India ? 10
- 9. What is meant by mutual fund ? Discuss the calculation of NAV. Whether a mutual fund company charge any operating expenses from the unit-holders ? 10

A

MS-3051

B. B. A. (I. B.) (Third Semester) Examination, 2012

Organizational Behaviour

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=30
 - (a) Concept of perception
 - (b) Barriers in communication
 - (c) Importance of group dynamics
 - (d) X-Y theory of motivation
 - (e) Trait theory of leadership
 - (f) Attitude
 - (g) Conflict management

(2)

- (h) Importance of organizational culture
- (i) Types of leadership styles
- (j) Types of communication

Unit-I

- 2. Explain the term organizational behaviour. Discuss the various determinants which effect the organizational behaviour. 10
- 3. Define the term 'personality' How does personality relate to organizational behaviour ? 10

Unit-II

- 4. Explain the term motivation. Discuss Maslow's and Herzberg's theories of motivation. 10
- 5. Discuss the essential characteristics of good communication system. Explain the steps for making communication effective. 10

Unit- III

- 6. "Most effective leaders show great concern, both for the task and people." Comment on the validity of this statement. 10

(3)

- 7. Describe path goal theory of leadership and explain how an employee progresses to his path goal ? What factors are taken into account by the leader in exercising his leadership styles ? 10

Unit- IV

- 8. Differentiate between the organizational conflict and group conflict should organizational conflicts be suppressed. 10
- 9. Define the term organizational development. Discuss the various steps involved in organizational development process. 10

A

MS-3052

B. B. A. (I.B.) (Third Semester) Examination, 2012

Computer Application-I

Time Allowed : Three Hours

Maximum Marks : 70

Note : Question No. 1 is compulsory. Attempt *one* question from each of the four Units.

1. Answer the following questions: $3 \times 10 = 30$
 - (a) Discuss the various types of interface in operating system.
 - (b) What is the role of Taskbar and Screen saver in Windows operating system ?
 - (c) Discuss the feature of customization of Desktop.
 - (d) What do you understand by "Alignment" feature of MS-Word document ? Explain with example.

(2)

- (e) Discuss the features of MS-Word 2007 which is differ from MS-Word 2003 or older version.
- (f) What do you understand by character format and paragraph format in MS-Word document ?
- (g) Differentiate between workbook and worksheet.
- (h) What do you mean by rehearse timing in PowerPoint ?
- (i) What is slide animation ? Also discuss how can slides be animated in PowerPoint ?
- (j) What is relational database management system (RDBMS) ?

Unit-I

- 2. What is an operating system ? What are the basic objectives of an operating system ? Explain various functions of an operating system. 10
- 3. Explain in brief the following : 5×2
 - (a) Recycle Bin
 - (b) Icon
 - (c) Menu Bar
 - (d) Clip Art
 - (e) Web Browser.

MS-3052

(3)

Unit-II

- 4. (a) What is a word processor ? What are the main features of a word processor ? 4
- (b) What is mail-merge ? Explain how it can be used in MS-Word by giving an example. 6
- 5. (a) Discuss the different types of view available in MS-Word. 5
- (b) Explain the function of Tool bar and Status bar in MS-Word. List the information displayed on the Status bar. 5

Unit- III

- 6. (a) What are the different features of MS-Excel that provide the ease of work ? 5
- (b) Explain the various ways of referencing cells. 5
- 7. (a) Explain the autosum feature in MS-Excel with example. 5
- (b) Explain the following : 5
 - (i) = COUNT (A2 : A6)
 - (ii) = B3/(B2 – B1) + B4.

MS-3052

(4)

Unit- IV

8. (a) What do you mean by presentation software ?
How is it beneficial to business organization ? 5
- (b) Write short notes on any two of the following : 5
- (i) Custom animation
 - (ii) Organization chart
 - (iii) Design templates.
9. (a) What are the various way to create a table in
MS-Access ? 5
- (b) What do you mean by reports and queries ?
What is the purpose of page footer and page
header in a report ? 5

A

MS-3053

B. B. A. (I.B.) (Third Semester) Examination, 2012

BUSINESS & GOVERNMENT

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 : $3 \times 10 = 30$
- (i) Objectives of Fiscal Policy
 - (ii) LPG
 - (iii) Progressive and regressive taxation
 - (iv) Features of mixed economy
 - (v) Public sector autonomy
 - (vi) Thirteenth Finance Commission
 - (vii) FDI impact on India

(2)

- (viii) Difference between 'Tax' and 'Fee'
- (ix) Surplus and deficit budget
- (x) Abuse of dominant position under Competition Act.

Unit-I

- 2. (a) How does a capitalist economy differ from a socialist one ? To what extent are the defects of both eliminated in a mixed economy ? 7
- (b) Discuss in brief, how a business environment is influenced by activities of the government. 3
- 3. What do you mean by public enterprise ? State its special features and role in development of Indian economy. 10

Unit-II

- 4. (a) Why public sectors are accountable for overall development of the economy ? 5
- (b) What are the basis of measurement of 'efficiency' for public sector units ? 5
- 5. What are the prerequisite of Competition Act ? How it differs from MRTP Act ? 10

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(3)

Unit- III

- 6. (a) Discuss the importance of public finance in developing country. 5
- (b) Distinguish between direct tax and indirect tax and explain their merits and demerits. 5
- 7. Explain the principle of maximum social advantage. What are the difficulties in implementing this principle ? 10

Unit- IV

- 8. What is public debt ? Explain the various ways adopted by the government for its payment. 10
- 9. Mention the functions of Finance Commission in India. Write a note on Centre State financial relations in India. 10

MS-3053-3-400

A

MS-3054

B. B. A. (I. B.) (Fifth Semester)

Examination, 2012

COMPUTER APPLICATION-III

Paper-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. Answer the following : 3×10
 - (a) What do you mean by system development models ? List different types of system development models?
 - (b) What do you mean by Decision ? Discuss the different types of decision ?
 - (c) Define technical and economical feasibility.
 - (d) Differentiate between alpha (α) and beta (β) testing.
 - (e) Discuss the term Business Process Reengineering (BPR)?

(2)

- (f) How e-commerce is different from e-business ?
- (g) What are the different levels of management that exist in most organization ? Discuss.
- (h) Discuss the reason, why we need information to run business organization.
- (i) What do you mean by switching cost ?
- (j) What do you mean by feedback of an information system ?

Unit-I

- 2. (a) Discuss the evolution of Computer Based Information System (CBIS). 5
- (b) Discuss why business organization needs to integrate their I. T. infrastructure ? 5
- 3. (a) What is information system ? Discuss the different types of information system. 6
- (b) Discuss the strategic advantage of Information Technology. 4

Unit-II

- 4. (a) What do you mean by e-commerce model. List the different models and discuss B2C type of business model. 5

(3)

- (b) Discuss channel conflict issue related to B2B (Business to Business) e-commerce model. 5

- 5. (a) What is EDI (Electronic Data Interchange). Discuss, how it is differ from traditional methods of exchange of data. 5
- (b) Discuss the feature of online payment system. 5

Unit-III

- 6. (a) Discuss the reason for initiating the system development project. 5
- (b) Differentiate between preliminary investigation and system analysis. 5
- 7. (a) What do you mean by structured designing tool ? Discuss the advantages of using these tool. 5
- (b) Draw the data flow diagram (DFD) for order processing system. 5

Unit-IV

- 8. Discuss the role of Human Resource Department in any business organization. Suppose you are working in capacity of HR, Manager so as a HR manager, list all the activities (steps) to perform employee hiring process. 10

(4)

9. Write detailed notes on any one of the following: 10
- (a) Sales force automation
 - (b) Security of payment system.

A

MS-3055

B. B. A. (I. B.) (Fifth Semester) Examination, 2012

PRODUCTION MANAGEMENT

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) Duties and responsibilities of production manager
 - (b) Variable weight method of location selection
 - (c) Importance of material management
 - (d) Application areas of work study
 - (e) 'Allowances' considered in work measurement
 - (f) Outline process flow chart

(2)

- (g) Limitations of statistical quality control
- (h) Concept of ABC technique
- (i) Role of 'Production Function'.
- (j) Importance of material handling equipment.

Unit-I

- 2. Explain the various types of manufacturing system along with their merits and demerits. 10
- 3. (a) Differentiate between production and operation management. 5
- (b) Briefly discuss the ultimate and intermediate objectives of production management. 5

Unit-II

- 4. (a) "An ideally laid out plant goes a long way in reducing manufacturing costs through reduced material handling, reduced personnel and equipment requirement in process inventory." Elaborate. 5
- (b) Which type of layout will be beneficial for a textile industry? Give reasons. 5

(3)

- 5. Define the term purchasing. Bring out the advantages and limitations of centralised and decentralised purchasing. 10

Unit-III

- 6. A company requires 50,000 units per year which costs Rs. 10 per unit. Ordering cost is estimated to be Rs. 100 per order. Carrying cost are 15% p.a. of average inventory. The supplier is prepared to sanction 2% discount in price if company buys 10,000 units or more but less than 20,000 units lot size. A further discount of 1% in price of original value is available on the orders of 20,000 or more units. Find the economic lot size. 10
- 7. (a) Discuss the factors affecting productivity of any manufacturing concern, with the help of an example. 5
- (b) Explain Economic, Technical and Human Consideration while selecting an activity under method study. 5

(4)

Unit-IV

8. What is the importance of quality Control and inspection in any manufacturing concern ? Explain control charts for measuring detectives. 10
9. (a) Briefly describe the various techniques of work measurement. 5
- (b) An 8 hours work measurement study in a plant revealed the following : 5
- Unit produced = 320 units
- Idle time = 15%
- Performance Rating = 120%
- Allowances = 12%
- Determine standard time of per unit produced.

A

MS-3056

B. B. A. (I. B.) (Fifth Semester) Examination, 2012

International Marketing

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) Benefits of international marketing
 - (b) Concept of self-reference criteria
 - (c) Geocentricity
 - (d) Intellectual property rights
 - (e) Concept of common law
 - (f) Process of screening products for adaptation

(2)

- (g) Concept of green marketing laws?
- (h) Elements of culture
- (i) Driving forces for adaptation
- (j) Meaning of Islamic Law.

Unit-I

- 2. Define international marketing. Are domestic and international marketing different only in scope and not in nature? Comment. 10
- 3. What is meant by economic integration? Mention and explain the steps involved in it. 10

Unit-II

- 4. Define culture and its characteristics. How can culture affect the international marketing process? Support your answer with relevant examples. 10

(3)

- 5. Define international legal disputes. Name the parties involved into it. Also discuss the methods in which these disputes can be resolved. 10

Unit-III

- 6. What do you understand by a global product? Discuss the model to be considered for analyzing product components. 10
- 7. Define pricing policy. What are the various approaches to international pricing? 10

Unit-IV

- 8. What is meant by a distribution channel? Explain the factors that can affect the choice of channels for a firm going international. 10
- 9. What is global advertising? Elaborate and discuss the statement, "Standardize your product where feasible, and adapt where necessary." 10

A

MS-2957

M. B. A. (First Semester) Examination, 2012

ACCOUNTING FOR MANAGERS

(CP-107)

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 questions : 3×10
 - (a) Differentiate between traditional costing and activity based costing methods.
 - (b) What is the need for accounting standards?
 - (c) Explain the different measures of profit.
 - (d) "Revenue is recognized when earned and not necessarily when received." Explain.

(2)

- (e) How is conservatism principle applied while valuing closing stock?
- (f) "Depreciation is a non-flow expense." Explain.
- (g) How is impairment of assets different from depreciation of assets?
- (h) Identify the main reasons for difference between cash flow from operating activities and reported profit for the year.
- (i) Packar Parkas Company budgets sales revenues at ₹ 9,00,000, variable costs at ₹ 5,85,000 and fixed costs at 1,40,000 for the year 2012. Determine the sales revenue it must generate to earn a profit of ₹ 60,000.
- (j) The Avon Ltd. has a capital of ₹ 10,00,000, its turnover is 3 times the capital and the net profit margin on sales is 6 percent. What is the return on investment?

Unit-I

2. From the following details prepare :

- (a) An income statement for the financial year, 2012. 4

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(3)

- (b) A statement of changes in owner's equity for the financial year, 2012. 2

- (c) A balance sheet as on March 31, 2012. 4

Adjusted Trial Balance of Show White & Co.
Ltd. as on 31st March, 201

Particulars	Amount ₹	Particulars	Amount ₹
Purchase	8,37,500	Interest earned	18,750
Inventories (Opening)	3,75,000	Rent received	22,500
Debtors	2,62,500	Purchase return	18,750
Freight	2,250	Creditors	2,81,250
Cash in hand	18,375	Provision for depreciation	73,125
Machinery	1,87,500	Discount earned	8,438
Sales return	56,250	Sales	16,87,500
Premises	2,25,000	Capital (Shareholders Equity)	9,30,937
Discount allowed	15,000	Salaries out standing	17,500
Bank balance	4,68,750	Provision for bad debts	7,875
Bad debts	15,375		
General expenses	56,250		
Furniture	93,750		
Wages & salaries	1,30,000		
Depreciation	16,875		
Repairs	18,750		
Closing stock	2,87,500		
	30,66,625		30,66,625

3. (a) A business enterprise recorded cash sales of ₹ 15.5 million and credit sales of 7.8 million during the year 2011-12. The cash purchases during the year were ₹ 13 million, whereas credit purchases

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(4)

amount to ₹ 4 million. The enterprise also paid ₹3 million towards various expenses including an advance payment of ₹ 1 million to one of the vendors. Ascertain the profit for the year using:

(i) Cash basis of accounting

(ii) Accrual basis of accounting. 5

(b) Name and elaborate the accounting principle involved/violated/affected in the following: 5

(i) The firm changes method of depreciation

(ii) Accounting is not a record of all business events

(iii) Anticipated profits are ignored

(iv) Plant and machinery is recorded at the current market price

(v) Profit earned by owner in selling his personal house is not recorded in the firm's books.

Unit-II

4. (a) Compare the impact of LIFO, FIFO and Average Cost methods on the financial statements in case of an inflationary economy. 5

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(5)

(b) Using the following information, complete the balance sheet given below: 5

Total debt to net worth: 0.5 to 1

Turnover to total assets

(based on year end sales figures): 2

Gross profit: 30 percent

Average collection period

(based on 360-day a year): 40 days

Inventory turnover

(based on cost of goods sold and year end inventory): 3 times

Acid test ratio: 0.75 : 1

Balance Sheet			
Notes and account payable	—	Cash	
		Accounts Receivable	
		inventory	—
Common stock	2,00,000	Plant & Equipment	—
Retained Earnings	3,00,000		
Total	—	Total	—

5. Following are the balance sheets of Precision Tools Ltd. as on March 31st for the recent 2 years:

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(6)

	Previous year	Current year
Share Capital :		
Shares of Rs. 10 each fully paid	Rs. 1,00,0000	Rs. 1,00,0000
P/L App. A/c	60,000	80,000
Overdraft from bank	1,60,000	6,00,000
Sundry creditors	2,00,000	6,00,000
	<u>1,420,000</u>	<u>22,80,000</u>
Land & Buildings	3,00,000	5,00,000
Plant & Machinery	5,00,000	6,00,000
Less : Depreciation	<u>1,20,000</u>	<u>1,80,000</u>
	3,80,000	4,20,000
Vehicles	1,16,000	1,24,000
Less : Depreciation	<u>56,000</u>	<u>84,000</u>
	60,000	40,000
Stock	2,20,000	7,20,000
Debtors	<u>4,60,000</u>	<u>6,00,000</u>
	<u>1,420,000</u>	<u>22,80,000</u>

During the year, a dividend of 10 percent was distributed to the shareholders. On April 1 of the current year, a motor car, which originally costed Rs. 20,000, and showed a book value of Rs. 10,000 was sold for Rs. 16,000.

You are required to prepare a cash flow statement based on AS-3.

10

Unit-III

6. (a) Describe the major users and uses of accounting information. 5
- (b) Distinguish between management accounting and financial accounting. 5

MS-2957

(7)

7. A company manufactures two products. It furnishes the following relevant data for a year :

Products	Annual Output	Total Machine Hours	Total No. of Purchase orders	Total No. of setups
A	5,000 units	20,000	160	20
B	60,000 units	1,20,000	384	44

The annual overheads are as under :

Volume related activity costs	Rs. 5,50,000
Set-up related costs	8,20,000
Purchase related costs	6,18,000

You are required to calculate the cost per unit of each product A and B based on :

- (a) Traditional method of charging overheads 5
- (b) Activity based costing method. 5

Unit-IV

8. (a) What is standard costing and how would you distinguish it from budgetary control? 5
- (b) Write the meaning and significance of responsibility accounting. 5
9. XYZ Ltd. had the following relevant information for years 1 and 2 :
- | | |
|--|----------|
| Standard variable costs per unit | Rs. 6 |
| Sales price per unit | 10 |
| Fixed manufacturing overhead
(at normal capacity of 1,50,000 units) | 3,00,000 |

MS-2957

(8)

Selling and administrative expenses :

Fixed 1,30,000

Variable (percent of sales) 5

Production volume : units 1st year 1,70,000

2nd year 1,40,000

Sales volume : units 1st year 1,40,000

2nd year 1,60,000

There was no inventory at the beginning of year

1. Income tax rate is 35 percent.

Required :

(a) Prepare income statement for two years under
absorption costing. 5

(b) Prepare income statement for two years under
variable costing. 5

A

MS-3058

B. B. A. (I. B.) (Fifth Semester) Examination, 2012

STRATEGIC 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.

1. Write short notes on the following : 3×10=30
 - (a) Vision vs. Mission
 - (b) Importance of mission statement
 - (c) Strategic intent
 - (d) Abell's business definition
 - (e) Sources of environmental scanning
 - (f) Approaches of organizational scanning
 - (g) SWOT analysis

(2)

- (h) Combination strategy
- (i) Limitations of retrenchment strategy
- (j) Distinguish between corporate level strategy and Business Level Strategy.

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 Scanning and organizational appraisal. List and explain limitations of organizational scanning. 10
- 5. (a) With the help of few examples illustrate how strength or weakness create synergistic effect.
(b) Explain Porter's Generic Business Strategies. 10

(3)

Unit-III

- 6. Explain process of structural implementation. Highlight issues in behavioural implementation. 10
- 7. (a) What do functional plans and policies essentially deals with? 5
(b) Why does the need for functional plans and policies arise? 5

Unit-IV

- 8. Why strategic evaluation is important. Mention the role that different participants play in strategic evaluation. 10
- 9. Explain strategic control. Discuss various evaluation techniques in strategic control and their importance in strategic management. 10

A

MS-3059

B. B. A. (I. B.) (Fifth Semester)

Examination, 2012

Project Planning & Infrastructure Finance

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) Bridge loan
 - (b) Difference between PERT and CPM
 - (c) Detailed Project Report (DPR)
 - (d) Need for project review and control
 - (e) Modified matrix organisation structure
 - (f) Concept of economic appraisal
 - (g) Project parasites
 - (h) Resource Risk vs. Price Risk

(2)

- (i) IRR vs. ARR
- (j) Provision for contingencies.

Unit-I

- 2. Discuss about the various categories of projects, with examples. 10
- 3. Define project management ? Describe the characteristics and importance of project. 10

Unit-II

- 4. Briefly explain the project preparation stages undertaken by the manager. 10
- 5. XYZ company is considering two mutually exclusive investment, Project A and Project B. The expected cash flows of these projects are :

Year	Project A	Project B
0	(1,000)	(1,600)
1	(1,200)	200
2	(600)	400
3	(250)	600
4	2,000	800
5	4,000	100

(3)

- (a) Calculate the NPV for both projects A & B.
- (b) What is the IRR of each project ? 10

Unit-III

- 6. "Collaboration agreements and plant layout are important factors in technical appraisal." Elaborate. 10
- 7. 'Social appraisal and managerial appraisal of projects can make a project a success or a failure.' Explain. 10

Unit-IV

- 8. (a) What are the prerequisites for successful project implementation ? 5
- (b) Bring out reasons for ineffective control of projects. 5
- 9. A project consists of 12 activities and their time estimates are shown below :

Activity	Optimistic (t_o)	Most Likely (t_m)	Pessimistic (t_p)
1-2	4	6	10
1-3	3	7	12
1-4	5	6	9
1-7	2	4	6
2-4	6	10	20

(4)

2-6	3	4	7
2-7	5	9	15
3-4	3	7	12
4-5	2	4	5
5-6	1	3	6
3-7	2	5	8
6-7	1	2	6

- (a) Draw the network diagram.
- (b) Determine the critical path.
- (c) Calculate the event slacks and activity floats.

10

A

MS-3060

Bachelor of Management Science (First Semester)

Examination, 2012

(Exempted/Back Paper)

INDIAN SOCIETY & CULTURE

(BMS-105)

Time Allowed : Three Hours

Maximum Marks : 70

Note: 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 : 3×10=30
 - (a) Purushartha
 - (b) Sanakaras

(2)

- (c) Dominant features of Indian Culture
- (d) Nuclear vs. Joint Family
- (e) Religion and Social harmony
- (f) Threats for National Integrity
- (g) Role of ethics in business
- (h) Factors responsible for social change in India
- (i) Indian culture and business promotion
- (j) Decision-making skills in Business.

Unit-I

- 2. What is meant by 'Ashramas' ? Describe the significance and relevance of various Ashramas in Indian social system. 10
- 3. Enumerate the important features of Varna system in India. How is the caste system related to the Varna system ? Do you think the Varna and the caste system hampered the overall development of Indian society ? Give your arguments. 10

Unit-II

- 4. Critically evaluate 'Sanskritisation', 'Modernization' and 'Westernization' as the models of socio-economic changes in Indian society. 10

(3)

- 5. Write the merits and demerits of present education system in India. Suggest some measures for the improvement of present education system. 10

Unit-III

- 6. Identify the causes for the problems of terrorism, communalism and bureaucratic corruption in Indian society. Discuss their impact and possible remedies for such problem. 10
- 7. Comment on the entrepreneurial contributions by women in India, Identify the challenges for women entrepreneurs. 10

Unit-IV

- 8. Discuss the causes of stress and stress management techniques. 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

MS-3061

Bachelor of Management Science (BMS)

(First Semester) Examination, 2012

(Exempted & Back Paper)

FINANCIAL ACCOUNTING

(BMS-103)

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 Units I, II, III and IV, carrying 10 marks.

1. Write short notes on the following : 3×10
 - (i) Convention of materiality
 - (ii) Journal
 - (iii) Accrual method of accounting
 - (iv) Revenue expenditure
 - (v) Outstanding and prepaid expenses
 - (vi) Written down value method of depreciation

(2)

- (vii) Liquidity ratios
- (viii) Authorized and issued capital
- (ix) Limitations of trial balance
- (x) Unclaimed dividend.

Unit-I

2. Define accounting. Explain fully the various basic concepts of accounting. 10
3. Journalize the following transactions in the books of Shri Ramesh for March, 2008 : 10
- March 5 Purchased machinery worth Rs. 20,000 and tools for Rs. 5,000.
- March 6 Ramesh borrowed Rs. 1,00,000 from his friend Mukesh and Rs. 2,00,000 from his another friend Dinesh.
- March 9 Opened bank account with Central Bank of India for Rs. 5,000
- March 12 Cash sent to Bank Rs. 1,50,000
- March 15 Purchased goods from Ashok of the list price of Rs. 75,000 at a trade discount of 6% and cash discount of 2%.
- March 17 Sold goods to Mohan of Rs. 20,000

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(3)

- March 20 Bought shares in HUL for Rs. 20,000 and brokerage paid @ 2%
- March 21 Distributed free samples of Rs. 2,000
- March 25 Goods sold to Mohan of Rs. 20,000 on March 17, has become insolvent and could pay 80 paise in a rupee in full and final settlement
- March 31 Salaries unpaid Rs. 17,000 and rent due to landlord Rs. 4,000.

Unit-II

4. What is depreciation ? Explain its need and significance. Also discuss the different methods of recording depreciation. 10
5. The following trial balance is extracted from the books of a merchant on 31st December, 1997 :
- | Particulars | Amount
(Rs.) | Amount
(Rs.) |
|------------------------|-----------------|-----------------|
| Furniture and fittings | 640 | — |
| Motor vehicles | 6,250 | — |
| Buildings | 7,500 | — |
| Capital Account | — | 12,500 |
| Bad debts | 125 | — |

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(4)

Provision for bad debts	—	200
Sundry debtors and creditors	3,800	2,500
Stock on 1st January, 1997	3,460	—
Purchase and sales	5,475	15,450
Bank overdraft	—	2,850
Sales and purchase returns	200	125
Advertising	450	—
Interest (on bank overdraft)	118	—
Commission	—	375
Cash	650	—
Taxes and insurance	1,250	—
General expenses	782	—
Salaries	3,330	—
	34,000	34,000

The following adjustments are to be made :

- Stock in hand on 31st December, 1997 was Rs. 3,250
- Depreciate buildings at the rate of 5%, furniture and fittings @ 10% and motor vehicles @20%
- Salaries Rs. 300 and taxes Rs. 120 are outstanding
- Rs. 85 is due for interest on Bank overdraft .

Prepare Trading and Profit & Loss A/c and Balance Sheet.

10

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(5)

Unit-III

6. Premier Company Ltd. had an authorised capital of Rs. 6,00,000 in equity share of Rs. 10 each. Its trial balance on 31.03.2008 is given below :

Particulars	Amount (Rs.)
Calls in arrears	7,500
Premises	3,00,000
Plant and machinery	3,30,000
Interim dividend	32,053
Dividend tax on Interim Dividend	5,447
Stock (01.04.2007)	75,000
Fixtures	7,200
Debtors	87,000
Goodwill	25,000
Cash in hand	750
Cash at bank	39,900
Purchases	1,85,000
Preliminary expenses	5,000
Wages	84,865
General expenses	16,835
Freight and carriage	13,115
Salaries	14,500
Director fees	5,725
Bad debts	2,100

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(6)

Debenture interest paid	9,000
Called up capital	4,00,000
6% debentures	3,00,000
Profit & Loss A/c (01.04.2007) (Cr.)	14,500
Bills payable	38,000
Creditors	50,000
Sales	4,15,000
General reserve	25,000
Bad debts provision (01.04.2007)	3,500

Adjustments :

- (i) Depreciate plant and machinery by 10%
- (ii) Write-off preliminary expenses Rs. 500
- (iii) Provide for debenture interest due
- (iv) Provide for reserve for doubtful debts at 5% on debtors
- (v) Of the debtors Rs. 500 are further bad
- (vi) Closing stock Rs. 95,000.

Prepare Trading and Profit & Loss Account , Profit and Loss Appropriation Account for the year ended 31st March, 2008 and Balance sheet as on that date as per law. 10

7. What is a share capital ? Explain, in brief the different types of share capital. Also explain the various types of preference shares. 10

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(7)

Unit-IV

8. What do you understand by analysis of financial statement ? What are the various techniques of analysing financial statements ? Explain any two of them. 10

9. From the following Balance Sheet and Trading and P & L Account of Raju Enterprises. Calculate :

- (i) Current ratio
- (ii) Quick ratio
- (iii) Debt equity ratio
- (iv) Gross profit ratio
- (v) Net profit ratio. 10

Trading & Profit & Loss Account

(For the year ending 31st December, 2006)

Particulars	Amount	Particulars	Amounts
	(Rs.)		(Rs.)
To Opening stock	1,45,000	By Sales	7,50,000
To Purchases	6,10,000	By Closing	
To Gross profit c/d	1,50,000	Stock	1,55,000
	<u>9,05,000</u>		<u>9,05,000</u>
To Operating expenses	80,000	By Gross	
To Net profit	70,000	profit b/d	1,50,000
	<u>1,50,000</u>		<u>1,50,000</u>

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(8)

Balance Sheet

(as at 31st December, 2008)

<u>Liabilities</u>	Rs.	<u>Assets</u>	Rs.
Share capital	7,00,000	Net block	5,50,000
Reserves & Surplus :		Current	
Balance	50,000	Assets :	
Profit for 2005 <u>70,000</u>	1,20,000	Stock	1,55,000
Long term loan	1,50,000	Debtors	80,000
Creditors	35,000	Bank	<u>2,20,000</u>
	<u>10,05,000</u>		<u>10,05,000</u>

A

MS-3062

B. M. S. (First Semester) Examination, 2012

(Exempted & Back Paper)

MATHEMATICS

(Business Mathematics)

(BMS-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 : 3×10

(a) $\lim_{x \rightarrow 2} \frac{x^2 - 4}{x - 2}$.

(b) Find the 7th term of a G. P. whose first term is 4 and common ratio is 2.

(c) Find X and Y if $X + Y = \begin{bmatrix} 7 & 0 \\ 2 & 5 \end{bmatrix}$ and

$$X - Y = \begin{bmatrix} 3 & 0 \\ 0 & 3 \end{bmatrix}.$$

(2)

- (d) Differentiate the following function with respect to x :

$$y = \frac{x^2 + 3}{x^3 + 4x + 5}.$$

- (e) If total cost function is given as:

$$TC = \frac{1}{3}x^3 + 4x^2 + 7x + 50,$$

then find the marginal cost function.

- (f) Write the 5th term in the expansion of:

$$\left(\frac{4x}{5} - \frac{5}{2x}\right)^9.$$

- (g) Calculate $A \cdot B$ for the following:

$$A = \begin{bmatrix} 3 & 4 \\ 1 & 5 \end{bmatrix}, B = \begin{bmatrix} 7 & 8 \\ 2 & 6 \end{bmatrix}.$$

- (h) Find the numbers in A. P. whose sum is 15 and their product is 105.

- (i) Integrate the following:

$$\int \frac{(x^2 + 5)^2}{x} dx.$$

- (j) Find the 10th term of the series:

4, 8, 16, 32,

(3)

Unit-I

2. (a) Find the sum of the series: 5

$7 + 77 + 777 + \dots$ up to n terms.

- (b) There are 10 vacant chairs in a room. In how many ways can 6 persons take their seats? 5

3. (a) Find the inverse of the following matrix: 5

$$A = \begin{bmatrix} 2 & 3 & 4 \\ 4 & 3 & 1 \\ 1 & 2 & 4 \end{bmatrix}.$$

- (b) Find matrix B , if B equals $\begin{bmatrix} 17 & 8 \\ 8 & 17 \end{bmatrix}$. 5

Unit-II

4. Test the continuity of the function at $x=0$ and $x=1$: 10

$$f(x) = \begin{cases} x+1 & \text{when } -1 \leq x < 0 \\ x & \text{when } 0 < x \leq 1 \\ 2-x & \text{when } 1 < x \leq 2 \end{cases}$$

5. (a) Find the maximum and minimum values of the following function: 5

$$y = 2x^3 - 21x^2 + 36x - 20.$$

- (b) If $y = \frac{x}{\sqrt{1+x^2}}$, prove that: 5

$$x^3 \frac{dy}{dx} = y^3.$$

(4)

Unit-III

6. The total cost function is $C=2Q-2Q^2+Q^3$, where C -Total cost and Q -Total Quantity produced. Find :
(i) Average cost function
(ii) Marginal cost function. 10
7. Find elasticity of demand in terms of x for each of the following demand laws : 10
- (a) $p = \frac{1}{1+x^2}$
(b) $p = a - bx^2$.

Unit-IV

8. Integrate the following : 10
- (a) $\int \frac{x^3 + 5x^2 + 7}{x} dx$
(b) $\int \frac{x^3}{(x^2 + 1)^3} dx$.
9. Integrate the following : 10
- (a) $\int \frac{e^x}{e^{2x} - 1} dx$
(b) $\int x^2 - e^x dx$.

A

MS-3063

**Bachelor of Management Science (B.M.S.)
(First Semester) Examination, 2012**

(Exempted & Back Paper)

PRINCIPLES OF ECONOMICS

(BMS-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 : 3×10
 - (a) Scope of Micro Economics
 - (b) Economics as a Normative Science
 - (c) Decrease v/s Contraction in Demand
 - (d) Point method of measuring price elasticity
 - (e) Production Function
 - (f) Price effect

(2)

- (g) Properties of indifference curves
- (h) Consumer's surplus
- (i) Liquidity trap
- (j) Suppose the price of product is ₹ 20 at which 300 units are demanded in a market. If the price is increased to ₹ 25 and the price elasticity of the product is given as 0.8, what would be the new demand?

Unit-I

- 2. Distinguish between cardinal approach and ordinal approach of consumer behaviour. Discuss the law of equi-marginal utility with respect to consumer's equilibrium. 10
- 3. Critically explain the scarcity definition of Economics. Whether this definition is an improvement over Marshallian definition? 10

Unit-II

- 4. With the imaginary figures and diagram, explain the law of variable proportions. Is there any limitation to this law? 10

MS-3063

(3)

- 5. Distinguish between : 5+5
 - (a) Short-run cost and long-run cost
 - (b) Economic cost and accounting cost.

Unit-III

- 6. What are the features of monopolistic competition market? How does a monopolistic firm attain its equilibrium in the short-run and long-run periods? 10
- 7. (a) Discuss the concept and various types of price discrimination. 5
 - (b) Why is a firm under perfect competition a price-taker but not price-maker? 5

Unit-IV

- 8. Discuss the theory of rent presented by David Ricardo. On what grounds was this theory criticized? 10
- 9. Critically explain the uncertainty bearing theory of profit. 10

MS-3063-3-200

A

MS-3064

Bachelor of Management Science (B.M.S.)

(Semester-I) Examination, 2012

(Exempted & Back Paper)

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 contain 30 marks. Attempt *one* question from each Unit, which carry 10 marks each.

1. Answer the following in brief :

(a) Fill in the blanks using correct prepositions : 1×3

(i) The frog jumped _____ the river. (in/into)

(ii) The sky _____ us looks so beautiful.

(on/above)

(iii) Your book is different _____ mine.

(with/from)

(b) Agenda of a meeting.

3

- (2)
- (c) Give antonym of the following : 1×3
- (i) Fresh
 - (ii) Extrovert
 - (iii) Active
- (d) Grapevine 3
- (e) You attitude 3
- (f) Non-verbal communication. 3
- (g) Give synonyms of the following : 1×3
- (i) Timid
 - (ii) Envy
 - (iii) Deny.
- (h) Give one word for the following : 1×3
- (i) Life history of a person written by somebody else.
 - (ii) One who is present everywhere.
 - (iii) Incapable of being connected.
- (i) Vertical vs. horizontal communication. 3
- (j) Importance of feedback in communication. 3

Unit-I

2. (a) Fill up the blanks using correct article (a/an/the): 5
- (i) _____ man you met last week is dead.
 - (ii) Do you see _____ stars in the sky?
 - (iii) I want to buy _____ umbrella.

MS-3064

- (3)
- (iv) Can I have _____ glass of juice please?
- (v) I met him in _____ United States of America.
- (b) Change from direct to indirect speech : 5
- (i) He said to me, "I worked hard".
 - (ii) She said to me, "What is your name?"
 - (iii) He said to them, "Please let me work."
 - (iv) He said, "What a genius Sachin is!"
 - (v) He said to me, "Have you taken food?"
3. Use the following pairs of words in sentences in order to bring out the difference between them : 2×5
- (i) Check/Cheque
 - (ii) Incident/Accident
 - (iii) Ascend/Accent
 - (iv) Birth/Berth
 - (v) Accept/Except.

Unit-II

4. What are the different types of reports? Enumerate the characteristics of a good report. 10
5. What are minutes of a meeting? What are its salient features? 10

MS-3064

(4)

Unit-III

6. Discuss the major barriers to effective communication. 10
7. (a) "Communication is the backbone of business."
Comment. 5
- (b) Explain, how audio-visual aids facilitate communication. 5

Unit-IV

8. What are the different levels of listening ? How can one improve one's listening abilities ? 10
9. What are the things that should be kept in mind while preparing his C.V. ? Draft your C.V. 10

A

MS-3065

Bachelor of Management Science (BMS)

(First Semester) Examination, 2012

(Exempted & Back Paper)

Individual & 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. Write short notes on the following : 3×10=30
- (i) Game analysis
 - (ii) Attitude
 - (iii) Stroke analysis
 - (iv) Interpersonal competence
 - (v) Communication effectiveness
 - (vi) Script analysis

(2)

- (vii) Sources of stress
- (viii) Life position
- (ix) Relationship analysis
- (x) Transactional analysis.

Unit-I

- 2. Discuss the importance and scope of interpersonal behaviour in an organization. 10
- 3. Distinguish between the following : 5×2=10
 - (a) Equity theory and balance theory
 - (b) Attitudes and values.

Unit-II

- 4. Describe the meaning of 'personality'. How human behaviour is related to personality ? 10
- 5. Explain the process of communication. Discuss the essential characteristics of a good communication system. 10

Unit- III

- 6. Discuss different types of ego states as used in transactional analysis. 10

(3)

- 7. Describe the term life position. Explain different psychological forms of life position. 10

Unit- IV

- 8. Explain the kinds of functions which can cause employees to experience stress at work place. What are possible consequences and remedies of such stress ? 10
- 9. Coping strategies for job stress exist for both the individual level as well as organizational level. Explain these strategies and their role in preventing stress. 10

A

MS-3066

**Bachelor of Management Science (B.M.S.)
(Third Semester) Examination, 2012**

ESSENTIALS OF MANAGEMENT

(BMS-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. Explain the following key words in not more than 75 words each : 3×10
 - (a) Organisation structure
 - (b) Social responsibility
 - (c) Management process
 - (d) Decision-making
 - (e) Strategies and policies
 - (f) Managerial effectiveness

(2)

- (g) Psychological barriers to communication
- (h) Selection process
- (i) Non-financial motivators
- (j) Ethics and managerial values.

Unit-I

- 2. Write a detailed note on the contribution of Henry Fayol in the field of management. 10
- 3. Attempt any two of the following : 5+5
 - (a) Describe in brief the nature of management.
 - (b) Define planning and discuss the various steps in planning.
 - (c) Enlist the various principles of management as suggested by Fayol and describe any two of them in detail.

Unit-II

- 4. What are the barriers to effective delegation? How can they be overcome? Explain. 10
- 5. Define staffing function of management. Discuss the nature and significance of staffing in an organization. 10

(3)

Unit-III

- 6. Define communication. What are the various steps involved in the process of communication? Also discuss the significance of effective communication in modern organisations. 10
- 7. What is motivation? Critically examine the 'Need Hierarchy' theory of motivation. 10

Unit-IV

- 8. Discuss the concept and process of control. State the requirements of an effective control system. 10
- 9. Write short notes on any two of the following : 5+5
 - (a) Relationship between planning and controlling
 - (b) Control by exception
 - (c) Significance of coordination.

A

MS-3067

Bachelor of Management Science (B. M. S.)

(Third Semester) Examination, 2012

PERSONNEL MANAGEMENT

(BMS-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. Write short notes on the following : $3 \times 10 = 30$

- (i) Importance of induction training
- (ii) Job analysis
- (iii) Collective bargaining
- (iv) Conflict resolution
- (v) Industrial democracy
- (vi) Trade union
- (vii) Minimum wage

(2)

- (viii) Retrenchment
- (ix) Job design
- (x) Job enrichment.

Unit-I

2. Discuss the role of personnel department with regard to : 10
- (i) Selection
 - (ii) Training
 - (iii) Placement.
3. Describe the standard method used for determining the manpower for an organization. 10

Unit-II

4. Differentiate between the following : 5+5
- (a) Job description and job-specification
 - (b) Motivation and productivity.
5. Explain the term 'Performance appraisal'. Discuss in detail the modern method of performance appraisal. 10

Unit- III

6. Explain various welfare provisions for the workers prescribed under the Factories Act, 1948. 10

MS-3067

(3)

7. Define the term 'fringe benefits'. Discuss in brief about the various fringe benefits provided to employees in an organization. 10

Unit- IV

8. Discuss the causes of employee grievances. How can such grievances be managed effectively ? 10
9. Describe the objectives of workers participation in management. What are the methods through which workers can participate in management ? 10

MS-3067-3-300

A

MS-3068

Bachelor of Management Science (BMS)

(Third Semester) Examination, 2012

Operating System & Application Software

(BMS-301)

Time Allowed : Three Hours

Maximum Marks : 70

Note : Attempt *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 : 3×10=30
 - (a) What do you mean by interface ? Discuss how operating system provide interface to user ?
 - (b) What is change case in MS-Word ?
 - (c) Discuss the feature of operating system that use to save the power when it is in ideal condition mode.
 - (d) Operating system is a system software. Explain.

(2)

- (e) Differentiate between worksheet and workbook.
- (f) Define primary key with example.
- (g) What is paste special in MS-Word ? How it differ from normal paste option ?
- (h) What is difference between Template and Wizard ?
- (i) Explain the find and replace feature in MS-Word.
- (j) List the different views available in PowerPoint.

Unit-I

- 2. (a) Define operating system. Discuss the functionality of operating system. 5
- (b) What is disk defragmentation ? Discuss. 5
- 3. (a) What do you mean by user account in Windows XP operating system ? Discuss the different type of user available in Windows operating system. 5
- (b) Discuss the feature of Notepad. How it differs from WordPad ? 5

Unit-II

- 4. (a) What is Cell reference ? Explain with suitable example. Also differentiate between relative and absolute reference ? 5

(3)

- (b) Write short notes on any two of the following: 5
 - (i) Conditional formatting
 - (ii) Formula and function
 - (iii) Goal seek.

- 5. (a) Rahul wants a housing loan for construction of house. Estimated construction cost is Rs. 20 lakhs. Rahul can contribute Rs. 4 lakh from his own savings and the balance he needs to get it financed from a bank @ 8 percent annum for 10 years. What will be the monthly EMI that he needs to pay to the bank to repay the loan. 5
- (b) The monthly installment as per above condition is not suitable and does not fit into Rahul's monthly budget. The maximum that he can pay is Rs. 18,000 per month. Rahul is ready to increase the repayment period. Find the repayment period that fits in Rahul's budget. (assuming all conditions are same as above). Which function is used to perform above operation. 5

Unit-III

- 6. (a) Write short notes on any two of the following: 5
 - (i) Bullet and Numbering feature
 - (ii) Border and shading
 - (iii) Drop cap.

(4)

- (b) Discuss Auto correct and Auto text feature with example. 5

- 7. (a) What is Mail Merge ? Write all steps to create Mail Merge. 5
- (b) Discuss the print feature of MS-Word. Also discuss how it differ from print preview. 5

Unit-IV

- 8. (a) What do you mean by Powerpoint presentation ? Discuss the purpose of using Powerpoint software in business. 5
- (b) What is Master Slide ? Discuss the use of master slide in Powerpoint presentation. 5
- 9. (a) What do you mean by database ? Why organization needs database ? List the different types of database models. 5
- (b) Explain the term "Table". Also explain the different ways to create a table in MS-Access. 5

A

MS-3069

Bachelor of Management Science (B. M. S.)

(III-Semester) Examination, 2012

MANAGERIAL ECONOMICS

(BMS-303)

Time Allowed : Three Hours

Maximum Marks : 70

- Note :* (i) Attempt *Five* questions in all.
(ii) Question No.s 1 is compulsory. Answer *four* more question while attempting *one* question from each Unit.

1. Write short notes on the following : $3 \times 10 = 30$
- (a) Role of Managerial Economics in forward planning.
 - (b) Opportunity cost principle
 - (c) Difference between decrease and contraction in demand
 - (d) Arc method of elasticity
 - (e) Difference between implicit cost and explicit cost.

(2)

- (f) AR and MR curves under different market formats
- (g) Types of price discrimination
- (h) Features of monopolistic competition
- (i) Merger and acquisition of firms
- (j) Concept of economic growth.

Unit-I

2. Distinguish between marginal principle and incremental principle. Point out the significance of these principles in economic decision-making with the help of illustration. 10

3. (a) Suppose the demand function of a consumer is :

$$Q_D = 400 - 10P + 0.08Y$$

where Q_D = Qty demanded, P = Price, Y = Income.

Find quantity demanded if price is Rs. 12 and income is Rs. 2,000. What happens if both price and income are doubled ? 5

- (b) Explain the market experiment method of demand forecasting. 5

(3)

Unit-II

4. (a) Distinguish between short-run production function and long-run production function. 5
- (b) The fixed cost of a company is Rs. 80,000 per month while the variable cost is expected to be Rs. 40,000. The firm expects to sell this output for Rs. 60,000. What is the minimum level of sales that the firm should make to avoid losses? What will be this minimum level if variable cost is increased by 25% ? 5

5. If total cost function of a firm is :

$$TC = 200 + 3Q - 0.6Q^2 + 0.02Q^3.$$

Find marginal cost and average cost at output of 100 units. 10

Unit-III

6. What do you understand by price leadership ? What are its different types ? Discuss the equilibrium of an oligopolistic firm under price leadership. 10
7. Explain the concept of 'Limit Pricing'. Discuss the price determination under limit pricing with and without collusion. 10

(4)

Unit-IV

8. (a) Explain Gross Domestic Product and Gross National Product with formula. 5
- (b) From the following information compute National Income, Personal Income and Disposable Personal Income : 5

(Rs. in Crores)

Profit	20,000
Rent	40,000
Net Income from Abroad	8,000
Transfer payment	14,000
Corporate Tax	3,000
Mixed income	20,000
Interest	2,000
Undistributed profit	1,000
Direct Tax	2,000
Wages and salaries	1,50,000

9. Explain and evaluate the Keynesian theory of employment. 10

A

MS-3070

Bachelor of Management Science (BMS)

(Third Semester) Examination, 2012

INDIAN BUSINESS ENVIRONMENT

(BMS-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 the following : 3×10=30
 - (a) Environmental scanning
 - (b) FEMA
 - (c) Federalism in India
 - (d) PEST
 - (e) Monetary policy
 - (f) Functions of WTO
 - (g) Demerits of MNC's.

(2)

- (h) Importance of budget
- (i) Basic elements of culture
- (j) Functions and activities of IFCI.

Unit-I

- 2. Discuss the characteristics and demerits of socialism and capitalism. 10
- 3. Explaining the concept of business environment, discuss the various internal and external factors which influence the business of an organization. 10

Unit-II

- 4. What is SEBI ? Write the important functions and powers of SEBI. 10
- 5. Briefly describe the meaning of MTP, RTP and UTP under M. R. T. Act. Also discuss the regulations of all the practices. 10

Unit- III

- 6. (a) What are the objectives and basic requirements needed for planning in India ? 5
- (b) Write salient features and main targets of eleventh five year plan. 5

(3)

- 7. Discuss the role of public and private sector in the Economic Development of India in the reform period. 10

Unit- IV

- 8. What do you understand by EXIM Policy ? Discuss the features of EXIM Policy 2002-07. 10
- 9. Why should the business be socially responsible ? Evaluate the social responsibilities of business in India. 10

A

MS-3071

**Bachelor of Management Science (BMS)
(Semester-III) Examination, 2012**

MANAGEMENT ACCOUNTING

(BMS-306)

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 : 3×10
 - (a) Application of P/V ratio.
 - (b) Importance of solvency ratio
 - (c) Utility of trend analysis
 - (d) Purpose of zero based budgeting
 - (e) Concept of fund from operations of FFS
 - (f) Differentiate between operating and investing activities
 - (g) Limitations of management accounting

(2)

- (h) Advantages of standard costing
- (i) Limitations of budgetary control
- (j) Utility of cash flow statement.

Unit-I

2. "Management accounting is an extension of managerial aspects of financial and cost accounting." Elucidate. Discuss the use of management accounting as a tool of decision making and exercising control. 10
3. Ram Co. Ltd. places before the following trading results :

Year	Profit (Rs.)	Sales (Rs.)
2002	8,000	1,60,000
2003	3,200	1,44,000

Find out :

- (a) P/V ratio and B.E.P.
- (b) The amount of profit if sales are Rs. 2,00,000.
- (c) Sales in Rs. when desired profit is Rs. 6,000.
- (d) Margin of safety at a profit of Rs. 9,000. 10

(3)

Unit-II

4. The following are the Trading & Profit/Loss A/c for the year 31st Dec., 1998 and the balance sheet as on that date of K. Ltd.

Trading and Profit & Loss A/c

	Rs.		Rs.
To Opening Stock	9,950	By Sales	85,000
To Purchases	54,525	By Closing Stock	14,900
To Wages	1,425		
To Gross Profit	34,000		
	99,900		99,900
To Adm. Exp.	15,000	By Gross Profit	34,000
To Selling Exp.	3,000	By Interest	300
To Financial Exp.	1,500	By Profit on Sale	
To Loss on Sale of Assets	400	of Shares	600
To Net Profit	15,000		
	34,900		34,900

Balance Sheet

	Rs.		Rs.
Share Capital	20,000	Land & Buildings	15,000
Reserves	9,000	Plant & Machinery	8,000
Current Liabilities	13,000	Stock	14,900
P & L A/c	6,000	Debtors	7,100
		Cash at Bank	3,000
	48,000		48,000

Calculate : Current ratio, operating ratio, stock turnover ratio, net profit ratio, fixed asset turnover ratio. 10

(4)

5. (a) Differentiate between application of comparative financial statement and common size statement analysis. 5
- (b) Explain objective and procedure analysis and interpretation of financial statement. 5

Unit-III

6. From the following balance sheet of ABC Ltd. make out changes in working capital and find flow statement :

Balance Sheet

Liability	2010 (Rs.)	2011 (Rs.)
Equity Capital	30,000	40,000
8% Preference Shares	15,000	10,000
Capital Reserve	—	2,000
General Reserve	4,000	5,000
P & L A/c	3,000	4,800
Proposed Dividend	4,200	5,000
Sundry Creditors	2,500	4,700
Bills Payable	2,000	1,600
Liability for expenses	3,000	3,600
Provision for taxation	4,000	5,000
	67,700	81,700

(5)

Assets	2010 (Rs.)	2011 (Rs.)
Goodwill	10,000	8,000
Land & Building	20,000	17,000
Plant	8,000	20,000
Investment	2,000	3,000
Sundry Debtors	14,000	17,000
Stocks	7,700	10,900
Bills Receivable	2,000	3,000
Cash in Hand	1,500	1,000
Cash at Bank	1,000	800
Preliminary Expenses	1,500	1,000
Total	67,700	81,700

You are informed that :

- (a) A piece of land has been sold out in 2011 and the profit on sale has been credited to capital reserve.
- (b) A machine has been sold for Rs. 1,000. The W.D.V. of the machine was Rs. 1,200.
- (c) Investments are trade investments Rs. 300 by way of dividend is received including Rs. 100 from pre-acquisition profit which has been credited to investment account.
- (d) An interim dividend of Rs. 2,000 has been paid in 2011.

(6)

7. Differentiate between cash flow and fund flow statement. Explain cash flow statement with the help of imaginary figures. 10

Unit-IV

8. For production of 10,000 articles the following are budgeted expenses per unit :

	Rs.
Direct Material	60.00
Direct Labour	30.00
Variable Overhead	20.00
Fixed Overhead (Rs. 1,60,000)	16.00
Variable Expenses (Direct)	5.00
Selling Expenses (20% fixed)	15.00
Administrative Expenses (Rs. 50,000 fixed for all level of production)	5.00
Distribution Expenses (20% fixed)	5.00
	<hr/> 156.00

Prepare a flexible budget for production of 6,000, 7,000 and 8,000 units of articles, showing clearly variable cost, fixed cost and total cost. 10

(7)

9. (a) Explain the concept of responsibility accounting along with its advantages. 5
(b) Discuss the role of management control system in managing the financial affairs of the company. 5

A

MS-3072

B. M. S. (Fifth Semester) Examination, 2012

ORGANIZATIONAL BEHAVIOUR

(BMS-501)

Time Allowed : Three Hours

Maximum Marks : 70

- Note :* (i) Question No. 1 is compulsory and carries 30 marks. Attempt all parts of the question in one place.
- (ii) Answer *one* question from each Unit. Each question carries 10 marks.

1. Write short notes on the following : $3 \times 10 = 30$
- (i) Difference between eustress and distress
 - (ii) S-O-B-C model
 - (iii) Potential stressors
 - (iv) Classical conditioning theory of learning
 - (v) Five stage model of group development
 - (vi) Halo effect
 - (vii) Organization as a unit

(2)

- (viii) Type of change
- (ix) Functional vs dysfunctional conflict
- (x) Motivators.

Unit-I

- 2. "The subject of organizational behaviour is based on a fundamental concept which revalue around the nature of people and organization." Comment. 10
- 3. Explain the concept of organizational behaviour and discuss its various dimensions and approaches. 10

Unit-II

- 4. Describe the various theories of personality. Explain the 16 traits of personality as given by cattell. 10
- 5. Define perception and describe the various elements involved in its process. 10

Unit- III

- 6. What do you understand by the term 'group' ? Discuss its type and give reasons for people to join groups. 10

(3)

- 7. What is organizational conflict ? Elaborate on the various conflict resolution strategies/technique. 20

Unit- IV

- 8. Define stress and also discuss the various physiological, psychological and behavioural responses to stress.
- 9. Explain the term organizational change. Why do employers resist change ? Explain the various reasons for it.

A

MS-3073

B. M. S. (Vth Semester) Examination, 2012

Production & Material Management

(BMS-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 : 3×10
 - (a) Merits of Mass Production System.
 - (b) Fixed weight method of location selection.
 - (c) Concept of Product layout.
 - (d) Advantages of Centralised Purchasing.
 - (e) Purpose of work study.
 - (f) Buffer stock and Reorder point.
 - (g) Pre-determined Motion Time Study.
 - (h) Acquisition Cost and Carrying Cost.

(2)

- (i) Causes of variations in production.
- (j) Advantages of semi-urban areas from manufacturing point of view.

Unit-I

- 2. What do you understand by the term 'Production Planning and Control' (PPC) ? Discuss the various techniques of Production Planning and Production Control. 10
- 3. (a) Explain the various duties and responsibilities of a production manager. 5
(b) Describe 'Production Function' along with an example of a departmental store. 5

Unit-II

- 4. The following data is available for an item :
Annual demand 1,000 units; order cost Rs. 400 per order; Holding cost 40%; cost per unit Rs. 20.
The given strategies are available for procurement :
(a) Place 4 orders of equal size every year.
(b) Place the order for 500 units at a time and avail a discount of 10% on the cost of items.

(3)

- (c) Follow the EOQ policy.
Which of the above strategies would you recommend and why ? 10

- 5. Explain material management. Discuss its scope and importance for any manufacturing concern. 10

Unit-III

- 6. Describe the stages in the development of a new product. Also state the interrelationship between product and process design. 10
- 7. Define productivity. Discuss the factors and methods considered to measure productivity with the help of an example. 10

Unit-IV

- 8. (a) Explain the various principles of motion economy. 5
(b) Draw a process flowchart for recording the steps of any activity of your own choice and narrate the conclusion. 5

(4)

9. (a) Calculate the basic and standard time from the following information :

Activity	Observed time	Rating factor
A	0.04	90%
B	0.03	100%
C	0.12	80%
D	0.33	110%

Allowances = 10%

Also express your opinion about the four activities. 5

- (b) Explain the objectives of Statistical Quality Control along with concept of Mean and Range Chart. 5

A

MS-3074

B.M.S. (Fifth Semester) Examination, 2012

Management Information Systems

(BMS-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 : 3×10
 - (a) Explain the importance of information.
 - (b) Explain, how Information Technology (IT) is to meet the challenges of today's business and technology environment.
 - (c) Discuss the characteristics of MIS.
 - (d) What is Simon's model? For what purpose it is used?

- (e) How E-CRM is helpful for business?
- (f) What do you mean by supply chain management?
- (g) What is a firewall and how does it protect a site?
- (h) Discuss, why feasibility analysis is required in system development.
- (i) Discuss the role of system analyst in development of system.
- (j) "Is Research and Development Information System a facilitator to other business operations?" Justify your answer with example.

Unit-I

- 2. (a) What is data and how it is different from information? Discuss the need of information for business organizations. 5
- (b) What are the components of an information system? Explain. 5

- 3. (a) What do you mean by information system? Why has it become an essential part of organisation information processing? 5
- (b) What is an expert system? What are the advantages and disadvantages of expert system? 5

Unit-II

- 4. (a) What is business process re-engineering? Give example of any organization explaining how is it benefitted by business process re-engineering. 5
- (b) What is Electronic Data Interchange (EDI)? What are the benefits of using EDI? 5
- 5. What are the different types of electronic payment systems? Explain each of them. 10

Unit-III

- 6. What are the stages of system development life cycle (SDLC)? Describe these stages briefly. What are the advantages and limitations of SDLC? 10

(4)

7. What are the various tools of system analysis and design? Discuss their relative merits and demerits. 10

Unit-IV

8. What do you mean by marketing information systems? What are its subsystems? Describe them briefly. 10
9. What is an accounting information system? Discuss its components. 10

A

MS-3075

B. M. S. (Fifth Semester) Examination, 2012

ADVERTISING & SALES PROMOTION

(BMS-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. Write short notes on the following : 3×10
 - (a) Types of Advertising
 - (b) Discount coupons
 - (c) DAGMAR
 - (d) Importance of advertising budget

(2)

- (e) Role of publicity in sales management
- (f) Purpose of personal selling
- (g) Scope of direct marketing
- (h) Effectiveness of advertising
- (i) Importance of media selection
- (j) Concept of advertising research.

Unit-I

- 2. "Advertising is a vital ingredient of modern business and provides platform to interact with customer." Comment on statement. 10
- 3. Design and explain advertising proposal to be adopted by a company manufacturing gift items. 10

Unit-II

- 4. (a) What do you understand by Advertising Agency? 5
(b) Suggest "Advertising Strategy" for company marketing mobile phones. 5
- 5. Describe process of media selection in advertising. Explain merits and demerits of electronic media. 10

(3)

Unit-III

- 6. "Consumer Behaviour is the factor which determines actual return on advertising." Comment on statement assuming you are marketing alcoholic drinks. 10
- 7. Explain salesmanship and its importance in sales management. List essential qualities of a salesman. 10

Unit-IV

- 8. Evaluate role of promotion mix in sales promotion. With the help of suitable example explain contribution of advertising in promotion mix. 10
- 9. Discuss Push and Pull strategies with suitable examples. Explain merits and demerits of Push strategy. 10

A

MS-3076

Bachelor of Management Science

(Fifth Semester) Examination, 2012

OPERATIONS RESEARCH

(BMS-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 : 3×10
 - (i) Scope of operations research
 - (ii) Decision-making under conditions of risk
 - (iii) Two-person zero sum game
 - (iv) The maximin-minimax principle
 - (v) Sudden failure
 - (vi) Traffic intensity or utilization factor

(2)

- (vii) Expected (average) queue length L_q
- (viii) Critical path
- (ix) Free float
- (x) Independent float.

Unit-I

2. Consider the following pay-off profit matrix :

Alternatives	Expected levels of sales (Rs.)		
	I	II	III
A	30	20	15
B	40	50	20
C	70	50	5

Determine which alternative should be selected if the businessman adopts :

- (i) Maximin criterion
- (ii) Maximax criterion
- (iii) Minimax criterion
- (iv) Criterion of realism (Hurwitz criterion) with $\alpha = 0.75$. 10

3. (a) A company management and the labour union are negotiating a new 3 years settlement. Each of these has 4 strategies :

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(3)

- (i) Hard and aggressive bargaining
 - (ii) Reasoning and logical approach
 - (iii) Legalistic strategy
 - (iv) Conciliatory approach.
- The cost to the company are given for every pair of strategy choice.

		Company Strategies			
		I	II	III	IV
Union Strategies	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. 5

- (b) Explain the principle of dominance in Game theory. 5

Unit-II

4. A truck owner finds from his past records that the maintenance costs per year of a truck, whose purchase price is Rs. 8,000 are as given in the table that follows :

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(4)

Year	Maintenance Cost (Rs.)	Resale Price (Rs.)
1	1,000	4,000
2	1,300	2,000
3	1,700	1,200
4	2,200	600
5	2,900	500
6	3,800	400
7	4,800	400
8	6,000	400

Determine the time at which it is profitable to replace the truck. 10

5. (a) What is replacement ? Describe some important replacement situations and replacement policies. 5
- (b) What are the types of failure ? 5

Unit-III

6. A departmental store has only one cashier. During the rush hours, customers arrive at a rate of 20 customers per hour. The average number of customers that can be handled by the cashier is 24 customers per hour. Assume the conditions for use of the single-channel queuing model. Find out :

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(5)

- (i) Probability that cashier is idle
- (ii) Average number of customers in the system
- (iii) Average time a customer spends in the system
- (iv) Average number of customers in the queue
- (v) Average time a customer spends in the queue.

7. What is queuing problem ? Explain some of the basic characteristics of a queuing system. What are some important assumptions of queuing models ? 10

Unit-IV

8.	Activity	Predecessors	Duration (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

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(6)

- (i) Draw network diagram.
- (ii) Indicate critical path.
- (iii) For each non-critical activity, find total and free float. 10

9. (a) Explain the following terms of PERT/CPM : 5
- (i) Total float
 - (ii) Earliest start time
 - (iii) Earliest finish time
 - (iv) Latest start time
 - (v) Latest finish time.
- (b) Indicate the application areas of PERT and CPM separately. 5