

2M2017

Roll No. 221181xx633

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2M2017

M.B.A. II - Sem. (Main/Back) Examination, July - 2023  
M - 207 Operation Management - II

Time : 3 Hours

Maximum Marks : 70

*Instructions to Candidates:*

- 1) The question paper is divided in three parts.
- 2) Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.

**PART - A**

(Word Limit 25 only)

All questions are compulsory.

(10×2=20)

1. What is the difference between time study and motion study?
2. What is the main focus of TQM?
3. What is Six Sigma in process improvement?
4. What do you understand by shop floor planning and control?
5. What is the difference between JIT production and lean production?
6. Briefly highlight any three reasons why maintenance is needed.
7. Throw light on emerging trends in supply chain management.
8. Explain any two scheduling techniques.
9. What is the bullwhip effect on a supply chain and how it can be avoided?
10. What is dimension of quality in management?

**PART - B**

Attempt any Five questions.

(5×6=30)

1. What are work measurement techniques and what are the steps in a work measurement procedure?
2. What are the tools and techniques used for quality control? Explain with appropriate examples of companies using the same.
3. Elaborate the various stages of production planning and control giving appropriate example of each stage.



4. 'When properly executed, operations scheduling can increase company's revenues and decrease the overall production time'- Elaborate highlighting objectives and functions of Operations Scheduling.
5. 'If applied appropriately, lean manufacturing principles have the potential to transform any organization positively' Elaborate with relevant examples.
6. ABC Textiles has set up their industrial unit in Bhilwara. If you are appointed as a consultant with the firm what will be the different types of industrial maintenance you will advise them?
7. 'The primary goals of efficient supply chain management should be faster delivery, higher efficiency and accelerated cash flow' In this context elaborate on the specific strategies adopted by companies in creating an effective supply chain.
8. For the given activities determine:
  - i) Critical path using PERT.
  - ii) Calculate EST, EFT, LST, LFT and floats for each activity.

Activity	to	tm	tp
1-2	6	9	12
1-3	3	4	11
2-4	2	5	14
3-4	4	6	8
3-5	1	1.5	5
2-6	5	6	7
4-6	7	8	15
5-6	1	2	3

### PART - C (Compulsory)

1. Read the case carefully and attempt the questions given at the end. (10+10=20)
  - a) What are Statistical Process Control (SPC) benefits and what are SPC charts, when are they used and how are they created?
  - b) You are given below the values of sample mean ( $\bar{X}$ ) and the range (R) for ten samples of size 5 each. Draw mean chart and comment on the state of control of the process.

Sample number	1	2	3	4	5	6	7	8	9	10
$\bar{X}$	43	49	37	44	45	37	51	46	43	47
R	5	6	5	7	7	4	8	6	4	6

Given the following control chart constraint for :  $n = 5$ ,  $A_2 = 0.58$ ,  $D_3 = 0$  and  $D_4 = 2.115$ .



2M2012

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2M2012

M.B.A. II-Sem (Main/Back) Examination, July- 2023  
M-202 Corporate Strategy

Time : 3 Hours

Maximum Marks : 70

*Instructions to Candidates:*

- 1) The question paper is divided in three parts.
- 2) Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.

**PART - A**

(Word Limit 25 Only)

**All Questions are Compulsory.**

(10×2=20)

1. How goals are different from objectives of Business?
2. What are the core competencies of Business?
3. Define PEST in environmental Scanning.
4. Define Value Chain Analysis.
5. What is GE-9 Cell Model?
6. Write four differences between Business Strategy and Corporate Strategy.
7. What is procedural implementation?
8. What do you mean by Strategic Evaluation?
9. What do you mean by Strategic plan?
10. What is Transnational Strategy in context to International Strategy?

**PART - B**

**Attempt any Five questions.**

(5×6=30)

1. Explain with example the terms Mission, the Vision, and the Strategic intent Statements.
2. List the environmental factors that can affect an organization's Strategy.
3. Discuss how 'Gap Analysis' might be applied to a product/market situation.
4. Discuss Porter's five forces model. How does it help managers to identify the opportunities and threats confronting a company?
5. What is an Operating Turnaround Strategy?



6. What is Corporate Governance? State the concept, need and principles of corporate governance.
7. Write a note on the nature and importance of Strategic Control.
8. "The strategic management process encompasses three phases-strategy formulation, implementation, and evaluation and control". Discuss it in a global context.

## PART - C

### Compulsory

(20)

1. DD is the India's premier public service broadcaster with more than 1,000 transmitters covering 90% of the country's population across an estimated 70 million homes. It has more than 20,000 employees managing its metro and regional channels. Recent years have seen growing competition from many private channels numbering more than 65, and the cable and satellite operators (C&S).

The C & S network reaches nearly 30 million homes and is growing at a very fast rate. DD's business model is based on selling half-hour slots of commercial time to the programme producers and charging them a minimum guarantee. For instance, the present tariff for the first 20 episodes of a programme is Rs. 30 lakhs plus the cost of production of the programme. In exchange the producers get 780 seconds of commercial time that he can sell to advertisers and can generate revenue. Break-even point for producers, at the present rates, thus is Rs. 75,000 for a 10 second advertising spot. Beyond 20 episodes, the minimum guarantee is Rs. 65 lakhs for which the producer has to charge Rs. 1,15,000 for a 10 second spot in order to break-even.

It is at this point the advertisers face a problem - the competitive rates for a 10 second spot is Rs. 50,000. Producers are possessive about buying commercial time on DD. As a result, the DD's projected growth of revenue is only 6-10% as against 50-60% for private sector channels. Software suppliers, advertisers and audiences are deserting DD owing to its unrealistic pricing policy.

DD has three options before it. First, it should privatize, second, it should remain purely public service broadcaster and third, a middle path. The challenge seems to be to exploit DD's immense potential and emerge as a formidable player in the mass media.

Answer the following questions :

(6+6+4+4)

- a) Discuss the best option, in your view, for DD.
- b) Analyse the SWOT factors the DD has.
- c) Explain the proposed alternatives which you suggested.
- d) State the basic objectives for conducting SWOT analysis.



2M2011

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2M2011

M.B.A. II - Sem. (Main/Back) Examination, July - 2023  
M - 201 Legal and Business Environment

Time : 3 Hours

Maximum Marks : 70

Instructions to Candidates:

- 1) The question paper is divided in three parts.
- 2) Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.

PART - A

(Word Limit 25 only)

All questions are compulsory.

(10×2=20)

1. What is difference between contract of guarantee and contract of indemnity? (2)
2. What is doctrine of caveat emptor? (2)
3. What are the different types of partners mentioned in Partnership Act, 1932? (2)
4. Briefly explain important sources of law. (2)
5. Highlight the significance of business environment in present scenario. (2)
6. What do you understand by foreign direct investment? (2)
7. Explain the concept of copyright and trademark. (2)
8. What do you mean by Memorandum of Association and Article of Association? (2)
9. Liberalization is different from privatization. How? (2)
10. Differentiate between micro and small enterprises. (2)

PART - B

Attempt any Five questions.

(5×6=30)

1. What is a contract? Explain the essentials of a valid contract. (6)
2. Discuss the factors of economic environment of business in context of India. (6)
3. Give details about the consumer protection Act, 2019 and consumer redressal agencies. (6)
4. Explain the role of SEBI in capital markets. (6)
5. Describe the incorporation of a company under company law 2013. (6)



6. Explain the impact of LPG in India. With respect to Automobile sector. (6)
7. What is law of agency? Describe the kinds of agents. (6)
8. What do you mean by term "Laws"? Discuss the structure of the Indian legal systems and role of manager in legal system. (6)

### PART - C

#### Compulsory:

(20)

Read the following case and answer the following questions.

As conventional wisdom puts it, a trade deficit of more than 8% of the GDP and the current account deficit of more than 3% of the GDP are considered danger signals in the area of BoP. The imbalance can be corrected in many ways. It is necessary to discourage unproductive imports such as gold and some consumer goods to restore the balance. In this context, it can be said that the weakening of the rupee is a positive sign because it may increase export and decrease imports. High trade and current account deficits, along with volatile foreign institutional investment (FII) are making India's BoP (Balance of Payment) vulnerable to external shocks. It is therefore imperative to change the composition of capital flows towards FDI.

#### Discussion questions:

- a) How balance of payment is different from balance of trade? (4)
  - b) Explain the recent trends in India's BoP, and account for the causes of the BoP deficits. (10)
  - c) Suggest some policy measures to control BoP deficits for a country like India. (6)
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2M2014

Roll No. 221781XX633

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2M2014

M.B.A. II Sem. (Main/Back) Examination, July- 2023  
M-204 Financial Management

Time : 3 Hours

Maximum Marks : 70

*Instructions to Candidates:*

- 1) The Question paper is divided in three parts
- 2) Part A contains 10 Questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.

**PART - A**

(Word Limit 25 only)

**All questions are compulsory:**

(10×2=20)

1. What is the primary economic principal used in managerial finance?
2. What are the major differences between accounting and finance with respect to
  - a) Emphasis on cash flow
  - b) Decision making
3. What is the basic premise of the hedging approach for meeting fund requirements? What are the effects of this approach on the profitability and risk?
4. Differentiate between fixed capital and working capital.
5. How would you compute in difference point?
6. What is lease financing? Give various types of lease financing?
7. What is financial risk?
8. What is the role of financial ratios in financial analysis?
9. What are the different methods of capital budgeting?
10. What is the significance of the cost of capital in investment decision making?



## PART - B

Attempt any Five questions:

(5×6=30)

1. Discuss the importance of Ratio Analysis as a tool for analysis and interpretation of financial statements. What are its limitations?
2. Make a comparison between NPV and IRR methods. Which one of the two you find to be more rationale and why?
3. What factors determine the size of the investment a company makes in accounts receivables? Which of these factors are under the control of the Finance Manager?
4. Dividend policy affects the value of the firm under Gordon's Model. Explain.
5. The operating and cost data of ABC Ltd. are:
  - Sales - Rs. 20,00,000
  - Variable Costs - Rs. 14,00,000
  - Fixed Cost - Rs. 4,00,000 (including 15% interest on Rs. 10,00,000)

Calculate its operating, financial and combined leverage.

6. From the following selected data, determine the value of the firms, P and Q belonging to the homogeneous risk class under

(a) NI Approach and (b) NOI Approach

	Firm P		Firm Q
EBIT	Rs. 2,25,000		Rs. 2,25,000
Interest (0.15)	Rs. 75,000		
Equity Capitalisation rate (Ke)		0.20	
Tax rate		0.35	

Which of the two firms has an optimal capital structure?

7. B Raj Limited sells goods on cash as well as credit. The following particulars are extracted from their books on accounts for the current year-end.

Particulars	Amount (in lakh of rupees)
Total Gross Sales	100
Cash Sales (Included in above)	20
Sales Returns	7
Total debtors at the end	9
Bills receivables	2
Provision for doubtful debts at the end of the year	1
Total creditors at the end	10

Calculate the average collection period.



8. Original Outlay, Rs. 10,000; Life of Project, 5 years; Cash inflow, Rs. 4000 each for 5 years; and Cost of Capital (k), 10%. XIV 8  
Calculate  
ARR  
Expected interest rates at which cash inflows will be reinvested.

Year-End	Per Cent
1	6
2	6
3	8
4	8
5	8

**PART - C**  
**(Compulsory)**

(20)

1. The financial manager of the company has formulated various financial plans to finance Rs.30,00,000 required to implement various capital budgeting projects:
  - i. Either equity capital of Rs. 30,00,000 or Rs. 15,00,000 10% debenture and Rs. 15,00,000 equity.
  - ii. Either equity capital of Rs. 30,00,000 or 13% preference shares of Rs. 10,00,000 and Rs. 20,00,000 equity.
  - iii. Either equity capital of Rs. 30,00,000 or 13% preference capital of Rs. 10,00,000 (subject to dividend tax of 10% ), Rs. 10,00,000 10% debentures and 10,00,000 equity.
  - iv. Either equity share capital of Rs. 20,00,000 and 10% debentures of Rs. 10,00,000 or 13% preference capital of Rs. 10,00,000, 10% debenture of Rs. 8,00,000 and Rs. 12,00,000 equity.

You are required to determine the indifference point for each financial plan, assuming 35% corporate tax rate and the face value of equity shares as Rs.100.