

**NCRD's Sterling Institute of Management Studies,
Nerul, Navi Mumbai**

SEMESTER END EXAMINATION MMS SEM III November 2016

Sub: - Strategic Management

Date: 07/11/2016

Time: 11am to 2.00 pm

Day: Monday

Marks: 60 Marks

Roll No:

Instructions: Question No. 1 is compulsory. (Total 20 Marks)

Attempt Any Four Questions from the Rest. (Total 40 Marks)

In all, students have to attempt five questions i.e. (Q1+Any Four of the remaining)

**Q1 – Prepare pictorial presentation of Strategic Business Plan for any E-Commerce Business in India.
(Chart) 20 Marks (Compulsory)**

Attempt Any Four out of the Remaining Six Questions

Q2 (a) Write a sample vision statement of any business (5 Marks) (b) Write a sample mission statement of any business (5 Marks) (c) define goals of any business (5 Marks) Any two from (a) or (b) or (c) (5x2) = 10 Marks

Q3 (a) Define Strategy (5 Marks) (b) Define Management (5 Marks) (c) Define Planning (5 Marks) Any two from (a) or (b) or (c) (5x2) = 10 Marks

Q4 (a) Decision making (5 Marks) (b) Communication (5 Marks) (c) Leadership (5 Marks) Any two from (a) or (b) or (c) (5x2) = 10 Marks

Q5 (a) Organising (5 Marks) (b) Management control (5 Marks) (c) Management Information System (5 Marks) Any two from (a) or (b) or (c) (5x2) = 10 Marks

Q6 (a) 4 P's (5 Marks) (b) Porter's 5 forces(5 Marks) (c) BCG matrix (5 Marks) Any two from (a) or (b) or (c) (5x2) = 10 Marks

Q7 (a) PEST analysis (5 Marks) (b) SWOT analysis (5 Marks) (c) Conventional Strategic Management v/s Unconventional Strategic Management (5 Marks) Any two from (a) or (b) or (c) (5x2) = 10 Marks

NCRD's Sterling Institute of Management Studies,
Nerul, Navi Mumbai

SEMESTER END EXAMINATION MMS SEM III November 2016

Sub: - Corporate Law

Date: 08.11.2016

Time: 11am to 2.00 pm

Day: Tuesday

Marks: 60 Marks

Roll No:

Q.1. Case Study Compulsory

Marks 20

Q.1 It is a case of One Big Corporate House. It thinks that by legal, political and all other connections in the Indian society we can do anything and we are not answerable to anyone. The corporate group wants to take advantage of loop holes in the Indian legal system. But one person stands against it and finally he succeeded. So instead of blaming the system we should utilize it properly.

Generally the companies have to raise funds by getting permissions from SEBI and other related agencies. The main aim or object of raising fund and the time period for which the funds are collected should be mentioned in the application made to SEBI. But these rules are not followed by the well-known group company Sahara Group Co viz Sahara REC (Real Estate Company) and Sahara HIC (Housing Infrastructure Company).

In the year 2010 Sahara Group Companies have applied for IPO. As per rules of SEBI following information needs to be given in the application form 1. How much funds to be raised 2. Existing Debt Structure of the Company 3. Duration of the funds raised 4. Utilization of funds collected 5. Other Partners/Percentage of funds collected from Public, Institutional Investors, FII's, FI's and others. This all the above information needs to be disclosed along with the DRHP.

In the year 2008 RBI has banned Sahara Group Co to raise funds. But in the year 2010 it wishes to collect money by way of OFCD (Optionally Fully Convertible Debentures). OFCD means

collecting money in the form of cash (Debt) and convert it into shares after some time, time or duration is not specified in DRHP by SAHARA. This is the reason the scheme i.e. IPO is not in the benefit of investors. The members of SEBI objected to this. The stand taken by the company was that the funds were collected from Family Members, Family Friends, Employees & Well-wishers; this IPO is not opened to general public. The question arises whether the Family friends, Family Members, Employees & Well-wishers were nearly .4 Crores and amount collected from them is 24000 Crores Rupees. Then SEBI made a order to stop funds raising by SAHARA Group. Now the SAHARA Group goes to court against SEBI. The real battle starts here.

The company has 60 lac investors records with them. All these cannot be company's staff, relatives of members. Meanwhile SAHARA Group has used all the ways legal or illegal to close the matter. The stand taken by co is that OFCD has not come under SEBI, it is not shares or debentures and we have not made this investment public. But Sec 67(3) of Companies Act, 1956 says that if there are more than 50 investors in any scheme by any company then SEBI approval is required and this investment cannot be treated as private investment. SEBI proves that the object of the company is not to follow any rules of regulator and to be free from any regulator of Indian Financial System.

Finally the stand taken by the SEBI has been accepted and Supreme Court has ordered SAHARA Group to pay back the funds collected from investors.

Q.1 What was defaults by Sahara Group?

Q.2 How SEBI controlled on above case study?

Q.3 What was the judgment and decision taken by the court against Sahara Group?

Q.4 What are the conclusion of above case study?

Attempt Any Four Questions from the Rest. (Total 40 Marks)

Any two from (a) or (b) or (c) ----- (5x2) = 10 Marks

	Marks
Q.2 a) Explain the purpose and objectives of SEBI.	5
b) What are the functions of SEBI in respect to Indian Capital Market?	5
c) What are the silent futures of FEMA?	5
Q.3 a) What is meant by insider trading?	
b) What is role of SEBI and how insider trading is controlled by SEBI?	5

- c) How money Laundering can be controlled by the various provisions as per Prevention of Money Laundering Act? 5
- Q.4 a) Explain the purpose and objectives of FEMA. 5
- b) What are RBI policies regarding FEMA? 5
- c) What are the regulatory functions of SEBI? 5
- Q.5 a) Distinguish between FERA and FEMA. 5
- b) Is it necessary NBFC to register with RBI? What is the procedure of registration under the act? 5
- c) What are different types of NBFC companies registered with RBI? 5
- Q.6 a) Write power on attachment of property involved in money laundering Act. 5
- b) Explain the powers of authorities under the Money Laundering Act. 5
- c) What are punishments under the Money Laundering Act 2002? 5
- Q.7 a) Write short note on objectives and functions of SEBI 5
- b) Write short note on Appellate Tribunals under the Money Laundering Act. 5
- c) Write short note on Powers of RBI under the FEMA 5
-

**NCRD's Sterling Institute of Management Studies,
Nerul, Navi Mumbai**

SEMESTER END EXAMINATION MMS SEM III November 2016

Sub: - International Logistics and Supply Chains

Date: 8 November 2016

Time: 11am to 2.00 pm

Day: Tuesday

Marks: 60 Marks

Roll No:

Instructions: Question No. 1 is compulsory. (Total 20 Marks)

Attempt Any Four Questions from the Rest. (Total 40 Marks)

Q1 Compulsory (10 x 2 = 20 marks)

- a. What is containerization? How it has transformed the movement of goods? How the container shipping industry has evolved, grown and globalized to the current status?
- b. What is meant by Cabotage facility? What is its relevance? Who provides this service in India? What role has this service provider played in and contributed to EXIM trade of India?

Q2 Attempt any two (5x 2 =10 marks)

- a. Briefly discuss the essence of a contract of carriage of goods.
- b. What is the difference between Port of discharge and Place of delivery from the perspective of a carrier?
- c. What is a carrier? How are they classified? What does Carriers Act, 1865 cover? Which statutes govern the carriage of goods by land? What does Motor Vehicles Act, 1988 address to?

Q3 Attempt any two (5x 2 =10 marks)

- a. How are the freight rates on International movement of goods decided by shipping lines and airlines? Explain with suitable examples.
- b. Explain the terms - Dry Port, Inland Container Depot, Container Freight Station. Name few such facilities in India and discuss their role in EXIM trade of India.
- c. What do you understand by the terms Inland Haulage Charges (IHC) & Terminal Handling Charges (THC)

Q4 Write short notes on any two (5x 2 =10 marks)

- a. Surcharges and rebates in Ocean freight
- b. Products and services offered by Shipping Corporation of India
- c. International Chamber of Shipping (ICS) and International Maritime Organization (IMO)

Q5. Attempt any two (5x 2 =10 marks)

- a. Name the determinants of Modern Maritime Shipping Routes and explain in detail importance of any two straits forming part of these routes.
- b. What do you understand by Non-Vessel Operating Common Carriers (NVOCC) ? Explain their operation / contribution to International trade.
- c. Explain Major Port Trust Act, 1963 and port operations in India under this act.

Q6. Attempt any two (5x 2 =10 marks)

- a. What are International Commercial Terms? Explain the term which is the most favourable to the buyer and the one which is preferred by the seller.
- b. Which is the most important or vital document for taking possession of imported goods ? Discuss its features, types and operating methodology.
- c. Which are the different Modes of Transportation? Explain the characteristic features of two modes which are used extensively in International logistics.

Q7. Attempt any two (5x 2 =10 marks)

- a. "Introduction of RO-RO services has been a win-win situation for railways, road transporters as well as the Nation" Justify this statement in the context of Rail Freight Transport if you are in agreement with it.
- b. What is the legal term used in shipping to denote the contract to carry goods by sea? Discuss two principal forms of such a contract.
- c. What groups are the cargo ships categorized into? Describe Tankers and Bulk Carriers.

**NCRD's Sterling Institute of Management Studies,
Nerul, Navi Mumbai**

SEMESTER END EXAMINATION MMS SEM III November 2016

Sub: - Information Systems Audit

Date: 8th November 2016

Time: 11am to 2.00 pm

Day: Tuesday

Marks: 60 Marks

Roll No:

Instructions: Question No. 1 is compulsory. (Total 20 Marks)

Attempt Any Four out of the Remaining Six Questions (Total 40 Marks)

Q.1 Case Study

XYZ Ecom Ltd. Is establishing an E-Commerce platform to enable business to Customer (B2C) process on-line. This platform will offer safe integrated supply process By e-linking suppliers, customers and bankers/payment gateways. The company proposes To keep systems 24 x7 working over internet .All concerned will be first registered with the database of the company. All the data shall be stored across servers on internet based cloud environment in secured manner.

Read the above carefully and answer the following:-

1. If the employees of the company are allowed to use personal devices such as laptop, smart phones, tablets etc. to connect and access the data what could be security risks involved? Elaborate such risk. **5Marks**
2. What are the advantages of using cloud computing environment? **5Marks**
3. In this company, what are your functions as a IS Auditor. **5 Marks**
4. Suggest some points that may be consider for establishing better information protection. **5 Marks**

Q.2. Answer any Two from (a) or (b) or (c) **10 Marks**

- a) Define Information and Information System?
- b) Define Audit and explain types Audits?
- c) What is Executive information System? Explain major characteristics of EIS.

Q.3. Answer any Two from (a) or (b) or (c) **10 Marks**

- a) What are the sources of threats to information systems?
- b) Explain the principles of Security?
- c) What is Operating System and explain the major tasks performed by Operating System.

Q.4. Answer any Two from (a) or (b) or (c)

10 Marks

- a) Explain the various steps involved in Information Systems Audit
- b) Explain Change Management?
- c) What is the Role of system Auditor in Organization?

Q.5. Answer any Two from (a) or (b) or (c)

10 Marks

- a) Define security Policy and what are the characteristics of good security policies?
- b) Write the Security Policy for Database.
- c) Explain the layers of the OSI model?

Q.6. Answer any Two from (a) or (b) or (c)

10 Marks

- a) What are the most common types of attack that threaten enterprise data security?
- b) What is a security control? Explain the different types of security controls.
- c) What is business continuity management? How does it relate to security?

Q.7. Answer any Two from (a) or (b) or (c)

10 Marks

- a) Computer Virus
- b) Firewall
- c) ISO 27001

**NCRD's Sterling Institute of Management Studies,
Nerul, Navi Mumbai**

SEMESTER END EXAMINATION MMS SEM III November 2016

Sub: - Global HRM

Date: 08/11/2016

Time: 11am to 2.00 pm

Day: Tuesday

Marks: 60 Marks

Roll No:

Instructions: Question No. 1 is compulsory. (Total 20 Marks)

Attempt Any Four Questions from the Rest. (Total 40 Marks)

Q1. Write about the key components of the compensation structure for international manpower.

Q2. Answer any two of the following :-

- (i) Illustrate the role of the global manager as the country manager.**
- (ii) Explain about the career and life issues of the expatriate on re- entry to home country.**
- (iii) Liability of the employer regarding education of children and leave entitlement for the international manpower.**

Q3. Attempt any two of the following :-

- (i) Illustrate the role of the global manager as the business manager.**
- (ii) Concerns and constraints in communication and decision making for the international manager with regard to home country headquarters.**
- (iii) Housing and transport entitlement and arrangements for manager in the international location.**

Q4. Write answer to two of the following :-

- (i) Issues and concerns regarding international recruitment.**
- (ii) Explain About the compensation approach with regard to HCN, PCN, and TCN.**

(iii) Write down the role of the global manager as the corporate manager.

Q5. Answer any two only :-

(i) Write a note about tax liability and remittance in international location.

(ii) Constraints and hindrances in international performance appraisal.

(iii) Explain about the importance of previsit to the foreign location prior to actual posting there.

Q6. Write answer to two only :-

(i) Write on the Trade union and industrial relations issues in host country context.

(ii) Illustrate the concerns and constraints in matters of recruitment for international posting.

(iii) Explain the role of HR in rehabilitation of the expatriate after his re-entry into home country.

Q7. Answer two only :-

(i) Write about the need and importance of language training and cultural sensitivity training before departure to foreign location.

(ii) Sensitivity and adaptation to foreign culture is the key to success for the manager in the foreign location-explain.

(iii) Illustrate the role of the global manager as the project manager and also how the issue of dual career couple is dealt with in international recruitment.

**NCRD's Sterling Institute of Management Studies,
Nerul, Navi Mumbai**

SEMESTER END EXAMINATION MMS SEM III November 2016

Sub: Customer Relationship Management

Date: 8th Nov., 2016

Time: 11am to 2.00 pm

Day: Tuesday

Marks: 60 Marks

Roll No:

Instructions: Question No. 1 is compulsory. (Total 20 Marks)

Attempt Any Four Questions from the Rest. (Total 40 Marks)

Q1. Case Study

Sundyne Transforms its Global Business with the Microsoft Cloud

In the waves of the Arabian Gulf, an oil rig pumps and refines crude oil from the depths of the underlying seabed. This giant floating oil refinery consists of a complex network of 1500-2000 pumps and compressors, some of which are built by Sundyne. Headquartered in Colorado, USA, Sundyne's 800+ employees work across service and manufacturing facilities in the United States, United Kingdom, Spain, France and China—serving customers in 117 countries from the Middle East to Southeast Asia. However, Sundyne's globally dispersed sales, service and manufacturing and its network of 300+ independent channel partners required a fresh, new approach to managing workflow and sales cycles. In 2012, Sundyne set out to overhaul its global organizational structure, personnel, factories, and culture—with IT playing a critical role in this transformation. "Firstly, we wanted to dramatically improve our customer experience. From an IT perspective, this involved deploying solutions like the Microsoft Cloud and CRM to improve collaboration on the back-end, enabling us to provide amazing customer experience on the front-end," stated Scott Dukart, Information Technology Director at Sundyne.

In 2013, Sundyne migrated from on-premise servers to the Microsoft Cloud by implementing Office 365, Power BI, SharePoint, SQL, and Azure. SharePoint provided the platform for efficient data management and document sharing across globally dispersed departments and complex projects while OneDrive automatically backed up company files in the cloud. With the Microsoft Cloud solution, Sundyne was

able to downsize its on-premise data centers and avoid costly on-site staff required for server maintenance. "95% of our sales is done indirectly through 300+ Channel Partners throughout the world," says Don Hawkinson, Marketing Lead at Sundyne. "Our Area Sales Managers, who oversee all the Channel Partners in their region, now have a central repository to effectively manage our global sales pipeline as well as access to current data and dashboards in real-time. Through automation with Microsoft Dynamics CRM, workflow efficiency has increased significantly with less time spent compiling reports manually," adds Hawkinson. Moreover, Sundyne has dramatically improved its data-driven sales forecasting capabilities—facilitating better business planning, risk management, and budget and goal setting for the company. With better prediction of future growth as well as red-flagging any weaknesses or risks in the sales pipeline, Sundyne can now strategically tailor its resources to close deals.

"For example, when we design and sell a compressor that's worth \$3-5 million, it can take 3 years or more from the initial quote to delivery and installation of the final product on the actual offshore platform or refinery. And during that time many different groups including partners, EPC's—Engineering Procurement and Construction contractors, end-user customers and Sundyne employees are involved in the process across many different countries. Global coordination aided by the Microsoft Cloud has helped us manage our complex projects with many moving parts and multi-year sales and development cycles," shares Hawkinson.

To show just how the Microsoft Cloud streamlines Sundyne's complex sales cycle, Hawkinson explains, "Let's say for example, an oil company in Saudi Arabia needs a new offshore platform to refine oil, Sundyne may receive specifications for a compressor by the American EPC and the Korean builder hired to build the platform." Sundyne's Application Engineers then input the specs such as flow rate and desired head into an internal configuration tool which is integrated with Dynamics CRM. The configuration tool recommends compressors and generates quotes for the customer. These quotes are automatically sent to the CRM solution, creating opportunities which are then auto assigned to the Area Sales Manager based in Saudi Arabia. "In the past, Area Sales Managers had to manually search the configuration tool to see what quotes were in their region which was time-consuming. Now they can log into the CRM dashboard and quickly view all the quotes in their region, along with a detailed description of the pump or compressor needed, price and customer information," says Wood. "By the time our service team sends engineers to Korea to install the compressor, 4-5 years may have passed since the initial quote. Employees who originally worked on the project may not be in the same role when the product is actually installed," adds Wood. "The Microsoft Cloud is critical for us to connect all the dots over time." When the giant offshore platform is finally complete, it is floated across the ocean from Korea to the Arabian Gulf—it's final home.

Q. According to you, which are the reasons that have resulted in efficient CRM management at Sundyne?

Q2. Attempt any 2 (5 marks each)

- a. Discuss importance of CRM as a customer retention tool
- b. CRM is an integrated effort to build up customer network over a long period of time. Discuss
- c. State the sources for collecting useful customer information for CRM.

3. Attempt any 2 (5 marks each)

- a. Discuss sales force automation with reference to CRM
- b. Discuss the benefits of CRM software
- c. Customer equity is the result of CRM. Discuss with examples.

Q4. Attempt any 2 (5 marks each)

- a. Write a short note: Collaborative CRM
- b. Discuss marketing automation with reference to CRM
- c. Data security is primary concern for Cos. using a cloud-based system for CRM. Discuss with examples.

Q5. Attempt any 2 (5 marks each)

- a. State the type of information collected by companies, useful for profiling customers in CRM.
- b. Analytical CRM improves customer service by marketing to different parts of a consumer audience differently. Justify.
- c. Discuss the relevance of customer centricity in responding to the changing needs of customer.

Q6. Attempt any 2 (5 marks each)

- a. Sentiments expressed by customers on social media platforms are useful for companies. Discuss with reference to CRM.
- b. Explain the concept of customer lifetime value with examples.
- c. Discuss the customer selectivity approach of CRM briefly, with illustrations.

Q7. Attempt any 2 (5 marks each)

- a. CRM establishes ongoing relationships with vendors, suppliers & customers. Discuss with examples.
- b. How can firms achieve economies of scale using sales automation?
- c. Service automation helps to improve the efficiency of customer service. Discuss with reference to CRM

**NCRD's Sterling Institute of Management Studies,
Nerul, Navi Mumbai**

SEMESTER END EXAMINATION MMS SEM III November 2016

Sub: Financial Aspects of Marketing

Date: 9th Nov., 2016

Time: 11am to 2.00 pm

Day: Wednesday

Marks: 60 Marks

Roll No:

Instructions: Question No. 1 is compulsory. (Total 20 Marks)

Attempt Any Four Questions from the Rest. (Total 40 Marks)

Q.1. Solve the following case and answer the question below:

Brand' for a firm is certainly a capital asset. Rather it is the only asset which may exist even when other forms of assets like machines, furniture, building etc might disappear. The importance of brand until recently was assessed in qualitative terms only, like brand recall, awareness, positioning, etc. The financial view of brand in term of 'brand equity' is a recent phenomenon.

We have seen a number of cases of mergers and acquisitions, both nationally and internationally, primarily with a view to getting hold of an established brand. The sum involved in each case far exceeds the intrinsic value of the firm being acquired as depicted by its balance sheet. It is now no longer rare to find offers at a multiple of more than 25 times of company assets or two to three times the market value of its shares.

Q. Briefly discuss any two factors responsible to create a powerful brand.

Q2. Attempt any 2 (5 marks each)

- a. Write a brief note on turnkey project.
- b. Discuss order filling costs, with examples.

c. Differentiate between capital transactions and revenue transactions

3. Attempt any 2 (5 marks each)

a. What do you mean by joint products? Discuss briefly.

b. Explain the concept of factoring, briefly.

c. The Sales Forecast for a FMCG product is Rs 24 Crore per month. What would be the Sales force size if the average sales per salesperson expected is Rs 8 Lakhs?

Q4. Attempt any 2 (5 marks each)

a. What do you mean by revenue expenditures? Discuss with examples.

b. Briefly explain Resale Price Maintenance

c. Briefly comment on order getting costs, with examples.

Q5. Attempt any 2 (5 marks each)

a. Global Engineering Ltd has five product groups, its data is as given below:

Gross Contribution	Product Group	Net Sales	Allocable Promotional Expenses (Advertisement, samples, etc)
60%	1	150	23
30%	2	175	15
40%	3	350	28
50%	4	225	14
45%	5	100	20

Calculate the ROPI on Sales & ROPI on Net Contribution, for each Product Group

b. Enumerate the different costs involved in market research?

c. Explain Marketing ROI, with illustrations.

Q6. Attempt any 2 (5 marks each)

a. Enlist different methods to evaluate credit worthiness of corporate customers.

b. Briefly explain: Transfer Pricing.

c. Enumerate the functional cost groups in marketing cost analysis.

Q7. Attempt any 2 (5 marks each)

a. Explain briefly: lump sum pricing.

b. Explain Capital expenditures, with examples.

c. Differentiate between fixed and variable costs in marketing.

**NCRD's Sterling Institute of Management Studies,
Nerul, Navi Mumbai**
SEMESTER END EXAMINATION MMS SEM III November 2016

Sub: - Strategic Cost Management

Date: 9/11/2016

Time: 11am to 2.00 pm

Day: Wednesday

Marks: 60 Marks

Roll No:

Instructions: Question No. 1 is compulsory. (Total 20 Marks)

Attempt Any Four Questions from the Rest. (Total 40 Marks)

Question 1:

Galaxy Ltd has a dedicated set of production facilities for an auto component – coded X pertaining to the gearbox of its leading car – GX2. With a vendor park set up in the vicinity of the parent manufacturing plant, the Just – in – Time system ensures that no stock of materials; work in progress or finished goods are held.

At the beginning of the year 2009, the planned information relating to the production of component X through the dedicated facilities is as follows:

- (i) Each unit of component X has input materials; 5 units of materials A at Rs 20 per unit and 4 units of materials B at Rs. 10 per unit.
- (ii) Variable cost per unit of component X (excluding materials) is Rs 25 per unit worked on.
- (iii) Fixed costs of the dedicated facilities for the period: Rs 250,000.
- (iv) It is anticipated that 7.5% of the units of X worked on in the process will be defective and will be scrapped.

It is estimated that customers will require replacement (free of charge) of faulty units of component X at the rate of 1% of the quantity invoiced to them in fulfillment of orders.

Galaxy Ltd. is pursuing a TQM philosophy. Consequently all losses will be treated as abnormal in recognition of a zero defect policy and will be valued at variable cost of production.

Actual statistics for each of the years 2009-2011 for component X are shown given below–

PARTICULARS	2009	2010	2011
Worked on in the process (units)	6,005	7,500	7,000
Invoiced to customers (units)	5,500	6,500	6,500
Total costs:			
Materials A and B (Rs.)	840,700	1050,000	980,000
Variable costs of production (Rs.) (Excludi	150,125	187,500	175,000

materials costs)			290,000
Fixed costs (Rs)	287,500	262,000	

No changes have occurred from the planned price levels from materials, variable overhead or fixed overhead costs. Actual free replacements of component X to customers were 250 units and 40 units in years 2010 and 2011 respectively.

Galaxy Ltd. authorized additional expenditure during the year 2010 and 2011 as follows:

2010: Equipment accuracy checks of Rs. 10,000 and staff training of Rs. 5,000.

2011: Equipment accuracy checks of Rs. 10,000 plus Rs. 15,000 of inspection costs; also staff training costs of Rs. 5,000 plus Rs. 3,000 on extra planned maintenance of equipment.

Required:

- Analyse the figures given above in table to check whether in the year 2009 actual results were achieved at the planned level in respect of (i) quantities and losses and (ii) units cost levels for material and variable costs.
- Use your analysis from (a) in order to calculate the value of the internal and external failure costs for year 2009
- Prepare an analysis for the years 2010 and 2011 which provide reconciliation between the number of components invoiced to customers with those worked-on in the production process. The analysis should show the change from the planned quantity of process losses and changes from the planned quantity of replacement of faulty components in customer hands;
- Prepare a cost analysis for the years 2010 and 2011 which shows actual internal failure costs, external failure costs, appraisal costs and prevention costs;
- Prepare a report, which explains the meaning and inter-relationship of figures given above in table and in the analysis in (a), (b), (c) & (d). The report should also give examples of each cost type and comment on their use in the monitoring and progressing of the TQM policy being pursued by Galaxy Ltd.

Question 2:

- Define Strategic Cost Management
- Distinguish between Strategic Cost Management and Traditional Cost Management
- Explain Value Chain Concept

Question 3:

- What is Target Costing
- Explain in short steps in Target Costing
- A company is planning a new product. Market research information suggests that the product can sell 100,000 units at Rs. 28.00/unit. The company seeks to make a mark-up of 40% product cost. It is estimated that the lifetime costs of the product will be as follows:

Design and development costs Rs. 750,000

Manufacturing costs Rs. 12/unit

End of life costs Rs. 200,000

The company estimates that if it were to spend an additional Rs. 150,000 on design, manufacturing costs/unit could be reduced.

Required

(a) What is the target cost of the product?

(b) What is the original lifecycle cost per unit and is the product worth making on that basis?

Question 3:

- Define Life Cycle Costing
- What are the various costs involve in the analysis of Life Cycle Costing
- Explain Kaizan Costing

Question 4:

- What are the various cost reduction strategies in Kaizan Costing
- Explain process of Kaizan Costing
- Explain in short Kaizan Costing Application Process

Question 5:

- Define Activity Based Costing
- Explain various steps of Activity Based Costing
- Explain Advantages and Disadvantages of Activity Based Costing

Question 6:

- Explain Total Quality Management
- Explain various stages of Total Quality Management
- Deming is often referred to as the *father of quality control*, explain.

Question 7:

- What is Cost-Volume-Profit analysis
- Xplain in short various types of costs.
- The relevant data of X Ltd for its 3 products A, B and C are as under:

Particulars	A	B	C
Direct Material (Rs./Unit)	260	300	250

Direct Labour (Rs./Unit)	130	270	260
Variable Overheads (Rs./Unit)	110	230	180
Selling Price (Rs./Unit)	860	1040	930
Machine Hours Required (Per Unit)	12	6	3

The estimated fixed overheads at four different levels of 3,600; 6,000; 8,400 and 10,800 machine hours are Rs. 100,000; Rs. 150,000; Rs. 220,000 and Rs. 300,000 respectively. The maximum demand of A, B and C in a cost period are 500, 300 and 1800 units respectively. You are required to find out the most profitable product-mix at each level.

**NCRD's Sterling Institute of Management Studies,
Nerul, Navi Mumbai**

SEMESTER END EXAMINATION MMS SEM III November 2016

Sub: - Materials Management And Transportation

Date: 09 /11/2016

Time: 11:00am to 2:00 pm

Day: Wednesday

Marks: 60 Marks

Roll No:

Instructions: Question No. 1 is compulsory. (Total 20 Marks)

Attempt Any Four Questions from the Rest. (Total 40 Marks)

Q.1 Read the following case study carefully and answer the questions given below:

Case A: Case Study on Purchase Practices at Décor India Limited

12 Marks

“Here is list of our suppliers Sir,” said Marwah while pushing the source register in front of Mr.R.P. Singh, the newly-joined purchase executive. Mr. Marwah, the Purchase Officer, had been looking after the purchase for quite some time as the post of Purchase Manager had not been filled. The reasons for this were not known in the department. Singh went through the names and instructed Marwah to call the suppliers one by one so that he could talk to them. He gave Marwah a week to arrange meetings 3-4 suppliers a day.

“some of these you can meet just now ,Sir”, said Marwah.

“just now?”

“ Yes Sir! The owners/proprietors partners of many firms are also own employees. I have only to run round the shops and offices and get them here”

“ Are you serious?”

“ Very Much Sir. Here are a few examples: Our requirements of autoparts are being met by the supervisors working in our autoshop. A union leader owns a workshop and does the subcontract work for us. Stationery is being supplied by our head clerk. An accountant owns two- and four-wheelers, which are regularly retained by the company to collect and deliver material from/to

suppliers, plant and transporters godown. Gaskets and plastic caps are being supplied by an employee in the grinding section. A purchaser assistant has put up a plating shop in the name of his brother and invariably, jobs are routed to him for surface treatment. Same way, a number of other examples can be given. Should I call some of them now?”

R.P. Singh interrupted, "My God!"

"Why Sir! What happened?"

" Things seem to be in more mess than I imagined. Don't you know , Mr. Marwah, that buying from employees is against the basic principles of purchasing?"

"But this has been buying policy all along", argued Marwah.

"Please give me the register here, Mr. Marwah", said Singh " and I shall let you know what is to be done."

Singh studied the register in detail and wrote a long confidential memo to the Managing Director.

Questions:

Q.(i) Do you, like the purchase executive, subscribe to the view that employees should not be the suppliers of the company?

Q.(ii) How can the existing policy be reversed without causing bitterness.

Case B: Case study on contracting for Mangesh Bank Limited, Ahmednagar

8 Marks

The Mangesh Bank Ltd., Ahmednagar, placed an order for 20 special purpose machines with Data Matrix Corporation, Mumbai. Both parties agreed to a fixed price of Rs40,200 per unit. F.O.R. In the purchase order, the bank designated a particular road carrier (GPT LTD) and

Data Matrix Corporation returned a signed acknowledge copy without changing any of the terms and conditions.

Three months later, Data Matrix sent the 20 machines through a railway parcel instead of truck transport. At the time of acceptance of order, an invoice was mailed to the bank. To take advantage of 2 per cent cash discount, the bank paid the invoice immediately, as was the custom. The machine had not yet arrived.

Unfortunately, as the loading and shunting of wagons were taking place at Manmad Junction, the wagon containing 20 machines was involved in an accident. The contents were destroyed.

The bank, on contacting Data Matrix, was told about F.O.R. agreement. The bank pointed out that the data Matrix had not forwarded the machines via truck as specified in the purchase order. To this Data Matrix replied, " Sure, that's true. But we saved your money by sending via less expensive mode of transport. Further, you paid our invoice. It is *your* responsibility to work out with railway authorities" and seek adjustment for the loss directly.

Analyze the case and discuss various issues involved in the case.

Q.2 Attempt any two questions:

- (a) Discuss objectives & functions of material handling.
- (b) Compare and contrast all available modes of transportation.
- (c) Why Vendor Rating is important? Which are important parameter for vendor rating?

Q.3 Attempt any two questions:

- (a) Discuss various principles of purchasing?
- (b) Write a short note on Sources of Supply.
- (c) What are the factors which affect materials planning? List and explain.

Q.4 Attempt any two questions:

- (a) Explain purchase cycle in short.
- (b) Discuss the following special methods of purchasing: (i) Hand to Mouth (ii) Running Contract.
- (c) Each item on the list price is subject to discount of 20%, 12.5% and 10%.

Find the single equivalent discount rate.

Q.5 Attempt any two questions:

- (a) Describe various steps involved in purchase of Capital Equipment.
- (b) What are the reasons for creation of surplus?
- (c) How Standardization can assist management?

Q.6 Attempt any two questions:

- (a) What are the various records maintained in stores? Explain them briefly.
- (b) Define the following terms: (i) Warranty (ii) Guarantee (iii) Force-Majeure Clause
- (c) An invoice of Rs.38,500 carries the following discount terms: Cash5, 3/10, n/30.

Find the cash discount if payment is made (i) immediately (ii) on 5th day (iii) on 15th day

(v) on 30th day.

Q.7 Attempt any two questions:

- (a) Describe the functions of store keeping.
- (b) What are the different methods of physical stock verification?
- (c) Why codification is necessary?

**NCRD's Sterling Institute of Management Studies,
Nerul, Navi Mumbai**

SEMESTER END EXAMINATION MMS SEM III November 2016

Sub: - Database Management Systems

Date: 09/11/2016

Day: Wednesday

Roll No:

Time: 11am to 2.00 pm

Marks: 60 Marks

Instructions: Question No. 1 is compulsory. (Total 20 Marks)

Attempt Any Four Questions from the Rest. (Total 40 Marks)

Q1 The organizers of the EXAM 2015 international multi-conference need to keep track of a large collection of workshops associated with the event. Initial requirements analysis brings out the following information about what needs to be recorded.

- Each workshop has a name, and happens on a particular date — or dates, as some workshops last more than one day.
- There are several participants, each of which may sign up to one or more workshops.
- For each participant, it is important to record their name, email address, and the workshops which they wish to attend.
- There are a number of meeting rooms at the conference venue, each of a fixed capacity. Meetings rooms are identified by a floor and room number.
- Every workshop needs an allocated meeting room; where a workshop lasts for two days, it will use the same room on both days.

Draw an **entity-relationship diagram** suitable for representing this information, in particular the connections between participants, workshops, rooms, and dates. Document the database schema

Q2 Differentiate between: (Any two)

- (a) Hierarchical Model and Network Model
- (b) Total Participation and Partial Participation
- (c) Strong Entity and Weak Entity

Q3 Explain in detail (Any two)

- (a) 3 NF
- (b) Check Constraints

Q4 Answer in brief (Any two)

- (a) What are DDL, DML and DCL Commands? Explain.
- (b) What is Range Searching? Explain.
- (c) What are multivalued attributes and derived attributes? Give examples

Q5 Write SQL queries for the following: (Any two)

Table Name: sales_order

Order No	Client No	Order Date
O19001	C00006	12-Apr-97
O19002	C00002	25-Dec-97
O19003	C00007	03-oct-97
O19004	C00005	18-jun-97
O19005	C00002	20-aug-97
O19006	C00007	02-jan-97

Table Name: client_master

Client no	Name	Bal due
C00001	Ashok	500
C00002	Vishal	1000
C00003	Ajay	0
C00004	Rohit	0
C00005	Nalini	0
C00006	Prem	0
C00007	Rahul Desai	0

- (a) Create table sales_order and client_master
- (b) Insert the values according to the values displayed in the above table
- (c) Retrieve all orders placed by a client named Rahul Desai from the sales_order__table

Q6 Use appropriate functions and solve the following queries: (Any two)

- (a) (i) Find out the absolute value of -35
- (ii) Find out the square root of 144
- (iii) Convert dbms to uppercase
- (iv) Make the initial capital for 'india'
- (v) Find the length of the word 'ELEPHANT'

- (b) Create a table sales_order where the column order_no is its primary key. Since this is a simple key, define the constraint at column level. Also create table salesorderdet where there is a composite primary key on the column detlordr_no and product_no. Since the constraint spans across columns, describe it at table level.

- (c) Create and delete table Client with fields clientid varchar 2(25), name varchar 2(10).
Add primary key constraint to the above table. Remove the primary key constraint from the above table.

Q7 Write short notes on:

- (a) Generalization / Specialization
- (b) Dependency preservation
- (c) Aggregation

**NCRD's Sterling Institute of Management Studies,
Nerul, Navi Mumbai**

SEMESTER END EXAMINATION

MMS SEM III November 2015

SET -2

COMPETENCY BASED HRM

Date:

Day:

Marks: 60 Marks

Roll No:

Instructions: Question No. 1 is compulsory. (Total 20 Marks)

Attempt Any Four Questions from the Rest. (Total 40 Marks)

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

Mrs. Neha Khanna holds a saving bank account at ANG Bank. She has been a customer of the bank since last 15 years. She lodges a complaint against Mr. Jayesh Dave – a clerk of the bank for being very discourteous and rude to her.

Mrs. Khanna is an unpunctual customer. She comes to withdraw money always in the nick of time – just when the bank is about to close for the day. The clerks have to work late than usual whenever she comes to withdraw the cash. This has been going on now for the past 5 years. The clerks are completely fed up. They are never very nice to her, their attitude always bordering a little on the negative.

But this Friday, Mr. Dave was outright rude to her.

He was latching the gate when Mrs. Khanna arrived and demanded that the gate be opened as she needed to withdraw cash. Dave replied” Madam, aapne hamein pareshaan kar diya hai. Aap wapas jaiye aur kal time per aaeye, hum gate nahin kholenge”. Dave refused to open the door even on further pleadings, Mrs. Khanna apologizing and yet insisting that she needs money that very day.

Meanwhile, Sameer Gupta, the Branch Manager approaches Mr. Dave for an explanation to Mrs. Khanna's complaint. Mr. Dave agrees that he was little rude to Mrs. Khanna. He also tells Sameer about her habit of unpunctuality& the extent of inconvenience and delay caused to the counter staff. He says” Saheb, hum kitni baar, aap bataiye, bolenge? Unse itni baar to hum hi request kar chuke hain, per memsahib sunti hi nahin hai. Hamari pareshaani samajiye Saheb, saara process hi delay ho jata hai”

Sameer sees Mr. Dave's point and actually begins to feel that the fault lies more with Mrs. Khanna and not so much with Dave. However, he takes it upon himself to ask Mrs. Khanna to be punctual in future. "Madam, it would help if you were to come earlier. One cannot really blame these clerks. They have a lot work to attend to after closure of the cash hours and hence any delay frustrates them. I apologise for Mr. Dave's behaviour, of course, but you can understand his irritation" Sameer told Mrs. Khanna.

Mrs. Khanna erupts "And why must I, Mr. Gupta. You people haven't the slightest courtesy and instead of sacking this man, you dare to tell me to mind my hours? Are you trying to say that it was my fault? Does this bank have no culture? You throw me out of the bank and ask me to understand that!" And so an altercation ensues, with Mrs. Khanna shouting, while Sameer himself trying to explain and calm her down "Please calm down madam, please calm down"

This angering her even more and Sameer getting further entrapped in the argument. All the bank employees on the floor are watching with acute discomfort, while the other customers of the bank stare and frown.

Q. A: Find out and explain **5 incompetencies** each of **Jayesh Dave and Sameer Gupta** from the above case study citing examples from the conversation among Mrs. Neha Khanna, Sameer Gupta and Jayesh Dave.

Q. B: Find out and explain **5 core competencies of customer Neha Khanna** and rate them on a scale of five: 1. Excellent. (80-90%) 2. Very Good. (60 – 80%) 3. Good. (50 -60%) 4. Average. (40 -50) 5. Below Average. (Less than 40%)

Q. 2: Attempt any Two:

- Compare and contrast Four Stages Competency Model and Capability Model. (5)
- Explain Dunning – Krugger Effect Model of Competence. (5)
- Write short notes on: (5)
 - Ice-Berg Model of Competency.
 - Kübler – Ross Competency Model.

Q. 3: Attempt any Two:

- What is Competency Mapping? What is the process involved in Designing the Questionnaire for Competency Mapping? (5)
- Explain briefly the Two-Dimensional Approach for Developing Competencies. (5)
- Competency Model Building requires a "Detailed Approach". Explain it briefly. (5)

Q.4: Attempt any Two:

- What is Competency Dictionary? Design and build a small Competency Dictionary involving not more than 6 competencies. (5)

b. Competency-based interviewing is used by employers to ascertain whether an individual's skills, abilities and motivation match those in the job specification. It is deeper than a traditional interviewing style to ensure that the candidate has the right competencies – knowledge, application of skills and undertaking of tasks in the workplace – to be considered a suitable candidate for the role.

Answer this question by giving 5 examples of **competency based questions** in an interview where you are an interviewer. (5)

c. Behavioural questions are used in interviews to ascertain a candidate's behaviour in previous jobs as it is believed how they have dealt with issues in the past is an indicator of how they will behave in the future. Candidates are posed with questions to which they have to give real life examples.

Answer this question by giving 5 examples of **behavioural questions** in an interview where you are an interviewer. (5)

Q. 5: Attempt any Two:

- a. Explain in details Competency based HRM? (5)
- b. What is Competency based Interview and Selection in Recruitment Process? (5)
- c. How would you do Competency based Assessment of Training Needs? (5)

Q. 6: Attempt any Two:

- a. What is "Emotional Intelligence"? What are the 10 habits of an emotionally intelligent and competent manager? (5)
- b. What are 10 Core Managerial Competencies? (5)
- c. Explain the 'History and Growth' of concepts of Competence and Competency. (5)

Q. 7: Attempt any Two:

- a. What is the difference between "Competence" and "Competency"? (5)
- b. Define "Core Competency"? What are the major Core Competencies? (5)
- c. What is "Incompetence"? Why managers become incompetent? (5)