

**NCRD's Sterling Institute of Management Studies,
Nerul, Navi Mumbai**
SEMESTER END EXAMINATION MMS SEM III November 2015

Sub: - Enterprises Recourse Planning

Date: 28 / 11/ 2015

Time: 10am to 1.00 pm

Day: Saturday

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 Case Study

People Soft at Morrison Express Corporation Ltd.

Morrison Express is a leading freight forwarding company in Taiwan. The company needed to standardize and streamline its accounting and human resource processes, throughout all its operations worldwide, in order to achieve cutting-edge business flexibility and customer service.

Questions –Provide the solutions as well as write the Hardware, Software and Benefit of new system.

Q.2 Answer any 2 from (a) or (b) or (c)

- a) What is ERP? Explain evaluation of ERP?
- b) What are the limitations of ERP?
- c) What are the growth factors of E-Commerce?

Q.3 Answer any 2 from (a) or (b) or (c)

10Marks

- a) What is Information System & Write different types of IS?
- b) What are the different phases in ERP development?
- c) What are the advantages of ERP systems?

Q.4 Answer any 2 from (a) or (b) or (c)

10Marks

- a) Why is ERP important to a company? Explain ERP implementations Strategies.
- b) Explain ERP implementation life cycle?
- c) What is Data Mining? Discuss the advantages of Data Mining?

Q.5 Answer any 2 from (a) or (b) or (c)

10Marks

- a) Explain the concept of BPR?
- b) Write short note on Data Warehousing?
- c) Why ERP packages being used now?

Q.6 Answer any 2 from (a) or (b) or (c)

10Marks

- a) List out the various ERP system packages available in Market? Which one Occupies the top most position & Why?
- b) Differentiate ERP & E-Commerce?
- c) Explain the concept of supply chain Mgmt? State its benefits?

Q.7 Answer any 2 from (a) or (b) or (c)

10Marks

- a) Define vendor & explain the various phases in ERP vendor selection?
- b) Explain the concepts of CRM & State its benefits?
- c) How does an ERP System facilitate better decision making?

**NCRD's Sterling Institute of Management Studies,
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TERM END EXAMINATION MMS SEM III November 2015

Sub: - Marketing Management

Date: 04/12/2015

Time: 11am to 2.00 pm

Day: Friday

Marks: 60 Marks

Roll No:

Instructions: Section I is compulsory. (1 Question x 20 Marks = Total 20 Marks)

Section II - Attempt any four. (2 Questions x 5 Marks = Total 10 marks each Q)

Coca Cola India's Thirst for the Rural Market

In early 2002, Coca-Cola India (CCI) launched a new advertisement campaign featuring The advertisement with the tag line - '*Thanda Matlab Coca-Cola*⁴' was targeted at rural and semi-urban consumers. According to company sources, the idea was to position Coca-Cola as a generic brand for cold drinks. The campaign was launched to support CCI's rural marketing initiatives.

CCI began focusing on the rural market in the early 2000s in order to increase volumes. This decision was not surprising, given the huge size of the untapped rural market in India.

With flat sales in the urban areas, it was clear that CCI would have to shift its focus to the rural market. Nantoo Banerjee, spokeswoman - CCI, said, "The real market in India is in the rural areas. If you can crack it, there is tremendous potential."⁵

However, the poor rural infrastructure and consumption habits that are very different from those of urban people were two major obstacles to cracking the rural market for CCI. Because of the erratic power supply most grocers in rural areas did not stock cold drinks. Also, people in rural areas had a preference for traditional cold beverages such as 'lassi'⁶ and lemon juice. Further, the price of the beverage was also a major factor for the rural consumer.

CCI's Rural Marketing Strategy

CCI's rural marketing strategy was based on three A's - Availability, Affordability and Acceptability. The first 'A' - Availability emphasized on the availability of the product to the customer; the second 'A' - Affordability focused on product pricing, and the third 'A' - Acceptability focused on convincing the customer to buy the product.

Availability

Once CCI entered the rural market, it focused on strengthening its distribution network there. It realized that the centralized distribution system used by the company in the urban areas would not be suitable for rural areas. In the centralized distribution system, the product was transported directly from the bottling plants to retailers .

However, CCI realized that this distribution system would not work in rural markets, as taking stock directly from bottling plants to retail stores would be very costly due to the long distances to be covered. The company instead opted for a hub and spoke distribution system.

Under the hub and spoke distribution system, stock was transported from the bottling plants to hubs and then from hubs, the stock was transported to spokes which were situated in small towns. These spokes fed the retailers catering to the demand in rural areas.

CCI not only changed its distribution model, it also changed the type of vehicles used for transportation. The company used large trucks for transporting stock from bottling plants to hubs and medium commercial vehicles transported the stock from the hubs to spokes.

For transporting stock from spokes to village retailers the company utilized auto rickshaws and cycles.

Commenting on the transportation of stock in rural markets, a company spokesperson said, "We use all possible means of transport that range from trucks, auto rickshaws, cycle rickshaws and hand carts to even camel carts in Rajasthan and mules in the hilly areas, to cart our products from the nearest hub."² In late 2002, CCI made an additional investment of Rs 7 million (Rs 5 million from the company and Rs 2 million from the company's bottlers) to meet rural demand.

By March 2003, the company had added 25 production lines and doubled its glass and PET bottle capacity. Further it also distributed around 2,00,000 refrigerators to its rural retailers. It also purchased 5,000 new trucks and auto rickshaws for boosting its rural distribution. Through its rural distribution initiatives, CCI was able to increase its presence in rural areas from a coverage of 81,383 villages in 2001 to 1,58,342 villages in August 2003. Apart from strengthening its distribution network, CCI also focused on pricing in rural market.

Affordability

A survey conducted by CCI in 2001 revealed that 300 ml bottles were not popular with rural and semi-urban residents where two persons often shared a 300 ml bottle. It was also found that the

price of Rs10/- per bottle was considered too high by rural consumers. For these reasons, CCI decided to make some changes in the size of its bottles and pricing to win over consumers in the rural market.

In 2002, CCI launched 200 ml bottles (*Chota Coke*)⁹ priced at Rs 5. CCI announced that it would push the 200 ml bottles more in rural areas, as the rural market was very price-sensitive. It was widely felt that the 200 ml bottles priced at Rs. 5 would increase the rate of consumption in rural India. Reports put the annual per capita consumption of bottled beverages in rural areas at one bottle as compared to 6 bottles in urban areas.

The 200 ml bottles priced at Rs. 5 would also make CCI competitive against local brands in the unorganized sector. It was reported that in the states of Rajasthan and Gujarat the local cola brands such as *Choice* and *Tikli* cost only half the price offered by CCI, which gave them the advantage in garnering the major market share before CCI came out with *Chota Coke*. CCI also targeted the rural consumer aggressively in its marketing campaigns, which were aimed at increasing awareness of its brands in rural areas.

Acceptability

The initiatives of CCI in distribution and pricing were supported by extensive marketing in the mass media as well as through outdoor advertising. The company put up hoardings in villages and painted the name Coca Cola on the compounds of the residences in the villages. Further, CCI also participated in the weekly mandies¹⁰ by setting up temporary retail outlets, and also took part in the annual haats¹¹ and fairs - major sources of business activity and entertainment in rural India.

CCI also launched television commercials (TVCs) targeted at rural consumers. In order to reach more rural consumers, CCI increased its ad-spend on Doordarshan.¹² The company ensured that all its rural marketing initiatives were well-supported by TVCs. When CCI launched *Chota Coke* in 2002 priced at Rs. 5, it bought out a commercial featuring Bollywood actor Aamir Khan to communicate the message of the price cut and the launch of 200 ml bottles to the rural consumers. The commercial was shot in a rural setting.

The commercial aimed at making coke a generic name for '*Thanda*.' Of the reason for picking up the word 'Thanda', Prasoon Joshi, national creative director - McCann Erickson, the creator of the commercial, said, "Thanda is a very North India-centric phenomenon.

Go to any restaurant in the north, and attendants would promptly ask, 'thanda ya garam?' 'Thanda' usually means lassi or nimbu pani, 'garam' is essentially tea. Because the character, in itself, represented a culture, we wanted to equate Coke with 'Thanda', since 'Thanda' too is part of the popular dialect of the north. Thus making 'Thanda' generic for Coca-Cola. With the long-playing possibilities of the 'Thanda' idea becoming evident, 'Thanda' became the central idea.

Q.1.A. Explain the importance and implication of three A's of Marketing used by Coca cola to Target the Rural market.

Q.1. B. Comment on the Distribution channel used by CCI to penetrate the market.

Q.2. A. Which are the pillars of marketing? Why?

B. Explain the New Product development Process.

C. Which are the communication tools of marketing?

Q.3. A. What is market research? Explain the market research process?

B. What are the needs, wants & demands in marketing.

C. Explain about Integrated marketing Communications.

Q.4 A. Give the details of various distribution channels used and its importance.

B. Explain the consumer buying behavior process.

C. Write a note on marketing concept.

Q.5 . Write short notes on

A. Personal Selling.

B. Sales Management.

C. Sales Promotion.

Q.6. A. Explain about the Marketing Mix.

B. What is a brand? Give the importance of branding.

C. Explain in short about the marketing environment.

Q.7. A. Define Marketing and explain the types of Markets.

B. Give the impact of impulse buying in buying behavior.

C. Why is marketing important and what is the scope of marketing?

**NCRD's Sterling Institute of Management Studies,
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SEMESTER END EXAMINATION MMS SEM III November 2015

Sub: Customer Relationship Management

Date: 28/11/2015

Day: Saturday

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)

Q.1 Read the following case and answers the questions given at the end:

E Choupal of ITC

India has long been an agricultural economy with the sector dominating the contribution of other two sectors, namely manufacturing and services, to the national GDP for more than 50 years. However, the various problems that have restricted the growth potential of Indian agriculture are poor infrastructural facilities, lack of attractive employment propositions etc. These widespread constraints gives rise to issues related to productivity and quality, making it difficult to garner competitive prices in the global market. E-choupal is an information technology base solution offered by one of India's most trusted corporate, ITC for its rural markets. This initiative has revolutionized the status of Indian farmers by turning them into a proactive knowledge driven agritech from a traditional poor farmers dependent upon numerous factors such as monsoon, indigenous bankers and subsidy. The scheme is targeted at enlightening the farmers about the power of knowledge and technology and empowering them to transform their traditional farming into a modern competitive business.

E- choupal offers real time information to the farmers as well as customized knowledge that not only improves the decision making ability of the farmers but also enables them to understand the market demand and price mechanism of the market. To ensure better quality and competitive pricing, ITC performs the role of a virtual producer's co-operative. It assists the farmer to get high quality inputs at lower prices. In order to eliminate the margin-eater intermediaries and reduce the risks of multiple handling, ITC forms a direct marketing channel and efficient logistic system.

The success of this initiative can be gauge by the amount of rural India it has covered within a short span of time. The project was initiated in the year 2000 and currently it covers 40,000 villages of nine states. Approximately 4 million farmers have been transformed into

e-farmers and 6500 e-choupals have been installed. It aims to cover around 100,000 villages in 15 states by empowering 10 million farmers through installing 20,000 e-choupals.

A DIGITAL APPROACH

The resolution started with the soya farmers in the rural agricultural part of Madhya Pradesh. The farmers were taught to use Internet kiosks in the village to browse the site and place order for high quality agri-inputs as well as updating themselves with the current agriculture practices. They also learn to compare prices and use weather forecast for their crops. This e-revolution brought out great results in the first year of its implementation and paved the way for establishment of a transparent and cost effective marketing system.

BRINGING PROSPERITY TO THE FARMERS

ITC help the farmer by informing them about the suitable prices of their crops based upon their quality. The farmer visit the site to find out price related information as well as art of customization to attract various customer segments. E-choupal also involves better storage and handling system which further improves the farmers' ability to attract higher prices.

TECHNOLOGY AND RISK MANAGEMENT

Like any other business, agriculture does involve certain risks. Most of them result into losses due to inefficient management. E-choupal offers the information about these risks and techniques to manage them effectively. Information such as parameters for antibiotic usage, hygienic washing, sanitized dressing and air tight packing enables the farmers to upgrade their products according to international standards.

A KNOWLEDGE-DRIVEN REVOLUTION

Indian coffee planters were unable to compete in global market due to unavailability of information related to risk of global coffee market, price mechanisms and ongoing trading trends. ITC's e-choupal not only equipped them with the much needed information but also provide risk management tools to mitigate the risks involved in coffee trading. It also created a virtual market to offer transparent pricing options and expert space for technical analysis of trends, trading ranges and patterns.

ITC's e-choupal is a true example of sustained corporate growth through a societal movement. It demonstrates the power of information driven empowerment that led the illiterate Indian farmers to a profitable e-business. These days farmers in village are taking their business decisions based upon the information and competitive practices, which is a good sign for Indian agriculture.

Questions

- a) How do you see the success of e-choupal in managing Customer relationship Management in rural market?

- b) Can this model be leveraged to other products and services
- c) Does the existing model require change with time and technology? If yes, what?

Q.2 Attempt any two of the following:

- a) Relationship has since long been the key of success of marketing of Indian Businesses. It has now only been recognized and glamorized”, critically analyze the statement.
- b) What is CRM? Discuss the forces that drive CRM.
- c) “CRM brings in lot of significance to the organisation” What are those significances?

Q.3 Attempt any two of the following:

- a) Explain the importance of CRM in B2B marketing.
- b) Discuss the strategies use in managing B2B marketing
- c) Write a note on practices of CRM followed in any of the private sector banks
- d) What is the difference between CRM of goods and services?

Q.4 Attempt any two of the following:

- a) What are the challenges in acquiring and retaining customers?
- b) What is the role of technology in CRM?
- c) Explain the process of CRM implementation.
- d) Why the companies are using e-CRM? What are the benefits of e-CRM?

Q.5 Attempt any two of the following:

- a) Differentiate between E-CRM and CRM.
- b) What do you mean by Sales Force Automation? What are the advantages of sales force automation
- c) “A Successful CRM programme is not just confined to the marketing Department of the organisation. It is an enterprise wide activity” Comment.
- d) Explain the CRM business cycle.

Q. 6 Write Short Note on any two of the following.

- a) Customer Lifetime Value
- b) Campaign Management
- c) CRM Strategy
- d) Data Warehouse and Data Mining in CRM

Q.7 Attempt any two of the following:

- a) Explain in short about the economics of CRM.
- b) Discuss the Current Trends of CRM by using the Industry example
- c) What are challenges in CRM implementation
- d) Write short on M-CRM & V-CRM

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SEMESTER END EXAMINATION MMS SEM III November 2015

Sub: - Employee Reward Management

Date: 28/11/2015

Time: 11am to 2.00 pm

Day: Saturday

Marks: 60 Marks

Roll No:

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

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

Que.1 Analyze the following Case Study and answer the questions given at the end of the case.

Salary Inequities at Acme Manufacturing

Joe Black was trying to figure out what to do about a problem salary situation he had in his plant. Black recently took over as president of Acme Manufacturing. The founder and former president, Bill George, had been president for 35 years. The company was family owned and located in a small eastern Arkansas town. It had approximately 250 employees and was the largest employer in the community. Black was the member of the family that owned Acme, but he had never worked for the company prior to becoming the president. He had an MBA and a law degree, plus five years of management experience with a large manufacturing organization, where he was senior vice president for human resources before making his move to Acme.

A short time after joining Acme, Black started to notice that there was considerable inequity in the pay structure for salaried employees. A discussion with the human resources director led him to believe that salaried employees pay was very much a matter of individual bargaining with the past president. Hourly paid factory employees were not part of this problem because they were unionized and their wages were set by collective bargaining. An examination of the salaried payroll showed that there were 25 employees, ranging in pay from that of the president to that of the receptionist. A closer examination showed that 14 of the salaried employees were female. Three of these were front-line factory supervisors and one was the human resources director. The other 10 were non management.

This examination also showed that the human resources director appeared to be underpaid, and that the three female supervisors were paid somewhat less than any of the male supervisors. However, there were no similar supervisory jobs in which there were both male and female job incumbents. When asked, the Hr director said she thought the female supervisors may have been paid at a lower rate mainly because they were women, and perhaps George, the former president, did not think that women needed as much money because they had working husbands. However, she added she personally thought that they were paid less because they supervised less-skilled employees than did the male supervisors. Black was not sure that this was true.

The company from which Black had moved had a good job evaluation system. Although he was thoroughly familiar with and capable in this compensation tool, Black did not have time to make a job evaluation study at Acme. Therefore, he decided to hire a compensation consultant from a nearby university to help him. Together, they decided that all 25 salaried jobs should be in the same job evaluation cluster, that a modified ranking method of job evaluation should be used, and that the job descriptions recently completed by the HR director were current, accurate, and usable in the study.

The job evaluation showed that the HR director and the three female supervisors were being underpaid relative to comparable male salaried employees. Black was not sure what to do. He knew that if the underpaid female supervisors took the case to the local Equal Employment Opportunity Commission office, the company could be found guilty of sex discrimination and then have to pay considerable back wages. He was afraid that if he gave these women an immediate salary increase large enough to bring them up to where they should be, the male supervisors would be upset and the female supervisors might comprehend the total situation and want back pay. The HR director told Black that the female supervisors had never complained about pay differences.

The HR director agreed to take a sizable salary increase with no back pay, so this part of the problem was solved. Black believed he had four choices relative to the female supervisors:

1. To do nothing.
2. To gradually increase the female supervisors salaries.
3. To increase their salaries immediately.
4. To call the three supervisors into his office, discuss the situation with them, and jointly decide what to do.

Questions:

- a) What would you do if you were Black? (5 Marks)
- b) How do you think the company got into a situation like this in the first place? (5 Marks)
- c) Why would you suggest Black pursue the alternative you suggested? (5 Marks)
- d) Design the appropriate reward system for Acme Manufacturing. (5 Marks)

Attempt Any Four Questions

Que.2 Attempt any **two** of the following:-

- a) What is Reward? Define Reward Management. Explain the Philosophy of Reward Management and its relevance to contemporary management.
- b) Explain the Psychological Basis of Rewards
- c) What do you mean by Reward System? Using an organization of your choice discuss the steps for designing a reward system.

Que.3 Attempt any **two** of the following:-

- a) Discuss the elements of Total Reward. Explain the key elements of Employee Rewards in India
- b) Narrate the salient features of Reward Systems in the 21st Century. What the factors which affect Compensation and Reward Management?
- c) Briefly explain following terms;-
 - i. 4Ps of Reward
 - ii. Bonus and Commission

Que.4 Attempt any **two** of the following:-

- a) "A performance linked rewards system maximizes employee satisfaction"- Comment.
- b) Explain the following concepts:-
 - i. Pay System
 - ii. Eligibility for Reward
- c) Discuss the Remuneration for Corporate Directors with a suitable example

Que.5 Attempt any **two** of the following:-

- a) Who Are Special Groups? Explain the characteristics of Special Groups.
- b) Explain Executive Compensation. Discuss popular perks offered to Executives around the globe.
- c) Discuss the compensation of Sales and Customer Service Staff. What are the conflicts faced by Sales Staff? Briefly explain the key factors for designing a Sales Compensation Plan.

Que.6 Attempt any **two** of the following:-

- a) Explain Grade and Pay Structure. Discuss the guiding principles of Grade and Pay Structures
- b) Discuss the impact of Trade Union on Reward Determination and Reward System in India
- c) Briefly explain following Grade and Pay Structures :-
 - Narrow-Graded Pay Structure
 - Broad –Graded Pay Structure

Que.7 Write a Short Note. Any **two** of the following:-

- a) International Reward
- b) Spillover Effect
- c) Strategic Compensation Issues
- d) Government and Legal Issues in Reward Management

**NCRD's Sterling Institute of Management Studies
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SEMESTER END EXAMINATION MMS SEM III November 2015

Sub: - Industrial Engineering Applications and Management

Date: 28 Nov., 2015

Time: 10:00 am to 1:00 pm

Day: Saturday

Marks: 60 Marks

Roll No:

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

Attempt Any Four Questions from Ques 2 to Ques 7. (10 Marks each)

Giving relevant examples, graphs etc. carries weightage.

Q1.(a) Seven Seas Superstore, rather similar to the Apna Bazar, has been started in a semi-urban area, by a young entrepreneur and owner Mr. Suresh. Seven

Seas, employs 45 people, including helpers, assistants, storeskeeper, Salesmen, accountant, 7 supervisors, two officers, and one General Manager, who reports to the owner Mr. Suresh. Seven Seas has seven substores, each supervisor incharge of onesubstore – grocery and food, clothing, kitchenware, electronics, gifts and toys, books and stationery, and white goods.

Considering the fact that the government is inclined to allow more time for a stores to be kept open, and no mandatory weekly closure of a stores, Mr. Suresh feels that to benefit from the above fact, and also the expected growth due to tourism, more purchasing power of the people, he has two options – one, hire more employees, or second, try to motivate the existing employees to work little more and harder.

Mr. Suresh seeks your assistance in designing a suitable incentive scheme for the Seven Seas. **(10 marks)**

(b) Delta Pharmaceutical Company is engaged in the production, and distribution of medicines, in the form of drops, ointment, tablets, injections etc, catering in particular to the ophthalmic (eyes) problems. It sell to the chemists, as well as to the hospitals. Deltacompany has stores, production, QC, packaging, shipment etc. the usual departments/functions in a pharmaceutical company. The M.D. of this medium-scale company, now desires to introduce productivity measurement techniques to help him manage the company better.

Advise him accordingly, with explanation, through a report. **(10 marks)**

Q2. Attempt any two **(5 marks each)**

- (a) What is PQRST? Explain the process for any application.
- (b) Discuss the organizational structure /setup of the IE department/function.
- (c) What is PMTS? State its use, and its types.

Q3. Attempt any two **(5 marks each)**

- (a) Explain the various productivity improvement factors.
- (b) What is meant by automation? State its advantages and disadvantages.
- (c) 'Plant Layout and Materials Handling system are inter-related' – Comment.

Q4. Attempt any two **(5 marks each)**

- (a) What are the various types of plant layouts? State their features.
- (b) Discuss the terms : MODAPTS, TMU, and BMT.
- (c) Enumerate any 10 principles of Material Handling.

Q5. Attempt any two **(5 marks each)**

- (a) Explain MOST and its types.
- (b) Discuss the contributions of Gilbreth and Emerson.
- (c) What is Ergonomics? Explain it in the context of a machine, or a car.

Q6. Attempt any two **(5 marks each)**

- (a) Explain the factors to be considered for selection of equipment for Materials Handling system.
- (b) What are the salient features of an Incentive scheme?
- (c) Discuss the MTM and its types

Q7. Write short notes on any two **(5 marks each)**

- (a) 'Organization and Methods' and its application.
- (b) Tools used in industrial engineering.
- (c) Low cost automation and its application.

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SEMESTER END EXAMINATION MMS SEM III November 2015

Sub: - Business Intelligence and Business Analytics

Date: 26/11/2015

Time: 11am to 2.00 pm

Day: Thursday

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. "The term Data Mining is one that is used frequently in the research world, but it is often misunderstood by many people. Sometimes people misuse the term to mean any kind of extraction of data or data processing. However, data mining is so much more than simple data analysis. Data mining tools can answer business questions that traditionally were too time consuming to resolve. They scour databases for hidden patterns, finding predictive Information that experts may miss because it lies outside their expectations. With Data Mining, companies can make better and more effective business decisions – marketing, advertising, etc – decisions that will help these companies grow."

- a. What is data mining? Define the various stages of data mining?
- b. Explain the data exploration and data prediction in detail with supportive tools

- Q2.**
- a. Define Business analytics?
 - b. Give four example of BA application
 - c. Importance of Business analytics

- Q3.**
- a. What is Business Intelligence? Why BI is required?
 - b. Mention the stages in Business Intelligence?
 - c. Illustrates how BI Technology depicts with the relevant technologies typically needed to implement BI in an organization?

- Q4.**
- a. SAS versus R - Which is better?
 - b. Define CRM and discuss the architecture of CRM.
 - c. Differentiate MIS vs. DSS

- Q5.**
- a. Mentioned at least two data analytical tools and its details
 - b. Difference between Data Analysis Vs Data Analytics
 - c. Explain Predictive Analytics and its business usage.

Q6. Discuss the following term –

- a. Artificial Intelligence
- b. Machine learning
- c. Performance Dashboard

Q7. a. How can Big Data create value for business?

b. What the need to structure data?

c. SOA Governance as a Service lifecycle management?

**NCRD's Sterling Institute of Management Studies,
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SEMESTER END EXAMINATION MMS SEM III November 2015

Sub: - EMPLOYEE RELATIONS AND LABOUR LAWS

Date: 26/11/2015

Time: 11am to 2.00 pm

Day: Thursday

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. List down the machineries provided under the Industrial Disputes Act 1947 for settlement of disputes.

Q.2 Answer any Two. (5 marks each)

A) Write about the following as provided under the Payment Of Bonus Act 1965
(a) available surplus (b) allocable surplus

B) Write an account about the origin and growth of trade unionism in India.

C) Highlight the main features of collective bargaining

Q. 3 Answer any Two. (5 marks each)

A) List down the welfare provisions as given under the Factories Act 1948.

B) Explain about the grievance redressal machineries/steps that the organization has to maintain.

C) What are the two types of funds that the trade union can maintain under the Trade Unions Act 1926?

Q.4 Answer any Two. (5 marks each)

A) Give an account of the main provisions under the Maternity Benefits Act 1961.

B) Write a note on disputes of rights.

C) Briefly explain disputes of interest.

Q. 5 Answer any Two. (5 marks each)

A) Write about the provisions regarding health as provided under the Factories Act 1948.

B) Write on the following: (i) illegal Strikes and lock-out (ii) retrenchment and dismissal.

C)) Explain in brief: (a)notice of change under section 9A of ID ACT 1947 (b)hazardous operations.

Q.6 Answer any Two. (5 marks each)

A) Write about the following as provided under the Payment Of Bonus Act 1965 (a)set-off and set-on,(b) eligibility for bonus and ceiling

B) Give a critical account of collective bargaining in the industry.

C) List down the unfair labour practices on the part of the employers and the trade unions as given in the second schedule of the ID Act 1947.

Q. 7 Answer any Two. (5 marks each)

A) Write down about the procedure for registration of trade union and also cancellation of registration.

B) Mention the salient provisions of the Maternity Benefits Act 1961.

C) Write on the emergence of industrial relations in India.

**NCRD's Sterling Institute of Management Studies,
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SEMESTER END EXAMINATION MMS SEM III November 2015

Sub: - Strategic Cost Management

Date: 05.11.2015

Time: 11am to 2.00 pm

Day: Thursday

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 – Cost Benefit analysis

A major insurance firm based in the UK is considering transferring a range of functions to India. This is in pursuit of the company's strategies that include cutting costs and improving profitability.

Included in this range of functions is the company's call centre, which provides assistance to customers on insurance claims and issues relating to policies and carries out various administrative jobs. The number of jobs being lost in the UK is 650, with only 25 of these being staff that will be asked to move to India to manage the project. This still leaves 3,000 staff in the three UK locations, although this will be the second time that the firm has announced cost cutting measures in the last two years - already 500 staff have been made redundant. The move will enable the firm to close certain parts at its existing locations and sell off the assets.

The move has been looked at from a variety of angles.

- The move means that the firm can rationalise its office space with an estimated cost saving of £5 million per year.
- The investment in the office space and technology in India has a payback period of just two years.
- Research in India suggests the quality of the service in India is at least equal to that provided in the UK.
- The savings in wage costs amount to £12 million.
- The new call centre will be able to handle the expected rise in the volume of calls, which market research and past figures has estimated at growing at 15% per year.
- There are costs associated with the relocation but the firm expects to break even on the whole process within three years. The eventual change will increase profits by an estimated 2.5% over the next 10 years.

Things to Consider

The following are some ideas to guide you in your. The assessment is based on your ability to present a coherent argument and how well you use appropriate business terminology and concepts in your answer.

- How will the firm present this decision to its staff?
- What effect will the decision (if it goes ahead) have on the motivation and morale of the staff?
- Should the firm be looking at why calls to the call centre are rising at such a rate in the first place (i.e. solve the cause of the problem)?
- What are the political and social factors associated with a possible move to India for the future?
- How reliable is the quantitative data that they might be using to inform their decision making?
- How might it affect public perception of the firm and what response could there be from trade unions?
- What will happen to the employees who will lose their jobs?
- Will the fact that this seems to be part of an ongoing cost-cutting exercise have any impact on reaction and response?
- Is there an alternative that would achieve the same outcome (or similar) without the same disadvantages?

Questions:

(10*2=20Marks)

1. Evaluate the importance of qualitative factors in the business making its final decision. Present your argument in the form of a report addressed to the Board of Directors who will be meeting to make the final decision.
2. In regards to cost benefit analysis, which is more important" Qualitative" or "Quantitative", explain with reasons

Attempt Any Four out of the Remaining Six Questions

Q2. Answer Any Two

(5*2=10Marl

- a) Discuss Strategic positioning Analysis
- b) Describe the features of SCM
- c) Discuss the Approaches to Strategic Decision Making.

(5*2=10Marks)

Q3. Answer Any Two

- a) How can waste management be used as a tool to reduce cost in an organization
- b) Benefits of Value Engineering.
- c) Discuss the concepts of TQM philosophy

(5*2=10Marks)

Q4. Answer Any Two

- a) Discuss the process of Business Process Reengineering.
- b) State the contribution of Deming and Juran in the sphere of TQM.
- c) What are the methods of Waste Disposal?

(5*2=10Marks)

Q5. Answer Any Two

- a) What are the Input and Output elements of Energy Audit?
- b) Explain the benefits of Total Productive Maintenance.
- c) What are the ways of maximizing a Product's Life Cycle Return?

(5*2=10Marks)

Q6. Answer Any Two

- a) Explain the advantages and Disadvantages of ABC costing.
- b) How can Procurement Strategy help in cost reduction?
- c) Explain the approaches to Target Costing.

(5*2=10Marks)

Q7. Answer Any Two

- a) What are the Key Pitfalls to avoid while implementing a Balance Score Card in an organization?
- b) Explain the Entrepreneurial approach to Strategic cost management.
- c) Discuss the historical perspective of Value Analysis.

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

SEMESTER END EXAMINATION MMS SEM III November 2015

Sub: - Materials Management & Transportation

Date: 05/11/2015

Time: 11am to 2.00 pm

Day: Thursday

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 studies and answer the questions given below.

Case A: A case study on ANAND METAL AND TIN PRODUCTS PVT. LTD.

10 Marks

Anand Metal and Tin Products Pvt. Ltd. is a large distributing firm dealing in metal and tin products. It has six regional warehouses for serving adjacent states and six offices in regions with its headquarters in New Delhi. Six warehouses acts as sales outlets, which are autonomous in character. The purchasing and inventory policy is determined by each product manager in consultation with warehouse managers in each zone, but the broad policy directives are given by the general manager in New Delhi.

Mr. C.L. Anand, chairman of company found to his utter dissatisfaction that the company has not been able to make any profit during the last three years, nor have sales increased appreciably. Although its profit-to-sales ratio has been low in comparison to other competitive firms in the line during the previous years, but during the last two to three years it has dwindled further, even though there are good demands for metal and tin products in the market.

In an effort to bring about a change in his company, Mr. Anand fired Mr.B.N. Misra, the General Manger of the company who had been holding the position for the last seven years. He was replaced by Mr. S.P. Srivastava with an alluring pay and liberal perquisites.

On joining the company, Srivastava carefully went through the sales records and predicted sales increases for several products listed in the sales catalogue. In his estimates, he also convincingly declared increases in sales would turn the table and this would enable the company to make good profit. He, therefore, instructed all the regional product managers that they, in consultation with the warehouse mangers, should immediately initiate purchase actions for all items. He outlined the inventory policy as following:

- dies,
1. An all-out effort should be made to get as much quantity discount as possible on all purchases in future.
 2. Whenever possible, purchases should be in such lots as to be economical and optimal.
 3. Stocks in warehouses may rise due to this larger quantity purchases, but increases carrying cost for higher inventory-holdings would be compensated by an increase in sales and better customer service.

Within a short time, sales picked up and by the year-end it was expended to go beyond all predictions. But all the warehouses reported huge stocks of unsold, inventory. This suspended all previous records in the company history.

Following a rumour that there is an impending strike in the factories of a major metal and tin products manufacturer in the country, Srivastava urged all the warehouses to increase stocks further and instructed product managers to procure all items from any available sources.

The strike, however, did not materialize owing to a union-management settlement and product managers promptly acting on his advice inflated stocks of the warehouses to a danger level. At the end of the year during final accounting it was found that even though there has been some improvements in the sales, the company has actually incurred a loss.

Do you think Mr. Anand was right in pinning his faith on Srivastava?

Was Srivastava's actions for a policy of inventory built-up right, without studying pros and cons of the metal and tin products business?

Case B: Case study on Scrap recovery for Meera Machine Company

10 Marks

Meera Machine Company is a small machine shop that derives its business from large and medium sized copy machine manufacturers. The major part of Meera's work is building prototypes from rough blueprints. In the twenty years of life, the company has grown continuously. The staff has increased from 50 to 300 workers and the company is in full swing towards manufacturing.

A new treasurer, Mr. Ruth has been just hired. Mr. Ruth, a young man, who has completed his MBA is a full of new ideas and questions. One of the questions bothering him is the company's method of disposing off its metal scrap. Because of its type of specialized manufacturing, Meera Machine does not use a large quantity of metal. However, it does use several types including brass, copper, lead, iron, and steel. The total usage of all types generates about twenty tones of scrap per year. Roughly, 25% of this is brass and copper.

At the closing time the metal scrap, together with wood and paper waste, is placed in a trash bin. The trash bin is emptied by Municipal Corporation four times a week. Mr. Ruth is very curious about this procedure. Could the company realize some value by selling or salvaging its scrap?

Q.(i) Would a small quantity of metal be worth the trouble of setting up a good procedure to handle it?

Q.(ii) Explain the role of Mr. Ruth in the total disposal of scrap activities.

Q. 2(a) What are the various functions of management as applied to materials?

Q.2(b) Write a short note on Sources of Supply.

Q.2(c) What are the factors which affect materials planning? List and explain.

Q. 3(a) Explain purchase procedure in short.

Q.3 (b) Discuss the following special methods of purchasing (I) Hand to Mouth (II) Running Contract

Q.3 (c) Each item on the list price is subject to discount of 20%, 12.5% and 10%. Find the single equivalent discount rate.

Q. 4(a) Describe various steps involved in purchase of Capital Equipment

Q.4 (b) What are the reasons for creation of surplus?

Q.4(c) Write the algorithm for buying under risk type of problem.

Q. 5(a) Explain the important reasons for importation of equipment.

Q. 5(b) List the documents required for import customs clearance in India.

Q.5 (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 (iv) on 30th day.

Q.6 (a) Describe the functions of store keeping.

Q.6 (b) What are the different methods of physical stock verification?

Q.6(c) Why codification is necessary?

Q.7 (a) Discuss objectives & functions of material handling.

Q.7 (b) Compare and contrast all available modes of transportation.

Q.7(c) Why Vendor Rating is important?

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

SEMESTER END EXAMINATION MMS SEM III November 2015

COMPETENCY BASED HRM

Date: 05/11/2015

Time: 11am to 2.00 pm

Day: Thursday

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 according to the instructions: (20)

Geeta Kapur, 30, Manager – Human Resources, was looking at the absence and late coming record of the managerial and the unionized staff of the corporate office and the factory of National Petro Product Limited where she had joined 5 years ago.

She was known for troubleshooting and for conflict resolution in her field.

She had tried very hard to motivate the staff to be responsible and thus to get them all in line with some success to reduce the absenteeism, late coming, drunkenness and above all mental lethargy. The average monthly rate of late coming and absenteeism stood at 14 and 19 percent respectively.

What caught her attention was the record of Manish Puri whose absence and late coming graph was steadily increasing beyond the average rate of absenteeism in the organization.

Manish Puri was the officer in charge of documentation section of the Production Planning Department with nearly twelve years of service both in the corporate office and the factory. His overall performance was just satisfactory. His problem was that he regularly planned and used his sick leave with a variety of short absences. As the officer in charge of documentation, his responsibility value was very high as it meant that someone else had to search the concerned files and the documents whenever he remained absent.

Geeta Kapur decided to talk to Manish and called for him. A few minutes later Manish walked-in Geeta's cabin.

"Manish, can we talk about you today first thing this morning" Geeta asked him looking at him curiously.

"Yes miss" he replied softly

"How are you feeling lately?"

"Fine, absolutely fine"

"No problem at home"

"Everyone has got problems" Manish replied with his eyes now staring at Geeta Kapur.

What kind of problems?

"I got no problems", Manish replied defiantly.

"I thought, maybe you have some problems" Geeta replied.

"Why"?

"Look at your leave record."

"I am entitled to take sick leave. I have 12 years of service to my credit".

"Yes, only if you are sick. But you seem to be sick so often". Geeta said this time with little sternness in her voice.

"I can't help if I am sick"

"Well, your frequent absence causes us the problem"

"I do my work alright, don't I"?

"When you are present, you do. But you have already missed 32 days this year"

"I have earned the leave and I am entitled to take it also" Manish replied, trying to make his point clear to Geeta.

"You are entitled to use the sick leave only when you are sick"

"Whenever I am absent I am sick"

"Are you sure that there is nothing at home which makes you sick so often" Geeta asked him.

"I don't know what you mean, Ms. Kapur, I get sick because I am not as healthy as others are" Manish raised his voice

"Your record shows that you are absent every 4th day and that too without any prior permission of your superiors".

"Isn't that what sick leave is for and to let me stay at home when I am sick, without losing my pay."

"But, you and couple of others in this company are the only privileged ones who fall sick so often" Geeta retorted back to Manish.

"That is what I mean. Others get sick too. And when they get sick, they stay at home. I don't stay at home unless I am sick. I have worked for this company for 12 years and my record is good" Manish told Geeta tauntingly.

"Well your record is not good at all and I would like to see it improved fast"

"I can't help when I am sick. My work record is good with this company. You cannot get rid of me because I am sick little more than others who are lucky to be healthier" Manish told Geeta dryly.

"Manish, I am not getting rid of you. The only thing which I want from you is that you must improve your attendance".

"I will try Ms. Kapur, but this is not the way to call me alone here and then threaten me of dire consequences with termination of my services" Manish told her rudely and stormed out of the room.

Next day, Geeta Kapur issued a 'show-cause notice' to Manish Puri asking him to submit his written explanation as to why the company should not take strict disciplinary action against him for the following charges:

- Remaining frequently absent from work.
- Dereliction of duty.
- Insubordination.

Q. A: Find out and explain 5 core competencies of Geeta Kapur from the above case study citing examples from the conversation between Geeta Kapur and Manish Puri.

Q. B: Is Manish Puri basically incompetent? If yes, explain his 5 incompetencies citing examples. If no, explain his competency matrix from within the case study.

Q. 2: Attempt any Two:

a. What is "Emotional Intelligence"? What are the 10 Habits of an emotionally intelligent manager? (5)

b. What are 10 Core Managerial Competencies? (5)

c. Explain the 'History and Growth' of concepts of Competence and Competency. (5)

Q. 3. Attempt any Two:

a. Explain any two models/theories of Assessment Centre.(5)

b. What is an Assessment Centre? What are the uses of an Assessment Centre? (5)

c. What is the role of Assessors in an Assessment Centre? (5)

Q. 4: 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)

Q. 5: Attempt any Two:

a. What is Behaviour Event Interview (BEI)? (5)

b. What Behavioural Event Interview guidelines for developing Competency Dictionary? (5)

c. How would you conduct a Behavioural Interview in a corporate setting?
(5)

Q. 6: Attempt any Two:

a. Compare and contrast Four Stages Competency Model and Capability Model. (5)

b. Explain Dunning – Krugger Effect Model of Competence. (5)

c. Write short notes on: (5)

1. Ice-Berg Model of Competency.

2. Kübler – Ross Competency Model.

Q. 7: 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)

**NCRD's Sterling Institute of Management Studies,
Nerul, Navi Mumbai**
SEMESTER END EXAMINATION MMS SEM III November 2015

Sub: - Corporate Law

Date: 03.11.2015

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. Pending cases at India's Debt Recovery Tribunals

The number of pending cases at India's debt recovery tribunals (DRT) has increased by almost 70% in about a year, with the economic slowdown affecting the repaying capacity of borrowers and thus worsening the asset quality of banks. Also, slow clearances of cases in the tribunals is adding to the pendency, say lawyers and analysts.

In response to a question in the Lok Sabha on 23 March, the finance ministry said 63,669 cases were pending in the tribunals as of 31 January. On 31 December 2010, 37,616 cases were pending, according to a Right to Information (RTI) request filed by Prashant Reddy, an intellectual property (IP) lawyer.

There are 33 DRTs in India, with three each in Chennai, Delhi, Kolkata and Mumbai—the last three having the maximum number of pending cases. The amount locked in as a result was Rs1.57 trillion as on 31 January, against Rs1.13 trillion as on 31 December 2010.

DRTs are semi-judicial authorities that help banks by speeding up the recovery process through steps such as issuance of attachment orders.

An official with the Indian Banks' Association, who did not want to be identified, cited two reasons for the sharp increase in the number of pending cases at the debt tribunals.

"First is that more banks are approaching the DRTs to recover their bad debts," this official said. "The second reason is that borrowers are also going to DRTs to challenge actions taken by banks under the Sarfaesi Act."

The Sarfaesi Act, or Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002, allows banks to auction properties of borrowers who fail to repay their loans, or recover their loans through securitization and asset reconstruction.

Of the 63,669 pending cases, 37,654 have been pending for more than a year. The finance ministry said a committee headed by a chairperson of the debt recovery appellate tribunal is examining the “legal, structural, administrative, monitoring and supervisory systems” of DRTs and will recommend measures to make these tribunals more effective and efficient.

“It is often challenging for DRTs to get all the interested parties together at one time. Hence, it becomes a long-drawn process. Banks facing large downside risks (dilution of market value of loan assets) try to settle NPAs (non-performing assets or bad loans) through one-time settlements or corporate debt restructuring,” said Robin Roy, associate director (financial services), at PricewaterhouseCoopers Pvt. Ltd. “Banks do a cost-benefit analysis before taking cases to DRTs as there could be substantial costs attached (long waiting periods) to going to DRTs.”

Banks have three legal options for resolving NPAs—the Sarfaesi Act, DRTs, and Lok Adalats, which are non formal alternative court, he said, adding that while loans above Rs10 lakh go to DRTs there is no sector-specific condition for approaching the tribunals.

Dushyant Kumar Mahant, a lawyer who has represented borrowers in the DRTs several times, said the case load has risen dramatically particularly because of the steep increase in property prices, which has resulted in many borrowers taking loans that they end up not being able to service.

The low disposal rate at the DRTs was caused by infrastructure problems, inadequate staffing also at senior levels, and non-cooperation by borrowers’ lawyers, said Navneet Gupta, Delhi-based partner at law firm SNG & Partners and who often represents banks.

Another lawyer who did not want to be identified blamed the bodies overseeing the DRTs and other tribunals. “The main problem is the appointments. It takes them 6 or 7 months to appoint the presiding officer and then the presiding officer has only a term of five years under the recovery of bad debt Act (Recovery of Debt due to Banks and Financial Institutions Act, 1993,) and they will start looking for a new guy after the old guy retires,” this lawyer said.

“It’s very lacklustre,” said one DRT lawyer about the presiding officers at many DRTs. “You go over there and even if (you) ask to present an argument over there, the matter is adjourned for one reason or another—the officers) don’t have the bent of mind for disposal rate. It is very difficult for pendency to go down (this way).”

Questions :

(10*2.=20 Marks)

1. Highlight the issues discussed in the paragraph above.
2. What is Debt Recovery Tribunal Debt and why Recovery Tribunals were required in India?

Attempt Any Four out of the Remaining Six Questions

Q2. Answer Any Two

(5*2=10 Marks)

- a) What are the novelties of The Companies Act 2013?
- b) Discuss the privileges enjoyed by Private companies
- c) Comment on the Statement "Proposed name should not be Undesirable"

Q3. Answer Any Two

(5*2 =10 Marks)

- a) What is termed as 'Statement in Lieu of Prospectus'?
- b) Can the Name Clause be altered, briefly explain the rules.
- c) Discuss the relation of Promoter with the company along with his duties

Q4. Answer Any Two

(5*2 =10 Marks)

- a) Discuss the steps in Formation of a company.
- b) Meaning and statutory requirement of Allotment of Shares
- c) State and explain the clauses of Memorandum of Association and Article of Association.

Q5. Answer Any Two

(5*2 =10 Marks)

- a) What is the difference between Transfer and Transmission of Shares?
- b) What is meaning of Minimum Subscription? Explain the concept of Underwriting.
- c) Share transfer procedure in a Private Company

Q6. Answer Any Two

(5*2 =10 Marks)

- a) Discuss the term Casual Vacancy, Additional Director and Alternate Director
- b) Discuss two major functions of the Securities Contract Regulation Act 1956.
- c) What is Annual General Meeting and the rules of conducting AGM.

Q7. Answer Any Two

(5*2 =10 Mark)

- a) Discuss about Debts Recovery Tribunal (DRT).
- b) Explain the Money Laundering Cycle.
- c) "A person can be a Member but not a Shareholder" – Explain the statement

**NCRD's Sterling Institute of Management Studies,
Nerul, Navi Mumbai**
SEMESTER END EXAMINATION MMS SEM III November 2015

Sub: - International Logistics and Supply Chains

Date: 03 . 11. 2015

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 where each subquestion
carries 5 marks**

(Total 40 Marks)

Q1a. What are Incoterms? Bring out their importance in International Logistics and relevance for containerized cargo. (5)

Q1b Explain briefly following Incoterms - (10)

- i. CIF
- ii. CFR
- iii. FOB
- iv. FAS
- v. EXW

Q1c. What is the fundamental dilemma in International logistics due to different requirements of importer and exporter? How is it resolved step by step in a typical trade transaction ? (5)

Q2. Write short notes on any two.

- i. Letter of Credit
- ii. Modes of Transportation
- iii. Transportation of goods through air

- Q3a. What are the logistics requirements of the shipper in international trade ?
- Q3b. Explain 7R's of Logistics
- Q3c. How do characteristic features of International logistics differ from that of domestic logistics?
- Q4. Explain any two
- i. Contract of carriage of goods
 - ii. Contract of affreightment
 - iii. Duties rights and liabilities of common carrier
- Q5a. What different types / categories of documents are required for executing an international trade transaction ? Why these categories are essential and what purpose do they serve?
- Q5b. Which is the most important or vital document for taking possession of imported goods ? Discuss its features and operating methodology.
- Q5c. Describe the features and functions of two invoices viz. Consular Invoice and Commercial Invoice involved in export / import transaction.
- Q6. Bring out the role of any two of the following organizations
- i. Shipping Corporation of India(SCI)
 - ii. Container Corporation of India Limited (CONCOR)
 - iii. International Chamber of Shipping (ICS) and International Maritime Organization (IMO)
- Q7a. Explain different types of ship used in Ocean shipping and their characteristic features.

Q7b. Bring out the importance of following in International shipping routes

- i. Panama Canal
- ii. Dover Strait
- iii. Suez Canal
- iv. Strait of Malacca
- v. North East Passage

Q7c. Discuss the role of following in EXIM trade of India?

- i. Inland port or Dry Port
 - ii. Inland Container Depot
 - iii. Container Freight Station (CFS)
 - iv. Ship to Ship Lighterage Operation
 - v. Cabotage facility
-

**NCRD's Sterling Institute of Management Studies,
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SEMESTER END EXAMINATION MMS SEM III November 2015

Sub: -Information Systems and Audit

Date: 3 / 11 / 2015

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)

- Q.1 Case Study** **20Marks**
Q.2 Answer any two from (a) or (b) or (c) **10 Marks**
a) Define Information system & write the assets of Information system?
b) What is an Audit & Explain different type of Audit?
c) Explain the terms posting & vouching?
- Q.3 Answer any two from (a) or (b) or (c)** **10 Marks**
a) What is information & explain its characteristics.
b) Define Auditor and Explain Internal & External Auditor?
c) What is Audit Report & explain it?
- Q.4 Answer any two from (a) or (b) or (c)** **10 Marks**
a) What are the objectives of Internal Controls & Explain the various types of Internal Control?
b) What is Audit Report & Explain different type of Audit Report?
c) What is an Information System? Explain the Principles of Information System?
- Q.5 Answer any two from (a) or (b) or (c)** **10 Marks**
a) What are the threats to Information System & Explain?
b) What is security policy? What are the Characteristics of good security policy?
c) What is Internal Audit & Explain IT Audit process?
- Q.6 Answer any two from (a) or (b) or (c)** **10 Marks**
a) Explain the principles of Security.
b) What is Operating System? Explain functions of Operating System?
c) Computer virus classification
- Q.7 Answer any two from (a) or (b) or (c)** **10 Marks**
a) Firewall
b) ISO 27000
c) BS 7799 Standards

8.1

Case Study

20 Marks

Orchard Enterprises Limited (OEL) is a medium-sized Miami-based distributor of leisureware fashion garments. It has a mainframe computer in its Miami headquarters to process its major application systems. In addition, it has a large number of microcomputers to provide personal support for its staff. These microcomputers are connected to various local area networks which are in turn connected to the mainframe.

You are the partner in charge of the external audit of OEL. One day, as you are working with one of your audit managers to plan OEL's year-end audit work, you receive a telephone call from OEL's managing director. He is extremely distressed. One of his executives had been using her personal computer. As she commenced her work, she found many of her critical files had been deleted. When she tried to recover her files from backup copies, she found the backup had been corrupted. The situation was investigated by one of OEL's programmers, and he believes that a virus has been introduced into the system. Although he has no proof, he suspects the virus has been planted by a programmer who was fired six months earlier after repeated counseling about his poor performance. It appears the programmer introduced the virus shortly before he was fired. The virus has remained relatively dormant, however, until it was triggered by the date on which the executive used her machine. Over the six-month period, however, it has been progressively corrupting backup files. The damage done to backup has increased as time has passed.

The managing director indicates that he has ordered all computers to be shut down pending further investigations. He asks your advice on how he should now proceed. He also asks whether the discovery of the virus will mean the costs of the year-end audit work will increase significantly and what implications it will have for the audit opinion you issue.

Required. Write some brief notes in preparation for an urgent meeting with the managing director where you will attempt to answer his questions.

Money Mover (MM) is a public electronic fund transfer network.

**NCRD's Sterling Institute of Management Studies,
Nerul, Navi Mumbai**
SEMESTER END EXAMINATION MMS SEM III November 2015

Sub: - Strategic Management

Date: 2/11/2015

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)

Q.1 Read the following case and answers the questions given at the end:

Tangy spices Ltd, the countries' biggest spices marketer has decided to launch a hostile bid for Italy's major spice marketer Chilliano. This is a rare case of an Indian company making an unsolicited hostile bid for a foreign company. The Tangy Spices Ltd. has competencies in Indian spices. The major destination markets for the Tangy spices Ltd. exports have been the Europe and America. The competencies of Chilliano lie in Italian herbs and spices. The Indian company with the takeover wishes to synergies its operations in the world market. It also wants to take advantage of the reach enjoyed by the Italian company in several countries where its products are not being sold presently.

The move of hostile takeover follows Chilliano's rejection to an agreement entered a year back. At that time Chilliano was suffering losses and it offered majority shares at a price of € 2.25. A total of 20% shares were transferred at that time. In one year Chilliano was able to turnaround its operations and the company made handsome profits in the last quarter. The promoters who have residual holding of 35% in the company are reluctant to transfer the shares now. They have rejected the agreement with a plea that the earlier offer price was not sufficient. Tangy spices Ltd has revised its offer to € 2.95. By this lucrative offer some of the large shareholders of Chilliano reveal their interest for selling their stakes. On the other hand, promoters maintained their position on this matter. Through the process of buying of shares in the market the Tangy spices Ltd. gradually consolidated its holding in Chilliano to 45%. Being a major shareholder they were ready for a takeover. At the same time, Tangy spices Ltd. was trying hard to improve their position so that they do not leave any space for Chilliano's promoters in future.

Questions:

- a) What strategic alternative is followed by Tangy spices Ltd?
- b) Is the hostile takeover by an Indian company appropriate?
- c) Why the Tangy Spices Ltd. is interested in this takeover?
- d) Why the promoters are reluctant to transfer the shares after the agreement?

Q.2 Attempt any two of the following:

- a) What is Strategic Management? Explain the difference between Strategic Plan and Operational Plans. Give an example of Strategic management that companies have recently made and their benefit to the company.
- b) Describe a company mission and vision? Discuss its characteristics.
- c) Briefly describe the remote environment of business by giving an example of important recent changes in Indian business

Q.3 Attempt any two of the following:

- a) Explain five forces model of Industry analysis and give example of each force.
- b) Describe SWOT analysis as a way to guide internal analysis.
- c) Describe the different activities of value chain analysis.
- d) What is resource based view? Give examples of three different types of resources.

Q.4 Distinguish between any two of the following pair of strategies:

- a) Horizontal and vertical integration
- b) Market development and product development
- c) Joint venture and strategic alliance

Q.5 Explain any two of the following:

- a) Explain the Generic Strategies & Seven qualities of long term objective that make them specially useful to strategic manager.
- b) Explain the correlation between short term objective and strategy. Which qualities are necessary for the achievement of objective?
- c) Explain the different organizational structure with its importance in strategic management. Explain the concept of restructuring
- d) Explain the concept of Balance Score Card

Q.6 Describe in detail by citing an industry example any two tools of the following.

- a) Mckinsey's 7S Model
- b) IEF Matrix
- c) SPACE Matrix
- d) BCG Matrix
- e) EFE Matrix
- f) CPM

Q.7 Attempt any two of the following.

- a) Explain the difference between twentieth and twenty- first century organisation.
- b) Discuss the role of organizational leader and explain the qualities required for strategic leadership.
- c) Describe and illustrate four types of strategic control.
- d) Discuss the importance of Business Ethics and CSR in the implementation of strategy

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

SEMESTER END EXAMINATION MMS SEM III November 2015

Sub: - Securities Analysis and Portfolio Management

Date:

Time: 11am to 2.00 pm

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 Suraj an independent investment banker approached by a middle aged UK-based (20)
NRI investor, interested in investing INR 10 million in India.

Prepare a portfolio which will :

- (1) Maximise his returns
- (2) Minimize Taxes and Risks.

Verify your portfolio by giving:

- (1) Explanations of various investment avenues available in India with their merits and demerits.
- (2) Explanations of various investment avenues available which will minimize income tax outflow; and
- (3) Different life and health insurance available.

Q.2 Write any 2 from the following (10)

(2a) Calculate the NAV from the following balance sheet of Alpha Mutual Funds,

Liabilities	Amount	Assets	Amount
5% Preference shares of Rs. 100 each	10,00,000	Fixed Assets	38,00,000
Units of Rs. 10 each	20,00,000	Investments	10,00,000
General Reserves	15,00,000	Stock	5,97,000
Profit & Loss Account	12,00,000	Debtors	13,78,000
6% Debentures	8,00,000	Cash in Hand	25,000
		Cash at Bank	2,00,000

Creditors	3,00,000		
Other Liabilities	2,00,000		
Total:	70,00,000	Total:	70,00,000

Additional Information: The market value of the fixed assets are to be valued at Rs. 35,21,000. Investments are to be taken at Rs. 10,35,000 and debtors are bad to the extent of 7.5%. Interest on debenture is accrued due for 9 months and preference dividend for 2010-11 is also due.

(2b) SBI Bank gave a term loan of Rs. 50,00,000 to Mr. Raj. The interest rate charged was 14% and the loan has to be repaid in 25 equal installments over a period of 25 years. Find out the annual installments payable by Mr. Johnny.

(2c) You are considering an investment in one of the following bonds:

Bond type	Coupon Rate	Maturity	Market Price/ Rs. 100 par value
Bond A	12%	10 years	Rs. 70
Bond B	10%	6 years	Rs. 60

(a) What is YTM of each bond?

(b) Which bond would you recommend for investment.

Q.3 Write any 2 from the following

(3a) Mrs. Radha Iyer purchased on 1st January 2014 following shares.

1. 100 Infosys @ Rs. 1200 per share, face value Rs. 5

2. 500 SBI @ Rs. 192 per share, face value Rs. 1

During the year 2014 she received 500% dividend from Infosys Ltd and 750% from SBI.

She sold Infosys shares @ Rs. 1175 per share and SBI share @ Rs. 202 on 31st March 2015.

Calculate Holding Period and Annualised returns of Mrs. Iyer.

(3b) Given below is the likely returns in case of ACC Ltd and Ashok Leyland Ltd in the various economic conditions. Both the shares are presently quoted at Rs. 275/- per share.

Economic Condition	Probability	Returns on ACC Ltd (%)	Returns on Ashok Leyland Ltd (%)
High Growth	0.25	190	180
Low Growth	0.20	150	150
Stagnation	0.35	130	100
Recession		105	70

Which of the companies is more risky

- (3c) The rate of return on stocks on MCC and NCC under different states of the economy are presented below along with the probabilities of the occurrence of each state of the economy.

	Boom	Normal	Recession
Probability of occurrence	0.3	0.4	0.3
Rate of return on stocks MCC (%)	40	60	80
Rate of return on stocks NCC (%)	80	60	40

- (a) Calculate the expected rate of return and standard deviation of return on MCC and NCC
- (b) If you could invest either MCC or NCC but not in both, which stock would you prefer and why?

Q. 4 Write any 2 from the following:

(10)

- 4(a) An investor has option to invest in either of three portfolios. The government securities returns are 6%. Portfolio 1 is expected to return 25% whereas SD of the same is 4%. Portfolio 2 is expected to give returns of 18% and its SD is measured as 2.5%. The last portfolio has expected to yield of 22% with a SD of 3.2%. According to Sharpe's model, which portfolio will be better for investment?

- 4(b) Using the Treynor methods, advice which portfolio is better, if risk free return is 2.5%

Portfolio	Average Return	Beta	Standard Deviation
A	6	1	15.50
B	4	2.50	5.30

- 4(c) The actual results of the portfolio and the market index during the past three years are given below:

Portfolio	Return on Portfolio	Portfolio Beta
A	15	1.2
B	12	0.8
C	16	1.5
Market Index	13	1.0

Risk Free interest rate is 7.5%. You are required to rank these portfolios according to Jensen's measure of Portfolio Evaluation.

Q. 5 Write any 2 from the following:

10

5(a) Following information is available relating to A Ltd and B Ltd.

Particulars	A Ltd	B Ltd
Equity share Capital (Rs.10)	200	250
10% Preference Share Capital	80	100
15% Debentures	20	60
Profit before interest and Taxes	60	80
Proposed Dividend	20	25
Provision for Tax	17	21
Market Price per share	Rs. 50	Rs. 60

You are required to calculate (i) EPS, (ii) P/E Ratio, (iii) Dividend Payout Ratio, (iv) Dividend Yield and advice which company's share is worth investing.

5(b) Sharma's optimal risky portfolio has an expected return of 18% and a standard deviation of 30%. The expected return on the risk-free asset is 6%. What is the slope of Sharma's optimal opportunity line?

5(c) Rane formed a portfolio by combining the risk-free asset and Asset A. The risk-free rate is 6%, Asset A's expected return is 22%, and its standard deviation is 40%. The standard deviation of Rane's portfolio is 30%. What is the expected return of Abigail's portfolio?

Q. 6 Write any 2 short answers from the following:

(10)

6(a) Systematic Risk

6(b) Entry and Exit Load

6(c) Primary and Secondary Market