1 What is strategy? Explain some of the major reasons for lack of strategic management in some companies.

Meaning of strategy
Reasons for lack of Strategic management

2 Explain the following:
(a) Core competence
(b) Value chain analysis

10
(a) Core competence
(b) Value chain analysis

3 Describe in brief the following environmental factors which a business strategist considers:
(a) Political factors
(b) Technology

10
(a) Description of Political factors
(b) Description of Technology as an environmental factor

4 Write a brief note on Turnaround strategy.

10
Brief note on Turnaround strategy

5 Define the term ‘strategic alliance’. What are its characteristics and objectives?

10
Definition of the term ‘strategic alliance’
Characteristics of strategic alliance
Objectives of strategic alliance

6 Write short notes on the following:
(a) Competitive advantage
(b) Porter’s Competitive threat model

10
(a) Competitive advantage
(b) Porter’s Competitive threat model (Five Forces model)

MB0053 –International Business Management

1 “The world economy is globalizing at an accelerating pace”. Discuss this statement and list the benefits of globalization.

Discuss the statement
Listing the benefits

2 Compare the Adam Smith and David Ricardo’s theories of international trade with examples.

Adam Smith’s theory
David Ricardo’s theory

3 Regional integration is helping the countries in growing their trade. Discuss this statement. Describe in brief the various types of regional integrations.

Regional integration types

4 Write short note on:
a) GATS (General Agreement on trade in services)
b) ILO (International Labour organization)
a) meaning and role of GATS
b) Meaning and role ILO
5 What is the difference between domestic and international accounting and how will you measure this difference?
Differences
measures
6 Discuss the various payment terms in international trade. Which is the safest method and why?
The modes of payment
Safest mode

SEM 4 BANKING WINTER 2014
MA0041- MERCHANT BANKING AND FINANCIAL SERVICES
1 You want to apply for merchant banker. Find out the list of regulations that a merchant banker needs to follow in India.
Merchant banking role
Functions
2 Is book building an efficient IPO pricing mechanism? Substantiate your reasons.
IPO process
Book building process
3 The banks are in a bind over the implementation of the new bancassurance proposal as announced in Budget 2013-14. Banks assuming the role of insurance brokers may also lead to conflict of interests where the bank is also the promoter of an insurance company. Discuss the opportunities and threats for the new proposal.
Bancassurance process
Opportunities and Threats
4 Global Finance magazine has named the "SBI as the Best Trade Finance Bank-2013. SBI has a caption of “Expertise delivered around the Globe!" Do you agree with this statement.
Explain Trade finance
SBI position in Trade Finance
5 SKS Microfinance Limited, India’s only listed micro-lender has concluded a securitisation transaction for Rs 321 crore with a major public sector bank. Describe the process of securitization.
Concept of securitisation
Process of securitisation
6 Compare and contrast the various instruments of money and capital market that are available in India.
Instruments in money market
Instruments in Capital market

MA0042-TREASURY MANAGEMENT
1 Compare and contrast the corporate treasury and a bank treasury.
Similarities
differences
2 Discuss FEMA violations in India
FEMA violations in India
3 Discuss the role of treasury in Kotak Mahindra’s bank.
Treasury operations in Kotak Mahindra bank
4 Explain the organizational structure for Risk Management.
Organizational structure for Risk management
5 Discuss the internal audit machineries subscribed by RBI.
Internal audit machineries subscribed by RBI
6 Discuss the role played by SAP and SWIFT in treasury management.

SAP
SWIFT

**MA0043 - CORPORATE BANKING**

1 Discuss the Kingfisher airlines consortium loan and name the participating banks in that loan. Identify the banks, the purpose and the amount of advance and the status of consortium loan.
2 List and explain briefly the various types of letter of credit documents. List and explain the steps that must be taken to evaluate the documents attached with the letters of credit.

Various types of letter of credit documents

Explain the steps

3 Prepare a report on the role of EXIM bank in facilitating pre and post-shipment finance.

Pre-shipment finance

Post shipment finance

4 Prepare a chart listing some of the important Indian banks that have introduced channel banking and Green Banking programs.

Channel banking and Green Banking programs

5 Reliance industries want to raise capital by selling stocks, through the mechanism of book building, by offering Initial Public Offers (IPOs). Discuss the book building process.

Methods and guidelines

6 Suppose you are working as a risk manager in a private bank. As a manager, discuss the issues and challenges of corporate banking.

Issues of corporate banking
Challenges of corporate banking

**MA0044 - INSTITUTIONAL BANKING**

1 NBFCs provide loans for short and medium term at a moderate rate of interest. Refer any two NBFCs and discuss the institutional services and products that are provided by them.

Introduction-NBFCs

Institutional products and services by NBFCs

2 PPPs have great potential to provide infrastructural facilities and contribute towards bridging the gap of demand and supply in infrastructure. Discuss in detail the role of PPP projects in infrastructure.

Introduction about PPP

PPP models

Role of PPPs

3 NABARD is promoting the setting up of agricultural export zones in various states with the help of local state government bodies. Discuss in detail the scheme of NABARD for agriexports.

NABARDs scheme for agri-exports-supporting activities

Funds for projects

4 Commercial banks have been playing a major role in providing institutional banking facilities. Prepare a report on any commercial bank's services in the area of institutional banking.

Commercial banks – products in institutional banking

Services

5 The primary role of the IMF is to promote stability of the international monetary system and exchange rates. Discuss some of the projects assisted by IMF.

Projects assisted by IMF 10 10

6 Technology plays a dominant role in effectively managing the business of DFIs. Discuss the role of technology in DFIs.

Role of technology in DFIs
Developments

**SEM 4 FINANCE WINTER 2014**

**MF0015 & INTERNATIONAL FINANCIAL MANAGEMENT**

1. Give the meaning forward markets. Explain its features, arbitrage in forward markets, forward markets hedging and speculation in forward markets.
   - Meaning of forward markets
   - Features, arbitrage in forward markets
   - Forward markets hedging
   - Speculation in forward markets

2. Explain the interest rate parity theory and purchasing power parity with examples.
   - Interest rate parity theory with examples
   - Purchasing power parity theory with examples

3. Explain the cash concentration strategies and cash management structures.
   - Cash concentration strategies
   - Cash management structures

4. A particular method is used depending upon the circumstances and the legal accounting procedures adopted in a particular country. Explain all the translation methods.
   - Current rate method
   - Current /non current method
   - Monetary method
   - Temporal method

5. International credit markets are the forum where companies and governments can obtain credit. Bring out your understanding on international credit market and explain the two very important aspects of international credit market. Refer and give one example.
   - Introduction of international credit market
   - Explanation of syndicated loans with example
   - Explanation of External Commercial Borrowings (ECB)

6. Explain the principles of taxation and double taxation. Give some important points on tax havens and its types.
   - Explanation on principles of taxation
   - Explanation on double taxation
   - Explanation on tax havens and its types

**MF0016- TREASURY MANAGEMENT**

1. Collateralised Borrowing and Lending Obligations (CBLO) is a product in the money market launched in 2003 by CCIL. Discuss the process involved in obtaining membership of CCIL for CBLO.
   - Process involved in obtaining CBLO

2. Commodity market is the market in which commodities like oil, gold and agricultural products are traded. Who are the players in the commodity market? How does the commodities move?
   - Players
   - Factors that affect the commodity market

3. Suppose you are the manager of a company operating in three countries; India, US and UK. What are the risks you face relating to foreign exchange?
   - Foreign exchange risk factors

4. Explain interest rate and various types and various sources of interest rate.
   - Different types of interest rate risks
   - Framework for measuring and managing the liquidity risks.

5. The Treasury function of a company plays a key role in working capital. Analyse the interface between treasury and working capital.
   - Interface between treasury and working capital
Treasury products are the product in the market available to the treasury for raising and deploying funds for investment and trading in securities and forex markets.

Forex services
Money products
securities

MF0017 & MERCHANT BANKING AND FINANCIAL
1 Rating methodology is used by the major Indian credit rating agencies. Explain the main factors of that are analyzed in detail by the credit rating agencies.
Business risk analysis
Financial analysis
Management evaluation
Geographical analysis
Regulatory and competitive environment
Fundamental analysis
2 Give the meaning of the concept of venture capital funds. Explain the features of venture capital fund.
Meaning of venture capital funds
Features of venture capital funds
3 Hire purchase is one of the important concept. There are certain features of hire purchase agreement so explain the points of it. Differentiate between hire purchase and leasing.
Concept of hire purchase
Differences between hire purchase and leasing
4 Explain the concept of Swap. Write down its features and various types of interest rate swap.
Introduction of Swap
Features of swap
Various types of interest rate swap
5 Elaborate on measuring exchange rate movements. Explain the factors that influence exchange rates.
Measuring exchange rate movement- introduction
Interest rate differentials
Focus on demand supply model
Economic factors
Political conditions
6 Write short notes on:
International Credit Markets
International Bond Markets
International Credit Markets
International Bond Markets

MF0018 & INSURANCE AND RISK MANAGEMENT
1 Explain the risk management methods.
Loss control
Loss financing
Internal risk reduction
2 An organization is a legal entity which is created to do some activity of some purpose. There are elements of a life insurance organization. Explain the elements of life insurance organization.
Important activities
Internal organization
Distribution system
Functions of the agent
3 Insurance is the most important industry. Elaborate the different types of mediclaim and liability policies.
Explanation of all 5 types of mediclaim policies
Explanation of all 6 types of liability policies
4 Give short notes on:
Pricing objectives.
Pricing elements.
Rate computation.
Pricing objectives.
Pricing elements.
Rate computation.
5 Explain the creation and application of insurable interest. Give the differences between wagering and insurance.
Creation of insurable interest.
Application of insurable interest.
Differences between wagering and insurance.
6 Identify the role of insurance in managing risk financing. Explain the importance of insurance transaction. Discuss in different perspectives of insured and insurer.
Role of insurance in managing risk financing.
Introduction of insurance transaction.
Explanation of different perspectives of insured and insurer.

SEM 4 HCS WINTER 2014
MH0056 – Public Relations & Marketing for Healthcare Organizations
1 What is marketing mix? Explain the four P’s of the marketing mix.
Meaning of marketing mix.
Explanation of four P’s.
2 List the different methods of qualitative and quantitative research. Explain the unique features of each methodology.
Listing the different methods.
Explanation.
3 Elaborate the concept and significance of marketing healthcare.
Explanation of concept of marketing in healthcare.
Significance of marketing healthcare.
4 Explain market segmentation.
Definition.
Explanation.
5 Describe SWOT analysis.
Definition.
Characteristics.
Explanation of process of SWOT analysis.
6 List and explain the factors that attract corporates to healthcare.
Listing the factors.
Explanation of all the factors.

MH0057 – Management of Healthcare Human Resources
1 Define manpower planning. Explain the steps in manpower planning.
Definition.
Explanation of steps.
2 Define training. Explain the various steps involved in the training cycle.
Definition.
Explanation.
3 Discuss the importance of HRM in healthcare organisations.
Explanation of HRM in general.
Importance of HRM for the employees, society and the organisation.
Strategic role of HRM in healthcare
4 Explain the impact of government on reward management.
What is reward management
Impact of government on reward management
5 Explain the importance of human relations in healthcare services.
Brief overview of human relations in healthcare services
Explanation of importance of human relations in healthcare services
6 A healthcare organization opens a new cafeteria. Consider that you are the HR manager of the healthcare organization and you are given the task of recruiting the staff for managing, cooking food, cleaning the cafeteria and so on. Explain the various methods of recruitment you would follow in selecting the right candidate for the job.
Listing the various processes in recruitment
Explanation of various processes

MH0058 – Legal Aspects in Healthcare Administration
1 Which are the 3 types of inquest's in India? Explain.
Mentioning 3 types of inquest
Explanation
2 Explain the relevance of consumer protection act in the hospital scenario.
Definition of consumer
Explanation of consumer rights
Explanation of relevance of consumer protection act in hospitals
3 Explain health as a fundamental right.
Definition of health
Explanation of health as a fundamental right
4 What is informed consent? Describe the implications of breaching confidentiality.
Meaning of informed consent
Importance of informed consent
Explanation of implications of breaching confidentiality
5 Describe two important Indian cases that have led to the formation of case laws in medical emergencies.
Explanation of Paschim Banga Khet Mazdoor Samiti Vs state of west Bengal case
Explanation of Paramanand Katara Vs Union of India
6 Explain the various systems of medicine prevalent in India.
Listing the various systems of medicine in India
Brief explanation

MH0059 – Quality Management in Healthcare Services
1 Discuss the dimensions of quality management in healthcare.
Listing all the dimensions
Brief explanation of all the dimensions
2 Discuss the methods of performance evaluation in healthcare services.
Listing all the methods of performance evaluation
Brief explanation of all the methods of performance evaluation
3 Describe Maxwell’s concepts of quality.
Listing of Maxwell’s concepts of quality
Explanation of Maxwell’s six dimensional quality model of healthcare services
4 Explain the implementation of QMS in healthcare organization.
Brief outline of QMS
Listing of steps in implementing QMS in healthcare organization
Explanation of steps
5 Define accreditation and certification. List the benefits of accreditation and certification of hospitals.
Definition of accreditation and certification
Benefits of accreditation and certification
6 Differentiate between Six sigma and Total quality management.
important differences between six sigma and TQM

SEM 4 HR WINTER 2014
MU0016 – Performance Management and Appraisal
1 Discuss the principles and dimensions of Performance Management
Explaining the principles of Performance Management
Explaining the dimensions of Performance Management
2 Assume that you have joined as an HR in an organization. The first task assigned to you is to conduct the Performance Appraisal Process. What according to you is its purpose? Describe the entire Performance Appraisal process.
Explain the purpose of Performance Appraisal
Explain the Performance Appraisal Process
3 Discuss the components of a Performance Appraisal feedback. Describe the steps in giving a constructive Feedback
Explaining the components of Performance Appraisal Feedback
Explaining the steps in giving a Constructive Feedback
4 Discuss the skills that a line manager require for effective Performance Management.
Listing the skills
Explaining the skills
5 Describe the modern methods of Performance Appraisal
Explaining all the five modern methods of Performance Appraisal
6 Write a brief note on the Employee’s responsibility in Performance Planning Mechanics
Explaining the employee’s responsibility in Performance Planning Mechanics

MU0017 – TALENT MANAGEMENT AND EMPLOYEE RETENTION
1 Explain the importance of Talent Management Process. Describe the stages of Talent Management Process
Importance of Talent Management Process
Explaining the stages of Talent management Process
2 Describe the top strategies adopted to improve employee retention
Explaining the top strategies to improve employee retention
3 Explain the key Compensation principles. What do you mean by Total rewards?
Describe the elements of Total rewards
Explaining the key compensation principles
Definition of Total rewards
Explaining the elements of Total rewards
4 What are the responsibilities undertaken by an HR to ensure compliance to regulations? Explain the steps involved in ensuring safe work environments
Responsibilities of an HR to ensure compliance to regulations
Explaining the steps involved in ensuring safe work environments
5 Explain the key elements of a Talent Management System
Explaining the key elements of a Talent management system
6 Explain the concept of Talent Acquisition .Explain the talent acquisition strategies
Concept of Talent Acquisition strategies
Explanation of the Talent acquisition strategies

MU0018 – Change Management
1 Describe Kotter's Eight Step Change Model
Explaining Kotter’s Eight Step Change Model

2 Define Resistance to change. Explain some of the techniques to overcome Resistance to change.
Definition of Resistance to change
Explaining the techniques to overcome Resistance to Change

3 What do you mean by Organizational Effectiveness? Explain the factors in achieving Organizational Effectiveness.
Definition of Organizational Effectiveness
Explaining the factors in achieving Organizational effectiveness

4 What do you mean by Change Agent? Describe the characteristics of successful Change Agents.
Definition of Change Agent
Explaining the Characteristics of successful Change Agents

5 Explain the Behavioural Approach to Individual Change.
Explanation of the Behavioural Approach

6 Write a brief note on the following:
a) Kolb’s Learning Cycle
b) Peter Senge’s framework on Organizational Learning
Explaining the concept of Kolb’s Learning Cycle
Explaining the concept of Peter Senge’s Framework

SEM 4 OM WINTER 2014
OM 0015 – MAINTENANCE MANAGEMENT

1 Write short notes on the following:
Categories of maintenance activities
Mean Time Between Failures (MTBF)
Advantages of a Sound Replacement Program
TPM implementation
A Categories of maintenance activities
Mean Time Between Failures (MTBF)
Advantages of a Sound Replacement Program
TPM implementation

2 Explain briefly the functions of maintenance planning. What are the benefits of maintenance planning?
A Listing and brief description of functions of maintenance planning
Listing of benefits of maintenance planning

3 What are the three stages in the lifecycle management of any machinery? Explain in brief the Life cycle management system.
A Listing of the three stages
Description of the stages with help of diagram (Life cycle management process), examples

4 Effective implementation of maintenance management in Quarta Technologies Quarta Technologies is a leading manufacturing company in Bhopal. It manufactures six million tubes a year. Each year, production shuts down for few weeks allowing capital investment projects and deep maintenance to be performed. These include process changes and a variety of maintenance activities are executed.
The Challenge
Ramping up to full production capacity after the shut down was a slow process with attendant quality issues. The equipments used in this organisation were used for several years before it was either discarded or replaced with a similar new machine. From the time the equipment were brought, the production and maintenance personnel accumulated considerable knowledge about the equipment, the manner in which failures occur and the symptoms that it develops before a particular failure or malfunctioning happen. The organisation recognised an opportunity to reduce the quality costs of the annual shutdowns by planning and troubleshooting techniques.
The Solution
The organisation, worked with the plant leadership to improve project and risk management skills by introducing the common process. A progressive learning was done with respect to equipment usage and systematically captures many types of information and put to use. One method was to develop good trouble shooting mechanisms. This mechanism was a structured approach to identify the root cause of the problem that needs some correction when viewed from the maintenance. By successively checking on a set of condition about the equipment, several alternatives pertaining to the possible problematic areas will get eliminated and progressively narrows down to a few. Once this stage is reached, it is possible to conduct a detailed analysis to locate the problem and take corrective measures.

This helped the organisation to implement trouble shooting techniques which reduce the shutdown period and a total of 110 distinct maintenance projects and capital investments were managed. It also eliminated schedule conflicts that would have caused delays. This technique helped them to achieve their goals, ramping up faster to full production and improved team corporation.

What was the challenge faced by Quarta Technologies? What steps were taken by them to reduce it?

A Description of the challenge
Description of trouble shooting mechanism
5 Write short notes on the following:
- Routine maintenance
- Inventory planning spare parts
- Benefits of scheduling
A ð Routine maintenance
- Inventory planning spare parts
6 Explain briefly the twelve steps to be firmed up and practiced for successful implementation of the Autonomous principles in a production unit.
A Explanation of the following
1. Introductory Education and Training
2. Cooperation among Departments
3. AM is a job fit
4. Small groups
5. Managers must take the Lead
6. Education and Practice
7. Practice first
8. Actual effects
9. Rules and standards are set by Operators
10. AM audit
11. Quick response
12. Be thorough

OM 0016 – QUALITY MANAGEMENT
1 Write short notes on the following: Integrating Quality into Strategic Management Six Sigma as a quality framework Reliability Types Juran’s Trilogy
A Integrating Quality into Strategic Management Six Sigma as a quality framework Reliability Types Juran’s Trilogy
2 Elucidate different types of Quality Management Systems (QMS). What are the benefits of implementing a QMS?
Explanation of various QMS (including industry and product specific and nonspecific types, examples)
Benefits of QMS
3 ABC is an organisation. The organisation is at the stage of lack of Quality products and services to meet the customer requirements. The organisation decides to develop a strategy and hire people to enhance the quality of its products and services. Being the quality head of the organisation what are the approaches you will consider for initial cost data collection.
Listing of the approaches
Justification why the approach was chosen
Conclusion
4 Write short notes on the following: Quality standards Significance of Quality Control
Automated manufacturing Applications of Design of Experiments (DOE) to product and process design
A Quality standards Significance of Quality Control Automated manufacturing Applications of Design of Experiments (DOE) to product and process design
5 This is a case study about an airline. It states that how at the initial stages the airline was not functioning properly and could not achieve customer satisfaction but however after the implementation of Total Quality Management (TQM), the company prospered.
Bryan air airlines started in year 1988 with only 67 employees and with one 18 seater turboprop plane from the south of east of Chelsea to London-Gatwick which carried 5000 passengers on one route (Harrison, 2002). In 1990-1991, the company had 700,000 passengers.
However, in spite of the raise of passengers, the company could not manage cost that the company had lost its money during the expansion of the business. The management decided to bring a brand new management team which suggested a re-launch of the airlines as a “low fares or no frills” airline, closely modelling the Southwest Airlines model in the US.
In addition, there was another problem related to quality service. Since it was a “low fares or no frills” airline it could not cater to the customer needs. So the company decided to use TQM and a strategic plan where both the internal and external customers will be given importance and all the main focus will be customer satisfaction. Hence the strategic option that was used by the company for satisfying both internal and external customers and marketing environment was used to attain total quality management.
Hence by implementing TQM and strategic planning the company could satisfy both the clients and the customer. Now Bryan air is one of the leading airlines in the world.
Identify the steps taken by the airline company which made them one of the leading airlines in the world.
A Identification of the quality initiatives with evidence from the case Analysis of these initiatives along the benefits Conclusion
6 Summarise why corporate culture is important
A Brief explanation/definition of corporate culture Instances where corporate culture must be changed Why does culture matter?
Conclusion

OM0017 - ADVANCED PRODUCTION AND PLANNING CONTROL
1 Write short notes on Classification of Inventory Models Role of Controls in Operation Cycles Forward scheduling PPC for Different Systems of Manufacturing
A Classification of Inventory Models Role of Controls in Operation Cycles Forward scheduling PPC for Different Systems of Manufacturing
2 Five jobs are to be processed at a work station. The processing time and the due date in days are given below. Determine:
a) The sequence of job according to the shortest processing time.
b) The total completion time.
c) The mean flow time or average completion time.
d) The average number of jobs in the system each day,
e) The average lateness.

<table>
<thead>
<tr>
<th>Job</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
</tr>
</thead>
<tbody>
<tr>
<td>Processing time in days</td>
<td>6</td>
<td>19</td>
<td>16</td>
<td>11</td>
<td>13</td>
</tr>
<tr>
<td>Due date in days</td>
<td>8</td>
<td>22</td>
<td>20</td>
<td>14</td>
<td>14</td>
</tr>
</tbody>
</table>

Calculation of
a) The sequence of job according to the shortest processing time.
b) The total completion time.
c) The mean flow time or average completion time.
d) The average number of jobs in the system each day,
e) The average lateness.

3 Differentiate between FMS and standalone machines. Describe a few Applications of FMS in Industries

Differentiation between FMS and standalone machines
Description of application in industry (pharma, aircraft, automobile, textile etc.)

4 Write short notes on Material Requirement Planning Forecasting in Operations Off shoring Agile manufacturing

A Material Requirement Planning Forecasting in Operations Off shoring Agile manufacturing

5 Define quality planning. Explain the phases of quality planning

Definition of quality planning
Explanation of phases of quality planning

6 Explain the importance of Supply Chain Management (SCM) and the problems addressed by SCM.

Explanation of importance of SCM
Elaboration of problems addressed by SCM

OM0018- Technology Management

1 Consider that you are a manager in a company and you want to manage a technology that is newly incorporated.
a. Describe the effects of technologies on business.
b. Prepare a list of the factors that are considered in managing technology.

A a. Explaining the effects of technologies on business
b. Collect from the key issues in managing technological innovation

2 The purpose of forecast is to improve the quality of the decisions related to selection of an alternative from available alternatives and not to force to accept a particular decision.

Explain various techniques for forecasting with a neat diagram

A Diagram 3 10

Describing the techniques 7

3 Write short notes on
a. Technology adoption
b. Technology diffusion
c. Technology absorption

A a. Technology adoption 3
b. Technology diffusion 3 10
c. Technology absorption 4

4 When you choose a new technology, you may have to face some of the question like what are its functional requirements, non-functional requirements and does the technology fit the organization culture?
a. How do you answer for these questions?
b. What is memristor?

A a. Explaining eight tips related to the selection of a new technology
b. Explaining memristor 2

5 Write short notes on
a. Bridging agencies
b. Problem solver model
c. Bar-Zakay model
d. Schlie, Radnor and Wad model

A a. Bridging agencies 2
b. Problem solver model 2 10
c. Bar-Zakay model 3
d. Schlie, Radnor and Wad model 3

6 Explain the basic scheme for knowledge based applications
A Diagram of basic scheme for knowledge based applications
Explaining the knowledge based technology process

SEM 4 MIS WINTER 2014
MI0038- ENTERPRISE RESOURCE PLANNING

1 a. Discuss about ERP software selection criteria.
b. What is improper ERP system selection? Explain in detail
A a. Explaining the ERP software selection criteria
b. Explaining the improper ERP system selection
2 a) Discuss the components of Customer Relationship Management.
b) Explain the different modules of R/3
A a. Explaining the 4 different component of CRM
b. Explaining atleast 6 modules 6
3 a. Consider two organisational environment in which one of the organisation is having no or little communication between departments and the other organisation where all the departments know what the others are doing. Now which environment is considered to be better and why?
b. Explain integrated Management of integration.
A a. identifying which environment 2
explaining the reasons 4 10
b. explanation of integrated Management of information
4 A business products distributor was manually processing over 300,000 customer orders each year. Heavy order flow prior to shipping cut-off timeframes and a highly variable daily volume created staffing challenges and inconsistent order turnaround times. Despite an effort to process customer orders via EDI, the company continued to receive over 20,000 orders per month via fax and email requiring manual data entry. Customer Service Associates in three different centres manually entered the orders into the order management system with the added pressure of meeting a shipping deadline. As any manual single-pass data entry process there were many errors, especially during peak processing cycles. Due to a complex product catalogue, variety of order types received from customers, and the large customer base, finding and training data entry specialists was a challenge. Fluctuating daily order volumes made maintaining appropriate staffing levels very difficult. During peak demand periods order processing lags would greatly decrease customer satisfaction levels. To solve all these problems the company implemented an outsourced automatic data entry solution with sophisticated “free-form” data extraction for their fax and email orders. The solution was able to recognise and capture data from any customer order format with 99.5% accuracy. Order input no longer requires the participation of the company’s order entry staff, which has reduced labour costs. The solution also receives fax and email orders on behalf of the company directly from customers and converts the hardcopy order to an EDI electronic purchase order for the order management systems. The solution includes a customised web-based portal to support exception processing and a secure web tool for archiving and storing images of all of the original order documents. The solution is completely accessible on demand from any of the company’s workstations. The solution was fully operational within 90 days and required zero capital investments in hardware, software or labour on the part of the company.

Questions:
a. What are the challenges that the company faced before the installation of the Data Entry solution?
b. What are the benefits of the Automatic Data Entry solution?
A a. Listing the Challenges 5 10
b. Listing the benefits 5
5 Write short notes on
a. Gap Analysis
b. Reduction of lead time
c. BAAN company
d. End users
e. ERP trends
A a. Explaining 2 10
b. Explaining reduction of lead time 2
c. Explaining about BAAN company 2
d. Explaining End users 2
e. Explaining ERP trends 2
6 Describe in detail the workflow of HRM that deploys ERP systems with a neat diagram
A Diagram 3
Listing the different sub modules 2 10
Explaining 5

**MI0039- E-COMMERCE**

1 Electronic Commerce is commonly known as e-commerce, is a process of buying and selling of goods or services using electronic systems. List the applications and benefits of e-commerce.
A a. Applications of e-Commerce 5
b. Benefits of e-Commerce 5 10
2 The e-Commerce architecture is divided into different layers which help us to have an organized discussion of building blocks of e-Commerce in a logical order. Explain the layered architecture of e-Commerce systems
A Explaining the six layers of e-Commerce systems 10 10
3 Suppose you are the network admin of WXZ Software Company and you are given the responsibility of managing all the servers. What are the steps you would follow to avoid hacking of the company’s information?
A Explaining the threat and to avoid threats 10 10
4 Assume that you are the project manager of VSC company. Due to some reason the company’s server got shut down and the company is not able to access the company’s confidential data. What steps would have been taken by you to avoid this?
A Explaining the backup alternatives 10 10
5 Write short note on
a. Target Audience
b. Preparing the budget
A a. Target Audience 5 10
b. Preparing the budget 5
6 Guest look is an Indian based cosmetic manufacturing company which manufactures a wide range of cosmetics for men. Although its product was used by men all over the world, a number of new cosmetic manufacturing companies arose in the market challenging Guest look. Now Guest look has to find innovative ways of advertising its products.
So far, Guest look’s advertising aids were mostly printed and television media. Now Eguest look realized the importance and benefits of e-Marketing and has started concentrating on e-Marketing. As the company is known for its integrity and will not compromise on that with spam and unsolicited mails. Therefore, company identified three techniques such as search engine optimization, improving existing website and banner ads.
a. What are the benefits of offline advertising? Are Guest look following offline advertisement? Justify your answer
b. If you are working with the development team of Guest Look, how would you go about improvising the existing website?
c. What banner ads?
A a. Listing the benefits of offline advertising 2
Justification of the answer for using offline advertisement
b. Explaining how to improvise the existing website
c. Explaining banner ads and its drawbacks 3
MI0040 - TECHNOLOGY MANAGEMENT

1. Consider that you are a manager in a company and you want to manage a technology that is newly incorporated.
   a. Describe the effects of technologies on business.
   b. Prepare a list of the factors that are considered in managing technology.

   a. Explaining the effects of technologies in business
   b. Collect from the key issues in managing technological innovation

2. The purpose of forecast is to improve the quality of the decisions related to selection of an alternative from available alternatives and not to force to accept a particular decision.
   Explain various techniques for forecasting with a neat diagram
   A. Diagram 3

3. Write short notes on
   a. Technology adoption
   b. Technology diffusion
   c. Technology absorption

   a. Technology adoption
   b. Technology diffusion
   c. Technology absorption

4. When you choose a new technology, you may have to face some of the questions like what are its functional requirements, non-functional requirements and does the technology fit the organization culture?
   a. How do you answer for these questions?
   b. What is memristor?

   a. Explaining eight tips related to the selection of a new technology
   b. Explaining memristor

5. Write short notes on
   a. Bridging agencies
   b. Problem solver model
   c. Bar-Zakay model
   d. Schlie, Radnor and Wad model

   a. Bridging agencies
   b. Problem solver model
   c. Bar-Zakay model
   d. Schlie, Radnor and Wad model

6. Explain the basic scheme for knowledge based applications
   A. Diagram of basic scheme for knowledge based applications
   Explaining the knowledge based technology process

MI0041 - JAVA AND WEB DESIGN

1. Write down what the following tags will perform
   a. <table>
   b. <td width>
   c. <embed>
   d. <a>
   e. <object>

   a. <table>
   b. <td width>
   c. <embed>
   d. <a>
   e. <object>

2. Write short notes on
   a. Web browsers
   b. Web development tools
A a. Explaining web browsers with an example
b. Explaining web development tools with an example

3 Write a programme to create a webpage that prints the name of the STUDENT database in Wide Latin font and set the subtitle with description of the STUDENT to the screen. Set the page layout to the webpage. Insert one image after the database with a Thank you note.

A Programme 7 10

Writing the output for the programme written 3

4 Read the following case study thoroughly and answer the following questions:

ABC is an educational institute which is reputed for its management courses. It has 3 branches in different places and is planning to launch 2 more branches in some other places. The institute used to maintain the student details in the form of a hard copy file. One day, a fire broke out in the record section and all such records were destroyed. Next day the management decided to maintain the student details in a computer so as to prevent the damage due to such disasters. One of the management members suggested that XYZ Company is capable of developing a kind of application for maintaining records using java. The member further told other members that in his friend's organisation the same java application developed by the XYZ company was working very effectively and it also offered enough security parameters. Immediately the management appointed an employee who had good knowledge of java language to oversee the implementation of the required application. That employee prepared an outline of the company's requirements and submitted it to the XYZ Company. The requirements of institute were: For institute's employees– student details, course details, materials, and access rights. For students it was– Course material, feedback on assignments, course details, materials, and access rights. For students it was–

XYZ company's web designers developed a prototype of an application based on the requirements of the ABC institute. Now the programmers of XYZ company detailed the process of application development based on the specified requirements. They decided that for display purpose they can use JSP (Java Sever Pages) and to retrieve the details of a particular student, they would create JDBC connection to the all branches. The student details can be stored in a database table (server side) by using MySql.

They also decided to use servlets for internal process. That is, sending of request and obtaining response from the server. After developing the application, they submitted it to ABC institute for testing purpose. During the testing process, it was found that there is no proper security mechanism in the application. That is, the application permitted 'Login' by every member. So ABC company asked XYZ company to install security mechanism in the application such that it gives separate access to the employees and students. XYZ company modified the application by giving only limited and absolutely necessary access rights to the concerned users. Also a new security parameter added to the application, prevented access by a user for 24 hours if he/she entered incorrect 'Login' details for three consecutive times.

a) Give reasons as to why ABC institute decided to choose XYZ Company for the development of Java application.
b) Discuss the reason for using JSP in java application.

A a. Answering for reasons 5
b. Reason for using JSP 5 10

5 For the above case study answer the following questions

a. State the reason for using database connection in the application.
b. Explain the purpose of creating a java application for the ABC institute.

A a. Reasons for using database connection 5 10
b. Explaining the purpose of creating a java application

6 How do you handle exception in java? Give with an example

A Explaining handling exception and the ways of exception can occur

Exception types 4

Explaining different types of exception handling like, using throw, using finally, etc

SEM 4 MARKETING WINTER 2014
**MK0015-Services Marketing and Customer Relationship Management**

1. "Positioning a service in the marketplace is much like positioning a product". Explain Service positioning and its purpose with the help of an example.
   - Explanation of service positioning
   - Explanation of purposes
   - Example

2. Elaborate GAP analysis in detail.
   - Explanation of GAP Model

3. "Interaction plays a lead role in building customer relationships". Explain CIM in this context.
   - Explanation of CIM
   - Explanation of Methods

4. What are the various types of conflicts in marketing services?
   - Explanation of types

5. Elaborate the important steps that service providers should bear in mind while implementing one to one marketing.
   - Explanation

6. Write short notes on:
   - E-CRM
   - Customer Retention
     - a) Meaning, opportunities and benefits
     - b) Meaning and Strategies

**MK0016-Advertising Management and Sales Promotion**

1. Do you agree that humour content in advertisement leads to better results? Support your view with examples.
   - Explanation of statement
   - Examples

2. Experts have found that consumers often respond to messages in a hierarchical order of behaviour. Throw light on communication response hierarchy in this context.
   - Explanation
   - Diagram of Model

3. Explain the role of a media planner and media buyer.
   - Role of media planner
   - Role of media buyer

4. Explain the strengths and limitations of direct marketing. List few products which are suitable for direct marketing.
   - Explanation of strengths
   - Explanation of Weaknesses
   - Listing of products suitable

5. "Kids are the new age customers". Do you agree with this statement? Explain Brat Power in this connection.
   - Explanation

6. Write short notes on:
   - Stereotyping in advertisement
   - Regulation governing Broadcast Media Advertising
     - a) Meaning and explanation
     - b) Explanation

**MK0017-E-Marketing**

1. Elaborate the e-marketing techniques used for various marketing activities.
   - Explanation of techniques

2. "Motivation to buy a product is crucial part of studies in online consumer behaviour". Explain
   - Explanation of types of buying behaviour

3. "A website has to be designed to showcase the company and its products".
Explain how to create a website along with its elements.
Explanation of creating a website
Explanation of elements
4 Explain 2P+2C+3S Formula in E-Marketing with the help of a diagram.
Explanation
Diagram
5 "Businesses are always looking to develop new sales and distribution channels to maximize profitability and growth”.
Explain
Explanation of role of distribution 10 10
6 Write short notes on:
a) Sales Force Automation
b) Customer Loyalty
   a) Meaning
   b) Meaning

MK0018- International Marketing

1 Discuss the different management orientations of a company. How does it affect international marketing?
   Management orientations
   Effect on international marketing
2 It is very important to analyze the politico-legal environment of a country in international business. Comment.
   Discuss the statement
3 Compare GATT and WTO and discuss the implications of WTO on international marketing.
   Comparison
   Implications of WTO
4 Nestle is marketing bottled water to Pakistan. Which segmentation it adopts there and what are the other international market segmentations?
   Nestle's segmentation
   Bases of segmentation
5 Write short notes on:
a) International packaging
   b) International logistics planning
      a) role and problems with packaging
      b) meaning and components of logistics
6 Select a product of your choice for export and explain how you will do the pricing and costing of that product.
   Choosing the product
   Export pricing and costing

SEM 4 IB WINTER 2014

IB0015- Foreign Trade of India
1 Analyze the changes in the composition of India's foreign trade since 2001.
   Overall picture of changes in composition of trade
2 Discuss the regulatory framework of India's foreign trade.
   Important laws governing exports and imports of India
3 List the thrust exports markets of India. Which products are categorized as thrust export products? Discuss.
   Listing markets
   Discussing products
4 How is services trade important for India? List the important services.
   Importance
5 Explain the various systems of quoting exchange rates. What is the meaning of option forward rates?
Systems of exchange rates
option forward
6 List the types of currency risk and explain how they are managed.
listing
Currency risk management

IB0016 – GLOBAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT

1 Assume that you are working in a textile company. Your company decides to import all the raw materials cotton clothing from the global suppliers to improve the sales. The company assigns you the task of analysing various issues that must be considered while importing. What are different issues you face while importing the goods from a global supplier?
[Listing of the issues with respect to various countries you wish to import from.
Brief explanation of issues with suitable examples
Summarization of how these issues may affect your company’s business

2 Insurance Claim by Jayshri Impex
Jayshri Impex is one of India’s leading garment manufacturer and exporter of textile dyes and chemicals whose manufacturing facility is located at Jethpur (near Rajkot), Gujarat. The head office of the company is at Mumbai. The company manufactures an African traditional dress worn by all natives of African cities - "khanga". Jayshri Impex has set high standards in garment export and it is recognised by the government of India for its extraordinary work. They have their presence in other cities of India as well as in Africa.
Thief of goods
Armed bandits on October 5, 2004, looted the export consignment of 185 bales of fabrics from the train, when it was transported to Brazzaville (Republic of Congo, West Africa). The company had insured their cargo with Bajaj Allianz and lodged a claim at the Bajaj Allianz, Rajkot office on the same day.
Insurance support from Allianz
Even though the location of theft was in the remote jungles of Africa, Bajaj Allianz appointed Lloyd’s Agency to carry out a survey immediately to check for the correctness of the claim. Lloyd’s was submitted on the survey report on November 20, 2004. It took a month for Lloyd’s to submit the report due to the procedural formalities involved in Africa to procure documents like police papers and no trace reports. Since the survey report was submitted in French a translation of the same was done at Ahmedabad on November 23, 2004. The Insured submitted all the remaining documents such as Power of Attorney, Original Bill Of Landing, NOC from Consignee, etc on November 25, 2004 from their Head Office at Mumbai. The claim was processed and based on the survey findings it was found to be true and the insurance amount of Rs.31,37,360/- was released on November 30, 2004.

Inference
Jayshri Impex managed to avoid a huge loss thanks to the insurance that it had purchased. The insurance company Bajaj Allianz also responded quickly and supported its client by releasing the amount at the earliest.

Why did Jayshri Impex claim for insurance? What type of insurance may Jayshri Impex opted for. How did the insurance company help Jayshri Impex?
(Source:http://general.bajajallianz.com/BagicCorp/bajaj_home/claims/case_study.jsp)

[Reason for claiming insurance
Inference for the Type of insurance opted (evidence from case study, linking to type of insurance) Settlement of insurance (support from insurance company)]

3 Explain in detail about INCO terms.
[Definition of INCO terms. What do they indicate? Listing and description of INCO terms]

4 Name the two types of rate making and explain the factors affecting air freight rates.
Discussion of freight rates (general and specific commodity rate) with example
Brief explanation of freight rates (cost of service, competition, directionality, characteristics of traffic and value of service)
5 Write short notes on
- Bareboat Charter
- Combination vessels
- Importance of free trade zones
- Dry ports in India
6 Explain the global trends that affect the decision of a global logistics manager
A Explanation of global trends (Market concentration, Production dispersion, Product line diversity) with suitable examples
Concluding remarks

IB0017 - International Business Environment and International Law
1 Discuss the salient features of FEMA and elaborate on the difference between FERA and FEMA.
Features of FEMA difference
2 Explain the various incoterms involved in international contract.
Incoterms
3 What is memorandum of Association? How is it different from Articles of Association?
MoA
Difference with AoA
4 Write short notes on:
a) WTO
b) IMF
a) Meaning and objectives of WTO
b) meaning and role of IMF
5 Discuss the rights of an unpaid seller. What are the remedies available to the buyer against seller for breach of contract?
Rights of unpaid seller
Buyer's remedies
6 What is technology transfer? Discuss the methods of international technology transfer.
International technology transfer methods

IB0018 - Export-Import Finance
1 What is the meaning of documentary Letter of credit? Explain in brief the types of L/Cs?
meaning types
2 What is the importance of export documentation? Discuss the various regulatory documents in brief.
Importance
Regulatory documents
3 Discuss the FEDAI rules regarding negotiation of documents under credit.
FEDAI rules
4 Write short notes on:
a) Packing credit in foreign currency
b) Post shipment finance in foreign currency
Meaning and role of L/C
Meaning and methods of import financing
5 Discuss any two finance programs by EXIM bank of India.
Meaning
RBI guidelines
6 What is ECGC? Explain Commercial and Political Risks covered under ECGC Policies.
   Meaning
   Risks covered

SEM 4 RETAIL WINTER 2014
ML0015- Services Marketing and Customer Relationship Management
1 "Positioning a service in the marketplace is much like positioning a product". Explain Service positioning and its purpose with the help of an example.
   Explanation of service positioning
   Explanation of purposes
   Example
   2 Elaborate GAP analysis in detail.
   Explanation of GAP Model. 10 10
   3 "Interaction plays a lead role in building customer relationships". Explain CIM in this context.
   Explanation of CIM
   Explanation of Methods
   4 What are the various types of conflicts in marketing services?
   Explanation of types
   5 Elaborate the important steps that service providers should bear in mind while implementing one to one marketing.
   Explanation
   6 Write short notes on:
      a) E-CRM
      b) Customer Retention
         a) Meaning, opportunities and benefits
         b) Meaning and Strategies

ML0016- Advertising Management and Sales Promotion
1 Do you agree that humour content in advertisement leads to better results? Support your view with examples.
   Explanation of statement
   Examples
   2 Experts have found that consumers often respond to messages in a hierarchical order of behaviour. Throw light on communication response hierarchy in this context.
   Explanation
   Diagram of Model
   3 Explain the role of a media planner and media buyer.
   Role of media planner
   Role of media buyer
   4 Explain the strengths and limitations of direct marketing. List few products which are suitable for direct marketing.
   Explanation of strengths
   Explanation of Weaknesses
   Listing of products suitable
   5 "Kids are the new age customers". Do you agree with this statement? Explain Brat Power in this connection.
   Explanation 10 10
   6 Write short notes on:
      a) Stereotyping in advertisement
      b) Regulation governing Broadcast Media Advertising
         a) Meaning and explanation
         b) Explanation
ML0017-Mall Management
1 Explain the different types and components of shopping malls.
   Explanation of types
   Explanation of components
2 Explain different models for malls.
   Meaning of malls
   Types of mall models
3 Describe the Mall Design Process in detail.
   Explanation of malls
4 Explain Global brands, its benefits and variables.
   Meaning
   Benefits
   Variables
5 Explain Preventive and Predictive Maintenance Techniques in detail.
   Meaning & Explanation of PM
   Meaning & Explanation of PdM
6 "Risks need to be managed and reduced by the shopping mall officials". In context of this statement, explain various issues which are taken care by officials.
   Explanation of issues

ML0018-Project Management in Retail
1 Explain Sensitivity Analysis and the ways in which it is carried out.
   Explanation of sensitivity analysis
   Explanation of four ways
2 Explain Detailed Project Report and Critical areas of concern for a successful retail store.
   Explanation of Detailed project report
   Explanation of critical areas
3 Describe the steps involved in Network Planning Techniques
   Explanation of steps
4 Every team member has a different attitude towards work which leads to chances of conflict". Explain the treatments used to overcome the conflict in projects in retail.
   Reasons for conflict in a team
   Explanation of Methods/Treatments
5 "New ideas are fuel to any organization process". Explain the Judgmental process in the light of the above statement.
   Meaning
   Components
6 Write short notes on:
   a) Gantt Chart
   b) Fishbone Diagrams
   a) meaning
   b) Meaning

SEM 4 PM WINTER 2014
PM 0015 – QUANTITATIVE METHODS IN PROJECT MANAGEMENT
1 Write short notes on:
   ▶ Management Operation System Technique (MOST)
   ▶ Project Budgeting
   A ▶ Management Operation System Technique (MOST)
   ▶ Project Budgeting
2 Describe the different nonnumeric methods for project selection.
   A Description of the non numeric methods
1. The Sacred Cow
2. The Operating/Competitive Necessity
3. Comparative Benefits
4. Rank-ordering (Q sort)
5. What do you understand by managing cash flow?
   Description of Moving Averages and Exponential Smoothing
6. Describe how you can choose an appropriate forecasting model.
   A Guidelines for Selecting a Model for the Purpose of Forecasting
   B Performing a Residual Analysis
   C Measuring the Magnitude of the Residual Error Through Squared or Absolute Differences
   D Mean Absolute Deviation
   E Principle of Parsimony
7. Describe how you can display data using Gantt chart and Network Diagram Chart in MS Project.
   A Description of displaying data using Gantt chart
   B Description of displaying data using network diagram chart
8. How to create a report on the project activities in the MS Project
   A Setting Up of Reports
   B Process of Creating or Editing Reports
   C Reports that can be printed
   D Check the Reports Available
   E Print a Report
   F Reports by Report Type

PM 0016 – PROJECT RISK MANAGEMENT
1. Explain the concept of Risk Breakdown Structure (RBS). What are the uses and benefits of Risk Breakdown Structure
   A Explanation of concept of risk breakdown structure
   B Description of uses and benefits
2. Briefly explain the risk handling strategies
   A Retaining/accepting risk
   B Risk abatement
   C Mitigating consequences of risk occurrence
   D Transferring risk
   E Avoiding risk
3. What are the steps to balance short term and long term plans? What are the risk impacts? Give examples.
   A Listing of the steps to balance short term and long term plans
   B Examples of risk impact
4. Explain contract management? List the differences between a program and a project in business.
   A Explanation of contract management including types of contracts
   B Listing the differences between a program and a project in business
5. Pavan Misra is a project manager in Latitude Software Pvt Ltd Company. Pavan attended the seminar conducted annually in HCF convention centre, Lucknow. One of the managers portrayed the following situation at a company at which he had worked: In any organisation the project managers were remunerated for rectifying the problems in troubled projects. A manager who took a project that was not in good shape had refurbished it to good shape and it was appreciated by the customers. He could foresee a sizable bonus at his next performance review. The management analysed it to be a proper way to encourage their employees to outstanding performance. One project manager at this company analysed this incentive system and, as should
have been expected by upper management, employed it in his own best interest. He would secretly allow his projects to worsen slowly until they were on the edge of cancellation, then, with obvious, evident, heroic effort, would revive them. His actions – of which he made certain that his managers were aware – earned him considerable bonuses time and again. The higher management finally came to know that he was the cause of the problems that his projects suffered, and he was immediately dismissed. Pavan’s response to this presentation was twofold: Good for the Manager
Top management at this company made it apparent to the project manager that it was his interest to save a troubled project. If top management didn’t analyse to provide him with a troubled project, he had to provide it for himself. The manager showed discernment and cleverness in supervising his projects in such a way that he could concurrently attain the company’s goal and his own (financial reward).
Shame on the Company
Top management at this company failed to guarantee that the project manager’s best interest overlapped with the company’s best interest. If the company wanted to have projects that were in good shape throughout their lifetimes, then their incentives to the project managers should have been focused toward keeping projects healthy. Managers whose projects never weakened should have received greater bonuses than managers whose projects suffered and later recovered. Furthermore, they failed to distinguish the apparent skill that this manager had; rather than firing this manager the company should have changed its incentive system and let this manager grow in a situation that would simultaneously benefit the company.
What could have the company done to avoid such situation? Do you think that Risk mitigation is a useful approach for this company? Justify.
A evaluation of what the company could have done(relate it to evidence from the case)
statement whether risk mitigation is useful state the reasons for this stand 4
6 Explain the need for documentation?
A Why documentation is vital
Aspects of project to document
Benefits

PM 0017 - PROJECT QUALITY MANAGEMENT

1 Describe the tools and techniques used for quality planning.
A Listing of tools and techniques used for quality planning
Description of the tools and techniques used for quality planning
2 Discuss the various tools used for understanding data.
A Listing of the tools
Description of the tools
Steps to create
3 Describe the Enterprise Project Management Model (EPM)
A Definition
Model which supports EPM
Implementation of EPM
Advantages of EPM
4 Explain the project management value initiative
A General description of project management value initiative
Six steps in the project initiative program
5 Briefly explain the seven forces involved in the success of quality in project management.
A Explanation of:
 Placing the budgetary considerations ahead of the quality
 Placing schedule considerations ahead of quality
 Placing political considerations ahead of quality
 Being arrogant
 Lack of fundamental knowledge, research or education, the principles of quality assurance
 Pervasively believing in entitlement
Practicing autocratic behaviours, resulting in “enrolment”

6 UK based Sonifex has been manufacturing equipments to broadcast audio for the radio, TV, security and telecommunications for more than 40 years. A reputation for building high quality, reliable professional audio products, 100% engineering and manufactured in their UK factory and is being used in facilities all over the world has been earned by Sonifex.

Sonifex is in private owned by its directors and headed by Marcus Brooke. Sonifex's finest known products comprises of the award winning Courier portable flash-card recorder, which was chosen as the millennium product by the UK’s design council. The Red Box range of audio interfaces, that are designed for systems integrators and the lately introduced reference monitor range, a new series of rack-mount audio monitors that utilise the latest DSP (digital signal Processing) technology is also one of Sonifex's product.

In the late 1990s, during the drift towards overseas manufacturing, the need to overhaul its complete operation if it were to maintain its status as a leading UK manufacture and to retain its expert manufacturing staff was recognised by Sonifex. Of late, the company realised that a modification needed in the way the manufacturing process was controlled so that stock control, invoicing and accounts can be incorporated. An Excel system called EFACS, allowed to do a lot of what was needed in terms of stock control and production planning. However, the system was very cumbersome and wasn't really suited to the needs of a smaller company where one person usually has more than one task to be performed. Sonifex had its own in-house software expert that could perform a thorough inspection and take a look at the system to see how on the improvements. A new front end was created.

Sonifex was the first to invest in Dscope Series III audio analysers; in fact they were involved in helping to incorporate beta testing in the unit. A prototype was seen at a broadcast convention and the beta test was advised to perform as a must. The price was a factor- it is incredibly competitive when compared to the test equipment offered by other manufactures, but that wasn’t the only reason to be chosen. They were also convinced by its incredible feature-set and by its user friendliness, but the main deciding factor was that the system could be easily integrated into their test systems, enabling them to develop their own user interface, integrating the scope seamlessly into their own software system.

The company’s Dscope series III is an inclusive and powerful measurement system for analog and digital audio generation and analysis, consisting of digital audio carrier analysis, acoustic transducer testing and testing of sound devices. The net result of Dscope III was very a rapid diagnosis and correction of any manufacturing faults, with detailed test records being written directly into the test system, giving a complete product that was ever built. This, in turn led to far more effective component batch control of products on the manufacturing lines, and more efficient technical support of products in the field. Each and every step of the phase of the Dscope III series had to undergo a complete inspection, measurement of the devices and testing.

Sonifex thus has been able to standardise on the Dscope III series for both development and testing purposes, allowing engineers to exchange results and test procedures between departments. The Dscope III analysis was an important part of the company's performance criteria. Sonifex's followed automated testing process and is now an integral part of its fresh software package, which was developed in-house. By doing the right inspection, measurement and testing at the right time Sonifex has retained their manufacturing operation in UK when many of the competitors had to move overseas. In spite of all this Sonifex continued to develop quality design and manufacture the quality products in such a way that customers come expecting them.

What were the challenges faced by Sonifex's measurement system? Describe the role of inspection, measurement and testing in building Sonifex.

A Listing of challenges
Description of the role of inspection, measurement and testing

PM 0018 –CONTRACTS MANAGEMENT IN PROJECTS

1 What is E-procurement?
A § Definition
§ Benefits
1. Seven types of e-procurement
2. Explain the condition for adopting National Competitive Bidding and the requirements of National Competitive Bidding.

A. Explanation of conditions for adopting National Competitive Bidding and requirements of National Competitive Bidding

3. List the features of Item Rate contracts and demonstrate how they are different from Lump Sum contracts.

A. Listing of features of Item Rate contracts

Differences

4. What is RFP? What are the types of consultancy contracts?

A. Definition of RFP, What it includes

Description of types of consultancy contracts, where it is best suited

5. Briefly explain the areas of risk and causes of risk in contracts. Briefly describe five conditions for termination of a contract.

A. Explanation of various risks

Description of conditions for termination of contract

6. What is outsourcing? What are its benefits and drawbacks? Write short notes on contract compliance?

A. Explanation of outsourcing, benefits and drawbacks

Short notes on contract compliance

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