

Total No. of Questions—5]

[Total No. of Printed Pages—3

<b>Seat No.</b>	
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**[4774]-1001**

**MBS (First Semester) EXAMINATION, 2015**

**101 : STRATEGIC MANAGEMENT**

**(2013 PATTERN)**

**Time : 2.5 Hours**

**Maximum Marks : 50**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Each question has an internal option.

(iii) Each question carries **10** marks.

(iv) Figures to the right indicate marks for the question/sub-question.

(v) Your answers should be specific and to the point.

(vi) Support your answers with suitable live examples.

(vii) Draw neat diagrams and illustrations supportive to your answer.

1. (a) Define strategy and outline the process of strategic management with diagram. [10]

*Or*

(b) Who are the stakeholders of an organization ? Explain the nature of the two-way stakeholder-organization relationship. [10]

P.T.O.

2. (a) (i) What is organizational capability ? How is strategic advantage profile prepared ? [5]
- (ii) Explain SWOT analysis as a tool for accessing organizational capabilities and environment opportunities. [5]

*Or*

- (b) (i) Explain BCG matrix with advantages and disadvantages. [5]
- (ii) Explain GE Nine cell model with advantages and disadvantages. [5]

3. (a) Explain low cost, differentiation and focus strategies with advantages and disadvantages. [10]

*Or*

- (b) Write short notes on :
- (i) Merger and Acquisition Strategies. [5]
- (ii) International Strategies. [5]

4. (a) What is Organizational Structure ? Explain the levels of Organizational Structure with diagrams wherever necessary. [10]

*Or*

- (b) Write short notes on :
- (i) Key components of building a learning organization. [5]
- (ii) Mintzberg's 5 Ps strategy. [5]

5. (a) What do you mean by the term 'Blue Ocean Strategy' ?  
Explain the characteristics and principles of the Blue Ocean Strategy. [10]

*Or*

- (b) Write short notes on :
- (i) Virtual Value Chain. [5]
  - (ii) Threats to Sustainability. [5]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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[4774]-1002

**MBS (First Semester) EXAMINATION, 2015**

**102 : ENTERPRISE PERFORMANCE MANAGEMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

- N.B. :-**
- (i) All questions are compulsory.
  - (ii) Each question has an internal option.
  - (iii) Each question carries **10** marks.
  - (iv) Your answers should be specific and to the point.
  - (v) Support your answers with suitable live examples.

1. (a) “Strategic Planning, operational control and management control are interrelated with each other.” Comment. [10]

*Or*

- (b) What is responsibility center ? State and elaborate various types of responsibility center. [10]

2. (a) “Capital expenditure decision is the essence of any business enterprise.” Explain in detail. [10]

*Or*

- (b) Explain various techniques of capital expenditure decision. [10]

3. (a) “Designing and implementation of performance evaluation parameters for banking industries is more complex and challenging.” Comment. [10]

P.T.O.

*Or*

(b) Explain the following performance evaluation parameters for retail : [10]

(i) ABC analysis

(ii) Multiple Attribute Method.

4. (a) Explain the project control process for the Project in detail. [10]

*Or*

(b) “Like the strategic planning and budget preparation the social audit is also the important activity in non-profit organization.”  
Comment. [10]

5. (a) “A sound audit system strengthens performance management.”  
Critically examine this statement in respect of cost audit and management audit. [10]

*Or*

(b) Write short notes on : [10]

(i) Financial Audit Vs. Cost Audit

(ii) Internal Audit Vs External Audit.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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[4774]-1003

**MBS (First Semester) EXAMINATION, 2015**

**103 MKT : SERVICES MARKETING**

**Marketing Mgt. Spl.—I**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Each question has an internal option.

(iii) Each question carries equal marks.

1. (a) Explain characteristics of services with suitable example. [10]

*Or*

(b) Explain in detail “Search, experience and credence”  
Attributes. [10]

2. (a) Explain why location is important for services with proper  
example. [10]

*Or*

(b) Design communication mix for a telecom service provider. [10]

3. (a) Explain standardisation of process and self-service technologies  
for a banking service with suitable example. [10]

*Or*

(b) Explain role of internet in service delivery with a suitable  
example. [10]

P.T.O.

4. (a) Explain role and importance on internal marketing with proper example. [10]

*Or*

- (b) Explain role and importance on physical evidence in hospitality sector. [10]

5. (a) Develop a marketing mix for a theme park. List down the appropriate assumptions. [10]

*Or*

- (b) Explain the market for educational institute and marketing approach of educational institute. List down assumptions. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-1004**

**MBS (First Semester) EXAMINATION, 2015**

**103 FIN : INDIRECT TAXATION**

**Financial Mgt. Spl.—I**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

- N.B. :—**
- (i) All questions are compulsory.
  - (ii) Each question has an internal option.
  - (iii) Each question carries **10** marks.
  - (iv) Figures to the right indicate marks for that question/  
sub-question.
  - (v) Your answers should be specific and to the point.
  - (vi) Support your answers with suitable live examples.
  - (vii) Draw neat diagrams and illustrations supportive to your  
answer.
  - (viii) Use of calculators is permitted (as applicable).

1. (a) What do you understand by the term Indirect Taxes ? Explain features of Indirect Tax and its constitutional validity.

*Or*

- (b) Enumerate Indirect Tax Laws with respect to Indian Economy. Explain its administration and relevant procedures.
2. (a) What are the basic conditions for levy of duty u/s 3 of Central Excise Act (ICSI).

P.T.O.

*Or*

(b) State briefly how the value of excisable goods is determined for the purpose of charging Excise Duty.

3. (a) Explain customs laws. Elaborate basic concepts of customs laws related to :

(i) Territorial Waters

(ii) High Seas.

*Or*

(b) Elaborate customs procedures related to Import and Export. Also discuss in detail the various export promotion schemes.

4. (a) Define the term 'Service' under the Service Tax Act, 1994 and give the list of taxable services at least 25 services under this Act.

*Or*

(b) Explain the procedure of registration under Service Tax and enumerate the exemptions and abatements under Service Tax.

5. (a) What are the salient features of State VAT ? Explain with suitable example how VAT operates.

*Or*

(b) Define 'Sale' under Central Sales Tax Act. Explain the term 'Sales outside territorial waters' under Sales Tax Act.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-1005**

**M.B.S. (First Semester) EXAMINATION, 2015**

**103-IT : Information Technology Mgt. Spl.—I**

**(Software Project Management)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** Figures to the right indicate full marks.

1. Explain the various activities under the technical project management. [10]

*Or*

Explain software project management plan. [10]

2. Explain the step in project planning and project evaluation. [10]

*Or*

Explain cost benefit analysis. [10]

3. Explain PERT and CPM with an example. [10]

*Or*

Software quality management. [10]

P.T.O.

4. What is risk management ? Explain the strategies for risk reduction. [10]

*Or*

What is resource monitoring ? Define Cost Monitoring. [10]

5. (a) Explain Microsoft Project 2010. [10]

*Or*

(b) Define project management software. Explain prince 2. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
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**[4774]-1006**

**MBS (First Semester) EXAMINATION, 2015**

**103-OPE : OPERATIONS STRATEGY**

**(Operations Management Specialization—I)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) *All* questions are compulsory.

(ii) For all questions, internal choice within the question is given.

(iii) *All* questions carry equal marks.

1. (a) Discuss Correlation of operations strategy and competitive dimensions of business with each other. [10]

*Or*

(b) Explain the meaning of operations strategy. Discuss the role of operations strategy in Corporate Strategy. [10]

2. (a) Discuss the relation of value chain concept and core competence with operations strategy. [10]

*Or*

(b) Explain the importance of strategic integration while formulating operations strategy. [10]

P.T.O.

3. (a) Discuss salient features of Lean Manufacturing in the context of operations strategy. [10]

*Or*

- (b) Explain the concept and principle of focused manufacturing. Why is it important today ? [10]

4. (a) Explain the importance of Strategic Resource Management. [10]

*Or*

- (b) Make a list of key performance indicators which are required to control various operations in an organization. Explain it in detail. [10]

5. (a) How is ERP (SAP) helpful for decision-making in Operations Management ? [10]

*Or*

- (b) Discuss the role of IT in implementation of Operations Strategy. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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[4774]-1007

**M.B.S. (First Semester) EXAMINATION, 2015**

**103 : STRATEGIC HUMAN RESOURCE MANAGEMENT**

**HRM Spl.—I**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) Attempt all *five* questions.

(ii) All questions carry equal marks.

1. (a) Explain the concept of Strategic Human Resource Management. Explain the need of SHRM in today's world.

*Or*

(b) Define and state meaning of SHRM and discuss challenges before SHRM.

2. (a) Define HR strategies and discuss various types of HR strategies.

*Or*

(b) "Implementation of HR strategies can enhance organisational performance." Discuss this statement.

3. (a) Describe the term career planning and succession planning. Discuss relation between career planning and succession planning.

*Or*

(b) Explain the term competencies. How are competencies useful in HR strategies ?

P.T.O.

4. (a) What are different HR strategies which are used to improve organisational effectiveness ?

*Or*

- (b) What is organisational culture ? Discuss HR strategies for culture management.

5. (a) Discuss concept of global HR strategies and state importance of global HR strategies in today's competitive world.

*Or*

- (b) Explain importance of training and development of International staff. Explain the term Global compensation issues.

Total No. of Questions—5]

[Total No. of Printed Pages—3

Seat No.	
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**[4774]-1008**

**M.B.S. (First Semester) EXAMINATION, 2015**

**103-IB : INTERNATIONAL BUSINESS ENVIRONMENT**

**International Business Mgt. Spl.—I**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) Attempt all *five* questions.

(ii) Each question has an optional question.

(iii) Each question carries equal marks.

(iv) Total marks are **50**.

1. Define international business environment. Explain with examples how domestic and foreign approaches differ in impacting international business decisions. [2+8]

*Or*

If 'Champion Sports' decides to expand its sports business in South-East Asia, explain what international business decisions it has to take in the light of political and economic environment. [10]

2. Define foreign direct investment (FDI). Discuss the effects of foreign direct investment on country's economic development. [2+8]

P.T.O.

*Or*

Is 100% FDI useful in India's multi-brand retail sector ? You can discuss this question by taking any specific example from multi-brand retail sector. [4+6]

3. In what ways do international economic institutions help developing countries progress economically ? Answer this question in the light of the role played by IMF. [3+7]

*Or*

If the agricultural ministry of India receives financial aid from the World Bank, explain the likely effects of such aid on agricultural investment, employment and production. [10]

4. Define collaborative arrangement. Discuss with real life examples of the motives of collaborative arrangements and strategic alliance. [2+8]

*Or*

If an MNC invests into India's private airline industry such as Jet Airways, what are its likely effects on :

- (a) Overall business
- (b) Revenue, costs and profits
- (c) Airline services ? [10]

5. What is regional cooperation ? What are the emerging issues in regional economic cooperation ? [2+8]

*Or*

Write short notes on (any *two*) : [10]

- (a) Regionalism *versus* multilateralism
- (b) Role of European Commission (EC)
- (c) IT and International Business.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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[4774]-1009

M.B.S. (I Sem.) EXAMINATION, 2015

103 : STRATEGIC SUPPLY CHAIN MANAGEMENT

(Supply Chain Mgt. Spl.-I)

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

- N.B.** :— (i) All questions are compulsory.  
(ii) Each question has an internal option.  
(iii) Each question carries 10 marks.  
(iv) Your answers should be specific and to the point.  
(v) Support your answers with suitable live examples.

1. (a) Define Supply Chain Management. Explain objectives of SCM. [10]

*Or*

(b) How is Product and Market Development important in SCM ? [10]

2. (a) Write a short note on the Concept of Strategic fit and its steps. [10]

*Or*

(b) What is the impact of globalization and competitive changes on Supply Chain ? [10]

3. (a) How is Strategic Scope expanding in Supply Chain worldwide ? [10]

*Or*

(b) What is a 'Maximize Supply Chain Surplus Perspective' ? [10]

P.T.O.

4. (a) Explain 3PL, 4PL and Outsourcing in detail. [10]

*Or*

(b) What is a Framework for Strategic Alliance ? Explain in detail. [10]

5. (a) Write a short note on Ethical Supply Chain and Intelligent System. [10]

*Or*

(b) How are Supply Chain Challenges overcome by various strategies ? [10]

Total No. of Questions—6]

[Total No. of Printed Pages—3

<b>Seat No.</b>	
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**[4774]-101**

**M.B.S. (First Semester) EXAMINATION, 2015**

**INTERNATIONAL BUSINESS MANAGEMENT**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Section II Q. No. 6 (case study) is compulsory and it carries 25 marks.

(ii) Answer any *three* questions from Section-I.

(iii) Question Nos. 1 to 5 carry 15 marks each.

**Section I**

1. What do you know of Ricardo's Theory of Comparative Advantage ? Explain the assumptions considered in this theory.
2. What is Country Risk analysis ? Explain the concept of social and economic risk under the country risk analysis. Cite examples wherever necessary.
3. Explain in detail the problems faced by the Multinational Enterprises.
4. What is 'Global Sourcing' ? What are its major impacts on Indian Industry as a whole ?

P.T.O.

5. Write short notes on any *three* (each 5 marks) :

- (1) Asian Development Bank
- (2) TRIPS and TRIMS
- (3) Globalization
- (4) Import and Export Procedure

## Section II

6. Solve the following case :

Case Study : **Ban on Leather Goods from India**

Indian Leather export, an important foreign exchange earner for the country has been reportedly hit hard by the decision of some major US retail chains like Eddie Bauer, LL Bean, Timberland & Casual Corner & German Company Bader to boycott leather goods from India in protest against the ill treatment of animals here. This move came shortly after a decision by global retail chain Gap, Marks & L. Spenser, Liz Claiborne & J. Crew not to buy Indian leather goods. This development has lot to do with the lobbying by the US based animal rights group People for ethical treatment of animals (PETA) for a ban on leather goods from India by documenting evidence of

'cruelty to animals' killed for making leather. It has been reported that the overseas firms have officially communicated to the Indian outfit of PETA that they will not be sourcing leather products from India until there is strict enforcement of animal protection laws. Following this, the Mumbai-based Teja Industries, the official supplier of leather goods for Marks & Spenser in India, started outsourcing leather from other countries to manufacture products for the global chain.

*Questions :*

- (1) In the light of the above, discuss the implications of social activist groups for business. [8]
- (2) With reference to this case, discuss the failure of the governments, council for leather exports and the leather industry and the lessons of this case. [9]
- (3) What should the governments' council for leather exports and the leather industry do to overcome the problem ? [8]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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[4774]-1010

**M.B.S. (I Sem.) EXAMINATION, 2015**

**103 RABM : RURAL MARKETING**

**(Rural & Agribusiness Mgt. Spl.-I)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) All questions are compulsory.

(ii) All questions carry equal marks.

1. What are the different stages of Product Life Cycle (PLC) ? Describe suitable marketing strategies for various stages of PLC with example.

*Or*

What is packaging ? Develop packaging strategy for Pesticides.

2. Discuss various factors influencing pricing decision.

*Or*

Discuss the pricing techniques applicable to FMCG product being launched in a highly competitive rural market.

3. Explain purpose of physical distribution and briefly describe various components of physical distribution.

*Or*

What are the different distribution practices ? Develop distribution strategy for Fertilizers in rural market.

P.T.O.

4. Bring out clearly the nature and importance of 'Retailing'. What are the various types of retailing used in rural market ?

*Or*

Discuss the role of agri company retail outlets in retailing. What kind of training requires for retailer to market Agriculture based products in rural market ?

5. Develop Promotional mix strategy for :
- (a) Toothpaste
  - (b) Tractor.

*Or*

Discuss the impact of communication media on marketing product in rural market with suitable example.

Total No. of Questions—5]

[Total No. of Printed Pages—7

Seat No.	
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[4774]-1011

M.B.S. (I Sem.) EXAMINATION, 2015

103 FBM : STARTUP AND NEW VENTURE MANAGEMENT

(Specialization-I : Family Business Management)

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

*N.B.* :— (i) All questions are compulsory.

(ii) Each question is having internal option.

(iii) All questions carry equal marks.

1. Define Entrepreneur and Entrepreneurship and explain role of Entrepreneurship in economic development of country.

*Or*

Discuss Entrepreneurial Skills and explain McClelland's N-Ach theory.

2. Describe with suitable example Entrepreneurial Opportunity Search and Identification and give criteria to select products.

*Or*

Write in detail on Intellectual Property Creation and Protection.

3. Define Small Scale Enterprises. Discuss the role of SME in Economic Development of India.

*Or*

What are the features and qualities to be considered while preparing economic viability and market feasibility ?

P.T.O.

4. Write short notes on any *two* :

- (a) DIC
- (b) SIDBI
- (c) Shops and Establishment Act
- (d) SIDO.

*Or*

Write short notes on any *two* :

- (a) SIDC
- (b) Environment Protection Act
- (c) Sale of Goods Act
- (d) NISBUED.

5. Solve the following case :

**SELCO 2009 : Determining a path forward**

Harish Hande and the company he founded, SELCO, provide solar electricity for lighting and power to India's poor. For the work of his company, Hande has received numerous recognitions; he is frequently cited as one of the top social entrepreneurs in India and an example for the entire developing world.

The road to SELCO's success, however, has not always been smooth.

Hande cofounded SELCO (with Neville Williams) in 1995 to sell and service photovoltaic (PV) systems in his home state of Karnataka, India. During its initial years of operation, the company expanded deliberately as it gained capital and experience. Then in an ill-fated attempt to scale-up during the early 2000s, SELCO created a franchised dealer network, seriously hurting the company financially and deviating from its mission to help the poor. As the company was recovering from this move, the price of solar panels spiked and sales declined. Investors put pressure on Hande to lay off employees and contract the organization.

With the help of the World Bank's commercial finance arm, the International Finance Corporation (IFC), Hande was able to restructure the company in 2008. SELCO remained a for-profit business, but Hande was able to seek new investors more aligned with its mission. In addition, Hande was able to keep his sales and service organization intact, complete with its core of highly motivated employees.

Most importantly, SELCO was able to continue devising innovative solar solutions. The company had become known for redesigning off-the-shelf solar electric components to suit the particular needs of the urban and rural poor. The SELCO design process began with

an extensive needs assessment of a particular segment or activity. Whether designing for street vendors, midwives, or rural farmers, SELCO created solutions for the particular needs of its target market. Sometimes this meant redesigning the solar equipment and sometimes this meant restructuring activities so that solar energy could power a client's needs.

From his field research, Hande realized early in SELCO's history that the success of solar installations for the poor would depend on designing creative financing solutions for its customers. Many thought the capital expense of purchasing solar panels and batteries put this technology out of the reach of those at the bottom of the income-generating pyramid. But, SELCO spent time cultivating India's banks and microfinance organizations to convince them of the efficacy of solar power. Over time, the company formed partnerships with these institutions to craft financial instruments that allowed entrepreneurs and families to repay the capital expenses associated with installing solar equipment.

However, SELCO's careful process of needs assessment, design, financing, and service was time-consuming and costly. The company had provided energy solutions for over 1,00,000 households in its fifteen years of existence, allowing customers to increase their income

and quality of life. However, India's developmental problems were daunting; over 400 million individuals were in poverty. Observers frequently wondered if SELCO's activities could be scaled up to extend solar energy's benefits to more people.

In 2009, SELCO was considering its plans for how the company might expand. The company decided to institutionalize its design process by building an innovation center. SELCO also added products that provided energy solutions beyond solar. Some within the company were hoping the company would go "deeper" and look at designing solutions for even poorer members of the Indian population. Others were hoping that the company would go "wider" and expand beyond its current geographical areas in Karnataka and Gujarat. Whatever its direction, the strategic choices the company made at this point in its evolution would be crucial to determining its continued success.

Being a consultant what would you suggest to SELCO for its success ? Answer with appropriate justifications.

*Or*

### **Vidus Limited**

#### **Turning a captive cost center into a commercial supplier**

Vidus Limited provided intelligent field force management software to major telecommunications, cable television, and public utility operators.

Vidus' solution enabled such service providers to reduce cost and enhance customer service by offering and meeting narrow service appointment windows through the dynamic optimization of field force worker deployment.

Vidus began as a project within British Telecom's R&D unit, and was one of New Venture Partners' initial spin-out ventures under the firm's relationship with BT. The software, critical to the operations of BT, was attractive because of its large scale field proven track record, clearly superior and patented technology, and global market potential. BT deemed it in its strategic interest to be a customer for the technology, leaving the work of developing, maintaining and supporting the software to Vidus, who would grow additional expertise and a customer base.

New Venture Partners launched and funded Vidus as an independent company in 2003 after negotiating the transfer of all intellectual property, employees and assets and securing substantial supply and distribution agreements with BT. Post-investment, Vidus recruited a seasoned serial CEO entrepreneur. New Venture Partners also played a key role in building out the senior executive team including the CFO, COO, VP Marketing and VP Sales. Vidus collaborated with

the management team to shape the business plan and led the company's venture fund-raising campaign. Meanwhile, Vidus successfully expanded its business with new customers, including Centrica (the United Kingdom gas utility), NTL (the largest United Kingdom cable operator) and Eon (the incumbent German power utility).

New Venture Partners helped negotiate @Road, Inc.'s acquisition of Vidus which was completed in February 2005. @Road, Inc. was a leading provider of mobile resource management (MRM) services, before itself being acquired.

Specify the success story of Vidus with reference to theoretical perspective of New venture management.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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[4774]-1012

**M.B.S. (First Semester) EXAMINATION, 2015**  
**103TM : SYSTEMS AND TECHNOLOGIES FOR**  
**KNOWLEDGE MANAGEMENT**  
**(Tech. Mgt. Spl-I)**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) All questions are compulsory.

(ii) Each question has an internal option.

(iii) Each question carries **10** marks.

(iv) Your answers should be specific and to the point.

(v) Support your answers with suitable live examples.

1. (A) Explain the meaning of the term 'Artificial Intelligence (AI)'. What are the practical applications of AI ?

*Or*

(B) Discuss the concepts :

(i) Model-based reasoning;

(ii) Fuzzy Logic.

2. (A) What is a 'Knowledge Based System (KBS)' ? Explain the user's and developer's views of KBS.

*Or*

(B) Discuss the concept 'Knowledge Engineering' with its practical applications.

P.T.O.

3. (A) Explain the terms :
- (i) Concept maps
  - (ii) Context Based Reasoning.

*Or*

(B) What are 'Knowledge Capture Systems' ? Discuss the techniques for using and organizing Organizational stories.

4. (A) Explain the concept of 'Data Mining'. What are the techniques of Data Mining ?

*Or*

- (B) (i) What are 'Decision Trees' ?
- (ii) Explain the term 'Statistical Clustering'.

5. (A) What is the meaning of the term 'Knowledge Sharing System' ? Explain the term 'Organizational Memory'.

*Or*

(B) Explain any *two* types of Knowledge Application System with their applications.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-1013**

**M.B.S. (First Semester) EXAMINATION, 2015**

**104 : SALES AND DISTRIBUTION MANAGEMENT**

**(Marketing Mgt. Spl-II)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :-** (i) All questions are compulsory.

(ii) All questions carry equal marks.

(iii) Each question has an internal option.

1. (A) Explain why sales management is considered as an important function.

*Or*

(B) Enumerate the functions performed by Marketing Channels.

2. (A) What do you mean by sales organization ? Explain basic types of sales organisation structures.

*Or*

(B) Explain briefly the steps involved in designing an effective compensation plan.

3. (A) What are sales quotas ? Explain why it is important for a sales manager to set Quotas for sales people.

*Or*

(B) Write short notes on :

(i) Sales Audit

(ii) E-commerce

P.T.O.

4. (A) Define a wholesaler. Explain the types of wholesalers.

*Or*

(B) In present times, manufacturer's prefer "Franchiser-franchisee-consumer model" than "Manufacturer-Dealer-consumer model."  
Do you agree ? Justify your opinion.

5. (A) Explain in detail, the typical steps involved in selecting retail location.

*Or*

(B) Define Retailing. Elaborate various functions of retailing.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-1014**

**M.B.S. (First Semester) EXAMINATION, 2015**

**104 : FIN-STRATEGIC COST MANAGEMENT**

**(Financial Mgt. Spl-II)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) *All* questions are compulsory.

(ii) *All* questions carry equal marks.

1. (a) What is strategic cost management ? State its importance. [10]

*Or*

(b) Differentiate between cost reduction and cost management. [10]

2. (a) Target costing is a tool for fixing price of the goods and services. Explain. [10]

*Or*

(b) Techniques of strategic cost management help companies to reduce cost. Explain with the help of examples. [10]

3. (a) Activity based costing leads to better absorption of overheads. Comment. [10]

P.T.O.

*Or*

(b) Highlight the role of activity based management in decision-making. [10]

4. (a) Write a detailed note on application of value chain costing. [10]

*Or*

(b) Write short notes on :

(i) Throughput costing

(ii) Balance score card. [10]

5. (a) What is learning curve theory ? Discuss its applications. [10]

*Or*

(b) Explain in detail the concept and importance of lean cost management. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-1015**

**M.B.S. (First Semester) EXAMINATION, 2015**

**104 IT : ENTERPRISE RESOURCE PLANNING (ERP)**

**(Information Tech. Mgt. Spl-II)**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 50**

**N.B.** :— (i) *All* questions carry equal marks.

(ii) Figures to the right indicate full marks.

1. Nilkamal Company's product range consist of bedsets, dining sets, sofasets etc. They have issues like respond to more demanding customer-base and build long-term, profitable relationships. They face problems like boost revenues, improve the productivity, cut costs and enhance the overall management.

As an ERP consultant suggest a suitable ERP module for this organization. [10]

2. Attempt the following questions (any *two*) : [2×5=10]

(a) What is ERP ? Explain the features of ERP in detail.

(b) Explain ERP architecture in detail.

(c) What is BPR ? Explain in detail.

3. Attempt the following questions (any *two*) : [2×5=10]

(a) Explain the need of ERP vendors in detail.

(b) Explain methods of ERP vender selection.

(c) Explain ERP module for Human Resource Management.

P.T.O.

4. Attempt the following questions (any *two*) : [2×5=10]
- (a) Explain ERP implementation life cycle in detail.
  - (b) Define C.R.M. Explain it in detail.
  - (c) Describe “ERP Investment in India”.
5. Write short notes on (any *two*) : [2×5=10]
- (a) Data mining
  - (b) Business intelligence
  - (c) Data warehousing
  - (d) OLAP–(Online Analytical Processing)

Total No. of Questions—5]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
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**[4774]-1016**

**M.B.S. (First Semester) EXAMINATION, 2015**

**104 OPE : TOTAL QUALITY MANAGEMENT**

**(Operation Mgt. Spl-II)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B.** :— (i) *All* questions are compulsory.

(ii) Each question has an internal option.

(iii) Each question carries **10** marks.

(iv) Your answers should be specific and to the point.

(v) Support your answers with suitable live examples.

1. (a) Write a detailed note on internal and external failure cost. [10]

*Or*

(b) Explain different steps involved in implementing total quality with suitable examples. [10]

2. (a) Discuss Deming's 14 point philosophy. [10]

*Or*

(b) How Juran's concepts can be used to establish a traditional quality system, as well as to support strategic quality management. [10]

P.T.O.

3. (a) Explain in detail Pareto analysis and its significance. [10]  
*Or*  
(b) Write a note on Scatter diagram and regression analysis. [10]
4. (a) What is the necessity of Statistical Quality Control ? Explain the importance of SQC. [10]  
*Or*  
(b) What is Process Control ? Write a note on six sigma quality. [10]
5. (a) Discuss in detail Malcolm Baldrige National quality award. [10]  
*Or*  
(b) Write a note on Deming prize. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-1017**

**M.B.S. (First Semester) EXAMINATION, 2015**

**104 HR : ORGANISATIONAL DESIGN AND DEVELOPMENT**

**(HRM Specialization-II)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Each question has an internal option.

(iii) Each question carries **10** marks.

1. (a) Discuss modern organizational theory in detail with its application in the Indian industry. [10]

*Or*

(b) Implementation of strategic plan enhances the organizational effectiveness". Comment. [10]

2. (a) Briefly explain purpose of designing organizational structure and state the challenges in detail in the process of designing. [10]

*Or*

(b) Discuss the contemporary changes in the manufacturing technologies and how they affect organizational design. [10]

P.T.O.

3. (a) Decision-making in an environment of uncertainty is a real tough task.” Discuss and explain the steps taken in the rational decision-making process. [10]

*Or*

- (b) Discuss in detail need of innovation and changes in the organizational culture in the context today's global era. [10]

4. (a) Explain the process of OD in detail and identify the issues encountered while dealing with the techno-structural interventions in OD process. [10]

*Or*

- (b) Discuss individual and interpersonal interventions and state their role in the process of OD. [10]

5. (a) Discuss the elements of organizational culture with an example. [10]

*Or*

- (b) Discuss the organizational stages of development. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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[4774]-1018

M.B.S. (First Semester) EXAMINATION, 2015

INTERNATIONAL BUSINESS MANAGEMENT SPECIALISATION—II

[104 (IB)—International Financial Management]

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

*N.B.* :— (i) All questions are compulsory.

(ii) All questions carry equal marks.

1. Discuss the nature and scope of International Financial Management. [10]

*Or*

Explain the major theories of FDI. [10]

2. What is the significance of the cost of capital in the valuation of firm ? [10]

*Or*

Explain how political risk is assessed in MNC. [10]

3. Is international working capital management is more complex than the domestic working capital management ? [10]

*Or*

Write short notes on : [10]

(a) International inventory management

(b) International cash management.

P.T.O.

4. Discuss translation, transaction and economic exposure as foreign exchange hedging tools. [10]

*Or*

What are the techniques adopted for the natural hedge ? [10]

5. What are the characteristics of a tax heavens ? Name few tax heavens in the world. [10]

*Or*

Write short notes on : [10]

(a) Tax treaties

(b) International accounting standards on foreign transactions.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-1019**

**M.B.S. (First Semester) EXAMINATION, 2015**

**104 SCM : KNOWLEDGE MANAGEMENT IN SUPPLY CHAINS**

**(Supply Chain Mgt. Spl-II)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) All questions are compulsory.

(ii) Each question has an internal option.

(iii) Each question carries **10** marks.

(iv) Your answers should be specific and to the point.

(v) Support your answers with suitable live examples.

1. (a) What is role of information and technology in supply chain? How can IT be useful for supplier relationship management ? [10]

*Or*

- (b) What is concept of integrated supply chain management ? Describe customer relationship management as integral part of SCM. [10]

2. (a) “Supply chain information systems have overcome limitations and challenges of conventional supply chain.” Comment. [10]

*Or*

- (b) Discuss in detail risks, challenges and benefits of supply chain information systems. [10]

3. (a) “Use of technology in supply chain has redefined supply chains and relationship between manufacturer, suppliers and distribution channels”. Discuss with the help of appropriate examples. [10]

P.T.O.

*Or*

- (b) Discuss in detail the supply chain model of online portals like Flipkart, Myntra etc. with due focus on order processing, inventory management and third party services. [10]
4. (a) Discuss about benefits and opportunities of E-supply chain to micro, small and medium scale enterprises in detail. [10]

*Or*

- (b) Write in brief about : [10]
- (i) E-procurement
- (ii) Reverse Auctions.
5. (a) “Application of bar-codes and scanning has redefined businesses like retailing and warehousing completely.” Discuss with the help of appropriate examples. [10]

*Or*

- (b) Describe future scope of GPS, global data synchronization and image processing in the area of supply chain and logistics management. [10]

Total No. of Questions—7]

[Total No. of Printed Pages—8+3

<b>Seat No.</b>	
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**[4774]-102**

**M.B.S. (First Semester) EXAMINATION, 2015**

**(CNO102) : BUSINESS POLICY AND STRATEGIC MANAGEMENT**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Question No. 7 of case study is compulsory and it carries 18 marks.

(ii) Attempt any *four* questions from Q. No. 1 to Q. No. 6. They carry **13** marks each.

1. What do you understand by vision, Mission of a business firm ? Also define what is business policy and explain significance of goals and objective of business. [13]
2. Give an overview of strategic management process and explain the elements of the process. [13]
3. “SWOT analysis is a tool for assessing Organization Capabilities and Environmental Opportunities.” Discuss giving examples. [13]
4. What do you understand by ‘Resource Allocation’ ? Explain its role in formulating business strategy. [13]
5. Explain what is ‘Corporate Level Strategy Analysis’ with reference to BCG Matrix and GE9 cell matrix. [13]

6. Write short notes on any *two* : [13]

(a) Corporate Politics and use of Power;

(b) Porter's Five Forces of Industry Analysis;

(c) Concepts of strategic stretch, leverage and fit.

(d) Concept of strategic Decision-making.

7. Case study : Compulsory Question :

Note : Systematic analysis and logical reasoning will carry more weightage. [18]

### **WHAT LIES IN STORE FOR THE RETAILING INDUSTRY IN INDIA ?**

India is not known as the 'nation of shopkeepers', yet it has as many as 5 million retail outlets of all shapes and sizes. Some other optimistic estimates place the number at as high as 12 million. Whatever be the number, India can claim to have the highest number of retail outlets per capita in the world. But almost all of these are small outfits occupying an average of 500 square feet in size, managed by family members, having negligible investment in land and assets, paying little

or no tax and known as the *kirana dukaan* ('mom and pop' stores in the U.S. or the corner grocery stores in the U.K.). These outlets offer mainly food items and groceries—the staple of retailing in India. Customer contact is personal and one-on-one, often running through generations. There are a limited number of items offered often sold on credit—the payment to be collected at the end of the month. The quality of items is standard, with moderate pricing.

There is great hype about the growth and prospects of organised retailing industry in India. It must be noted, however, that organised retailing constitutes barely 2 per cent of the total retailing industry in India, the rest 98 per cent being under the control of the unorganised, informal sector of *kirana dukaans*. Market research agencies and consultants come up with encouraging forecasts about this segment of the retailing industry. For instance, A.T. Kearney's Global Retail Development index ranks 30 emerging countries on a 100-point scale. Its 2007 ranking places India at number one for the third consecutive year, with 92 points, followed by Russia and China. The size of the organised retailing industry is estimated at US \$8 billion and projected

to grow at a compound annual growth rate of 40 per cent to US \$ 22 billion by 2010. Overall, the Indian retailing industry is expected to grow from the current US \$ 350 billion to US \$ 427 billion by 2010 and US \$635 billion by 2015.

The economic environment in the post-liberalisation period after 1991, has created several factors that have made this high growth of the organised retailing industry possible. India's impressive economic growth rate of 9 per cent is the prime driver of increasing disposable incomes in the hands of the consumer. The growing size of the consuming class in India, in tandem with the entry and expansion of the organised sector players in recent years, has set the pace for corporate investment in retail business. Practically, every major Indian business group is looking for opportunities in the growing retailing industry. Among them are the big names in the Indian corporate sector such as the AV Birla group, Bharti, Godrej, ITC group, Mahindras, Reliance, Tatas and the Wadia Group.

The international environment presently is replete with examples of the fast-paced growth of the retailing industry in many developing countries around the world. In the post-liberalisation period, there is

more openness and awareness of the International developments among Indians. The ease of travel abroad and the exposure through television and internet have increased the awareness of the urban Indian consumer to the convenience of modern shopping. The modern retail formats thus have gained acceptance in India. Carrefour, Tesco and Wal-Mart are the international players already operating in India, with several others like Euroset, Supervalue and Starbucks having plans to enter soon. These International companies bring to India the latest developments in the retailing industry and help to set up a benchmark for the domestic players.

The market environment is one of the most significant in terms of the growth and prospects of the retailing industry in India. In terms of geography, the reach of the organised retailing industry has been growing. In addition to the mega-cities of Mumbai and Delhi, cities such as Bangalore, Pune, Hyderabad, Kolkata and Chennai are also witnessing a boom in organised retail activity. Retailers are now trying to focus on smaller cities such as Nagpur, Indore, Chandigarh, Lucknow or Cochin. There are interesting possibilities regarding the retail

formats. Traditionally, street carts, pavement shops, Kirana stores, public distribution systems, kiosks, weekly markets and such other formats unique to India, have been in existence for a long time. At present, most organised retail formats are limitations of those used abroad. These include hyper and supermarkets, convenience stores, department stores and specialty chains. Among these formats, a notable trend has been the development of integrated retail-cum-entertainment centres and malls as opposed to stand-alone developments. Besides these, there are some attempts at indigenous formats aimed at the rural markets such as those by ITC's *Choupal Sagar*, *DSCL's Hairiyali Kisaan Bazaar* and *Godrej group's Godrej Aadhar* Pricing is an important issue in the retailing industry. Generally, the bulk buying yield lower costs of procurement for the big retailers—a part of which they pass on to the customer in the form of lower prices. In food retailing, for instance, there is a clear trend of low prices being the determining factor in purchase decisions by the cost-conscious Indian consumer, But, lower prices may not be a major issue with the higher-income groups that may place greater emphasis on the quality of products and retail service, store ambience and convenience of shopping. For the majority

of Indian consumers however, price is likely to remain a significantly important issue in the purchase decision. Competition has already accelerated with many Indian business groups having entered or likely to enter this booming industry.

The political environment in India is ambiguous in terms of its support to the organised retailing industry. This is obvious as the unorganised sector employs nearly 8 per cent of the Indian population and is widely spread geographically. The overwhelming presence in terms of 98 per cent of the total retailing industry also is a significant political issue. In a democracy, the politics of numbers makes it imperative for the political class to adopt an ambiguous stand. In some cases, politicians have acted in favour of the unorganised sector by disallowing the setting up of large retail outlets in some states. Overall, however, there is ambiguity as there are several environmental trends in favour of the development of the organised retailing industry.

In the regulatory environment, there has been a gradual easing of the restrictions albeit at a slow pace, in view of the ambiguous political stance as indicated above. Interestingly, the retailing industry is still not recognised as an industry in India. Foreign direct investment of

up to 100 per cent is not permitted though it is possible for foreign players to enter through the routes of franchise agreements, cash-and-carry wholesale trading and strategic licensing agreements. Another problem area is of the real estate laws at the level of state governments that are yet to be clear on the issue of allowing large stores. Restructuring of the tax structure for the retailing industry is another regulatory issue requiring governmental action. However, tariffs on imported consumer items have been gradually aligned to meet the prescribed WTO norms and reduction of import restrictions are likely to help the growing organised retailing industry.

The socio-cultural environment offers many interesting insights into the changing tastes and preferences of the urban and semi-urban Indian consumer. There is a large rural market consisting of nearly 720 million consumers, spread over more than 6,00,000 villages. India's consumers are young : 70 per cent of the country's citizens are below the age of 36 and half of those are under 18 years of age. These people have deep roots in the local culture and traditions, yet are eager to get connected with and know the outside world. According to a DSP Merrill Lynch report, the key factor providing a thrust to the retail boom in

India is the changing age profile of spenders. A group of seven million young Indians in their mid-twenties, earning over US\$ 5000 per year, is emerging every year. This group constitutes people who are enthusiastic spenders and like to visit the new format retail outlets for the convenience and time-saving they offer. Malls are also being perceived as not just places for shopping, but for spending leisure time and as meeting places. There has been an emergence of a combination of the retail outlet and entertainment centres having multiplexes, with food courts and video game parlours.

But there are some pitfalls too. For instance, organised retailing in India has had to deal with the misconception among middle-class consumers that the modern retail formats being air-conditioned, sophisticated places are bound to be more expensive.

The supplier environment probably offers the biggest constraint on the growth of the retailing industry in India. Reaching India's consumers cost effectively is a distribution nightmare, owing to the sheer geographical size of the country and the presence of traditional, fragmented distribution and retailing networks and erratic logistics.

For instance, the apparel segment that is one of the two top segments, the other being food, have had to invest in back-end processes to support supply chains. Supply chain management and merchandising practices are increasingly converging and apparel retailers are establishing collaborations with their vendors. Another area of concern is the severe shortage of skills in retailing. Human resource development for the retailing industry has picked up lately but may take time to fill the gap caused due to the shortage of personnel.

The technological environment for the organised retailing industry straddles many areas such as IT support to supply chain management, logistics, transportation and store operations. Some global retailers have demonstrated that an innovative use of technology can provide a substantial strategic advantage. The large number of store items, the diversity of sourcing and the gigantic effort required to coordinate actions in a large retail context is ideal for using IT as a support function. For instance, an innovative use of IT can help in a wide variety of functions such as quick information processing and timely decision-making, reduction in processing costs, real-time monitoring and control of operations, security of transactions and operations intergration. The

availability of supply chain management, customer relationship management and merchandising software can help much while performing activities such as ordering and tracking inventory items, warehousing, transportation and customer profiling.

Overall, the Indian scenario offers an interesting mix of possibilities and challenges. A successful model of large-scale retailing appropriate for the Indian context is yet to emerge. The modern retail formats accepted globally are in the process of implementation and their acceptability is yet to be established.

**Questions :**

1. Identify the opportunities and threats that the retailing industry in India offers to local and foreign companies.
2. Prepare an ETOP for a company interested in entering the retailing industry in India.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-1020**

**M.B.S. (First Semester) EXAMINATION, 2015**

**104 RABM : AGRI SUPPLY CHAIN MANAGEMENT**

**(Rural Agribusiness Mgt. Spl-II)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) Attempt *All* questions.

(ii) *All* questions carry equal marks.

1. (a) Discuss the conceptual model of supply chain management.

*Or*

(b) Explain the evolution of SCM and elements in SCM.

2. (a) Discuss demand planning and forecasting.

*Or*

(b) Mention and explain the basic principles of manufacturing management.

3. (a) Discuss and explain the concept of contract/corporate farming.

*Or*

(b) Explain the following :

(i) Traditional inventory management

(ii) Material requirements planning.

P.T.O.

4. (a) Discuss transportation management and fleet management by quoting examples.

*Or*

- (b) Discuss the impact of GPS technology.

5. (a) Write a brief note on IT application in SCM.

*Or*

- (b) Discuss the performance measurement and controls in agri supply chain management.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-1021**

**M.B.S. (First Semester) EXAMINATION, 2015**

**104 FBM : PROJECT MANAGEMENT**

**(Family Busi. Mgt. Spl-II)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B.** :— (i) There are *five* questions each of **10** marks.

(ii) *All* questions are compulsory with internal choice.

1. What is a project ? Explain the basic components and characteristics of the project. [10]

*Or*

What is project management ? Describe the functions and evolution of project management. [10]

2. Explain Work Breakdown Structure (WBS) and other tools of project planning. [10]

*Or*

What are the principal discrepancy that needs to be considered while undertaking social cost-benefit analysis ? [10]

3. Explain the following : [10]

(a) Program evaluation and Review Technique (PERT)

(b) Critical Path Method (CPM)

(c) Resource Allocation.

P.T.O.

*Or*

Define project planning. Explain the resource leveling multiple project scheduling. [10]

4. Define project risk management. Explain the process groups of process risk management. [10]

*Or*

Explain monitoring and controlling risky projects. [10]

5. What are the features of PMIS ? Explain PMIS using project management software. [10]

*Or*

Explain the procedure of project evaluation and reporting. What is the process of termination of project ? [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-1022**

**M.B.S. (First Semester) EXAMINATION, 2015**

**TECHNOLOGY MANAGEMENT SPECIALIZATION-II**

**104 TM : Innovation, Product Development and Commercialization**

**(2013 PATTERN)**

**Time : 2 Hours**

**Maximum Marks : 50**

**N.B. :—** (i) *All* questions are compulsory.

(ii) *All* questions carry equal marks.

(iii) Each question carries **10** marks.

(iv) Figures to the right indicate marks for that question/sub-question.

(v) Your answer should be specific and to the point

(vi) Support your answer with suitable examples.

1. (a) What do you mean by product platform ? Explain the various product development goals. [10]

*Or*

(b) What do you understand by knowledge integration ? Explain the dimensions of knowledge integration. [10]

P.T.O.

2. (a) Explain the importance of knowledge generation and integration in product development and commercialization process. [10]

*Or*

- (b) What do you mean by product change management ? Explain with special reference to automobile products. [10]

3. (a) What is “Design for Excellence” ? Discuss the importance of design for sustainability. [10]

*Or*

- (b) What do you mean by ‘Quality’ of product ? How does the customer help in quality improvement ? [10]

4. (a) What do you mean by lean product development ? Discuss its utility to organizations. [10]

*Or*

- (b) What are the various common innovation problems in large companies ? [10]

5. (a) Explain the factors which affect the long-term growth of shareholders value. [10]

*Or*

- (b) Explain the various factors to be considered while constructing New Product Development Teams. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-1023**

**M.B.S. (First Semester) EXAMINATION, 2015**

**105 MKT : PRODUCT MANAGEMENT**

**(Marketing Mgt Spl-III)**

**(2013 PATTERN)**

**Time : 2 Hours**

**Maximum Marks : 50**

**N.B. :-** (i) *All* questions are compulsory.

(ii) Each question has an internal option.

(iii) Each question carries **10** marks.

(iv) Figures to the right indicate marks for that question subquestion.

(v) Your answer should be specific and to the point

(vi) Support your answers with suitable live examples.

(vii) Draw neat diagrams and illustrations supportive to your answer.

1. (a) Explain advantages and drawbacks of product management system in market focused organisation structure. [10]

*Or*

- (b) Explain advantages and limitations of product management system in functionally focused organisation structure. [10]

P.T.O.

2. (a) What is competition analysis ? Explain the product form and product category level strategy implications with examples. [10]

*Or*

- (b) Define competition analysis. Explain the generic competition and budget competition level strategy implications. [10]

3. (a) Define Quality Function Deployment (QFD) and explain use of QFD for new product development with an example. [10]

*Or*

- (b) Explain how consumer's voice is captured for converting into ideas, concepts and products. [10]

4. (a) What are the elements of a product strategy ? Explain hierarchy of objectives with examples. [10]

*Or*

- (b) Explain different product strategies for increasing sales or market share. [10]

5. (a) What is sales analysis ? Explain in brief the value of sales analysis and roadblocks concepts. [10]

*Or*

- (b) Why marketing metrics are used ? Explain product market metrics and marketing mix metrics. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—4

Seat No.	
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**[4774]-1024**

**M.B.S. (First Semester) EXAMINATION, 2015**

**105 FIN : INCOME TAX PART I**

**(Financial Mgt. Spl.-III)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :-** (i) *All questions are compulsory.*

(ii) *Each question has an internal option.*

(iii) *Each question carries 10 marks.*

(iv) *Figures to the right indicate marks for that question/sub-question.*

(v) *Your answers should be specific and to the point.*

(vi) *Support your answers with suitable live examples.*

(vii) *Draw neat diagrams and illustrations supportive to your answer.*

(viii) *Use of calculators is permitted (as applicable).*

1. (a) Explain in brief at least 10 incomes which are exempted u/s 10 of the Indian Income Tax Act 1961.

*Or*

- (b) Define the term 'Previous Year' and 'Assessment Year'. Explain the difference between tax exemption and tax deduction.

P.T.O.

2. (a) Define 'Perquisite' as per Income Tax Act 1961. Explain how perquisites are taxable in the hand of an employee.

*Or*

- (b) Shri Nair was working with XYZ Ltd. Mumbai w.e.f. 1st May 2013 as General Manager on a monthly basic salary of Rs. 40,000. Dearness allowance was given to him @ 20% of his basic salary. House rent @ 25% of his basic salary and dearness allowance was given to him. He spent Rs. 10,000 per month on house rent at Lonavla from 1st July 2013 to 31st March 2014. His transport allowance was Rs. 1,000 per month from 1st October 2013. Professional tax recovered from his salary Rs. 2,100. Find out his income from salary.

3. (a) From the following information compute the income from house property for A.Y. 2014-15 :

<b>Particulars</b>	<b>Amt. (Rs.)</b>
Municipal value	3,60,000
Fair rent	3,70,000
Standard rent	2,50,000
Annual rent	4,80,000
Municipal tax paid	36,000
Amount spent on repairs	36,000
Period of vacancy	1 month
Interest on capital borrowed	1,80,000

- (b) Define capital asset. Explain long-term capital gain and short-term capital gain as per Income Tax Act 1961.
4. (a) Explain the terms under Income Tax Act 1961 :
- (i) Set-off
- (ii) Carry forward losses.
- Or*
- (b) Elaborate the deductions applicable to individual and HUF under Income Tax Act 1961.
5. (a) From the following information of Mr. Ashok, compute his taxable income and tax liability for the A.Y. 2014-15 :
- (i) He is in service of ABC Ltd. at Mumbai and his monthly salary is Rs. 50,000 p.m. He received bonus Rs. 82,000 p.a. He paid professional tax Rs. 2,500 p.a.
- (ii) He has his own business and the net income of that business is Rs. 1,17,500.
- (iii) He has given one of his house on rental basis at Rs. 2,000 p.m.
- (iv) Municipal value of the same house is Rs. 30,000. He paid municipal tax Rs. 3,000, ground rent Rs. 1,000 and insurance premium Rs. 500.

- (v) His investments are as follows :
- (a) Rs. 1,50,000 in 10% debentures
  - (b) Bank fixed deposits Rs. 2,00,000 at 12% rate of interest.
- (vi) During the previous year he made the following investments :
- (a) Contribution to RPF Rs. 13,200
  - (b) Payment of LIC premium on the life of his child Rs. 5,100
  - (c) Contribution to ULIP Rs. 2,000
  - (d) NSC certificate Rs. 4,200.

*Or*

- (b) Write short notes on (any *two*) :
- (1) Tax Planning for Income
  - (2) Self Assessment Tax
  - (3) Advance tax
  - (4) Tax Credits.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-1025**

**M.B.S. (First Semester) EXAMINATION, 2015**

**105 IT : RDBMS WITH ORACLE**

**(Information Technology Management**

**Specialisation-III)**

**(2013 PATTERN)**

**Time : 2 Hours**

**Maximum Marks : 50**

**N.B.** :— (i) Solve any *five* questions.

(ii) *All* questions carry equal marks.

1. Discuss relational data model with appropriate example. [10]

*Or*

Compare network and hierarchical model with appropriate examples. [10]

2. Explain date SQL functions in detail. [10]

*Or*

Explain miscellaneous SQL functions. [10]

3. Explain joins. List the different types of joins in detail. [10]

P.T.O.

4. State and explain any *five* E.F. Codd's rules. [10]

*Or*

List different types of data types in RDBMS. [10]

5. Explain group functions with examples. [10]

*Or*

What are subqueries ? Give *two* examples of subqueries with proper syntax. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-1026**

**M.B.S. (First Semester) EXAMINATION, 2015**

**(105 OPE) : PRODUCTIVITY MANAGEMENT**

**(Operations Management Specialization–III)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Each question has an internal option.

(iii) Each question carries **10** marks.

1. (a) Define productivity. Explain productivity macro and micro factors of productivity.

*Or*

(b) Explain scope and significance of productivity. Discuss various ratios related to finance, material and service with respect to productivity.

2. (a) Explain the concept of value analysis and value engineering. Discuss the role of productivity.

*Or*

(b) What is the procedure, application of value analysis ? Explain productivity benefit model.

P.T.O.

3. (a) What is work study ? Discuss the importance and applications of work study.

*Or*

- (b) Discuss in detail about method study and work measurement.

4. (a) Discuss about time study. What is allowances and performance rating ?

*Or*

- (b) What is work measurement ? Discuss its techniques to measure it.

5. (a) Write a note on advanced methods of productivity and service level measurements.

*Or*

- (b) Discuss about six sigma and lean in productivity with live examples.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-1027**

**M.B.S. (First Semester) EXAMINATION, 2015**  
**(105 : HR) : HR MANAGEMENT SPECIALIZATION-III**  
**(HR Audit)**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) All questions are compulsory.

(ii) Each question has an internal option.

(iii) Each question carries **10** marks.

(iv) Figures to the right indicate full marks for that question/  
subquestion.

(v) Your answer should be specific & to the point.

(vi) Support your answer with suitable live examples.

(vii) Draw neat diagrams and illustrations supportive to your  
answers.

1. (a) Define HRD audit and explain its basic components in  
detail. [10]

*Or*

(b) Explain the origin of HR audit. What are the elements of  
good HRD ?

2. (a) What do you mean by HRD structure ? Explain the structure  
in detail. [10]

*Or*

(b) Explain in detail the HRD system.

P.T.O.

3. (a) Explain the HRD audit methodology in detail. [10]

*Or*

(b) What do you mean by HRD score card ? Explain its implications in business improvement.

4. (a) Do you agree that HRD audit is a effective intervention for organizational development ? [10]

*Or*

(b) Which tools and instruments are used in collecting data for HRD audit ?

5. (a) Define HR audit and explain its basic concepts in detail. [10]

*Or*

(b) What is the objective of HRD audit and which variables are used for the same ?

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-1028**

**M.B.S. (First Semester) EXAMINATION, 2015**

**INTERNATIONAL MARKETING**

**(International Business Management)**

**(Specialization-III)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) All questions are compulsory.

(ii) Each question has an internal option.

(iii) Each question carries **10** marks.

(iv) Neat diagrams must be drawn wherever necessary.

(v) Figures to the right indicate full marks.

(vi) Use of calculator is allowed.

(vii) Your answer should be specific and to the point.

(viii) Support your answer with suitable live examples.

1. (a) What is the need and importance of market research for export business ? [10]

*Or*

(b) Why is the task of the international marketer more complex and difficult than that of the domestic market ? [10]

2. (a) Explain the difference between duty exemption scheme and the duty remission scheme. [10]

*Or*

(b) In international product planning, what major product related decisions are taken by any company ? [10]

P.T.O.

3. (a) What is price-quality relationship ? How, this affects an Indian firm's comparative position in the world market ? [10]

*Or*

- (b) What are the procedures for customs clearance ? [10]

4. (a) Before selecting a specific channel for distribution of products or services in international markets, a firm evaluates channel alternatives on the basis of various criteria. In this light, explain the criteria for evaluating channel. [10]

*Or*

- (b) "One of the first thing companies discover about international patterns of channel of distribution is that in most countries it is nearly impossible to gain adequate market coverage through a simple channel-of-distribution plan.". Explain. [10]

5. (a) "In many world market-places, a wide variety of media must be used to reach majority of the market." Explain. [10]

*Or*

- (b) What are the objectives of sales promotion in foreign trade ? [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-1029**

**M.B.S. (First Semester) EXAMINATION, 2015**

**105 SCM : PURCHASING AND SUPPLIER**

**RELATIONSHIP MANAGEMENT**

**(Supply Chain Mgt. Spl-III)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) All questions are compulsory.

(ii) Each question has an internal option.

(iii) Each question carries **10** marks.

(iv) Your answers should be specific and to the point.

(v) Support your answer with suitable live examples.

1. (a) Explain in detail objectives and responsibilities of purchasing. [10]

*Or*

(b) Explain in detail purchasing process. How purchase process can be improved ? [10]

2. (a) What is operational purchasing ? Enlist advantages and disadvantages of decentralized purchasing. [10]

*Or*

(b) Elaborate the reporting of purchasing function in a big enterprise. [10]

3. (a) Write a note on purchasing strategy and also explain how purchasing is linked with corporate strategy. [10]

*Or*

(b) Explain in detail different types of purchasing strategies. [10]

P.T.O.

4. (a) What is supplier quality ? Why we should be concerned with supplier quality ? [10]

*Or*

- (b) Explain factors affecting purchasing's role in managing supplier quality. [10]

5. (a) What are essential elements of contract and purchase order ? [10]

*Or*

- (b) Differentiate between P.O. and Contract. [10]

Total No. of Questions—7]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-103**

**M.B.S. (First Semester) EXAMINATION, 2015**

**MARKETING SPECIALISATION**

**103 (A) : (Services Marketing and Brand)**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Answer any *five* questions.

(ii) *All* questions carry equal marks.

1. “Service sector has a major contribution in developing Indian economy.”  
Do you agree ? Justify your answer with relevant examples.
2. What is customer satisfaction ? What is its significance in the service industry ? What factors will you consider to measure customer satisfaction ?
3. Define services marketing and explain service life cycle with proper illustration.
4. Elaborate the process of brand building. Explain the various benefits of branding.

P.T.O.

5. Describe the concepts, merits and demerits of 'Celebrity endorsement' with the help of suitable examples.
6. What is brand equity ? Explain any *one* mode of brand equity.
7. Write short notes on any *two* :
  - (a) Co-branding
  - (b) e-Services
  - (c) Brand tracking
  - (d) Service failure and recovery.

Total No. of Questions—5]

[Total No. of Printed Pages—1

Seat No.	
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**[4774]-1030**

**M.B.S. (First Semester) EXAMINATION, 2015**

**105 RABM : COMMODITY MARKET**

**(Rural & Agribusiness Mgt. Specialization-III)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :-** (i) Attempt *All* questions.

(ii) *All* questions carry equal marks.

1. Write in detail how commodity market has evolved in India. [10]
2. Explain various types of commodity risks with suitable examples. [10]
3. Write short notes on :
  - (a) MCX [5]
  - (b) NCDEX. [5]
4. Discuss 'National Spot Exchange Ltd' and 'Financial Technologies' issue in detail. [10]
5. Does commodity derivatives contribute in economic development ? Explain. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-1031**

**M.B.S. (First Semester) EXAMINATION, 2015**

**105 FBM : BUSINESS PLANS**

**(Family Business Mgt. Spl-III)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :-** (i) *All* questions are compulsory.

(ii) Each question has an internal option.

(iii) Each question carries **10** marks.

1. What is a business plan ? What are the qualities of a good business plan ? [10]

*Or*

Explain the components of a business plan. [10]

2. Explain the factors considered in the executive summary of the business plan. [10]

*Or*

Explain the trends in industry analysis and competitive analysis. [10]

3. How can a business plan help a company ? Explain in detail. [10]

*Or*

What are the various sources of information for a business plan ? [10]

P.T.O.

4. What are the lenders or investors looking for in a business plan ? [10]

*Or*

Evaluate the components of the business plan from the investor's perspective. [10]

5. What are the various types of risk involved in any type of business ? [10]

*Or*

Explain the role of marketing and advertising in a business plan. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
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**[4774]-1032**

**M.B.S. (First Semester) EXAMINATION, 2015**

**105 TM – MANAGING INNOVATION-I**

**(Technology Mgt. Spl-III)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B.** :— (i) *All questions are compulsory.*

(ii) *Each question has an internal option.*

(iii) *Each question carries 10 marks.*

(iv) *Figures to the right indicate marks for that question/sub-question.*

(v) *Your answers should be specific and to the point.*

(vi) *Support your answers with suitable live examples.*

(vii) *Draw neat diagrams and illustration supportive to your answer.*

**1.** (a) “We need to constantly innovate to stay in this world of changing business scenario”. Explain this statement with illustrations. [10]

*Or*

(b) Differentiate between innovation and creativity. [10]

**2.** (a) Explain in detail dynamic models of innovation. [10]

*Or*

(b) Explain incremental versus radical innovation as a part of static model. [10]

P.T.O.

3. (a) Explain the concept of core competencies. [10]

*Or*

(b) Explain relationship between competencies and assets. [10]

4. (a) Explain the concept of innovation portfolio in detail. [10]

*Or*

(b) How do firms search for innovation opportunities ? [10]

5. (a) Explain sustaining versus disruptive technologies with examples. [10]

*Or*

(b) Explain the concept resource allocation and upward migration. [10]

Total No. of Questions—7]

[Total No. of Printed Pages—1

<b>Seat No.</b>	
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**[4774]-104**

**M.B.S (First Semester) EXAMINATION, 2015**

**103 (B) : FINANCIAL SPECIALIZATION : MERCHANT BANKING  
AND FINANCIAL SERVICES  
(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Solve any *five* questions.

(ii) *All* questions are carry equal marks.

1. Explain the nature, role and characteristics of a financial system.
2. What is Merchant Banking ? Explain the services rendered by it.
3. Discuss the role and functions of BSE and NSE.
4. Explain the regulatory framework of the securities market.
5. Write short notes on (any *two*) :
  - (1) ADR
  - (2) E-trading
  - (3) Credit Rating.
6. Discuss about the market for the long-term bills in India.
7. What are the major advantages of investment through Mutual Fund ?

Total No. of Questions—7]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
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**[4774]-105**

**M.B.S (First Semester) EXAMINATION, 2015**

**103 (C) : COMPUTER SPECIALIZATION : SOFTWARE ENGINEERING**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Question Nos. 1 and 7 are compulsory.

(ii) Answer any *four* questions from the remaining.

(iii) Figures to the right side indicate full marks.

1. A Hospital is having 35 beds in general ward, 20 beds in Semi-special ward and 15 beds in special ward. Fifteen doctors are working as regular and 10 doctors are working as visiting. Supporting staffs are around 60 and some are working in shift. Hospital need an automatic system, to maintain the records of patients, diagnosis details, doctors visits details. For this information do the following for the system design.

(a) Identify all entities; [6]

(b) Draw context level DFD; [7]

(c) Draw first level DFD. [7]

2. What is data dictionary ? Why is data dictionary required ? Explain advantages of data dictionary. [10]

3. Draw report layout for : [10]
  - (a) Itemwise stocks available
  - (b) Datewise items issued.
4. Compare Spiral model Vs. Prototyping model. [10]
5. What is maintenance ? Why is maintenance important ? Explain how it is done. [10]
6. Explain fact finding techniques in detail. What are its advantages ? [10]
7. Write short notes on any *two* : [10]
  - (a) Agile process
  - (b) SDLC
  - (c) CASE tool
  - (d) Skills of system analyst.

Total No. of Questions—8]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
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**[4774]-106**

**M.B.S. (First Semester) EXAMINATION, 2015**

**103 (D) : QUALITY MANAGEMENT**

**(Production and Materials Specialisation)**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Attempt any *five* questions.

(ii) *All* questions carry equal marks.

1. Define Quality. Discuss how the following aspects influence quality.
  - (a) Management Policy
  - (b) Leadership.
2. Explain the contribution of Juran in the field of Quality Management.
3. Describe the types of control chart. Explain various uses of control chart.
4. Explain OC curve with producer, consumer risk and AQL.
5. Explain concept and application with an example of any *two* of the following :
  - (a) Fish bone diagram;
  - (b) Six Sigma
  - (c) Pareto Analysis.

6. Explain the need of Quality Policy and Quality Objective for Manufacturing unit.
7. Discuss the types of quality audits and their significance.
8. Being a Quality Manager of Steel Pipe Manufacturing Company, what type of inspection (sampling or 100% inspection) you will implement on shop floor to check cracks in steel pipe ? Justify.

Total No. of Questions—7]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
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**[4774]-107**

**M.B.S. (First Semester) EXAMINATION, 2015**

**103(E) : ORGANIZATIONAL DEVELOPMENT**

**(Human Resource Management Specialization)**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Solve any *five* questions.

(ii) Each question carries 14 marks.

(iii) Support your answers with suitable live examples.

1. Organizational Development is all about change. Explain how OD practices help in bringing about change in the organization. [14]
2. Explain why people resist change ? What are the various sources of resistance to change in an organization ? Explain it with examples. [14]
3. What is Action Research ? Explain action research process. How it supplements OD ? [14]
4. “Survey feedback can be a problematic OD technique because it permits people who are affected by organizational policies to generate data that speaks against those policies.” Comment. [14]

P.T.O.

5. Explain the role and competencies of OD consultant in detail. [14]
6. Discuss Intergroup Interventions. What are the various steps involved in intergroup interventions ? [14]
7. Write short notes on (any *two*) :
- (a) Total Quality Management [7]
  - (b) Six Box Model [7]
  - (c) Role Analysis Technique [7]
  - (d) Socio-Technical System as an Intervention [7]
  - (e) 7 S Framework. [7]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-2001**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**201 : MANAGING FOR SUSTAINABILITY**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Each question has an internal option.

(iii) Each question carries **10** marks.

(iv) Your answers should be specific and to the point.

(v) Support your answers with suitable live examples.

1. (a) Discuss the concept of Corporate Social Responsibility. Also discuss the responsibility of various stakeholder groups. [10]

*Or*

(b) Explain Bottom of the Pyramid opportunities. Mention and explain the issues and opportunities for business in socially and environmentally sensitive world. [10]

2. (a) Discuss the need and importance of sustainable development. Discuss Gandhian thought on sustainable development. [10]

*Or*

(b) Discuss the various Stakeholders in sustainable development. Discuss how the reduction of soci-environmental costs and risk can be carried out. [10]

P.T.O.

3. (a) Discuss the 'Environmental' dimension of sustainable development. Discuss the relevance of Carbon credits in today's world. [10]

*Or*

- (b) Discuss the 'Economic' dimension of sustainable development. Explain nature as an economic externality. [10]

4. (a) Explain the OECD principles. Discuss Friedman's theory of CSR. [10]

*Or*

- (b) Discuss the key issues in corporate governance. Mention the role of regulators. [10]

5. (a) Explain the importance and sources of value systems. [10]

*Or*

- (b) Discuss the nature, characteristics and needs of business ethics. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—4

Seat No.	
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**[4774]-2002**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**202 : STARTUP AND NEW VENTURE MANAGEMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) All questions are compulsory.

(ii) Each question has an internal option.

(iii) Each question carries **10** marks.

**1. Write short notes on (5 marks each) : [10]**

(a) Role of entrepreneur in economic development.

(b) McClelland's N-Ach theory.

*Or*

**Answer the following (5 marks each) : [10]**

(a) Explain the entrepreneurial process in detail.

(b) "Entrepreneurs can be created." Describe the role of Entrepreneur Development Programme.

**2. "An opportunity does not exist until an entrepreneur creates it."  
Explain the statement. [10]**

*Or*

**Describe in detail criteria for product selection. [10]**

3. Define small scale enterprise ? Explain its objectives in detail. [10]

*Or*

Write short notes on (5 marks each) : [10]

- (a) Project planning and scheduling by using CPM techniques.  
(b) Registration process of SME.

4. Write short notes on (5 marks each) : [10]

- (a) DIC  
(b) SIDO.

*Or*

Explain liabilities of owners under (5 marks each) : [10]

- (a) The environment Protection Act  
(b) The Sale of Goods Act.

5. Read the following case carefully and elaborate various challenges faced by an entrepreneur : [10]

**Kiran Mazumdar : Shaw** is an Indian entrepreneur. She is the Chairman and Managing Director of Biocon Limited, a biotechnology company based in Bangalore (Bengaluru), India and the current Chairperson of IIM-Bangalore. Her father, Rasendra Mazumdar, was the head brew master at United Breweries. He suggested that Kiran should study fermentation science, and trained to be a brew master, a very non-traditional field for a woman. Mazumdar went to Ballarat College of Advanced Education in Australia to study Malting and Brewing. In 1974 she was the only woman enrolled in the brewing course, and the top of her class.

After a brief period as a Trainee Manager at Biocon Biochemicals Limited, of Cork, Ireland, to learn more about the business, Kiran Mazumdar returned to India. She started Biocon India in 1978 in the garage of her rented house in Bangalore with a seed capital of Rs. 10,000. Although it was a joint venture, Indian laws restricted foreign ownership to 30% of the company. The remaining 70% belonged to Kiran Mazumdar.

Initially, she faced credibility challenges because of her youth, gender and her untested business model. Funding was a problem : no bank wanted to lend to her, and some requested that her father be a guarantor. A chance meeting with a banker at a social event finally enabled her to get her first financial backing. She also found it difficult to recruit people to work for her start-up. Her first employee was a retired garage mechanic. Her first factory was in a nearby 3,000 square-foot shed. The most complicated piece of equipment in her lab at that time was a spectrophotometer. As well, she faced the technological challenges associated with trying to build a biotech business in a country with a shaky infrastructure. Uninterrupted power, superior quality water, sterile labs, imported research equipment, and workers with advanced scientific skills were not easily available in India at the time.

*Or*

Read the following case carefully and answer the question below it :

In 24.01.1848 a Scottish carpenter Jems Wilson Marshel got real gold in his mine at L-Dorado, California. In 1849 the famous “Gold Rush” was started. The population of California was 20000 before Gold Rush, and it was rose to 225000 during that period. They

extracted the gold worth \$ 22 Crores of that time. Levi Strauss a twenty four years old German immigrant left New York and came to California to supply dry goods to people who were extracting gold from mines. There he came to know that people who were working there, were looking for strong pants. Since, during the extraction of gold their pants used to get tore very easily. Levi was selling canvas, which was used for tents and wagon covers. He prepared the pants from this material initially. However, this cloth got rubbed to the body. Hence, he found out the substitute; twilled cotton cloth from France called Serge-de-Nimes. He had imported the same material from France by ship. The workers from that ship who helped him to brought that material at California were “Jeanoies” from Italy hence he called that material “Jeans”.

In 1872 a Reno Nevada based Latin tailor Jacob Devis, who used to stitch de-Nimes pants, wanted to take patent for the de-Nimes pants. However, he was not having U.S. \$67 to pay for registration. He wrote the Levi about it and joined him. They took the U.S. Patent for these pants, dated 30-05-1873, patent No. 139.121 as “Overall” and not “Jeans”. (The day 30th May, later is celebrated as a Birthday of Jeans Pants) They sold first Jeans pant to a Nevada Citizen, Mr. Ferguson at U.S. \$12. Strauss never constructed the factory to manufacture De-Nimes Jeans. He used to distributed this work amongst the females at their home and used to personally visit to their houses. He used to offer \$3 per day as remuneration to them, which was quite high during that time. Later on he had constructed the residential colony for them.

*Question :*

From the above case, discuss entrepreneurial personality and skills.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-2003**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**Marketing Mgt. Spl-IV**

**203 MKT : INTERNATIONAL MARKETING**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) All questions are compulsory.

(ii) Each question has an internal option.

(iii) Each question carries **10** marks.

(iv) Figures to the right indicate marks for that question/sub-question.

(v) Your answers should be specific and to the point.

(vi) Support your answers with suitable live examples.

(vii) Draw neat diagrams and illustration supportive to your answer.

1. (a) Define “International Marketing”. Explain in detail international market entry strategies. [10]

*Or*

- (b) Discuss the following international market groups :  
EU, ASEAN SAFTA, NAFTA. [10]

2. (a) Elaborate various IPR issues to be addressed in international market. [10]

*Or*

- (b) Explain international trade product life cycle. [10]

P.T.O.

3. (a) Discuss the various pricing strategies that global companies implement to achieve their pricing objectives. [10]

*Or*

- (b) Explain the concept of international dumping; financing marketing transactions with suitable live examples. [10]

4. (a) Discuss in detail the international distribution channels, their roles and functions. [10]

*Or*

- (b) Explain the need of leveraging international distribution for competitive advantage. [10]

5. (a) Critically examine the factors involved in international promotion mix. [10]

*Or*

- (b) Describe various product-promotion strategies for international markets. Support your answer with suitable examples. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-2004**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**Financial Mgt. Spl.-IV**

**203 FIN : INTERNATIONAL FINANCE**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B.** :— (i) *All* questions carry equal marks i.e. **10** marks.

(ii) Figures to the right indicate full marks.

1. (a) Explain in detail the role of IT and its significance in international finance. [10]

*Or*

(b) What is PPP ? Under what circumstances can PPP be applied ? [10]

2. (a) Explain the role of major participants in forex market.[10]

*Or*

(b) Write short notes on :

(i) FEMA [5]

(ii) Management of exchange risk. [5]

3. (a) Explain the various methods of raising resources by borrowers in international market. [10]

P.T.O.

*Or*

(b) Write short notes on :

(i) FCNR(B) [5]

(ii) EEFC. [5]

4. (a) Briefly define each of the major types of international bond market instruments, noting their distinguishing characteristics. [10]

*Or*

(b) Describe the concept and process of loan syndication. [10]

5. (a) Explain the nature, objectives and advantages of IFRS ? [10]

*Or*

(b) Describe the concept of international receivables management and explain its importance. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-2005**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**(Information Tech. Mgt. Spl.-IV)**

**SOFTWARE QUALITY ASSURANCE**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 50**

**N.B.** :— Figures to the right indicate full marks.

1. Attempt the following questions (any *one*) : [10]
  - (a) Distinguish between software quality assurance and software quality control.
  - (b) What is Review ? What is its purpose ? Explain different types of review.
  
2. Attempt the following questions (any *one*) : [10]
  - (a) Explain the content of software quality assurance plan.
  - (b) Explain software quality factors.
  
3. Attempt the following questions (any *one*) : [10]
  - (a) What is SEI CMM ? Explain levels of CMM in detail.
  - (b) Explain McCall's quality model in detail.

P.T.O.

4. Attempt the following questions (any *one*) : [10]
- (a) Explain pre-project SQA components.
  - (b) Explain walkthrough and inspection process in detail.
5. Write short notes on (any *two*) : [10]
- (a) Software error, faults and failures
  - (b) Inspection
  - (c) IEEE 1012 standard.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-2006**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**203-OPE : TOYOTA PRODUCTION SYSTEM**

**(Operation Management Specialisation–IV)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

1. (a) Explain Toyota production system and its benefits to the organization.

*Or*

- (b) Write about development of TPS and one piece flow.

2. (a) What is Pull System ? How does it help in avoiding over-production ?

*Or*

- (b) Explain the concept “Base your management on long-term philosophy”.

3. (a) If your organization is practicing TPS, how will it ensure the quality right the first time ?

*Or*

- (b) Discuss the statement “use visual control so no problems are hidden”.

P.T.O.

4. (a) How does TPS add value to the organization by growing leaders who thoroughly understand by work ?

*Or*

- (b) Explain the concept “Respect your extended networks of partners and suppliers”.

5. (a) Discuss “Genchi Genbutsu” philosophy of TPS.

*Or*

- (b) Discuss “TPS believes in consensus based slow decision-making but in rapid implementation”.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-2007**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**(Spl.-IV)**

**203 : GLOBAL HR**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Each question carries **10** marks.

(iii) Each question has internal option.

1. (a) Explain the various variables determining difference between domestic and international HR with an example. [10]

*Or*

- (b) Discuss the international business ethics with examples. [10]

2. (a) What do you mean by international assignments ? Discuss. [10]

*Or*

- (b) What do you mean by dual career couples ? Discuss. [10]

3. (a) Discuss the importance of pre-departure training. [10]

*Or*

- (b) Briefly discuss the approaches of international assignments. [10]

P.T.O.

4. (a) Discuss the various key issues in International HR. [10]

*Or*

(b) Discuss the issues of social dumping and digital economy. [10]

5. Write short notes on (any *two*) : [10]

(a) Talent Management

(b) Corporate HR

(c) Performance Management in MNC.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-2008**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**203-IB : GLOBAL LOGISTICS AND SUPPLY CHAIN**

**(International Busi. Mgt. Spl.-IV)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Each question has an internal option.

(iii) Each question carries **10** marks.

1. (a) What is Global Logistics ? Explain International logistics importance in detail. [10]

*Or*

(b) Describe 5 P's of Logistics. What is the use of incoterms in logistics ? [10]

2. (a) What are the merits and demerits of railway transportation ? [10]

*Or*

(b) What are the types of ships in global logistics ? [10]

3. (a) What are the various roles of custom brokers in shipping formalities ? [10]

*Or*

(b) Describe on Shipping Corporation of India. [10]

P.T.O.

4. (a) What the different important sea-routes in the world ? Explain any *two* in detail. [10]

*Or*

- (b) How port codes play an important role in logistics ? Explain world's major ports in brief. [10]

5. (a) What is containerization ? Describe container sizes, dimensions and capacity of containers. [10]

*Or*

- (b) Explain inland container depots and container freight stations with its functions and benefits. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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[4774]-2009

M.B.S. (Second Semester) EXAMINATION, 2015

Supply Chain Mgt. Spl.—IV

203 SCM : SUPPLY CHAIN PLANNING

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

- N.B.** :— (i) All questions are compulsory.  
(ii) Each question has an internal option.  
(iii) Each question carries 10 marks.  
(iv) Your answers should be specific and to the point.  
(v) Support your answers with suitable live examples.

1. (a) Define the term forecasting. Discuss how forecasting can be used for SCM. [10]

*Or*

- (b) What is forecasting ? What is importance of forecasting in business ? Also explain role of forecasting in supply chain. [10]

2. (a) What is customer service level ? Should company go for maximum customer service level or bear stock out cost. Comment. [10]

*Or*

- (b) Explain the importance of demand management in supply chain management. Also discuss about collaborative planning. [10]

3. (a) Describe the concept of aggregate planning and its role in SC. [10]

P.T.O.

*Or*

(b) “In modernized supply chains, planning is gaining more importance.” Discuss the same with reference to constraints of resources. [10]

4. (a) Responsiveness and effectiveness are two measures of performance for supply chain management. Describe in detail role of network spread in responsiveness of supply chain. [10]

*Or*

(b) “Managing demand is the most critical part of supply chain management.” Discuss the strategies of managing demands and seasonality in supply chains. [10]

5. (a) What is network distribution in SC ? Explain trade off between service and cost due to network decisions. Discuss role of network decisions on responsiveness of SC. [10]

*Or*

(b) Discuss in detail various challenges faced in network configuration. [10]

Total No. of Questions—7]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-201**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**201 : ENTREPRENEURSHIP DEVELOPMENT AND  
PROJECT MANAGEMENT**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Question No. 1 is compulsory. Solve any *three* out of the remaining.

(ii) Figures to the right indicate full marks.

1. (a) Distinguish between entrepreneur and entrepreneurship with its need and importance. [15]
- (b) Explain in brief the elements of business plan. [10]
2. Explain the role of DIC to promote entrepreneurship development. [15]
3. Explain briefly the social factors which influence the growth of entrepreneurship. [15]
4. Elaborate the reasons for failure of Women Entrepreneurs in Indian context. [15]

P.T.O.

5. What are the features and qualities to be considered while preparing the project feasibility report ? [15]
6. Discuss objectives and functions of NIESBUD. [15]
7. Write short notes on (any *two*) : [15]
- (a) SIDBI
  - (b) Sustaining Business Competitiveness
  - (c) Entrepreneurial culture
  - (d) Distinguish between Entrepreneur and Manager.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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[4774]-2010

M.B.S. (Second Semester) EXAMINATION, 2015

202 : SPECIAL AREAS IN RURAL MARKETING-RURAL AND  
AGRIBUSINESS MANAGEMENT SPL-IV (RABM)

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

*N.B.* :— (i) All questions are compulsory with internal choices within the questions.

(ii) Figures to the right indicate full marks.

1. Explain rural marketing in FMCG with its characteristics. [10]

*Or*

Explain various challenges faced by FMCG industry from rural perspective with suitable example. [10]

2. What are the various issues related to marketing consumer durables in rural market ? [10]

*Or*

How will you differentiate, Marketing of consumer durables with respect to FMCG ? [10]

3. What are the essential factors considered while marketing of Mutual Funds in rural market ? [10]

*Or*

Explain the various stages of evolution of rural banking after independence in India. [10]

P.T.O.

4. Give a brief overview on Global Agrochemical Market. [10]

*Or*

Explain in brief overview of the fertilizer industry in India. [10]

5. What are the various characteristics of Indian Handicraft Industry with any *two* suitable examples ? [10]

*Or*

What are the various challenges faced by rural cottage industries in India ? [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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[4774]-2011

M.B.S. (Second Semester) EXAMINATION, 2015

Family Business Mgt. Spl.—IV

203 : INTRAPRENEURSHIP (FBM)

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

**N.B.** :— (i) All questions are compulsory with internal choices within the questions.

(ii) Figures to the right side indicate full marks.

1. What is an intrapreneur ? What are the risks to be an intrapreneur ? Discuss in detail. [10]

*Or*

How is an intrapreneur different from entrepreneur ? What are the risks associated with intrapreneur ? [10]

2. What is scaling ideas ? How it helps in the growth of organization ? Discuss in detail. [10]

*Or*

What do you mean by 'navigating the idea space' ? How it helps the intrapreneur ? Explain with examples. [10]

3. What is idea screening ? What is idea advocacy from organization perspective ? Discuss with suitable examples. [10]

*Or*

What is the process of 'Design Considerations for Idea Advocacy and Screening' ? Discuss in detail. [10]

P.T.O.

4. How an intrapreneur creates the commercialization team ? Is working with commercialization team very difficult ? Discuss in detail. [10]

*Or*

What is the process of idea commercialization ? Discuss in detail with suitable examples. [10]

5. How practice of intrapreneurship gives competitive advantages to organization ? Discuss with suitable examples. [10]

*Or*

How the intrapreneurship processes can be linked to business value ? Discuss with examples. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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[4774]-2012

**M.B.S. (Second Semester) EXAMINATION, 2015**  
**TECHNOLOGY MANAGEMENT SPECIALIZATION-IV**  
**203(TM) : TECHNOLOGY TRANSFER AND**  
**COMMERCIALIZATION**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) *All* questions are compulsory.

(ii) Figures to the right indicate full marks.

1. Explain role of Intellectual property in protecting innovation. [10]

*Or*

Elaborate on innovation and entrepreneurship. [10]

2. Elaborate on innovation and risk management. [10]

*Or*

Describe customer needs driven product specifications. [10]

3. Describe Technology plan and design and development plan. [10]

*Or*

Explain importance of current business position, companies achievements and key personnel in Business plan. [10]

4. Elaborate on business plan and its relevance to Science and Technology Policy. [10]

*Or*

Explain commercialization loop. [10]

P.T.O.

5. A Food Chain Firm in US want to enter into license with Indian firm. Elaborate on how Indian Firm should Negotiate and Monitor Licensing Agreement ? [10]

*Or*

New Technology Home Appliances has to be introduced by leading electric company, elaborate how Market Assessment and Alignment of Technology the company should do for successful introduction of products. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-2013**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**204-MKT : CUSTOMER RELATIONSHIP MANAGEMENT**

**(Marketing Mgt. Spl.-V)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) Attempt *All* questions.

(ii) *All* questions carry equal marks.

1. (a) Discuss the customer satisfaction loyalty business performance linkage. Enlist the relationship management theories.

*Or*

- (b) Define and explain CRM. Discuss the misunderstandings about CRM.

2. (a) Discuss the sources of customer value. Explain processes, people and physical evidence.

*Or*

- (b) Explain the concept of 'Economics of Customer Retention'. Also discuss how the companies decide which customers to retain.

3. (a) Explain data mining and data warehousing. Also enlist and discuss the privacy issues related to customer database.

*Or*

- (b) Briefly describe the seven core customer management strategies.

P.T.O.

4. (a) What is a Network ? Discuss :

(i) Business Network and CRM

(ii) Scope of CRM.

*Or*

(b) Explain the concept of value creation. Discuss alliance between non-competing firms and alliance between competing firms.

5. (a) Mention and explain the strategic goals of CRM. Bring out the relationship between organizational roles and CRM.

*Or*

(b) Write short notes no (any *two*) :

(i) Empowerment

(ii) Network and Virtual Organizations

(iii) Key Account Management.

Total No. of Questions—5]

[Total No. of Printed Pages—4

Seat No.	
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**[4774]-2014**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**(Financial Mgt. Spl.-V)**

**204-FIN : INCOME TAX PART-II**

**(CBCS)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) *All questions are compulsory.*

(ii) *Each question has an internal option.*

(iii) *Each question carries 10 marks.*

(iv) *Your answers should be specific and to the point.*

(v) *Support your answers with suitable live examples.*

(vi) *Draw neat diagrams and illustrations supportive to your answer.*

(vii) *Use of calculators is permitted (as applicable).*

1. (a) Explain the terms (any 2) with regards to Income Tax Act, 1961 :

(i) Assessee

(ii) Assessment year

(iii) Previous year

(iv) Person.

P.T.O.

*Or*

- (b) Explain the concept of Residential Status and Incidence of tax as per Income Tax Act, 1961.
2. (a) Elaborate the basic principles governing deductibility of expenses under Section 30 to 44DB with regards to income from business and profession.

*Or*

- (b) The following is the Profit & Loss A/c for the financial year ending 31-3-2014 furnished by Mr. Prathamesh :

**Profit & Loss A/c**

<b>Particulars</b>	<b>Amt.</b>	<b>Particulars</b>	<b>Amt.</b>
To Salary	40,000	By Gross Profit	3,57,000
To Advertisement	15,000	By Int. on fixed deposit	19,000
To Repairs & Insurance	32,000	By Dividend	6,000
To Depreciation	36,000	By Bad debts Recovered	15,000
To Rent & Taxes	13,000	By Commission	25,000
To Wealth Tax	9,000	By Sundry Receipts	3,000
To Sales Tax	25,000		
To Legal Charges	12,500		
To R.D.D.	5,000		
To Banking Cash			
Transaction Tax	8,000		
To Int. on Capital	7,500		
To Bad Debts	9,000		
To Net Profit	2,13,000		
	4,25,000		4,25,000

**Other Information :**

- (1) Salary includes Rs. 3,000 paid to a domestic servant.
- (2) Repairs include Rs. 3,500 as repairing to the residential house.
- (3) Allowable amount of depreciation as per income tax rule is Rs. 32,000.
- (4) Sales tax include Rs. 3,000 as penalty and Rs. 2,000 as interest for late payment of sales tax charged by the Sales Tax Authority.
- (5) Bad debts recovered were written off in the year 2011-12 and admitted by the Income Tax Department.

You are required to compute Taxable Income from business and Profession of Mr. Prathamesh For A.Y. 2014-15.

3. (a) How is 'Annual Value' determined u/s 23 of the income from house property under Income Tax Act, 1961 ? Enumerate the deductions allowable in computing 'Income from House Property'.

*Or*

- (b) Mr. X purchased a residential house for Rs. 3,50,000 on 15th June 2011. Expenses incurred for purchases of Rs. 10,000. He sold the house on 1st August 2013 for Rs. 4,13,000. Expenses incurred on sale Rs. 7,000. He made an expenditure of Rs. 15,000 on 7th June 2012 for the construction of an additional bathroom. Compute the capital gain.

4. (a) Write short notes on (any *two*) :
- (i) Set Off
  - (ii) Carry forward
  - (iii) MAT
  - (iv) Deferred Tax.

*Or*

- (b) Mr. Mihir has given the following particulars of his income and savings for the financial year ending on 31-3-2014 :
- (i) Gross Salary Rs. 4,03,000.
  - (ii) Profits from Business Rs. 1,50,000.
  - (iii) Interest on Government Securities Rs. 3,800.
  - (iv) Dividends received from an Indian Company Rs. 5,600.
  - (v) Income from House Property Rs. 15,000.
  - (vi) He paid professional tax of Rs. 2,500 and Income Tax Rs. 28,000.
  - (vii) He paid Rs. 10,200 for Life Insurance Premium deposited in PPF Rs. 10,000, invested Rs. 5,000 in NSC certificates and made term deposit for 5 years in State Bank of India Rs. 50,000.

Compute the Income Tax Liability of Mr. Mihir for A.Y. 2014-15.

5. (a) Discuss in detail the procedure involved in tax planning for setting up of a new unit

*Or*

- (b) Write in detail about tax planning in case of mergers and acquisitions.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-2015**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**INFORMATION TECHNOLOGY MANAGEMENT**

**SPECIALIZATION-V**

**204-IT : Information Security and Audit**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B.** :— *All* questions are compulsory.

1. What is IS Audit ? Explain in brief the need of IS Audit. [10]

*Or*

Explain the importance of physical security and biometric controls for protecting information security assets.

2. How to secure wireless networks ? [10]

*Or*

Explain the various methods to manage network security.

3. Explain various cryptographic techniques. [10]

*Or*

What is Firewall ? How does it help to secure the information assets.

P.T.O.

4. Explain Audit Procedure with its flowchart in Audit. [10]

*Or*

Discuss Auditing Techniques in detail.

5. Write short notes no (any *two*) : [10]

- (a) Security issues in VPN
- (b) ISA standards
- (c) CAATT (Computer Assistance Audit Tool and Techniques)
- (d) Encryption and Decryption.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-2016**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**(Operation Mgt. Spl.-V)**

**204-OPE : QUALITY MANAGEMENT STANDARDS**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) Answer all the questions.

(iii) All questions carry equal marks.

1. State the need of OHSAS in an organization.

*Or*

Why is QMS necessary in current scenario for manufacturing industry ?

2. Explain role of top management in implementing resources management.

*Or*

Discuss Monitoring, Measurement and Improvement is most important component of process control.

3. Which are the objectives of EMS standards those are applied in Indian industries ?

*Or*

Explain in detail various clauses of EMS.

P.T.O.

4. What do you understand by OHSAS 18001 : 2007 standard ?

*Or*

Discuss OHSAS 18001 : 2007 is essential or desired.

5. Describe the study of Apex and Procedural manual for EOHS.

*Or*

What are the prerequisites for implementation of ERP ?

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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[4774]-2017

**M.B.S. (Second Semester) EXAMINATION, 2015**  
**204 HR : EMPLOYEE REWARD MANAGEMENT**  
**(HRM Spl-V)**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

- N.B. :—**
- (i) All questions are compulsory.
  - (ii) Each question has an internal option.
  - (iii) Each question carries **10** marks.
  - (iv) Figures to the right indicate marks for that question/  
sub-question.
  - (v) Your answers should be specific and to the point.
  - (vi) Support your answers with suitable live examples.
  - (vii) Draw neat diagrams and illustrations supportive to your  
answer.

1. (a) Define Reward Management. Discuss the concept of Reward Management, its aims and achieving the aims of Reward System. [10]

*Or*

- (b) Describe of the elements of a reward system and an analyse the factors affecting to reward management policy and practice. [10]
2. (a) What is meant by 'Grade and Pay Structure' ? Explain the types of Grade and Pay structure with suitable examples from different industries. [10]

P.T.O.

*Or*

- (b) Explain how HR Manager can develop grade and pay structure.  
Explain the factor affecting pay levels. [10]

3. (a) Write short notes on :
- (i) Individual Pay and Team Pay [5]
  - (ii) Paying for Organisational Performance. [5]

*Or*

- (b) Write short notes on : [10]
- (i) Impact of Environment on Reward Management
  - (ii) Shop Floor Pay.
4. (a) Discuss the considerations affecting the rewards of directors (boardroom pay) and senior executives with suitable examples. [10]

*Or*

- (b) What is international reward strategy ? Explain the guiding principles for international reward management. [10]
5. (a) Explain the features of rewards for sales representatives and customer service staff in turn. [10]

*Or*

- (b) What is meant by Rewarding knowledge workers ? Explain the approaches to rewarding knowledge workers with suitable examples. [10]

Total No. of Questions—10]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-2018**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**(International Business Mgt. Spl.-V)**

**204-IB : FOREIGN EXCHANGE MANAGEMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B.** :— *All* questions carry equal marks.

1. What is the concept of 'Euro' and Euro market ? Explain its significance in European economy.

*Or*

2. Write short notes on (any *two*) :

(a) Gold standard

(b) Bretton Woods system

(c) International Monetary Development.

3. Explain the sources of demand and supply of foreign exchange globally.

*Or*

4. Explain real and effective exchange rate. Describe the factors to determine the rate of exchange.

5. What is the concept of exchange rate fluctuation ? Explain the general factors of exchange rate fluctuations.

P.T.O.

*Or*

6. What is the concept of exchange rate overshooting ? Explain the J-curve effect.
7. Explain the nature, function and participation of foreign exchange market.

*Or*

8. What is the concept of hedging and arbitrage ? Explain methods of quoting exchange rate.
9. Explain the currency futures, options and determination of their market value.

*Or*

10. (a) Write the meaning of basic techniques of exposure management.  
(b) Explain the foreign exchange regulation in India.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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[4774]-2019

**M.B.S. (Second Semester) EXAMINATION, 2015**  
**(204-SCM) SUPPLY CHAIN CO-ORDINATION**  
**Supply Chain Mgt. Spl—V**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

- N.B. :-**
- (i) All questions are compulsory.
  - (ii) Each question has an internal option.
  - (iii) Each question carries **10** marks.
  - (iv) Your answers should be specific and to the point.
  - (v) Support your answers with suitable live examples.

1. (a) What is the importance of co-ordination of supply chain with order processing and inventory management ? [10]

*Or*

(b) Discuss the importance of co-ordination of supply chain with traditional retail functions for supply chain economics. [10]

2. (a) Explain in detail Incentive obstacles and information processing obstacles to co-ordination in supply chain. [10]

*Or*

(b) What is Bull Whip effect impact on manufacturing cost and inventory cost ? [10]

3. (a) Explain in detail how information accuracy can be improved with examples. [10]

*Or*

(b) Discuss designing pricing strategies to stabilize orders in detail. [10]

P.T.O.

4. (a) Write a detailed note on accessing value of relationship. [10]  
*Or*
- (b) What issues must be considered when managing a supply chain relationship to improve the chances of developing co-operation and trust ? [10]
5. (a) Explain in detail Retail Event Collaboration and DC replenishment Collaboration with examples. [10]  
*Or*
- (b) Why do some CPFR (Collaborative Planning, Forecasting and Replenishments) pilots or programs fail ? Give reasons. [10]

Total No. of Questions—7]

[Total No. of Printed Pages—1

<b>Seat No.</b>	
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**[4774]-202**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**(Marketing Specialization)**

**202-A : RETAIL AND DISTRIBUTION MANAGEMENT**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Attempt any *five* questions.

(ii) *All* questions carry equal marks.

1. What is retailing ? Explain retailing in Indian and Global scenario.
2. Distinguish among intensive, selective and exclusive distribution strategies using relevant examples.
3. What are the different types of channel conflicts ? What are ways to resolve them ?
4. What are the different types of store layout ? Explain the factors that influence store layout.
5. Explain the concept of Retail Merchandising. Explain the steps in merchandise planning.
6. How important is the support of appropriate IT systems to the success of the retail business ?
7. Write short notes on (any *two*) :
  - (a) Functions of Wholesaling
  - (b) Supply Chain Management
  - (c) Store and Non-store Retailing
  - (d) Floor Space Management.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-2020**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**204-RABM : RURAL AND AGRIBUSINESS MANAGEMENT SpI-V**

**ICT for Agriculture Management**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** Figures to the right indicate full marks.

1. Explain ICT and its ramifications for Rural Economics. [10]

*Or*

Explain various ICT enabled rural services related to land and education. [10]

2. Explain short-term and long-term productivity information services. [10]

*Or*

Explain risk management information services. [10]

3. Explain the downstream and upstream administration. [10]

*Or*

Explain the issues and challenges for market access ICT services. [10]

P.T.O.

4. Explain the ICT for financial inclusion. Explain in detail transfer and payments services. [10]

*Or*

Explain the advantages and opportunities for financial inclusion. [10]

5. Explain in detail planning and implementation of GIS. [10]

*Or*

What are the issues and concerns in Land and Water Management ? [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-2021**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**(Family Business Mgt. Spl. V)**

**204-FBM : MANAGING, GROWING AND  
EXITING NEW VENTURE**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B.** :— (i) *All questions are compulsory.*

(ii) *All questions carry equal marks.*

(iii) *Figures to the right indicate full marks.*

1. (a) Explain the concept of 'new entry opportunity' in family business.

*Or*

(b) What are the risk reduction strategies associated with new entry under family ?

2. (a) What are growth strategies and explain the growth opportunities associated with new venture ?

*Or*

(b) Discuss various types of pressures associated with implication of growth in firm.

P.T.O.

3. (a) What is franchising ? Explain the advantages and disadvantages of franchising.

*Or*

- (b) What are Joint Venture ? Explain the types associated with it.

4. (a) What do you mean by Going Public ? What are advantages and disadvantages of Going Public ?

*Or*

- (b) What relation one has to maintain with financial community when one goes public with new firm ?

5. (a) What is Bankruptcy ? Explain how to survive at the time of bankruptcy.

*Or*

- (b) What are exit strategy ? Explain succession of business-transfer to family and non-family members.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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[4774]-2022

**M.B.S. (Second Semester) EXAMINATION, 2015**  
**SPECIALIZATION—V : TECHNOLOGY MANAGEMENT**  
**204 TM : TECHNOLOGY USE AND ASSESSMENT**  
**(2013 PATTERN)**

**Time : 2.00 Hours**

**Maximum Marks : 50**

- N.B. :—**
- (i) All questions are compulsory.
  - (ii) All questions carry equal marks.
  - (iii) Each question carries **10** marks.
  - (iv) Figures to the right indicate full marks for that question/  
sub-question.
  - (v) Support your answers with suitable examples.

1. (a) Explain in detail the scope of Technology Assessment. [10]  
*Or*  
(b) What is the importance of Technology Assessment in decision-making ? [10]
2. (a) Explain the relevance of technology and environment. [10]  
*Or*  
(b) Explain the influence of technology on society. [10]
3. (a) Explain technology assessment techniques of relevance trees and brainstorming. [10]  
*Or*  
(b) Write short notes on : [10]  
(i) Health Technology Assessment  
(ii) Environment Impact Assessment.

P.T.O.

4. (a) Describe the use of technology in product acceptability. [10]

*Or*

(b) Explain in detail technology usability research methods. [10]

5. (a) What is the importance of conducting research on technology use ? [10]

*Or*

(b) Explain importance of gathering and analyzing data in conducting research on technology use. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-2023**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**205 MKT : RETAIL MARKETING**

**Marketing Mgt. Spl-VI**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

- N.B. :—**
- (i) All questions are compulsory.
  - (ii) Each question has an internal option.
  - (iii) Each question carries **10** marks.
  - (iv) Figures to the right indicate full marks for that question/  
sub-question.
  - (v) Your answers should be specific and to the point.
  - (vi) Support your answers with suitable live examples.
  - (vii) Draw neat diagrams and illustrations supportive to your  
answer.

1. (a) Define retailing. Also explain in detail Indian Retail Scenario. [10]

*Or*

- (b) Explain in detail Non-traditional retail classification with appropriate examples. [10]

2. (a) What is target market and retail formats ? Discuss. [10]

*Or*

- (b) Elaborate the strategic profit model considering GMROI. [10]

P.T.O.

3. (a) What is Sales Forecasting and Assortment Planning process ? [10]

*Or*

(b) Explain in detail retail administration along with suitable examples. [10]

4. (a) Explain the role of communication in retailing and how do we implement and evaluate the retail communication programs. [10]

*Or*

(b) How important is the role of pricing in retail Marketing Mix ? Briefly discuss the various retail pricing approaches available to the retailer. [10]

5. (a) Explain the impact of FDI in overcoming the challenges in Indian retail market. [10]

*Or*

(b) Discuss the different challenges in Indian Retail Sector and measures to overcome it. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-2024**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**(Financial Mgt. Spl.-VI)**

**205-FIN : FINANCIAL RISK MANAGEMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :— (i) There are five questions each of 10 marks.**

**(ii) All questions are compulsory with internal choice.**

1. Define Risks. Explain the evolution and the environment of financial Risk. [10]

*Or*

Describe the following terms : [10]

(a) Measuring risk and return

(b) Probability and distributions of assets.

2. Critically analyze the concept and computation of VAR using variance-covariance approach. [10]

*Or*

Describe risk and forecasting issues in asset process. How portfolio risk of more than one asset is calculated ? [10]

P.T.O.

3. Discuss risk environment in Indian Forex markets. [10]

*Or*

How value at Risk for fixed income portfolio is calculated ? Describe cashflows mapping in fixed income portfolios. [10]

4. What are credit derivatives ? How many kinds of credit derivatives are available in Indian market ? [10]

*Or*

Describe Indian environment in VaR applications to NSE, BSE, NCDEX and CCIL. [10]

5. Discuss operational integrated risk management framework. [10]

*Or*

What is the role of risk reporting; risk budgeting and setting risk limits ? [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
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**[4774]-2025**

**M.B.S. (Second Semester) EXAMINATION, 2015**  
**INFORMATION TECHNOLOGY MANAGEMENT**  
**SPECIALIZATION-VI**  
**205-IT : Data Warehousing and Data Mining**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B.** :— *All* questions are compulsory.

1. Define dimension modeling. Explain various types with example. [10]

*Or*

What is data mining ? Explain classification of data mining systems in detail.

2. What is OLAP ? What are the 3 types of OLAP Servers ? [10]

*Or*

What is data warehousing ? Explain data warehousing advantages and challenges.

3. What is data cube ? Explain OLAP data indexing. [10]

*Or*

How are queries processed efficiently using OLAP ?

P.T.O.

4. Explain data cleaning and data compression. [10]

*Or*

What is data processing ? Explain major tasks associated with it.

5. Explain clustering and its methods in data mining. [10]

*Or*

Discuss how data mining is helpful in financial data analysis.

Total No. of Questions—10]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-2026**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**(Operation Mgt. Spl. VI)**

**205-OPE : WORLD CLASS MANUFACTURING**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :— All questions carry equal marks 10.**

1. Explain the problems in the manufacturing industry with respect to world class manufacturing.

*Or*

2. Explain the emergence of the information age in world class manufacturing.
3. Describe the gaining competitive advantage through world class manufacturing.

*Or*

4. Discuss the philosophy and the evolution of world class manufacturing.
5. Explain the system and tools for world class manufacturing.

*Or*

6. Write short notes on (any *two*) :
  - (a) Lean production tools
  - (b) Kanban
  - (c) Business integration and decision support tools
  - (d) Flexible manufacturing system.

P.T.O.

7. Explain manufacturing performance and planned strategies of Indian manufacturing firms for world class manufacturing.

*Or*

8. Discuss the framework and strategic use of IT in Indian manufacturing for world class manufacturing.

9. Write short notes on (any *two*) :

(a) The PO-P system

(b) The AMBITE system

(c) Delivery performance and customer service.

*Or*

10. Explain Human Resources dimensions in world class manufacturing based on Morale and Teamwork.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-2027**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**(HRM Spl.-VI)**

**205-HR : CHANGE MANAGEMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :— (i) All questions are compulsory.**

**(ii) All questions carry equal marks.**

1. What is meant by resistance to change ? How should a manager cope up with denial or refusal during change implementation ?

*Or*

Define change. Explain the seven phases of change.

2. “Implementing change is a big challenge for a manager.” Explain in the context of the role played by the manager.

*Or*

Explain the various areas of change in detail.

3. Change is essential for any organization to progress. Comment.

*Or*

Discuss the challenges involved in managing change with respect to gender perspective.

P.T.O.

4. Explain the organization development model in detail.

*Or*

Define learning organization. Explain the concept in detail.

5. Leader is the person behind implementing change in organization. Justify.

*Or*

“Leader is responsible to lead change in organization.” Explain with the help of relevant example.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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[4774]-2028

**M.B.S. (Second Semester) EXAMINATION, 2015**  
**INTERNATIONAL BUSINESS MANAGEMENT SPL.-VI**  
**205-IB : GLOBAL COMPETITIVENESS AND**  
**STRATEGIC ALLIANCE**  
**(2013 PATTERN)**

**Time : 2 Hours**

**Maximum Marks : 50**

**N.B.** :— (i) *All* questions are compulsory.

(ii) Each question has an internal options.

(iii) Each question carries **10** marks.

1. What are the overall strength, weakness, opportunities and threats faced by Indian company in present International Environment ?

*Or*

Explain the role of Government in national competitiveness study.

2. Describe the importance of information in building competitiveness.

*Or*

What is the role of quality and productivity in achieving world class competitiveness ?

P.T.O.

3. Write the status of Global competitiveness of Indian companies. Even after more 60 years of Independence India could not able to produce many MNC. Why ?

*Or*

How to build global competitiveness of Indian food processing industry ?

4. Define joint venture. Explain the benefits and scope of Strategic Alliance.

*Or*

A leading two-wheeler company in India has broken its alliance with its foreign partner. Analyse the business scenario post break-up.

5. World leading car manufacturer intend to launch a renowned brand in Indian Market. How do you think other car manufacturers should react to its plan ? [10]

*Or*

A mobile handset company from China specialized in low cost-handsets would like to enter Indian Market. Which is best suitable mode of entry in present business environment ?

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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[4774]-2029

**M.B.S. (Second Semester) EXAMINATION, 2015**

**(Supply Chain Management Spl-IV)**

**205 SCM : SUPPLY CHAIN PERFORMANCE MEASUREMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

- N.B. :-** (i) All 5 questions are compulsory.  
(ii) Each question has an internal option.  
(iii) Each question carries 10 marks.

1. (a) What is performance measurement of supply chain ? Why is it required ? Also state its objectives. [10]

*Or*

(b) Describe in brief various decision-making areas of supply chain management. State its importance. [10]

2. (a) Discuss the importance of productivity and quality in supply chain management. Also describe the productivity measures and quality measures of supply chains. [10]

*Or*

(b) Discuss the drawbacks of traditional measures of supply chain in detail. [10]

3. (a) Explain the concept of 'Balanced Scorecard' with respect to supply chain performance measurement. Discuss various perspectives of Balanced Scorecard. [10]

*Or*

(b) What is 'Economic Value Added' (EVA) ? How can it be used for supply chain performance measurement ? [10]

P.T.O.

4. (a) Discuss in detail 'Supply chain operations reference framework' along with SCOR metrics. [10]
- Or*
- (b) Describe EFQM excellence model in detail. Also state importance of EFQM excellence model with reference to performance measurement of supply chain. [10]
5. (a) What is supply chain performance metrics ? How is it important with respect to performance of supply chain ? [10]
- Or*
- (b) Explain financial assessment of supply chain along with tools and techniques used for financial assessment. [10]

Total No. of Questions—7]

[Total No. of Printed Pages—1

<b>Seat No.</b>	
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**[4774]-203**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**202-B : INTERNATIONAL FINANCE**

**(Financial Specialization)**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B.** :— (i) Attempt any *five* questions.

(ii) *All* questions carry equal marks.

1. Explain nature, scope and importance of international finance. [14]
2. (a) Differentiate between Spot Exchange Market and Forward Exchange Market. [7]  
(b) Differentiate between Direct quote and Indirect quote. [7]
3. “RBI plays a very important role in managing and controlling foreign exchange market.” Comment. [14]
4. Describe the various methods of trade settlement in International Trade. [14]
5. Explain the concept of Hedging. Explain various tools of Hedging in foreign exchange. [14]
6. What is ECB ? Explain its advantages and disadvantages. [14]
7. Write short notes on (any *two*) : [14]
  - (a) GDR
  - (b) FEMA
  - (c) IAS on Foreign Transaction.

Total No. of Questions—5]

[Total No. of Printed Pages—3

Seat No.	
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**[4774]-2030**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**RURAL AGRIBUSINESS MGT. SPL.-VI**

**(RABM) 205 : MILLENNIUM DEVELOPMENT GOAL**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) *All questions are compulsory with internal choices within the questions.*

(ii) *Figures to the right indicate full marks.*

1. What is the applicability of Millennium Development Goals to rural economy ? How is the MDG originated ? How this would contribute to agricultural economy ? [10]

*Or*

What are the eight millennium development goals (MDG) ? How eight MDG's (Millennium Development Goals) could contribute to the development of Indian agriculture ? [10]

2. What is the role of agriculture in meeting MDG's (Millennium Development Goals) ? Explain with examples. [10]

P.T.O.

*Or*

What do you mean by marginalization of poverty under structural adjustment ? Do you find the prospect of reducing poverty by 2015 with the help of MDG (Millennium Development Goal) ? Explain in detail. [10]

3. How could agriculture contribute to Nutrition security ? How could the poverty be reduced through agriculture led economic growth ? Discuss with appropriate examples. [10]

*Or*

What is the contribution of MDG (Millennium Development Goal) towards eradicating Poverty and Hunger ? Do you find the role of MDG (Millennium Development Goal) in assessment of investment option ? Explain. [10]

4. What are the various approaches towards the achievement of MDG (Millennium Development Goal) ? How the food aid policy contributed to MDG ? Give examples. [10]

*Or*

What is a Macro-economic reform ? How would it contribute to rural and agricultural development ? Discuss in detail. What is the importance of rural infrastructure ? [10]

5. What is the role of Governance structures in agriculture for achieving the MDG's (Millennium Development Goals) ? Explain with relevant examples. [10]

*Or*

What is the role of private sector in supporting agriculture in meeting MDG's (Millennium Development Goals) ? Does private sector contribute to rural infrastructure development ? Explain with relevant examples. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-2031**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**205 : PRIVATE EQUITY**

**(Family Business Management Spl.-VI)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) All questions are compulsory.

(ii) Each question has an internal option.

(iii) Each question carries **10** marks.

1. Explain the role of private equity and venture capital in economic development. [10]

*Or*

Differentiate between private equity and venture capital. [10]

2. Explain the differences in fund development through private equity in India, Brazil and China. [10]

*Or*

Discuss the approaches to inventorying base of opportunities in PE. [10]

P.T.O.

3. Discuss the structural set-up of a due diligence process of PE. [10]

*Or*

What are the special issues in setting up a system for deal processing of private equity ? [10]

4. Explain the buy out considerations in deal structuring of P.E. How does it contrast with U.S. system ? [10]

*Or*

What are the special considerations in short term sheet provisions in PEEM-IFC's ? [10]

5. Explain keeping in view of entrepreneurs expectations and goals, how exits planning of PE is done ? [10]

*Or*

Discuss the strategies for domestic and offshore trade sales of PE. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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[4774]-2032

M.B.S. (Second Semester) EXAMINATION, 2015

MANAGING INNOVATIONS—II

205-TM : Tech. Mgt. Specialization-VI

(2013 PATTERN)

Time : 2½ Hours

Maximum Marks : 50

**N.B.** :— (i) All questions are compulsory.

(ii) Neat diagrams must be drawn wherever necessary.

(iii) Figures to the right indicate full marks.

(iv) Assume suitable data, if necessary.

1. (a) Discuss about protecting Entrepreneurial Rents. Give examples of Team Up, Block and Run. [10]

*Or*

(b) What is Balance cost in the context of innovation ? Write a note on strategic Alliances and Licensing. [10]

2. (a) Discuss about technology transfer and commercialization. What is value stock ? [10]

*Or*

(b) What are product specificity and its entry strategies for later stages of PLC ? [10]

3. (a) What is the role of National Government in Innovations ? Why is it essential ? [10]

*Or*

(b) How are the Innovations (R and D) financed ? What is the effect of politics and government for financing R and D ? [10]

P.T.O.

4. (a) How are innovations carried in service organization ? Discuss the types of innovation in services. [10]

*Or*

(b) What are the Customer Intelligence, Customer Intimacy and Customer Innovations ? State its benefits. [10]

5. (a) Write notes on : [10]

(i) Social Innovations

(ii) Organization Innovation.

*Or*

(b) Explain overview of National Innovations of Brazil, Denmark and USA. [10]

Total No. of Questions—7]

[Total No. of Printed Pages—1

<b>Seat No.</b>	
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**[4774]-204**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**202-C : COMPUTER SPECIALISATION**

**(Business Application)**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Q. 1 and Q. 7 are compulsory.

(ii) Attempt any *four* from Q. 2 to Q. 6.

(iii) Draw neat diagrams wherever necessary.

1. Explain salary administration with the help of : [15]
  - (a) Earnings
  - (b) Deduction
  - (c) Leave accounting.
2. Discuss customer relationship management in detail. [10]
3. Explain ERP in detail. [10]
4. What is Profit and Loss Statement ? Explain. [10]
5. What is material requirement planning ? Explain. [10]
6. Discuss the steps involved in customer order processing from order acknowledgement to dispatch. [10]
7. Write notes on (any *three*) : [15]
  - (a) Human resource management systems
  - (b) Demand forecasting
  - (c) Bill of material
  - (d) Trial balance.

Total No. of Questions—8]

[Total No. of Printed Pages—1

Seat No.	
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**[4774]-205**

**M.B.S. (Second Semester) EXAMINATION, 2015  
(Operations and Materials Management Specialization)**

**202-D : OPERATIONS STRATEGY  
(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Answer any *five* questions.

(ii) *All* questions carry equal marks.

1. Explain the meaning of operations strategy. Discuss the role of operations strategy in corporate strategy.
2. Discuss the relation of the following with Operations Strategy :
  - (a) Value chain concept
  - (b) Core competence.
3. Explain the importance of strategic integration while formulating operations strategy.
4. Discuss the process and issues involved in new product development.
5. Discuss the factors influencing capacity decisions.
6. How does lean manufacturing help to increase productivity ? Explain.
7. What is Manufacturing infrastructure ? Describe the role of manufacturing infrastructure in Operations Strategy.
8. Write notes on any *two* of the following :
  - (a) Focused manufacturing
  - (b) Order winner and order qualifier
  - (c) Technology strategy
  - (d) CAD/CAM.

Total No. of Questions—5]

[Total No. of Printed Pages—1

Seat No.	
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**[4774]-206**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**(HRM-Specialisation)**

**202-E : TRAINING AND DEVELOPMENT**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Question No. 1 is compulsory.

(ii) Answer any *three* from the remaining.

1. (a) Define Training and Development and explain the need and importance of Training. [10]  
(b) Explain in detail different methods of training. [15]
2. Design a training programme for newly joined marketing officers in a manufacturing industry. [15]
3. Explain Kirk Patrick model for evaluating of Training Programme. [15]
4. What is Learning ? Explain the principle of learning. [15]
5. Write short notes on (any *two*) : [15]
  - (a) Resistance to training
  - (b) Distance learning
  - (c) E-learning
  - (d) Evaluation of training programme.

Total No. of Questions—7]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
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**[4774]-207**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**(Marketing Specialization)**

**203(A) : MARKETING STRATEGY AND**

**RELATIONSHIP MARKETING**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :-** (i) Attempt any *five* questions.

(ii) *All* questions carry equal marks.

1. Discuss the linkages between a company's marketing strategies and its strategic management process.
2. "Today's market realities make segmentation process an imperative." Justify the statement with relevant examples.
3. Explain how a company responds to competition over a product life cycle.
4. "C.R.M. is a comprehensive process of acquiring, retaining and partnering with selective customers." Discuss.

P.T.O.

5. Describe R.F.M. model for customer-product profitability analysis.
6. Discuss the ethical issues involved in Database Marketing in India.
7. Write short notes on (any *two*) :
  - (i) Offensive Vs. Defensive Strategies
  - (ii) e-Marketing
  - (iii) Loyalty Programmes
  - (iv) Internal Marketing.

Total No. of Questions—7]

[Total No. of Printed Pages—2

Seat No.	
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[4774]-208

**M.B.S. (Second Semester) EXAMINATION, 2015**

**203(B) : FINANCE SPECIALISATION**

**(Legal and Procedural Aspects of Finance)**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Attempt any *five* questions.

(ii) *All* questions carry equal marks.

1. What is 'Wage' under 'Payment of Wages Act' ? What are the deductions allowed from wages ?
2. State the provisions of Companies Act regarding :
  - (a) Removal of Auditor
  - (b) Appointment and Reappointment of Director.
3. Write notes on :
  - (a) Corporate Governance Statement
  - (b) Prevention of Oppressions and Dismanagement.
4. Explain the provisions of Companies Act, 1956 regarding Inter-Corporate Deposits and Loans.

P.T.O.

5. Define 'Mergers and Acquisitions'. Discuss the various provisions under the Companies Act, 1956 regarding the same.
6. State and explain aims and objectives of Employee's Provident Fund Act.
7. Write short notes on (any *two*) :
  - (a) Disqualifications of a Director
  - (b) Powers of Central Government Regarding Conduct of Special Audit
  - (c) Objectives of payment of Gratuity Act.

Total No. of Questions—7]

[Total No. of Printed Pages—2

<b>Seat No.</b>	
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**[4774]-209**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**203-C : COMPUTER SPECIALIZATION**

**(OOD Concepts and Basic Java)**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B.** :— (i) Question No. 1 is compulsory.

(ii) Solve any *four* from the remaining.

1. Answer in short : [10]
  - (a) What is Package ?
  - (b) Explain throws keyword.
  - (c) What is serialization ?
  - (d) What is overloading ?
  - (e) Explain abstract keyword.
  
2. What are object oriented features of Java ? Explain with example. [15]
  
3. Write a Java application to search for given string in a file, also display number of occurrences of the same. [15]
  
4. Write AWT application to accept marks of the student if user enters wrong marks other than range 0—100, throw wrong marks exception. [15]

P.T.O.

5. Explain the following layouts with examples : [15]
- (a) Flow layout
  - (b) Border layout
  - (c) Grid layout.
6. Explain thread life cycle with suitable example. What are thread priorities ? [15]
7. Write short notes on (any *three*) : [15]
- (a) Math functions in Java
  - (b) File class
  - (c) Listeners
  - (d) Access modifiers.

Total No. of Questions—8]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-210**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**203-D : MODELING TECHNIQUES AND IT FOR**

**OPERATIONS MANAGEMENT**

**(Production and Materials Management Specialization)**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B. :—** (i) Answer any *five* questions.

(ii) *All* questions carry equal marks.

1. Discuss how application of quantitative models in operations can help organizations in increasing delivery performance and profitability.

2. Solve the following linear programming problem using Simplex method :

$$\text{Minimize } Z = 25X + 30Y$$

Subject to the constraints

$$4X + 3Y \geq 60$$

$$2X + 3Y \geq 36$$

$$X, Y \geq 0$$

3. Explain the concept of Decision Trees. State the steps involved in application of decision tree for decision-making in detail.

P.T.O.

4. The following data gives cost incurred in Rupees if a job is performed on different machine. There are 4 jobs and 4 machines, assign jobs to machine so that total cost is minimum :

	<b>Jobs</b>			
<b>Machines</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
M <sub>1</sub>	3	8	5	9
M <sub>2</sub>	4	2	1	6
M <sub>3</sub>	3	8	5	7
M <sub>4</sub>	4	7	10	8

5. Explain the concept of dynamic programming. How does it differ from Linear Programming ?
6. Explain the concept of Simulation and its application in Operations Management.
7. Explain ERP implementation process in detail.
8. Write notes on any *two* of the following :
- Salient features of ERP
  - Role of IT in Logistics Operations
  - Importance of IT in Operations.

Total No. of Questions—5]

[Total No. of Printed Pages—2

Seat No.	
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**[4774]-211**

**M.B.S. (Second Semester) EXAMINATION, 2015**

**(HRM-Specialisation)**

**203-E : PERFORMANCE MANAGEMENT SYSTEM**

**(2008 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 70**

**N.B.** :— (i) Question No. 1 is compulsory.

(ii) Answer any *three* from the remaining.

1. (a) Define performance management system and explain the objectives of performance appraisal. [15]
- (b) Why performance appraisal fails in certain circumstances ? Explain. [10]
2. Define counselling and explain the importance of counselling for better performance. [15]
3. Explain 360° performance appraisal in detail. [15]

P.T.O.

4. How can technology be used in performance appraisal system ?  
Explain. [15]
5. Write short notes on (any *two*) : [15]
- (a) Goal setting procedure in performance appraisal
  - (b) HALO Effect
  - (c) MBO
  - (d) Career Planning.