

SEAT No. :

[Total No. of Pages : 5

F.Y. M.B.A.

Time : 2½ Hours]

[Max. Marks : 50

- 1) *All questions are compulsory.*
- 2) *Each question carries 10 marks.*
- 3) *Each question has an internal options.*
- 4) *Use of simple calculator is allowed.*

[5 × 2 = 10]

- a) i) Commission received is an example of _____
A) Real A/c B) Personal A/c
C) Nominal A/c D) None
- ii) Basic objective of cost accounting is _____
A) Tax complaince B) Financial audit
C) Cost ascertainment D) Profit analysis
- b) List down any four forms of organisation.
- c) Define standard costing.
- d) Difference between variable cost and fixed cost with example of each.
- e) Give one example of capital expenditure and revenue expenditure each.
- f) Describe the term opportunity cost.
- g) i) The point of profit at which total cost will be equal to total revenue is called
A) Break even point B) Margin of safety
C) The profit lines D) None of the above
- ii) Cash budget is prepared by
A) Purchase manager B) Sales manager
C) Finance manager D) Cheif executive officer
- h) Describe cash budget.

P.T.O.

Q2) Solve any Two out of the three :**[2 × 5 = 10]**

- a) Explain Bahi-khata along with its advantages and limitations.
- b) Explain the following concepts along with example.
 - i) Single entity concept
 - ii) Ongoing concern concept
- c) Write a note on Break-even point along with diagram.

Q3) Attempt Any One :**[10]**

- a) Following is the trail balance of Mahesh Traders for the year ended 31-3-2023. Prepare Trading A/c, profit and loss A/c for the year ended 31-3-2024, and Balance sheet as on that date

Trail Balance

Particulars	Debit (Rs)	Credit (Rs)
Rent Received		10,000
Sales		5,12,000
Creditors		56,600
Bank over draft		1,40,000
Bills Payable		23,000
Capital		4,05,000
Opening Stock	72,000	
Purchases	2,20,000	
Carriage Inward	8,000	
Wages	80,000	
Good Will	30,000	
Land	1,60,000	
Building	2,20,000	
Plant & Machinery	1,80,000	
Vehicles	70,000	
Furniture	20,000	
Advertisement	10,000	
Salaries	38,000	
Stationary	8,300	
Office Expenses	4,100	
Bank Charges	100	
Carriage Outwards	3,700	
Cash in Hand	400	
Debtors	12,000	
Int on Overdraft	10,000	
	11,46,600	11,46,600

Adjustment :

- i) Depreciate plant and Machinery at 15%, vehicles at 20% and furniture at 10%.
- ii) Stock of 31-3-2024 is valued at Rs 58,000
- iii) Outstanding wages are Rs 3800, outstanding salaries are Rs 4,500.
- iv) Interest on Bank overdraft, for the last quarter of the year Rs 4,600 is not recorded so far.
- v) Provided 5% on debtors for doubtful debts.

- b) The accounts of Rishabh Co. Ltd for the year ended 31/3/2023 show the following.

Design office salaries	65,000
Counting-house salaries	1,26,000
Cash-Discount allowed	29,000
Carriage and Cartage Outwards	43,000
Carriage and Cartage Inwards	71,500
Bad-debts written off	65,000
Repairs of Plant, Machinery & Tools	44,500
Rent, Rates, Taxes and Insurance (factory)	85,000
Rent, Rates, Taxes and Insurance (office)	20,000
Sales	46,11,000
Stock of material 31-3-2022	6,28,000
Stock of material 31-3-2023	4,80,000
Material Purchased	18,50,000
Travelling expenses	21,000
Traveler's Salaries and Commission	77,000
Productive wages	12,60,000
Depreciation-Plant, Machinery and tools	65,000
Depreciation furniture	3,000
Director's fees	60,000
Gas and Water (factory)	12,000
Gas and Water (office)	4,000
Manager's Salary (3/4 factory and 1/4 office)	1,00,000
General expenses	34,000
Income Tax	10,000
Dividend	20,000

Prepare a statement giving following information

- i) Material consumed
- ii) Prime cost
- iii) Factory on cost and percentage on wages
- iv) Factory cost
- v) General on cost and percentage on factory cost
- vi) Total cost
- vii) Net profit

Q4) Attempt any one :

[10]

- a) ABC Co.Ltd furnishes the following data.

	Rs.
Sales	1,50,000
Variable overheads	1,20,000
Gross profit	60,000
Fixed Overheads	20,000
Net Profit	40,000

Find

- i) P/V Ratio
 - ii) BEP
 - iii) Net profit when sales are Rs 4,00,000
 - iv) Sales required to earn a profit of Rs 80,000
 - v) Margin of safety when the sales are Rs 4,00,000
- b) Following information is given regarding production of 10,000 units.
- | Particulars | Cost per unit (Rs) |
|-----------------------------------|--------------------|
| Direct Material | 60 |
| Direct Labour | 30 |
| Variable Overheads | 25 |
| Variable Expenses | 5 |
| Fixed Overhead (150000) | 15 |
| Management Overheads (50000) | 5 |
| Selling Expenses (20% fixed) | 15 |
| Distribution Expenses (20% fixed) | 5 |
| Total Cost | 160 |

Prepare Flexible Budget for production of 9000 units; 11000 units, also calculate cost per unit.

Q5) Attempt Any One ;**[10]**

- a) From the following information, Compute Material Cost Variance, Material Price Variance, Material Mix Variance Material Usage Variance. Also answer do you think a favourable variance should be reported to management? Why?

	Standard			Actual		
	Quantity (kilos)	Unit price (Rs)	Total (Rs)	Quantity (kilos)	Unit price (Rs)	Total (Rs)
Material A	10	2	20	5	3	15
Material B	20	3	60	10	6	60
Material C	20	6	120	15	5	75
Total	50	4	200	30	5	150

- b) The result of XYZ Ltd for two periods revealed the following

Year	Sales	Total Cost
2023	40,00,000	44,00,000
2024	60,00,000	56,00,000

Find

- P/v Ratio
- BEP Sales
- Fixed Cost
- Sales necessary to earn profit of Rs 10,00,000.
- Sales required to earn 20% profit on sales.



Total No. of Questions : 5]

SEAT No. :

PD-2805

[Total No. of Pages : 2

[6430]-502

M.B.A.

**OB 502 MJ GC - 20 : ORGANIZATIONAL BEHAVIOUR
(2024 Pattern) (Semester - I)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

- 1) *All questions are compulsory.*
- 2) *Each question has an internal options.*
- 3) *Each question carries 10 marks.*

Q1) Solve any Five questions (2 marks each) :

[10]

- a) Define Organizational Behavior.
- b) List the models of OB.
- c) List the types of groups.
- d) Differentiate between managers and leaders.
- e) List the three steps in Kurt Lewin's model of change.
- f) Identify two personality assessment models.
- g) Name the two content theories of Motivation.
- h) Define leadership. List the names of two leaders.

Q2) Solve any Two out of the Three questions (5 marks each) :

[10]

- a) Explain how the five-stage model of group development can be applied in a team project setting.
- b) Compare the managerial grid theory of leadership with the path-goal theory of leadership.
- c) Describe the types of organizational change and provide an example of each type.

P.T.O.

Q3) a) Apply the supportive model of OB to improve employee engagement in a midsized company. What steps would you take and why? **[10]**

OR

b) Using Vroom's Expectancy Theory, design a motivation plan for a sales team struggling to meet its targets. What specific actions would you implement? **[10]**

Q4) a) Analyze how stereotyping and the halo effect can influence the selection process of a class representative in your class. Provide examples to support your analysis. **[10]**

OR

b) Analyze the impact of organizational change on employee stress levels and recommend strategies to manage this stress effectively during the change process. **[10]**

Q5) a) Evaluate how the Johari Window can enhance self-awareness and team dynamics for an MBA-I students in a group project. Cite specific examples. **[10]**

OR

b) Evaluate how Maslow's Need Hierarchy can be applied to understand and motivate an MBA-I student dealing with academic and personal challenges. Provided specific examples for each level of the hierarchy. **[10]**



Total No. of Questions : 5]

SEAT No. :

PD-2806

[Total No. of Pages : 2

[6430]-503

M.B.A.

**EAB 503 MJ GC-03-103 : ECONOMIC ANALYSIS FOR
BUSINESS DECISIONS**

(2024 Pattern) (Semester - I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*
- 3) *Draw graphs wherever necessary.*

Q1) Attempt Any Five questions (carry 2 marks each) :

[10]

- a) What are the features of Oligopoly Market?
- b) Define Economics of Scale.
- c) State that law of Demand.
- d) What is meant by Penetration Pricing?
- e) Short note on cross elasticity of demand.
- f) State that meant of Accelerator.
- g) Give the examples of macroeconomics.
- h) Which of the following modes of transportation has the highest elasticity?
 - i) Air
 - ii) Rail
 - iii) Road
 - iv) Water

Q2) Attempt any 2 questions (carry 5 marks each) :

[10]

- a) Elaborate the Exceptions to Law of Demand.
- b) Explain the Phases of Business Cycle.
- c) What will happen if the price prevailing in the market is (i) above the equilibrium price? (ii) below the equilibrium price?

P.T.O.

Q3) a) What would be the impact of imposing a price floor below the equilibrium price? **[10]**

OR

b) Explain the different types of market structure. **[10]**

Q4) a) Explain the different types of Price elasticity of demand. **[10]**

OR

b) In this competitive world, managerial economics bridges the gap between economic theory & business practice- Discuss. **[10]**

Q5) a) Why the Need for Government Intervention in Markets. **[10]**

OR

b) Imagine that you are managing a small firm and thinking about entering the market of a monopolist. The monopolist is currently charging a high price, and you have calculated that you can make a nice profit charging 10% less than the monopolist. Before you go ahead and challenge the monopolist, what possibility should you consider for how the monopolist might react? **[10]**



Total No. of Questions : 5]

SEAT No. :

PD2836

[Total No. of Pages : 2

[6430]-504

F.Y. M.B.A.

**BM - 504 - MJ - 104 - GC - 04 : BASICS OF MARKETING
(2024 Pattern) (Semester - I)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*
- 3) *Make necessary assumptions.*

Q1) Answer any Five (2 marks each):

[10]

- a) Define the term 'Marketing Myopia'.
- b) What is the 'Zero Moment of Truth (ZMOT)'?
- c) List down the 'four major forces of Macro environment'?
- d) How showrooming is different from Web rooming?
- e) Define 'Forrester's Social Technographics segmentation'.
- f) Define the 'Customer Satisfaction, and Customer Delight.
- g) Recall the components of 'Holistic Marketing'.
- h) What are the 'Four C's' of 'Connected Marketing Mix'.

Q2) Attempt any Two (5 marks)

[10]

- a) Explain how Indian festival like Diwali influence marketing strategies. Support your answer with examples.
- b) Outline the concept of 'Market Potential and Market share' with relevant examples.
- c) Illustrate the concept of 'Omni channel Consumer Behaviour' with real life examples.

P.T.O.

Q3) Answer any One

[10]

- a) 'A fast-food chain' is planning to expand in the Indian market. Identify suitable customer segments, explain your targeting approach, and propose an effective positioning strategy tailored to the Indian market.
- b) As a marketer, analyse the marketing environment for a 'New Travel and Tourism Company' in the Indian market. Provide relevant examples to illustrate your analysis.

Q4) Answer any One

[10]

- a) Kavya visits a two-wheeler showroom with her family and realizes the need to upgrade her vehicle for better features and fuel efficiency. Explain the various stages of consumer buying behaviour she would go through in choosing a two-wheeler.
- b) Himanshu is planning to buy a real estate property for his family in Pune city. Describe the stages of consumer buying behaviour that Himanshu will likely go through in making this purchase.

Q5) Answer any One

[10]

- a) Every product goes through distinct stages of the Product Life Cycle (PLC), each presenting unique challenges and opportunities for marketers across the Product Life Cycle. Identify and formulate the strategies for a company launching an 'Affordable Android based Dual screen Flip Mobile Handset' in Indian Market.
- b) Design a comprehensive marketing mix for a company that promises to deliver 'Beauty and Personal care' products to customers within 30 minutes. Make assumptions to justify your approach.



Total No. of Questions : 5]

SEAT No. :

PD-2807

[Total No. of Pages : 2

[6430]-505

F.Y. M.B.A.

BA 505 MJ-GC-05 : BUSINESS ANALYTICS

(2024 Pattern) (Semester - I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

- 1) All questions are compulsory.***
- 2) Each question carries equal marks.***

Q1) Answer the following (Any 5 out of 8) :

[10]

- a) Define data & Information.
- b) What is meant by data cleaning.
- c) Give any two objectives of Financial Analytics.
- d) Define talent Management.
- e) Define data Visualization.
- f) Give two benefits of operational analytics.
- g) Define predictive analytics.
- h) List the tools which are used for business analytics.

Q2) Answer the following (Any 2 out of 3) :

[10]

- a) Explain the importance of Business analytics in Health Care.
- b) Explain 5 v's of Big Data.
- c) What are secondary data collection methods? Explain data privacy, security.

P.T.O.

Q3) a) Discuss in detail marketing analytics, customer segmentation, targeting & positioning. **[10]**

OR

b) What is meant by financial forecasting & planning? How one can do forecasting with proforma statement?

Q4) a) Explain work force planning & talent management & employee engagement and performance measurement with reference to HR-Analytics. **[10]**

OR

b) What is operational analytics? Explain process optimization & efficiency improvement in operational analytics.

Q5) a) What is data analytics in health care? Explain patient care optimization & resource management in this content? **[10]**

OR

b) Solve the following case study by appropriate methods of business analytics.

Background:-

The agribusiness sector faces significant challenges. including fluctuating market prices, unpredictable weather patterns and increasing demand for sustainable practices:

To remain competitive and ensure profitability, agribusinesses must leverage data-driven insights to enhance productivity and optimize operations.

Objective:-

To improve the overall productivity of an agribusiness by implementing business analytics solutions that analyze operational data, predict outcomes, and inform strategic decisions.



Total No. of Questions : 5]

SEAT No. :

PD-2808

[Total No. of Pages : 4

[6430]-506

M.B.A.

GC - 06 : DECISION SCIENCE

(2024 Pattern) (Semester - I) (DS - 506 MJ)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

- 1) All questions are compulsory.
- 2) Each question carries 10 marks.
- 3) Each question has an internal option.
- 4) Use of simple calculator is allowed.
- 5) Graph paper will not be provided separately, draw graph on answer paper.

Q1) Solve Any Five questions :

[10]

- a) Explain PERT.
- b) What is Saddle Point?
- c) What is Hungarian Method?
- d) What is Pure strategy Game?
- e) Explain Method to Obtain Feasible solution in Transportation Problem.
- f) What is Unbalanced Transportation Problem?
- g) Explain CPM
- h) What is EMV criteria in decision making under risk?

Q2) Solve Any Two out of the three questions :

[10]

- a) Explain role of quantitative techniques in management decision making process.
- b) With suitable example elaborate difference between CPM and PERT.
- c) How would you deal with assignment problems where:
 - i) Some Assignment are prohibited.
 - ii) The objective function is to be maximized.
 - iii) It is not balanced problem.
 - iv) It has got multiple solution

P.T.O.

Q3) Solve Any One :**[10]**

- a) A project work consists of four major jobs for which an equal number of contractors have submitted tenders. The tender amount quoted (in lakhs of rupees) is given in the matrix:

Contractor	Job				
		a	b	c	d
	1	10	24	30	15
	2	16	22	28	12
	3	12	20	32	10
	4	9	26	34	16

Find the optimum assignment which minimises the total cost of the project.

OR

- b) Solve the following LPP graphically.

Minimise $Z = 6x + 5y$

Subject to; $4x + y \geq 10$

$2x + 3y \geq 15$

$x \leq 10$

$x, y \geq 0$

Q4) Solve Any One :**[10]**

- a) **Two breakfast food manufacturing firms A and B are competing for an increased market share. To improve its market share, both the firms decide to launch the following strategies :**

$A_1 B_1$ = Give coupons; $A_2 B_2$ = Decrease Price

$A_3 B_3$ = Maintain Present Strategy $A_4 B_4$ = Increase Advertising

The pay off matrix shown in the following table describes the increase in the market share for firm A and decrease in the market share for firm B.

Firm A	Firm B			
	B₁	B₂	B₃	B₄
A₁	35	65	25	5
A₂	30	20	15	0
A₃	40	50	0	10
A₄	55	60	10	15

Determine the optimal strategies for each firm and the value of the game.

OR

- b) Obtain the initial solution of the following transportation problem using
- NWCM
 - LCM
 - VAM

	D₁	D₂	D₃	D₄	Supply
O₁	10	20	5	7	10
O₂	13	9	12	8	20
O₃	4	15	7	9	30
O₄	14	7	1	0	40
O₅	3	12	5	19	50
Demand	60	60	20	10	

Q5) Solve Any One from the following :

[10]

- a) A project has been defined to contain the following list of activities along with their required time of completion.

Activity	A	B	C	D	E	F	G	H	I
Time in Days	1	4	3	7	6	2	7	9	4
Immediate Predecessor	-	A	A	A	B	C	E,F	D	G,H

- Draw the network diagram.
- Show early start time and early finish time.
- Identify critical path.
- What would happen if duration of activity F is taken as four days instead of two?

OR

- b) **A farmer wants to decide which of the three crops he should plant. The farmer has categorised the amount of rainfall as high, medium and low. Estimated profit is given below:**

Rainfall	Estimated profit (In Rs.)		
	Crop - A	Crop - B	Crop - C
High	8000	3500	5000
Medium	4500	4500	4900
Low	2000	5000	4000

Farmers wishes to plant one crop. Decide the best crop using :

- i) Hurwicz Criteria ($\alpha = 0.6$)
- ii) Laplace Criteria
- iii) Minimax Regret Criteria



Total No. of Questions : 5]

SEAT No. :

PD-2809

[Total No. of Pages : 2

[6430] - 507

F.Y. M.B.A.

MF 507 MJ-GC 07 -Management Fundamentals

(2024 Pattern) (Semester-I) (NEP)

Time : 2 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Answer all questions.*
- 2) *Draw neat diagrams & state examples wherever necessary.*

Q1) Answer any 5 out of 8 questions :

[5 × 2 = 10]

- a) What are the characteristics of SMART Goals?
- b) What is Workplace?
- c) Define Decision Making.
- d) What are Mintzberg's Informational Roles?
- e) List out the steps in decision making process?
- f) Define Leadership,
- g) What is Centralization & Decentralization.
- h) List out the various Decision-Making Styles.

P.T.O.

Q2) Answer any 2 out of 3 questions :

[2 × 5 = 10]

- a) Discuss the importance of customer to Manager's Job
- b) Elaborate the features of Good Plan.
- c) Discuss various approaches to setting goal.

Q3) a) Discuss the various techniques of control in the context of Manufacturing organisation. **[10]**

OR

- b) Analyse various managerial competencies expected from a manager working in a manufacturing industry. **[10]**

Q4) a) Discuss the concept of boundaryless organisation and virtual organisation structure with examples. **[10]**

OR

- b) What are the potential challenges of planning in dynamic environment and how organisation can overcome them? **[10]**

Q5) a) Analyse the advantages and disadvantages of matrix structure. In what type of organisation are matrix structure commonly used? **[10]**

OR

- b) A non profit organisation is considering a new fund-raising initiative. How should manager evaluate this decision using the various decision criteria **[10]**



Total No. of Questions : 5]

SEAT No. :

PD2810

[Total No. of Pages : 2

[6430]-508

F.Y. M.B.A.

**IKS - 508 - MJ -GC-08 : INDIAN KNOWLEDGE SYSTEMS
(2024 Pattern) (Semester - I)**

Time : 2 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*

Q1) Attempt any 5.

[10]

- a) Describe the significance of self - awareness in leadership from the Bhagvad Gita.
- b) Elaborate 'Servant leadership'.
- c) What is 'Egalitarianism' in western management theories?
- d) What is Jugaad innovation, and why is it important in Indian businesses?
- e) How does Shivaji Maharaj's leadership reflect resilience in adversity?
- f) What are the key differences between Holistic and analytical decision making?
- g) Discuss the role of social enterprises in local communities.
- h) What are the vedas and how do they contribute to Indian Knowledge Systems (IKS)?

Q2) Attempt any 2.

[10]

- a) How do the teachings of the Gita address team dynamics in high - performance environment?
- b) Provide an example of how Shivaji Maharaj's leadership in adversity can inspire modern leaders.
- c) Explain the role of intuition & gut feeling in decision making as emphasized in Indian knowledge systems. How does this differ from data - driven decision making in western management?

P.T.O.

Q3) Attempt any 1: **[10]**

- a) Explain how developing resilience & emotional intelligence as the Bhagvad Gita teaches, can inspire & motivate teams in organizational setting?
- b) Analyse how the principles of Karma & Dharma could be applied in modern western corporations to enhance work - life balance & ethical practices.

Q4) Attempt any 1. **[10]**

- a) Evaluate the role of community support in the sustainability of family - owned business in India highlighting key challenges & opportunities.
- b) Describe in detail the principles & practices of juggad innovation, emphasizing its importance in resource - limited environments.

Q5) Attempt any 1. **[10]**

- a) Discuss Shivaji Maharaj's role as a nation builder & entrepreneur. How did his innovation strategies in governance and warfare contribute to building resilient & prosperous state?
- b) Discuss how traditional family & community business practices can be adapted to modern business environments. Particularly in light of technology & globalization. Provide examples of successful adaptation strategies.



Total No. of Questions : 5]

SEAT No. :

PD-2864

[Total No. of Pages : 2

[6430]-509

M.B.A.

**201 : (GC - 09) Marketing Management
(MM551 MJ) (2024 Pattern) (Semester - II)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

- 1) *All questions are compulsory.*
- 2) *Make suitable assumptions whenever necessary.*
- 3) *All questions carry equal marks.*

Q1) Solve any Five of the following: (2 marks each).

[10]

- a) State the concept of Differentiated pricing.
- b) Define Unsought goods.
- c) Memorize the concept of Omni-channel options.
- d) Maggi instant noodles are an example of
 - i) Shopping products
 - ii) Speciality products
 - iii) Convenience products
 - iv) Unsought products
- e) Which of the following is an example of psychological pricing?
 - i) Pricing a burger at Rs. 99 instead of Rs. 100
 - ii) Offering bulk discounts
 - iii) Charging different prices in different countries.
 - iv) Selling smartphones at the same price everywhere.
- f) State the concept of Marketing Audit.
- g) Which of the following best describes phygital Retailing?
 - i) A mix of Physical and Digital shopping experiences.
 - ii) A business that only sells through digital ads
 - iii) A store that doesn't allow digital payments.
- h) State the concept of product mix.

P.T.O.

Q2) Solve any Two of the following: (5 marks each) [10]

- a) Differentiate between show-rooming and Webrooming.
- b) Differentiate between consumer products and Industrial products
- c) Explain three types of pricing methods used in online marketing.

Q3) Answer any one [10]

- a) An optical store would like to launch a new product line of spectacles targeted towards youth of India. Determine suitable channels of distribution used by the company.
- b) Determine the product mix of a leading FMCG company offering various cosmetic products across India.

Q4) Answer any one [10]

- a) “The synergy created by a well-integrated marketing communication program is greater than the sum of its individual parts”. Analyse this statement in context to Electric Vehicles industry.
- b) Analyse the product mix of ‘Nestle’ in Indian consumer products market.

Q5) Answer any one [10]

- a) A well-established chain of “Boutique Hotels” is planning to launch a new-line of “Eco-friendly Amenity Products”. Design a marketing plan for this new product line. Make suitable assumptions.
- b) You are appointed as the Marketing Manager for a newly launched “Playzwin.com”, an online gaming service offering various sports categories. Explore and suggest suitable pricing strategies for the company.



Total No. of Questions : 5]

SEAT No. :

PD-2811

[Total No. of Pages : 7

[6430]-510

M.B.A.

FM 552 MJ-GC-10: FINANCIAL MANAGEMENT

(2024 Pattern) (Semester - II)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All Questions are compulsory.**
- 2) Each question carries 10 marks**
- 3) All questions have internal options.**
- 4) Use of simple calculator is allowed.**

Q1) Solve any five :

[10]

- a) What do you mean by financial management?
- b) List the Factors affecting capital Structure of The Firm.
- c) Profitability ratios measure:
 - i) the speed at which the firm is turning over its assets
 - ii) the ability of the firm to earn an adequate return on sales, total assets, and invested capital
 - iii) the firm's ability to pay off short term obligations as they are due
 - iv) the debt position of the firm in light of its assets and earning power

P.T.O.

Q3) a) Following are the Income statement and Balance Sheet of Laxmi Enterprises [10]

Income statement for the year 2024-2025

Particulars	Rs.
Sales	10,00,000
Raw material consumed	2,00,000
Wages	2,00,000
Manufacturing expenses	1,00,000
Cost of goods sold	5,00,000
Administrative expenses	50,000
Selling and distribution expenses	50,000
Net profit	4,00,000

Balance sheet as on 31st March 2025

Liabilities	Amount	Assets	Amount
Equity capital	2,00,000	Fixed Assets	2,50,000
Reserves	1,50,000	Stock	2,50,000
Debentures	2,00,000	Debtors	1,00,000
Creditors	1,00,000	Cash & Bank	1,00,000
Bank Overdraft	50,000		
Total	7,00,000		7,00,000

Calculate-

- i) Working capital turnover ratio
- ii) Fixed asset turnover ratio
- iii) Stock turnover ratio
- iv) Debt equity ratio
- v) Sales to capital employed

OR

- b) From the following Balance Sheet of Parag Ltd., prepare common size Balance Sheet and interpret the results.

Particulars	2022 (₹)	2023 (₹)	Particulars	2022 (₹)	2023 (₹)
Equity Share capital	200,000	3,30,000	Fixed Assets	240,000	350,000
Preference Share capital	100,000	150,000	Stock	40,000	50,000
Reserve and Surplus	20,000	30,000	Debtors	100,000	125,000
Profit and Loss A/C	15,000	20,000	Bills receivables	20,000	60,000
Bank Overdraft	50,000	50,000	Prepaid expenses	10,000	12,000
Creditors	40,000	50,000	Cash in hand	40,000	53,000
Provision for taxation	20,000	25,000	Cash at Bank	10,000	30,000
Proposed Dividend	15,000	25,000			
Total	460,000	680,000		460,000	680,000

Q4) a) A Pro-forma Cost Sheet of a company provides the following particulars: **[10]**

Elements of Cost	Cost Per Unit (Rs.)
Raw Material	80
Direct Labour	30
Overheads	60
Total Cost of Production	170
Profit	30
Selling Price	200

Following further particulars are available:

- i) Raw materials are in stock on an average one month.
- ii) Materials are in process on an average half a month (100% material and 50% wages & overheads)
- iii) Finished goods are in stock on an average one month
- iv) Credit allowed by supplier one month
- v) Credit allowed to debtors two months
- vi) Lag in payment of wages and overheads are 1 month
- vii) One fourth of the output is sold against cash.
- viii) Cash on hand and at bank is expected to be Rs.25000.

You are required to prepare a statement showing the working capital requirement as per total cost method to finance a level of activity of 60,000 units of production annually. The production is carried out evenly throughout the year.

OR

b) Calculate the Cost of Capital in following cases. [10]

- i) X Ltd. Issues 12% Debentures of face value Rs.100 each 7 realises Rs.95 per Debenture. These Debentures are redeemable after 10 years at a Premium of 10%

OR

- ii) Y Ltd. Issues 14 % Preference Share of Face Value Rs. 100 each at Rs.92. These shares are repayable (Redeemable) at par after 12 Years.

Assume that, both the companies are paying income tax at 50%.

- Q5) a)** A firm Who's Cost of capital is 10% is considering 2 maturity exclusive projects, the details are: **[10]**

Particulars	Project "X"	Project "Y"
Investment Cash flow	70,000	70,000
Year 1	10,000	50,000
Year 2	20,000	40,000
Year 3	30,000	20,000
Year 4	45,000	10,000
Year 5	60,000	10,000

Calculate NPV@ 10% and Profitability Index (PI) for the two projects. Also advice which project should be selected based on both methods.

OR

- b) Machine a Cost Rs.1,00,000 payable immediately. Machine B costs Rs.1,20,000 half payable in one years' time. The cash receipts expected are as follows. **[10]**

Year (at end)	Machine A	Machine B
1	20,000	0
2	60,000	60,000
3	40,000	60,000
4	30,000	80,000
5	20,000	0

At 7 % opportunity cost. Which machine should be selected on the basis of NPV?



Total No. of Questions : 5]

SEAT No. :

PD-2881

[Total No. of Pages : 3

[6430]-511

M.B.A.

**HRM-553 MJ GC- 11 : HUMAN RESOURCE
MANAGEMENT**

(2024 Pattern) (Semester - II)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Attempt all questions.*
- 2) *Figures to the right indicate full marks.*
- 3) *Draw a neat labelled diagram wherever necessary.*

Q1) Solve any 5 of the following :

[5 × 2 = 10]

- a) What is Human Resource Management (HRM)?
- b) What are the two objectives of Human Resource Planning?
- c) How does recruitment differ from selection?
- d) How can 1ks principles be applied to training and development?
- e) State the current trends in compensation.
- f) List any two fringe benefits.
- g) What are the benefits of e-learning in training?
- h) Define grievance in HRM.

Q2) Solve any two of the following :

[2 × 5 = 10]

- a) What are the key objectives and features of HRM and how do they contribute to organizational success?
- b) Explain in detail the process of performance appraisal.
- c) 'Recruitment is positive & selection is negative' Do you agree and why?

P.T.O.

Q3) Solve any one of the following :

[1 × 10 = 10]

- a) Define Human Resource Planning, explain its importance and process in detail.
- b) How can organizations measure the effectiveness of their training initiatives to ensure continuous employee growth & development?

Q4) Solve any one of the following :

[1 × 10 = 10]

- a) Global operations & HRM Complexity at world wide foods.

Worldwide foods, a multinational food co., operates in multiple countries with diverse workforce. Due to this global presence, the HR dept. faces problems in applying consistent HR policies across regions, leading to various challenges related to recruitment, compensation and performance management. There were several challenges faced by the company. Leading to inconsistent HR policies across. This led to varying employee satisfaction, engagement & morale. Due to cultural diversity effective communication and collaboration was affected. Differences in labour laws made difficult to standardize compensation & benefits HR team lacked a unified approach to appraisals and development.

Answer the following :

- i) How did cultural diversity contribute to HRM challenges at worldwide co.
- ii) What impact did the lack of standardized HR policies have on employee satisfaction? How would you resolve it?

OR

- b) What are the four levels of Kirkpatrick Models and how do they differ in assessing the effectiveness of training program?

Q5) Solve any one of the following :

[1 × 10 = 10]

- a) In a medium sized tech company, an employee has raised a grievance regarding being passed over for a promotion despite strong performance reviews. The employee believes this decision was unfair and has filed a formal grievance. As an HR manager, how would you handle the grievance redressal process? Outline the steps you would take to investigate the issue, communicate with the concerned employee, and ensure that the grievance is resolved in line with company policies.

OR

- b) Design a training program for a marketing manager of ABC fincorp. limited.



Total No. of Questions : 5]

SEAT No. :

PD-2882

[Total No. of Pages : 2

[6430]-512

M.B.A.

**OSCM-554-MJ : OPERATIONS & SUPPLY CHAIN
MANAGEMENT**

(2024 Pattern) (Semester - II)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *All questions carry equal marks.*

Q1) Solve any five (2 marks each)

[10]

- a) Define Operations management
- b) Define lean management?
- c) Distinguish between MRP & MRP II?
- d) State the formula of Inventory Turnover Ratio?
- e) Explain service Blueprinting?
- f) List the functions of PPC?
- g) Define Demand Forecasting?

Q2) Solve any two (5 marks each)

[10]

- a) Outline a supply chain for any Electronic Item of your choice.
- b) Relate types of manufacturing process with types of layout?
- c) Describe Ethical & Environmental Issues in OSCMR.

Q3) a) Examine the classification of Inventory materials detailing about techniques. Also highlight the aspects of types of Inventory cost. **[10]**

OR

- b) Discuss regarding Demand forecasting with details on types & techniques.

P.T.O.

- Q4) a)** Illustrate the method of solving numerical of EOQ & EOQ with discount with an eg. **[10]**

OR

- b) Analyze & explain the evolution from manufacturing to supply chain management.

- Q5) a)** How many ways you can categorize manufacturing process Elaborate on types of manufacturing processes ranging from project to process Industry mentioning characteristic advantages & disadvantages of each of them? **[10]**

OR

- b) Explain the linkages of supply chain management with customer services & mention enablers of supply chain management? Also highlight the concept of collaboration, Enterprise Extension, Responsiveness, cash-to-cash conversion & customer Accommodation.



Total No. of Questions : 5]

SEAT No. :

PD-2812

[Total No. of Pages : 2

[6430] - 513

M.B.A.

**LAB 555MJ-GC-13: Legal Aspects of Business
(2024 Pattern) (Semester-II)**

Time : 2 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory*
- 2) *Figures to the right indicate full marks.*

Q1) Answer the following (any five) :

[10]

- a) Unpaid seller
- b) Negotiable Instrument
- c) Caveat emptor
- d) Suit for quantum meruit.
- e) Implied warranty.
- f) One person company.
- g) Bill of Exchange
- h) Valid θ contract

Q2) Short notes (any two) :

[10]

- a) Remedies for breach of contracts
- b) Sale by Auction
- c) Dishonoured of negotiable Instrument.

P.T.O.

Q3) a) Explain memorandum of association of a company according to the company act. **[10]**

OR

b) Discuss the composition and jurisdiction of District consumer forum. **[10]**

Q4) a) Explain the termination of contract of agency by operation of law according to the contract of agency act. **[10]**

OR

b) Explain the term & provision of restrictive trade practices and unfair trade practices as per consumer protection act. **[10]**

Q5) a) What is the concept of 'share capital'? Explain the types of share capital. **[10]**

OR

b) Define contract of sale of goods. Explain rights of unpaid seller. **[10]**



Total No. of Questions : 5]

SEAT No. :

PD-2813

[Total No. of Pages : 2

[6430] - 514

F.Y.M.B.A.

BRM 556 MJ: BUSINESS RESEARCH METHODS (RM-01)
(2024 Pattern) (Semester-II)

Time : 2 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Attempt all the questions.*
- 2) *All Questions carry equal marks.*
- 3) *Figures to the right indicate full marks.*

Q1) Answer any five (2 marks each) :

[5 × 2 = 10]

- a) Mention two characteristics of a good sample.
- b) What is sampling Frame?
- c) What is Cross Sectional Study Design?
- d) What is extraneous variables?
- e) What are the key components of a research report?
- f) Enlist the types of measurement scales
- g) List the types of Non probability Sampling.
- h) Mention two sources of secondary data.

Q2) Answer any two (5 Marks each) :

[2 × 5 = 10]

- a) Explain the characteristics of the scientific research method?
- b) Differentiate between primary and secondary data.
- c) Discuss the process of Hypothesis.

P.T.O.

Q3) Answer Any one (10 Marks each) :**[1 × 10 = 10]**

- a) Suggest suitable sample design for identifying
 - i) Consumer purchasing behavior in the e-commerce industry.
 - ii) Employee job satisfaction in an IT company.
- b) Develop a questionnaire for analyzing of customer satisfaction in the Hospitality Industry

Q4) Answer Any one (10 Marks each) :**[1 × 10 = 10]**

- a) The demand for a particular food product in a college canteen was found to vary from day to day. In sample study the following information was obtained.

Days	Mon	Tue	Wed	Thur	Fri	Sat
Food Product (in kg)	1120	1130	1000	1110	1115	1105

Prepare the hypothesis and interpret whether the food product demanded are independent of the days of the week.

Given:- Chi square calculated = 0.179

Chi square at 0.05(5d.f) = 11.07 Table value

Comment whether hypothesis is accepted or rejected. Justify your comment.

- b) Explain the need for business research and discuss its role in decision making for organizations.

Q5) Answer Any one (10 Marks each) :**[1 × 10 = 10]**

- a) Draw histogram for the following also find mode from the graph.

No. of Students	10-20	20-30	30-40	40-50	50-60	60-70	70-80
Marks obtained in final exam	30	70	90	110	30	55	75

- b) Prepare the research proposal for the topic “The Role of Social Media in Shaping Consumer Purchase Decisions for an FMCG company”.

