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**[5569]-101**

**M.B.S. (I Sem.) EXAMINATION, 2019**

**101 : STRATEGIC 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) Figures to the right indicate full marks.

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

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

**1.** (a) Who are the stakeholders of an organization ? Explain the roles played by them in strategic management.

*Or*

(b) Write short notes on the following :

(i) Key Performance Indicators (KPI)

(ii) Environmental Threat and Opportunity Profile (ETOP).

**2.** (a) What do you mean by Portfolio Analysis ? Explain BCG Matrix and GE 9 cell model of portfolio analysis technique.

*Or*

(b) Write short notes on the following :

(i) Core competence

(ii) Strategic advantage profile.

P.T.O.

- 3.** (a) What is meant by Retrenchment ? Explain the strategies followed under Retrenchment.

*Or*

- (b) Write short notes on the following :
- (i) Diversification strategies
  - (ii) Strategic alliances.

- 4.** (a) What are the components of strategic plan ? Explain in detail the barriers faced in implementation of strategy.

*Or*

- (b) Write short notes on the following :
- (i) Six sigma
  - (ii) Operational control and strategic control.

- 5.** (a) What are the key aspects of E-commerce business environment ? How do they influence strategy formulation and implementation of E-commerce based business ?

*Or*

- (b) Write short notes on the following :
- (i) Strategy canvas and value curves
  - (ii) Blue ocean strategy.

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**[5569]-102**

**MBS (First Semester) EXAMINATION, 2019**

**102 : ENTERPRISE PERFORMANCE MANAGEMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) *All questions carry equal marks.*

1. The Balance Score Cord is a performance measurement system which attempts to create a blend of financial and non-financial measures in a balanced manner. Explain with suitable example.

*Or*

Aditya Ltd. has two divisions X any Y. Division X manufactures assemblies which are supplied to Division Y which paints the assemblies. Assemblies are available in outside market and Y can purchase it from market so as division X can sell its assemblies in outside market.

Total capacity of division X is 2,00,000 assemblies. At present it is selling 1,40,000 assemblies in outside market and supplying balance capacity to division Y. Its variable cost (manufacturing) is Rs. 35 per piece and variable cost (selling) Rs. 5/pc, fixed cost manufacturing is Rs. 2/piece (based on 2,00,000 capacity) and fixed cost selling

P.T.O.

is Re. 1/piece (based on 1,40,000 capacity). Division Y's variable cost (manufacturing excluding transfer price) is Rs. 25/piece and variable costs selling is Rs. 5/piece, fixed cost manufacturing is Rs./7 piece and fixed cost selling Rs. 3/piece. Its selling price is Rs. 100/piece.

*Calculate :*

- (i) If division X could sell cell its assemblies in outside market for Rs. 50/piece, what should be transfer price set which would motivate Division X ?
- (ii) Would the manager of Division Y be ready to buy the assemblies at the price decided as per Q. i.
- (iii) If sales price of division Y drops by Rs. 30, would the transfer price decided be advisable from entire company's point of view ?

- 2.** What do you mean by capital budgetting ? Explain the process of capital budgetting.

*Or*

Explain in brief :

- (a) Post-completion Audit
- (b) Performance Index.

- 3.** Write short notes on :

- (a) NPA's
- (b) Financial Inclusion.

*Or*

What are the performance evaluation parameters in organised retailing ? Discuss.

4. Explain different performance evaluation parameters for evaluating project.

*Or*

Explain in brief :

- (a) Project cost variance
  - (b) Social Audit.
5. How can an audit be used as a tool for measuring the performance of a business ?

*Or*

Describe how internal audit is different from financial audit.

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**[5569]-103**

**M.B.S. (I Semester) EXAMINATION, 2019**

**SERVICES MARKETING (103)**

**(Specialization—I)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) *All* questions carry equal marks.

1. (A) What are the factors contributing to growth of service sector in India.

*Or*

- (B) Describe search, experience and credence attributes and give example of each.

2. (A) List and define five dimensions of service quality. Describe the service provided by a firm you do business with on each of the dimensions in your opinion does the firm distinguished itself from its competitors on any particular service quality dimensions ?

*Or*

- (B) Explain with suitable examples :
- (A) Cost Based Pricing Strategy
  - (B) Competition Based Pricing Strategy
  - (C) Value Based Pricing Strategy.

P.T.O.

3. (A) How does creation and evaluation of service blue print help managers to understand the role of time in service industry. Explain with example.

*Or*

- (B) You are owner of hotel in Mahabaleshwar. Explain various strategies employed to manage demand and capacity.

4. (A) What are the roles of signs, symbols and artifacts ? Explain each one with respect to Hospitality industry.

*Or*

- (B) Discuss the customers role as productive resource for the firm.

5. (A) Develop an appropriate marketing mix for a fine dine restaurant. State assumptions, if any.

*Or*

- (B) Explain the market for an educational services and marketing approach of educational institutes. State assumptions, if any.

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**[5569]-104**

**M.B.S. (I Semester) EXAMINATION, 2019**

**103-FIN : INDIRECT TAXATION**

**(Specialization—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 full marks for that question/  
sub-question.

**1. (A)** Explain the concept of Indirect tax. What are various features of indirect Tax. [10]

*Or*

**(B)** Explain the administration and relevant procedures related to the indirect taxes. [10]

**2. (A)** Explain following (any *two*) : [10]

- (i) Manufacturer  
(ii) CENVAT  
(iii) Goods

*Or*

**(B)** Explain with reference to the provisions of Central Excise Act 1944, Taxability of scrap and waste. [10]

P.T.O.



3. (A) What is the meaning of 'warehouse' Discuss the provisions for warehouse under the customs Act. [10]

*Or*

(B) Write short note on : [10]

(1) Special Economic Zone

(2) Import and Export Procedures.

4. (A) State how the Goods and Services are classified for payment of VAT. [10]

*Or*

(B) Explain *five* taxable services. [10]

5. (A) Explain various steps involve in surrender or cancellation of Registration in respect of Value Added Tax. [10]

*Or*

(B) In respect of VAT define the following : [10]

(a) Dealer

(b) Goods.

Total No. of Questions—5]

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**[5569]-105**

**M.B.S. (I Semester) EXAMINATION, 2019**

**Information Technology Management (IT) Specialization I**

**103 (IT) : SOFTWARE PROJECT MANAGEMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) Each question has an internal option.

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

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

1. What is Software Project Management ? Explain the various activities under the technical project management. [10]

*Or*

Explain Software Project Management life cycle in detail.

2. Explain various steps involved in Project Planning and Evaluation. [10]

*Or*

What is Dynamic System Development ? Explain in detail the process of Dynamic Systems Development.

P.T.O.

3. What are different cost estimation techniques ? Explain in brief. [10]

*Or*

What are different cost estimation techniques ? Explain COCOMO Model in detail.

4. Explain Resource Monitoring and Control. [10]

*Or*

What is Risk Management ? Various Risks involved in Software Project.

5. Explain features of MS Project in detail. [10]

*Or*

Explain the importance of using a Project Management Software.

Total No. of Questions—5]

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**[5569]-106**

**M.B.S. (I Semester) EXAMINATION, 2019**

**103(OPE) : OPERATIONS STRATEGY**

**Operations Management Specialization**

**(Specializations—I)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) Each question have an internal option.

(iii) All questions carry equal marks.

1. (a) What do you mean by Operation Strategy ? Discuss Linkage of Operation Strategy with Corporate Strategy. [10]

*Or*

(b) What do you mean by Operation Strategy ? Explain the impact of fluctuation in International financial conditions on Operation Strategy. [10]

2. (a) Discuss Linkage of Business objectives and functional Strategies through markets. [10]

*Or*

(b) Write short notes : [10]

(1) Order Winner and Order Qualifier

(2) Core Competence and distinctive capabilities.

P.T.O.

- 3.** (a) What do you mean by Focused Manufacturing ? What are the different approaches in Focused Manufacturing ? [10]

*Or*

- (b) Discuss various Factors affecting Make or Buy Decision. [10]

- 4.** (a) Explain the Importance of Strategic Resource Management. [10]

*Or*

- (b) Discuss key Performance indicator for controlling Operations in an Organisation. [10]

- 5.** (a) Discuss Role of Technology in Operation Strategy. [10]

*Or*

- (b) Write short notes : [10]
- (1) Robotic Systems
  - (2) SAP for decision making.

Total No. of Questions—7]

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**[5569]-107**

**M.M.M./M.B.S. (First Semester) EXAMINATION, 2019**

**103-HR : STRATEGIC HUMAN RESOURCE MANAGEMENT**

**(Specialization-I)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

1. (a) Explain meaning of SHRM and HRM. State its objectives and challenges.

*Or*

(b) Strategic Human Resource Management is heart of the organisation. Explain.

2. (a) Discuss in brief types of HR strategies.

*Or*

(b) Explain strategic role of top management.

3. (a) Explain competency development and how do competencies differ from skill and knowledge.

*Or*

(b) Explain elements of succession planning.

P.T.O.

4. (a) Discuss role of HR strategies in cross border mergers and acquisition.

*Or*

- (b) Define learning organisation and explain strategies for learning organisation.

5. (a) Define cross cultural sensitivity explain how can be develop cross cultural sensitivity.

*Or*

- (b) Explain HR strategies in International Context.

Total No. of Questions—5]

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**[5569]-108**

**M.B.S. (First Semester) EXAMINATION, 2019**

**103-IB : INTERNATIONAL BUSINESS ENVIRONMENT**

**(Specialization-I)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) All questions are compulsory.

1. (a) Define International business environment and also explain in detail its major components. [10]

*Or*

(b) Critically examine that is tariff protection and other protectionist measures always bad for economy ? [10]

2. (a) Explain in detail the pattern and structure of Foreign Investment. [10]

*Or*

(b) Explain with suitable examples in detail the “Impact of fluctuations in foreign exchange and interest rate on Trade”. [10]

3. (a) Write short notes on (any two) : [10]

(i) WTO

(ii) IMF

(iii) UNCTAD.

P.T.O.



*Or*

- (b) (i) Agreement on Textiles and Clothing (ATC). [10]
- (ii) Generalised System of Preference (GSP).
- (iii) International commodity trading.

4. (a) Highlight the various issues related to Foreign Investment faced by the MNCs. [10]

*Or*

- (b) Write notes on (any *two*) : [10]
  - (i) Technology transfer
  - (ii) Pricing and regulation
  - (iii) Strategic alliances.

5. (a) Write a note on Regionalism Vs. Multilateralism with appropriate examples. [10]

*Or*

- (b) Explain in detail in functioning of NAFTA. [10]

Total No. of Questions—5]

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**[5569]-109**

**MBS (First Semester) EXAMINATION, 2019**

**103 : STRATEGIC SUPPLY CHAIN MANAGEMENT**

**(Specialization—I)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) Neat diagrams must be drawn wherever necessary.

(ii) All questions carry equal marks.

1. Explain supply chain strategy objectives. [10]

*Or*

Describe product development and market development through supply chain strategy.

2. Describe steps in achieving strategic fit while managing supply chain. [10]

*Or*

Explain PLC. What are the various global and competitive changes over time ?

3. What is a 'minimize local cost perspective' in supply chain ? [10]

*Or*

What is 'Maximize SC surplus perspective' in supply chain ?

P.T.O.

4. What are the advantages and disadvantages of outsourcing? [10]

*Or*

Describe 3PL and 4PL from supply chain perspective.

5. Write a short note on 'Mass Customization and Globalization' for supply chain strategies. [10]

*Or*

What are the various implications for managers to overcome supply chain challenges ?

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**[5569]-110**

**MBS (First Semester) EXAMINATION, 2019**

**RURAL MARKETING**

**(103-RABM)**

**(Specialization—I)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) *All* questions carry equal marks.

1. Explain product life cycle in the context of Rural market with suitable examples.

*Or*

What are the important elements while designing a product strategy for rural market ? Design product strategy for a footwear company.

2. Discuss difference between rural versus urban pricing strategies with examples.

*Or*

Explain the concept of pricing strategy and its significance in rural marketing. What are the factors influencing pricing decision in rural market ?

P.T.O.

**3.** Explain 'Indirect marketing' with suitable examples.

*Or*

What are the distribution practices to penetrate the rural market and ensure availability. Support your answer with examples.

**4.** Discuss various government initiatives taken for promoting rural retailing.

*Or*

Discuss the opportunities and challenges for organised retailing in Rural India.

**5.** Develop promotion mix strategy for :

- (a) Organic pesticides
- (b) Cattle feed.

*Or*

Discuss 'Rural Advertising.' Explain with examples the rural advertising strategies adopted by 'Unilever'.

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**[5569]-111**

**MBS (First Semester) EXAMINATION, 2019**  
**START UP AND NEW VENTURE MANAGEMENT**  
**(Specialization—I)**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) *All* questions carry equal marks.

1. Define Entrepreneur ? Explain the factors affecting entrepreneurial growth. [10]

*Or*

Explain steps of entrepreneurial process.

2. Explain various entry strategies. [10]

*Or*

Discuss the need of intellectual properties. [10]

3. Define SME. Discuss role of SME in economic. [10]

*Or*

Prepare a specimen project Report for Textile industry.

P.T.O.

4. Write short notes on (any *two*) : [5 each]
- (a) SIDBI
  - (b) Sale of goods act
  - (c) Role of support institution.

5. Comment on industrial sickness. [10]

*Or*

Discuss the success story of any start-up you know. What factors made him/her successful. [10]

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**[5569]-112**

**MBS (First Semester) EXAMINATION, 2019**

**TECHNOLOGY MANAGEMENT SPECIALIZATION**

**(103-TM : System and Technologies for Knowledge  
Management)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) All questions are compulsory and each question has an internal option.

(ii) Each question carries **10** marks. Your answers should be specific and to the point.

(iii) Draw neat diagram and illustrations support your answers with suitable examples.

**1.** What is 'Artificial Intelligence' ? Compare 'Knowledge' with 'Intelligence'.

*Or*

Explain the terms Rule Based Reasoning and Diagrammatic Reasoning ?

**2.** What is a 'Knowledge Based System (KBS)' ? What are the advantages and disadvantages of KBS ?

P.T.O.



*Or*

Discuss the concept 'Knowledge Engineering' with its practical applications and tools available for Knowledge Based System ?

3. Explain the concept of 'Forward Chaining' and 'Backward Chaining' ?

*Or*

Describe the techniques for Using and Organising Organisational Stories in Knowledge Capture system in detail.

4. What is 'Unsupervised Learning' ? Explain the concept and application of 'Decision Trees' ?

*Or*

Explain statistical pattern recognition in data mining in detail ?

5. Discuss the concept of 'Knowledge Sharing System' with respective Requirements, Types and Applications.

*Or*

Explain the factors that determine the effectiveness of knowledge transfer ?

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**[5569]-113**

**M.B.S. (I Semester) EXAMINATION, 2019**  
**104 MKT- SALES AND DISTRIBUTION MANAGEMENT**  
**(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.  
(iv) Your answers should be specific and to the point.  
(v) Support your answer with suitable examples.

**1. (a)** What are the objectives of Sales Management ? Explain its nature and scope in business development. [10]

*Or*

**(b)** What are the causes of Channel Conflict ? What are the various techniques to overcome conflict ? [10]

**2. (a)** Describe the Objectives and Structure of a Sales Organization. [10]

*Or*

**(b)** Explain the process of Compensation and Evaluation of Sales force. [10]

**3. (a)** What are the types of Sales Forecasting ? Explain any one Sales Forecasting method in detail. [10]

*Or*

**(b)** Describe Telemarketing with suitable example. [10]

P.T.O.

4. (a) What is the role of C & F agent ? [10]  
*Or*  
(b) What are the types of Wholesalers ? [10]
5. (a) Describe the nature and importance of Retailing. [10]  
*Or*  
(b) What are the current trends in Retailing ? [10]

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**[5569]-114**

**M.B.S. (I Semester) EXAMINATION, 2019**  
**(104 Fin.) STRATEGIC COST MANAGEMENT**  
**(Specialization-II)**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) *All* questions carry equal marks.

**1.** (a) Explain in detail the concept of Strategic Cost Management with components of SCM. [10]

*Or*

(b) Define Strategic Cost Management. Discuss functions involved in SCM. [10]

**2.** (a) Discuss in detail techniques of Strategic Cost Management.[10]

*Or*

(b) How will you define life cycle costing ? Explain with the help of one-off costs and recurring costs. [10]

**3.** (a) What is activity based costing ? How could you explain the principles of it ? [10]

*Or*

(b) How is activity based costing helpful in decision-making ? Explain with the help of importance. [10]

P.T.O.

4. (a) Explain the balanced score card technique in detail with traditional as well as modern approaches. [10]

*Or*

(b) What is activity based management ? How will you differentiate ABC with ABM ? [10]

5. (a) What is lean cost management ? Give details of its application. [10]

*Or*

(b) What are various phases of learning curve theory ? [10]

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**[5569]-115**

**M.B.S. (I Semester) EXAMINATION, 2019**

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

**(Specialization-II)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

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

(iii) Draw neat diagrams, if necessary.

1. An Engineering firm has huge financial problems like book-keeping, balance sheet, profit and loss account, cash flow statement, depression, bank reconciliation statement, account receivable and others. As an ERP consultant suggest suitable ERP module for this organization.[10]

*Or*

Define Business Process Re-engineering. Discuss BPR implementation process/approach in detail. [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. Explain ERP module for HRM. [10]

P.T.O.

*Or*

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

- (a) Explain ERP implementation life-cycle in detail.
- (b) Explain ERP module for inventory control.
- (c) Explain methods for ERP vendor selection.

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

- (a) Describe “ERP Investment in world”.
- (b) Explain ERP implementation life-cycle in detail.
- (c) Define C.R.M. Explain it in detail.

*Or*

Discuss Data Warehousing and Data Mining. [10]

5. Write short notes on (any *two*) : [2×5=10]

- (a) Online Analytical Processing (OLAP)
- (b) Business Intelligence.
- (c) End User Training
- (d) Data Warehousing.

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**[5569]-116**

**M.B.S. (I Semester) EXAMINATION, 2019**  
**104 OPE : TOTAL QUALITY MANAGEMENT**  
**(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.  
(iv) Your answers should be specific and to the point.  
(v) Support your answers with suitable live examples.

**1. (a)** What is Little *q* and Big *q* ? Write a note on Juran Trilogy.[10]

*Or*

**(b)** Write a note on Quality Circle. [10]

**2. (a)** Explain the quality management principles postulated by Ishikawa. [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]

**3. (a)** What are the difficulties associated with QFD ? [10]

*Or*

**(b)** Explain in detail Pareto Analysis and its significance. [10]

P.T.O.



4. (a) Explain the DMAIC process of Six Sigma using suitable example. [10]

*Or*

(b) What is the necessity of Statistical Quality Control ? Explain importance of SQC. [10]

5. (a) Write a note on Deming prize. [10]

*Or*

(b) Discuss Ramkrishna Bajaj Awards and CII. [10]

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**[5569]-117**

**M.B.S. (I Semester) EXAMINATION, 2019  
(Specialization-II)**

**104 HR : ORGANIZATIONAL DESIGN AND DEVELOPMENT  
(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 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.
  - (viii) Use of calculators is permitted (as applicable).

- 1. (a)** Discuss Modern Organization theory in detail with its application  
in the Indian industry. [10]

*Or*

- (b)** “Strategies affect organizational design.” Discuss with examples.[10]

- 2. (a)** Discuss the key elements of organizational structure. Compare  
and contrast vertical organization with horizontal organization.[10]

*Or*

- (b)** “Line, Staff and Functional structures—each of them has its  
own significance”. Discuss with supporting examples. [10]

P.T.O.

3. (a) “Every organization develops the culture of its won”. Discuss this statement in the backdrop of four commonly occurring steps in the process. [10]

*Or*

- (b) “Decision-making in an environment of uncertainty is a real tough task”. Discuss. Also discuss the steps taken in the rational decision-making process. [10]

4. (a) Discuss any two inter-group or techno-structural interventions.[10]

*Or*

- (b) “Managing inter-group interventions in the process of implementing OD models is the key to success”. Explain with examples. [10]

5. (a) Examine the relationship between culture and performance in an organization with examples. [10]

*Or*

- (b) Present a report on organizational culture and design of an organization of your choice. [10]

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**[5569]-118**

**M.B.S. (I Semester) EXAMINATION, 2019**

**104 (IB) : INTERNATIONAL FINANCIAL MANAGEMENT**

**(Specialization-II)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) *All questions carry equal marks.*

1. Discuss the various complexities and issues related to exchange rate movement and decision to invest with suitable example.

*Or*

Explain the major theories of FDI.

2. What is capital budgeting ? Explain the multinational considerations of International Capital Budgeting.

*Or*

The assessment of political risk is inevitable and management of political risk is crucial for multinational corporations.” Comment.

3. In the context of international working capital management, explain :

(a) Cash Management

(b) Inventory Management.

*Or*

“For framing credit policy receivables management plays an important role for MNCs”. Justify.

P.T.O.

4. Explain the concept of hedging. Discuss the various methods under natural hedging.

*Or*

Explain :

- (a) Translation exposure
  - (b) Real operating exposure.
5. Explain the following in context of International Accounting :[10]
- (a) Multinational Transfer Pricing
  - (b) Performance Measurement.

*Or*

Discuss the various key elements and issues related to international taxation.

Total No. of Questions—5]

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**[5569]-119**

**M.B.S. (I Semester) EXAMINATION, 2019**

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

**(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.
  - (iv) Your answer should be specific and to the point.
  - (v) Support your answer with suitable live examples.

**1. (a)** Explain “SCIS : Integrated Module” which helps in decision making during SCM. [10]

*Or*

**(b)** Explain the need of Customer Relationship Management in 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)** How technology adoption can lead to process improvements in SCM ? [10]

*Or*

**(b)** Write and explain about “Pure technology applications in SC.” [10]

P.T.O.

4. (a) Explain the term E-commerce in SCM. [10]

*Or*

(b) Write down benefits of e-Supply chain to SMEs and MSMEs.[10]

5. (a) “Application of bar-codes and scanning has redefined businesses like retailing and warehousing completely”. Discuss with help of appropriate examples. [10]

*Or*

(b) State and explain the reasons behind ERP implementation.[10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[5569]-120**

**M.B.S. (I Semester) EXAMINATION, 2019**

**104 RABM : AGRI SUPPLY CHAIN MANAGEMENT**

**(Specialization-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 the history and evolution of Logistics. Also explain the elements of Logistics.

*Or*

(b) Explain Third Party Logistics by quoting appropriate examples.

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

*Or*

(b) Explain the concept and forms of Benchmarking.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[5569]-121**

**M.B.S. (I Semester) EXAMINATION, 2019**  
**104 FBM : PROJECT MANAGEMENT**  
**(Specialization-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. Explain the role of project life-cycle and project appraisal in project management systems. [10]

*Or*

What is a project management ? Describe the functions and evolution of project management.

2. Explain the following terms in project feasibility study : [10]  
(a) Market and technical analysis  
(b) Financial analysis  
(c) Risk analysis.

*Or*

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

3. What is CPM ? Explain in detail the steps in CPM project planning process. [10]

*Or*

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

P.T.O.

4. Describe the factors considered in performance analysis of project.  
What are the issues in project control ? [10]

*Or*

Explain monitoring and controlling risky projects.

5. What are the various types of reports ? Explain in detail the common reporting problems. [10]

*Or*

What are the features of PMIS ? Explain PMIS using project management software.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[5569]-122**

**M.B.S. (I Semester) EXAMINATION, 2019**

**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 carry equal marks.
  - (ii) Each questions carries **10** marks.
  - (iii) Figures to the right indicate full marks for that question/ sub-question.
  - (iv) Your answers should be specific and to the point.
  - (v) Support your answer with suitable examples.

**1. (a)** Define knowledge integration. Explain the dimensions of knowledge integration. [10]

*Or*

(b) “Continuous improvement of a product is essential for growth of the organisation.” Do you agree with the statement ?

**2. (a)** What do you mean by Product Release and Post Release Management ? Explain with suitable example. [10]

*Or*

(b) How knowledge generation and integration is significant in product development and commercialization ?

**3. (a)** What is Design for Manufacturability ? Discuss the significance of design for sustainability. [10]

*Or*

(b) Discuss Duane Growth Model in detail.

P.T.O.

4. (a) What do you mean by commercialization of High Tech Products ? Discuss the challenges in the development and commercialization of High Tech Products. [10]

*Or*

- (b) “Special Strategies are required for flawless execution.” Discuss.

5. (a) Discuss the framework and steps in product portfolio planning. [10]

*Or*

- (b) Explain the structure of new product development teams.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[5569]-123**

**M.B.S. (Semester I) EXAMINATION, 2019**

**105-MKT : PRODUCT MANAGEMENT MARKETING MGT. SPL.—III  
(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) All questions are compulsory and carry equal marks.  
(ii) Your answers should be specific and to the point.  
(iii) Support your answers with suitable live examples.

**1. (a)** Define 'Product Manatement'. Explain the role and skills required for product management by a manager. [10]

*Or*

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

**2. (a)** Define competition analysis. Explain the generic competition and budget competition level strategy implications. [10]

*Or*

(b) What is competition analysis ? Discuss various methods of determining competitors. [10]

**3. (a)** How are QFD & Kano diagrams used for new product development ? Explain with an example. [10]

P.T.O.

*Or*

(b) All the new products developed and introduced in the market by various manufacturers may not get the acceptance by the customers. Explain the reasons for new product failure in the market. [10]

4. (a) Explain the benefits of developing product strategy for a company with an example. [10]

*Or*

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

5. (a) “In today’s business environment, product managers need to be knowledgeable about the financial dimensions of their job as well as the marketing portions.” Comment on the statement. Explain the concept of sales analysis. [10]

*Or*

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

Total No. of Questions—5]

[Total No. of Printed Pages—3

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**[5569]-124**

**M.B.S. (I Sem.) EXAMINATION, 2019**  
**105 FIN : INCOME TAX PART-I**  
**(Specialization-III)**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) All questions 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 concept of previous year and assessment year. What are the differences between tax exemption and tax deduction ? [10]

*Or*

(b) Explain the concept of agricultural income in detail. [10]

2. (a) Explain the concept of salary as per income tax act 1961. [10]

*Or*

(b) Mrs. Rani is working as 'manager' in a Ltd. company in Pune, has given the following details for her emoluments for the year F.Y. 2017-18 : [10]

(i) Basic salary (Rs. 15,000 pm) Rs. 1,80,000

(ii) DA 40% of basic salary

(iii) HRA 10% of basic salary

(iv) City Compensation Allowance (CCA) 5% of Basic Salary

(v) Children educational allowance 2% of basic salary

(vi) Conveyance allowance Rs. 12,000 PA.

P.T.O.



Mrs. Rani has got one son studying in 5th standard. She stays in a rented flat by paying monthly rent Rs. 3,000. She is provided with a car of 1200 CC for official and personal use. The entire expenditure of the car is borne by the employer. A driver is also provided with the car.

A medical expenditure of Rs. 15,500 is reimbursed by the employer. Mrs. Rani has contributed Rs. 35,000 to the recognised provident fund. An equal amount is contributed by the employer also. Interest 15% has been credited to her recognised provident fund account amounting to Rs. 13,500. You are required to compute taxable income under salary of Mrs. Rani for the F.Y. 2018-19.

3. (a) Explain the concept of capital gain. What are the types of capital gain ? [10]

*Or*

- (b) From the following information given by Mr. Govind compute the taxable income from house property : [10]

	<b>House 'A'</b>	<b>House 'B'</b>
(i) Municipal Value	1,10,000	1,07,000
(ii) Fair Rent	1,20,000	1,00,000
(iii) Standard Rent	1,26,000	1,20,000
(iv) Actual rent received	1,32,000	1,06,000
(v) Municipal Tax	18,000 (Due)	20,000 (Paid)
(vi) Repairs	6,000	8,000
(vii) Insurance	3,000	4,000
(viii) Land Revenue (Paid)	4,000	2,000
(ix) Interest on capital borrowed by mortgaging house 'A', funds are used for construction of house 'B' Rs. 30,000.		

Determine the taxable income from house property for the F.Y. 2018-19.

4. (a) Explain the terms under Income Tax Act 1961 : [10]  
(i) Set-off  
(ii) Carry forward.

*Or*

- (b) Explain the deductions applicable to individual and HUF. [10]

5. (a) Explain the concept of self-assessment tax in detail. [10]

*Or*

- (b) Explain the concepts : [10]  
(i) Tax credit  
(ii) Advance tax.

Total No. of Questions—5]

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**[5569]-125**

**M.B.S. (Semester I) EXAMINATION, 2019**

**105IT : RDBMS WITH ORACLE**

**(Specialization-III)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) All questions are compulsory.

(iii) Figures to the right indicate full marks.

1. Draw DBMS Architecture and explain all *three* levels. [10]

*Or*

Explain various constraints with suitable example. [10]

2. What is Relational Model ? Explain with suitable example used in Education Institute. [10]

*Or*

What is Data Definition in SQL ? Explain with suitable example. [10]

3. Explain the following functions with an example : [10]

(1) AVG()

(2) MAX()

(3) SUM()

(4) COUNT()

(5) DECODE()

P.T.O.

*Or*

Explain any *five* Numeric functions of SQL. [10]

4. State difference between Commit and Rollback, also state use at Savepoint. [10]

*Or*

Explain various table level constraints with an example. [10]

5. How to create view and remove view ? State with suitable example. [10]

*Or*

Explain the following in *two* lines each : [10]

- (1) Defaults
- (2) Not Null
- (3) On Delete
- (4) Cascade
- (5) Check.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[5569]-126**

**MBS (First Semester) EXAMINATION, 2019**  
**OPERATION MANAGEMENT SPECIALIZATION—III**  
**(105-OPE : Productivity Management)**  
**(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 an internal option.

1. Define the concept of Productivity. Explain the importance of productivity. [10]

*Or*

What is Productivity. Discuss various ratio related to Finance, Material and Services. [10]

2. Explain the concept Value Analysis and Value Engineering in detail. [10]

*Or*

Explain in detail Productivity Benefit Mode. [10]

3. What is Method Study ? Discuss Flow Chart with diagram. [10]

*Or*

What is Work Study ? Explain the importance and application of work study. [10]

P.T.O.

4. Explain Work measurement and Computation standard time. [10]

*Or*

Write notes on :

(i) Time Study [5]

(ii) Allowances. [5]

5. Write notes on :

(i) World Class Manufacturing. [5]

(ii) Six Sigma. [5]

*Or*

Explain CAD, CAM, CIM and CMMI. [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[5569]-127**

**MBS (First Semester) EXAMINATION, 2019**

**(Specialization—III)**

**105-HR : 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 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.

**1. Define HRD Audit. What are the elements of good HRD ? [10]**

*Or*

Elaborate on origin of HR Audit. Explain the basic components of HR Audit in detail. [10]

**2. What is HRD structure ? Explain the HRD structure in detail. [10]**

*Or*

Define and explain HRD competencies in detail. [10]

P.T.O.

3. What do you mean by HRD score card ? Explain its implications in business improvement. [10]

*Or*

What is the HRD Audit Methodology ? Explain the HRD Audit methods. [10]

4. Explain in detail the reason for HRD Audit failures. [10]

*Or*

Do you agree that HRD Audit is an effective intervention for organizational development ?

5. What is the present status of HRD Audit in India ? [10]

*Or*

What is the objective of HRD audit and which variables are used for the same ? [10]



Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[5569]-128**

**M.B.S. (First Semester) EXAMINATION, 2019**

**105 IB : INTERNATIONAL MARKETING**

**(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.** Define International marketing. Explain in detail nature and importance of International marketing.

*Or*

Write short notes on :

(a) International marketing information system.

(b) Structure of international marketing plan.

- 2.** Differentiate between product standardisation and product adaptation.

*Or*

Write short notes on :

(a) New product development.

(b) Exporting licensing contract.

- 3.** Explain in detail the various environment factors affecting international prices.

*Or*

Write short notes on :

(a) Transfer pricing

(b) International dumping.

P.T.O.

4. Describe the concept of “Leveraging international distribution for competitive advantage” with suitable examples.

*Or*

Write short notes on :

- (a) International Direct Marketing
  - (b) Selection and management of overseas agents.
5. Critically examine the factors involved in international promotion mix.

*Or*

Write short notes on :

- (a) Personal selling
- (b) Push and Pull strategies.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[5569]-129**

**MBS (First Semester) EXAMINATION, 2019**

**SPECIALIZATION-III : SUPPLY CHAIN MANAGEMENT**

**(105-SCM : Purchasing and Supplier Relationship Management)**

**(2013 PATTERN)**

**Time : Two 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. What does make an effective Policy ? State different factors considered while making an effective policy. [10]

*Or*

Explain and define the Purchasing Process. State objectives of purchasing process. [10]

2. Explain Centralized, Decentralized and Hybrid Purchasing Structure. State advantages and disadvantages of all. [10]

*Or*

Explain Strategic Purchasing. Explain the steps in detail in Strategic purchasing process. [10]

P.T.O.

3. Explain in detail the “Purchasing Strategic Development Process”. [10]

*Or*

Discuss and explain the In-Sourcing/Out-Sourcing purchasing process. [10]

4. Explain and describe Supplier Quality. Why is an organization so concerned for Supplier Quality ? [10]

*Or*

Define and explain “Quality at Source” in detail. Explain the process to achieve “Quality at Source”. [10]

5. Define and explain CONTRACTS. Explain different types of Contracts. [10]

*Or*

Explain various factors considered while selecting the Contract type. Describe various essential elements of Contracts. [10]

Total No. of Questions—5]

[Total No. of Printed Page—1

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**[5569]-130**

**M.B.S. (Semester I) EXAMINATION, 2019**

**105-FABM : COMMODITY MARKET SPECIALISATION—III**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) *All* questions carry equal marks.

1. What is a Commodity ? Explain in detail the Commodity Market. [10]
2. (a) Explain concept of commodity exchange. [3]  
(b) Brief Chicago and New York Mercantile exchanges. [7]
3. What do you mean by derivatives ? Explain in detail with the help of importance and types of derivatives. [10]
4. What are the commodity exchanges in India ? Discuss in detail the electronic spot exchange regulation of commodity markets. [10]
5. Is it really the commodity prices get altered by high frequency trading in the country ? [10]

Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[5569]-131**

**MBS (First Semester) EXAMINATION, 2019**

**105-FBM : BUSINESS PLANS**

**(Specialization-III)**

**(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 are the various motivations for preparing Business plan ? [10]

*Or*

What is a Business Plan ? Explain the qualities of a good business plan.

**2.** Discuss the financial factors of Business plan. [10]

*Or*

Explain the factors considered in the executive summary of the Business Plan.

**3.** Discuss the ways of research before preparing the Business Plans. [10]

*Or*

“Business Plan is the basic step to start a company.” Elaborate with suitable examples.

P.T.O.

4. Explain the following factors while evaluating a business plan : [10]
- (a) Acceptance
  - (b) Competition
  - (c) Time
  - (d) Speed

*Or*

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

5. Which are the uncertainties that can be managed so that the outcome is more likely to be favourable ? [10]

*Or*

Explain the role of marketing and advertising in a Business Plan. [10]

Total No. of Questions—5]

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[5569]-132

**MBS (First Semester) EXAMINATION, 2019**

**105-TM : MANAGING INNOVATION—I**

**(Specialization-III)**

**(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 an internal option.

(iv) Figures to the right indicates full marks.

(v) Draw neat diagram wherever necessary.

1. “In today’s globalization scenario innovation is imperative” Discuss the statement with suitable examples. [10]

*Or*

What are the various sources of Innovation ? Explain with suitable examples.

2. What is Innovation ? What are the various models of Innovation ? Explain one of the models of Innovation in detail. [10]

*Or*

Explain in detail dynamic models of Innovation.

3. What is meant by competency ? Explain in detail the concept of Core Competence. [10]

*Or*

Define the terms Assets and Knowledge. Explain the relationship between them. [10]

P.T.O.



4. Why is innovation essential for an organization ? Explain with Portfolio and Feelings. [10]

*Or*

“Feelings and Needs are crucial for Innovation”. Are you agree with the statement ? Explain in detail. [10]

5. Differentiate between Sustaining Technology and Disruptive Technology. [10]

*Or*

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

- (a) Resource Allocation
- (b) Upward Migration
- (c) Managerial Decision-making
- (d) Value Network for Innovation.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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[5569]-201

**MBS (Second Semester) EXAMINATION, 2019**

**201 : MANAGING FOR SUSTAINABILITY**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**Instructions to students:**

1. All questions are compulsory.
2. Each question has an internal option.
3. Each question carries 10 marks.
4. Figures to the right indicate marks for that question/sub-question.
5. Your answers should be specific and to the point.
6. Support your answers with suitable live examples.
7. Draw neat diagrams and illustrations supportive to your answer.

**Q1 A** What do you understand by CSR? Justify the need for formulating and implementing a policy for CSR. [10]

**OR**

**B** Elaborate the issues and opportunities for business in environmentally and socially sensitive world. [10]

**Q2 A** What is Green development? Explain difference between Green development and Sustainable development? [10]

**OR**

**B** Explain the Gandhian thoughts of sustainable development. [10]

**Q3 A** Elaborate the three dimension of Sustainable development. [10]

**OR**

**B** Define the following concepts: [10]

- a) Footprint
- b) Carbon Marketing
- c) Environmental Degradation
- d) Waste Management

**Q4 A** What is poor corporate governance? Explain various key issues in Corporate Governance. [10]

P.T.O.

**OR**

- B** Explain the concept of Corporate Governance and OCED principles? State the difference between governance and management. [10]
- Q5 A** What is the relationship between law and ethics? Explain Impact of laws on business ethics. [10]

**OR**

- B** a) State Indian values and ethics. [10]
- b) Explain characteristics and need of business ethics.

Total No. of Questions—5]

[Total No. of Printed Pages—3

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**[5569]-202**

**M.B.S. (II Sem.) EXAMINATION, 2019**

**202 : STARTUP AND NEW VENTURE MANAGEMENT**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) *All* questions carry equal marks.

(iii) Each question has an internal option.

1. (a) Explain the term entrepreneur. Discuss in detail the skills required to become a successful entrepreneur.

*Or*

(b) Discuss McClelland's N-Ach theory. And bring out the relationship between entrepreneurship and economic development.

2. (a) What is feasibility study ? Describe the sources of information for preparing a feasibility study.

*Or*

(b) Explain the criteria's for product selection. Discuss in detail the elements of product selection.

P.T.O.

3. (a) Define small scale enterprise. Discuss the role of small scale enterprises in economic development.

*Or*

- (b) What do you mean by CPM and PERT ? Explain how they are useful in project planning and scheduling.

4. (a) Explain in detail any *two* support institutions relating to small scale and village industries.

*Or*

- (b) Explain liabilities of owner's under :

- (i) Shops and Establishment Act
- (ii) Sale of Goods Act.

5. (a) Mr. Vitthal Kamat, Executive Chairman and MD of Kamath Hotels (India). He has transformed a small restaurant chain into a full-fledged hospitality services group. He is an ambitious entrepreneur, who has alternative growth strategies. He has used the core-competence of the hotels as an 'Ecotel', an environment friendly hotels. He had also acquired loss making properties in places like Vapi, (Gujarat) and Khandala (Maharashtra). And turned them into profitable business.

*Question :*

Explain the traits of entrepreneurs with the help of above case.

*Or*

- (b) Satyam Computers Services Ltd. was incorporated in 1991 as a Public Limited Company by Ramalinga Raju and his brother in law D.V.S. Raju. It was India's 4th largest software exporter company. Which was listed on New York stock exchange. It was the 1st Indian Internet Company listed on NASDAQ. This company has achieved success in several key areas. However, the Satyam Computer Services scandal occurred in India in 2009. Mr. Raju, the chairman of the company confessed that the company's accounts had been falsified. He had manipulated the accounts by US \$ 1.47 billion. As a result stock value of the company crashed by more than 80% in a single day. While doing this all the time Mr. Raju kept his employees and board of directors in dark. The Govt. of India arrested him under SFIO (serious fraud investigation office).

*Question :*

Explain in detail what went wrong in the above case.

Total No. of Questions—5]

[Total No. of Printed Pages—2

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**[5569]-203**

**M.B.S. (II Semester) EXAMINATION, 2019**

**203 : INTERNATIONAL MARKETING**

**(Specialization-IV)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) *All* questions carry equal marks.

**1.** Write the meaning, nature and importance of International Marketing.

*Or*

Give an overview of the International Marketing Orientation.

**2.** Explain 'Product Standardization' Vs 'Adaptation'.

*Or*

What is the concept of 'Product Design' ? Explain the 'New Product Development'.

**3.** What is 'Pricing' ? Discuss the factors affecting International Price Determination.

*Or*

Illustrate 'Price Quotations' and 'Terms of Sale'.

P.T.O.

4. What is the concept of 'International Distribution Channels' ? Explain their role and functions.

*Or*

Discuss the leveraging 'international distribution for competitive advantage'.

5. Explain the planning for 'Trade Fairs' and 'Exhibition'.

*Or*

Write short notes on (any *two*) :

- (i) Advertising in Global Context
- (ii) Mode of Communication
- (iii) 'Push and Pull' Strategies
- (iv) International Promotion Mix.



Total No. of Questions—5]

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**[5569]-204**

**M.B.S. (II Semester) EXAMINATION, 2019**

**203 (FIN) : INTERNATIONAL FINANCE**

**Specialization-IV**

**(2013 PATTERN)**

**Time : 2.15 Hours**

**Maximum Marks : 50**

**N.B. :—** (i) All questions are compulsory and have an internal options.  
(ii) All questions carry 10 marks each.

1. Enumerate the concept of Interest Rate Parity. [10]

*Or*

What do you mean by 'International Finance' ? Explain its nature and scope. [10]

2. Explain in detail Internal as well as External Hedging Techniques. [10]

*Or*

Enumerate the role and importance of Foreign Exchange Management Act, 1999. [10]

3. What is Global Capital Market ? State the factors responsible for causing the emergence of global capital markets. [10]

*Or*

Elucidate the development and benefits of securitization. [10]

P.T.O.

4. Write short notes on : [5]
- (i) Deep Discount Bonds
  - (ii) Syndicate Loans.

*Or*

- Write short notes on : [5]
- (i) Zero Coupon Bonds
  - (ii) Dual Currency Bonds.

5. Describe the Indian Accounting Standards (IAS-21) on foreign transactions. [10]

*Or*

Explain the factors to be considered for International Receivable Management.

Total No. of Questions—5]

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**[5569]-205**

**M.B.S. (II Semester) EXAMINATION, 2019**

**INFORMATION TECHNOLOGY MANAGEMENT SPL. (IV)**

**203 (IT) : Software Quality Assurance**

**(2013 PATTERN)**

**Time : Three Hours**

**Maximum Marks : 50**

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

(ii) *All* questions carry equal marks.

**1.** Attempt the following (any *one*) : [10]

(a) Explain Software Quality factors in detail.

(b) What is Review ? Explain its purpose and types of review.

**2.** Attempt the following (any *one*) : [10]

(a) Explain McCall's quality model with suitable diagram.

(b) Explain the content of Software Quality Assurance Plan.

**3.** Attempt the following (any *one*) : [10]

(a) What is SEI CMM ? Explain levels of CMM in detail.

(b) What is difference between Fault, Error and Failure ? Explain Software Quality Assurance in detail.

P.T.O.

4. Attempt the following (any *one*) : [10]
- (a) Explain Pre-Project SQA components.
  - (b) What are CDSE Tools ? How CASE Tools plays an important role in Software Quality Assurance.
5. Write short notes on (any *two*) : [10]
- (a) Verification and Validation
  - (b) Objectives of SQA activities
  - (c) Standardization Methods.

Total No. of Questions—5]

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**[5569]-206**

**MBS (Second Semester) EXAMINATION, 2019  
OPERATIONS MANAGEMENT SPECIALIZATION—IV  
(203-OPE : Toyota Production System)  
(2013 PATTERN)**

**Time : 2.30 Hours**

**Maximum Marks : 50**

**NOTE:**

1. All questions are compulsory and carry equal (10) marks.
2. Draw suitable diagrams wherever necessary.
3. Support the answers with suitable examples.

1) (a) Define Toyota Production System. Explain benefits of TPS to the organization.

**OR**

(b) Explain 'Lean Improvement'. Is it superior to traditional process improvement? How?

2) (a) Explain Continuous Flow and Intermittent flow. Which flow is more productive?

**OR**

(b) Explain Jidoka (Autonomation). Is it still applicable in 21<sup>st</sup> Century?

3) (a) What do you understand by TPS philosophy 'Develop Exceptional People and Teams'?  
How it is useful and important?

**OR**

(b) 'Use Visual Control so no problems are hidden'. Do you agree to the statement? Why?

4) (a) Explain the concept of 'First Time Right'. How First Time Right is ensured in any organization practicing TPS?

**OR**

(b) Why it is important to grow leaders who thoroughly understand the work? State additional qualities of such leader.

5) (a) Explain 'Genchi Genbutsu' (Go & See) philosophy in TPS.

**OR**

(b) Explain the concept of 'Heijunka' (Leveling). State its objectives and benefits

**[5569]-206**

Total No. of Questions—5]

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**[5569]-207**

**M.B.S. (II Semester) EXAMINATION, 2019**

**SPECIALISATION-IV**

**203-HR : 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 an internal option.

(iv) Support your answers with suitable examples.

**1.** (a) Explain the concept of International HMR and discuss the various variables that moderate differences between Domestic and International HRM. [10]

(b) Define IHRM. Explain the concept of business ethics with examples. [10]

**2.** (a) Define the term expatriate and inpatriate. Explain the role of an expatriate and non-expatriate. [10]

*Or*

(b) Discuss the various issues in staff selection. [10]

P.T.O.

3. (a) Explain the components of effective pre-departure training programs. [10]

*Or*

- (b) Discuss the major factors associated with the appraisal of international assignee's performance. [10]

4. (a) Explain the role of trade unions of multinationals. [10]

*Or*

- (b) Discuss the various key issues in International HR. [10]

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

- (a) Social dumping  
(b) Dual career couples  
(c) Performance management in MNC's.

Total No. of Questions—5]

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**[5569]-208**

**M.B.S. (II Semester) EXAMINATION, 2019**  
**GLOBAL LOGISTICS AND SUPPLY CHAINS**  
**(Specialization-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)** Write notes on :

- (i) 5P's and Logistics  
(ii) Transportation Infrastructure.

*Or*

(b) What is Global Logistics ? Describe importance and logistics documents in Global Logistics.

**2. (a)** Describe the role of shipping corporation of India.

*Or*

(b) Explain various merits and demerits of goods carriage by land.

**3. (a)** Explain the function and role of customs brokers in shipping.

*Or*

(b) What are the types of shipping intermediaries and explain functions and role of shipping agents.

P.T.O.



4. (a) What is International Chamber of shipping ? Explain major sea ports of world in brief.

*Or*

- (b) List out important sea routes. Explain any *two* important sea routes.

5. (a) Explain inland container depots and container freight stations with its functions and benefits.

*Or*

- (b) Define Containerization. Explain its role.

Total No. of Questions—5]

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**[5569]-209**

**M.B.S. (II Semester) EXAMINATION, 2019**

**203 SCM : SUPPLY CHAIN PLANNING**

**(Specialization-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.
  - (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 the 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]

P.T.O.

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

*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 Expain trade off between service and cost due to network decision. 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—5]

[Total No. of Printed Pages—2

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**[5569]-210**

**M.B.S. (II Semester) EXAMINATION, 2019**  
**203 : SPECIAL AREAS IN RURAL MARKETING**  
**(Specialization-IV)**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**N.B. :—** (i) Neat diagrams must be drawn wherever necessary.  
(ii) All questions carry equal marks.

**1. (a)** What are the characteristics of FMCG goods. [10]

*Or*

(b) What are the changes happen after adopting marketing strategies in rural markets ? [10]

**2. (a)** Distinguish between FMCG goods consumer durables goods.[10]

*Or*

(b) What are the problems faced by rural market due to consumer durable goods ? [10]

**3. (a)** Explain the role of banking services various opportunities in rural markets/areas. [10]

*Or*

(b) Describe role of Mutual Fund marketing condition in rural markets. [10]

P.T.O.

4. (a) What is the scenario of 'Indian Fertilizer Industry' ? [10]  
*Or*  
(b) What is the growth of 'Indian Agrochemical market' ? [10]
5. (a) Write a short note on 'Rural Market in Cottage Industry'. [10]  
*Or*  
(b) What are the characteristics of 'Indian Handicraft Industry' ? [10]

Total No. of Questions—5]

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[5569]-211

**M.B.S (Second Semester) EXAMINATION, 2019**  
**202-FBM : INTRAPRENEURSHIP**  
**(Specialization—IV)**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

*Instructions to the candidates:*

1. All questions are compulsory with internal choices within the questions.
2. Figures to the right side indicate full marks.

**Q.1 a)** What are the risks to be an intrapreneur? Also discuss in details the benefits of an intrapreneur. {10}

OR,

b) How an intrapreneur is different from entrepreneur? What are the risks associated with intrapreneur? {10}

**Q.2a)** What is scaling ideas? How it helps in growth of organization. Discuss in details. {10}

OR,

b) What do you mean by 'navigating the idea space'? How it helps the intrapreneur, Explain with examples. {10}

**Q.3 a)** What is the process of 'Design Considerations for Idea Advocacy and Screening'? Discuss in details. {10}

OR,

b) What is idea screening? What is idea advocacy from organization perspective? Discuss with suitable examples. {10}

**Q.4a)** Is working with the commercialization team very difficult? How Performance measurement of commercialization is done? Discuss in details. {10}

OR,

b) How an intrapreneur creates the commercialization team? Is working with the Commercialization team very difficult? Discuss in details. {10}

P.T.O.

**Q.5 a)** What should be the ideal feedback mechanism in organization for intrapreneurship development? Discuss in details. {10}

OR,

**b)** How the concept of intrapreneurship helps in sustained competitive advantage? What should be the ideal feedback mechanism in organization for intrapreneurship development? {10}

Total No. of Questions—5]

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**[5569]-212**

**MBS (Second Semester) EXAMINATION, 2019**

**TECHNOLOGY MANAGEMENT**

**Specialization-IV**

**(203-TM : Technology Transfer and Commercialization)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**Instructions to the candidates :-**

- i) All questions are compulsory.*
- ii) All questions carry equal marks.*

Q.1 (A) Explain steps in Technology commercialization process.

OR

Q.1 (B) Explain the role of Intellectual property in protecting innovation.

Q.2 (A) Elaborate on Technology valuation and impact analysis.

OR

Q.2 (B) What is marketing innovation? Explain objectives and methodology of marketing innovations.

Q.3 (A) Elaborate on various financial factors while formulating the business plan.

OR

Q.3 (B) Elaborate on various financial features to be considered in business plan.

Q.4 (A) What is significance of science and technology in commercialization?

OR

Q.4 (B) What is role of Government in technology policy?

Q.5 (A) A Fast Moving Consumer Goods Company wants to develop its business plan for its products. Elaborate how financial factors will impact on its business plan.

OR

Q.5 (B) A New Technology for IT sector, A leading IT Sector company in India wants to adopt new innovation technology. Elaborate how technology valuation should be done by IT company.

**[5569]-212**



Total No. of Questions—5]

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**[5569]-213**

**MBS (Second Semester) EXAMINATION, 2019**

**204-MKT : CUSTOMER RELATIONSHIP MANAGEMENT**

**(Specialization—V)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) *All* questions carry equal marks.

1. Quoting appropriate examples discuss the ‘customer satisfaction—loyalty-business performance’ linkage ?

*Or*

Write short notes on :

(i) Strategic CRM

(ii) Operational CRM.

2. Explain— What is a new customer ? In this context also discuss sources of customer value.

*Or*

Explain — What is customer retention ? Also discuss strategies of customer retention.

P.T.O.

- 3.** Discuss— What is a portfolio ? Also discuss Customer Portfolio Management (CPM) in the B2B context.

*Or*

What is meant by Customer Experience ? Bring out the relationship between Customer Experience and the role of CRM ?

- 4.** What is a network ? Elaborate on the importance of Supplier Accrediation Programmes.

*Or*

Explain Behchmarking Partners. Also discuss alliance between :

(i) Non-competing firms

(ii) Competing firms.

- 5.** With respect to CRM discuss the importance of organizational roles. Also discuss the advantages of internal marketing ?

*Or*

Discuss network and virtual organizations in the content of CRM.

Total No. of Questions—5]

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[5569]-214

**M.B.S. (II Sem.) EXAMINATION, 2019**  
**204-FIN : INCOME TAX PART—II**  
**(Specialization-V)**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**Instructions to students:**

1. All questions are compulsory
2. Each question has an internal option
3. Each question carries 10 marks
4. Figures to the right indicate marks for that question/sub-question.

**Q1 A** Define following terms: [10]  
i. Person  
ii. Agriculture Income

**OR**

**B** Difference the following : [10]  
i. Direct Tax And Indirect Tax  
ii. Capital Receipts & Revenue Receipts

**Q2 A** List out the expenses which are specially disallowed under the head [10]  
“Income from Business& Profession

**OR**

**B** The following is the Profit and Loss Account for the year ended 31.3.2018. [10]  
Compute his taxable income from business for that year :

	₹		₹
Opening Stock	15,000	Sales	80,000
Purchases	40,000	Closing Stock	20,000
Wages	20,000	Gift from father	10,000
Rent	6,000	Sale of car	17,000
Repairs of car	3,000	Income tax refund	3,000
Wealth tax paid	2,000		
Medical expenses	3,000		
General expenses	10,000		
Depreciation of car	4,000		
Advance income tax paid	1,000		
Profit for the year	26,000		
	<b>1,30,000</b>		<b>1,30,000</b>

Following further information is given:

1. R carries on his business from rented premises half of which is used as his residence.
2. The use of the car was 3/4<sup>th</sup> for the business and 1/4<sup>th</sup> for personal purposes.

P.T.O.

3. Medical expenses were incurred during sickness of R for his treatment.
4. Wages include ₹ 2500 on account of R's driver.

**Q3 A** For the Assessment Year 2018-19, X submits the following information : [10]

	<b>House 1</b>	<b>House 2</b>
Fair Rent	35,000	32,000
Municipal valuation	36,000	35,000
Standard Rent	30,000	50,000
Actual Rent	60,000	42,000
Vacant period (No. of months)	2	4
Loss on account of vacancy	10,000	14,000
Actual rent received or receivable	49,000	20,000
Municipal taxes paid	4,000	5,000
Repairs	500	700
Insurance	2,000	3,000
Land revenue	2,500	4,000
Interest on capital borrowed by mortgaging House I (funds are used for construction Of House II)	14,000	
Nature of occupation	Let out For Residence	Let out For Business

Determine the income from house property for the A.Y. 2018-19.

**OR**

- B** Write short Note on [10]
- i. Short term And Long term Gain
  - ii. Income from other source.

**Q4 A** Explain the calculation of Gross Total income & Tax Liability. [10]

**OR**

- B** Write Short Note On : [10]
- i. Minimum alternative Tax
  - ii. Set off and carry forward of losses

**Q5 A** What is significance of tax planning for managerial decision? [10]

**OR**

- B** Short Note : [10]
- i. Tax Planning Process for Professional
  - ii. Tax Planning Process for Merger & Acquisition

Total No. of Questions—5]

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**[5569]-215**

**M.B.S. (II Sem.) EXAMINATION, 2019**  
**204-IT : INFORMATION TECHNOLOGY SPECIALIZATION—V**  
**(Information Security and Audit)**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

*Instructions to the candidates:*

*All Questions are compulsory.*

- Q1) What is IS Audit? Explain in brief the need of IS Audit. [10]  
OR  
Explain the importance of physical security & biometric controls for protecting information security assets.
- Q2) How to secure wireless networks? [10]  
OR  
Define digital communication. Describe security issues in it.
- Q3) Explain intrusion detection systems. [10]  
OR  
What is Firewall? How it helps to secure the information assets.
- Q4) Explain Audit Procedure with its flowchart in Audit. [10]  
OR  
Discuss Auditing Techniques in detail.
- Q5) Write any 2. [10]  
a Security issues in VPN  
b Encryption & Decryption  
c Computer Assistance Audit Tool and Techniques

Total No. of Questions—5]

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**[5569]-216**

**M.B.S. (II Sem.) EXAMINATION, 2019**  
**204-OPE : QUALITY MANAGEMENT STANDARDS**  
**(Specialization-V)**  
**(2013 PATTERN)**

**Time : 2 Hours**

**Maximum Marks : 50**

**Instructions to candidate:**

1. All questions are compulsory
2. Each question carries 10 marks
3. Each question has an internal option

- 1 A Why industries required various types of standards to develop internal processes & entire System. [ 10 ]
- OR
- 1 B What are the problems face by industries in implementing certification of TS - 16949 Standard [ 10 ]
- 2 A What is the role of Management Representative in implementing QMS Standards in organization? [ 10 ]
- OR
- 2 B Discuss Resource management is most essential requirement in organization. [ 10 ]
- 3 A Explain objectives & features of environmental management system. [ 10 ]
- OR
- 3 B What is the Goal of EMS & State the necessity of EMS in current scenario? [ 10 ]
- 4 A Discuss the issues faces by organization in implementing OHSAS 18001:2007 [ 10 ]
- OR
- 4 B Describe Scope of OHSAS & Benefits to Indian industries [ 10 ]
- 5 A Explain in brief Legal register, risk register & impact register [ 10 ]
- OR
- 5 B Why ERP is most essential tool in organization & also explain SOP in brief. [ 10 ]

Total No. of Questions—5]

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**[5569]-217**

**MBS (Second Semester) EXAMINATION, 2019**

**HR-204 : EMPLOYEES REWARD MANAGEMENT**

**(Specialization—V)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) *All* questions carry equal marks (**10** marks each).

1. Explain the impact of internal and external environment on reward system.

*Or*

Explain the factors affecting reward system.

2. Explain the concept of individual performance team pay performance related pay.

*Or*

Explain the concept paying for organisational performances.

3. “It is necessary to reward knowledge workers.” Comment.

*Or*

Explain shop floor pay or incentives.

P.T.O.

4. Explain the impact of trade union on reward determination.

*Or*

Explain the concept of reward system in India with example.

5. Explain the policy and practice of reward management.

*Or*

State government and legal issues in reward system in India.



Total No. of Questions—5]

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**[5569]-218**

**M.B.S. (II Sem.) EXAMINATION, 2019  
204-IB : FOREIGN EXCHANGE MANAGEMENT  
SPECIALIZATION—V  
(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

**Instructions to the Candidates:**

- 1) *Answer Five Questions*
- 2) *All questions carry equal marks*

- Q.1 A** Explain 'Euro Market' and 'Gold Standard' [10]  
OR  
**B** Explain fixed –flexible Exchange rate system [10]
- Q.2 A** Discuss purchasing power parity approaches and Indias's forex scenario. [10]  
OR  
**B** Write short notes on (any Two) [10]  
a) The balance of Payment  
b) Overvalued and undervalued Currency  
c) International Monetary Development
- Q.3 A** Explain 'Price theory of Exchange rate volatility'. [10]  
OR  
**B** What is the concept of exchange rate fluctuation? Explain the general factors of exchange rate fluctuations. [10]
- Q.4 A** Discuss 'Foreign exchange risk 'and exposure'. [10]  
OR  
**B** Discuss "forward Markets" and "Forward Premium" [10]
- Q.5 A** Explain currency options and determination of their market value. [10]  
OR  
**B** Explain Fisher Black's optional-pricing Model. [10]

Total No. of Questions—5]

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[5569]-219

**M.B.S. (II Semester) EXAMINATION, 2019**  
**204-SCM : SUPPLY CHAIN COORDINATION**  
**(Specialization-V)**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

<b>Instructions to the candidates:</b>			
1) All Questions are compulsory.			
2) Each Question has an internal option.			
3) Each question carries 10 marks.			
4) Your answers should be specific and to the point.			
5) Support your answers with suitable live examples.			
Q1)	a)	What is the importance of Coordination of Supply chain with R&D?	[10]
		OR	
	b)	Explain the importance of Coordination of Supply chain with order processing and Inventory management?	[10]
Q2)	a)	Discuss in detail role of IT in supply chain Coordination.	[10]
		OR	
	b)	Explain in detail Incentive obstacles and information processing obstacles to coordination in supply chain.	[10]
Q3)	a)	Explain in detail how Operational performance can be improved with examples.	[10]
		OR	
	b)	Discuss in detail aligning of goals and incentives with examples.	[10]
Q4)	a)	Discuss designing effective conflict resolution mechanisms in detail.	[10]
		OR	
	b)	Elaborate on creating effective contracts.	[10]
Q5)	a)	Explain in detail Collaborative assortment planning and Store replenishment collaboration with examples.	[10]
		OR	
	b)	What are the requirements for successful CPFR?	[10]

Total No. of Questions—5]

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**[5569]-220**

**M.B.S. (Second Semester) EXAMINATION, 2019**

**204 : RABM : RURAL AND AGRI-BUSINESS MANAGEMENT**

**(ICT for Agriculture Management)**

**(Specialization-V)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) Each question has an internal option.

(iii) Figures to the right indicate full marks.

1. What is Agribusiness ? Explain the importance of Information and Communication Technology in various fields of agriculture management. [10]

*Or*

Explain leap frogging technology and its consequences for rural economies.

2. What is the Role of ICT in Dissemination of knowledge in agriculture sector its efficiency and scope. [10]

*Or*

Explain short-term and long-term productivity information services.

P.T.O.

3. What is the ICT for production system management ? Explain the various types of ICT information services. [10]

*Or*

What is risk management services ? Explain with the help of suitable examples.

4. What are the issues and challenges for ICT financial inclusion services ? [10]

*Or*

What are the advantages and opportunities for market access ICT services ?

5. Explain how Geographical Information System (GIS) is helpful in field of agriculture management. [10]

*Or*

What are the issues and concerns in land and water management ?

Total No. of Questions—5]

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**[5569]-221**

**M.B.S. (II Semester) EXAMINATION, 2019**  
**MANAGING, GROWING AND EXITING THE NEW VENTURE**  
**(Specialization-V)**  
**(2013 PATTERN)**

**Time : Two Hours**

**Maximum Marks : 50**

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

(ii) *All questions carry equal marks.*

1. (a) What do you mean by New Entry ? Discuss its opportunities.

*Or*

(b) Discuss risk reduction strategies for new entry exploitation.

2. (a) Discuss the term “Growth” in family business and explain different growth strategies.

*Or*

(b) Discuss the pressures on existing financial resources during the growth.

3. (a) Explain the concept of ‘Franchising’ with its advantages.

*Or*

(b) What do you mean by ‘Joint Venture’. Discuss its types.

4. (a) Explain the meaning of “Going public” with its advantages and disadvantages.

P.T.O.

*Or*

(b) Discuss the timing of going public and underwriter selection.

**5.** (a) Discuss in detail 'Bankruptcy'. [10]

*Or*

(b) Discuss Exit strategies at the time of ending the venture.

Total No. of Questions—5]

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**[5569]-222**

**M.B.S. (II Semester) EXAMINATION, 2019**  
**204-TM : TECHNOLOGY MANAGEMENT**  
**TECHNOLOGY USE AND ASSESSMENT**  
**(Specialization-V)**  
**(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) Support your answer with suitable examples.

**1.** (a) What is technology management ? Explain in detail from organizations perspective. [10]

*Or*

(b) What is stakeholders' interest in technology assessment criteria ? Explain in detail. [10]

**2.** (a) Briefly discuss the influence of technology on environment.[10]

*Or*

(b) Define the technology and its influence on government and politics. [10]

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

(i) Simulation model

(ii) Life-cycle analysis

(iii) Benefit cost analysis

P.T.O.

*Or*

(b) Describe in detail : [10]

(i) Risk and Impact Assessment

(ii) Brainstorming.

4. (a) Describe in detail the technology usability research methods.[10]

*Or*

(b) Define usability of technology for system and product acceptability criteria. [10]

5. (a) Describe the importance of conducting research on technology use and reliability. [10]

*Or*

(b) How to report the result of research ? Explain the importance of data interpretation. [10]



Total No. of Questions—5]

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**[5569]-223**

**M.B.S. (II Semester) EXAMINATION, 2019  
205-MKT : RETAIL MARKETING  
(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

<i>Instructions to the candidates:</i>		
1) All Questions are compulsory.		
2) Each Question has an internal option.		
3) Each question carries 10 marks.		
4) Your answers should be specific and to the point.		
5) Support your answers with suitable live examples.		
Q1)	a) Explain the role of retailer in a distribution channel. What are the functions of a retailer?	[10]
	OR	
	b) Define retailing? Also classify Retailers by Ownership along with examples.	[10]
Q2)	a) Explain steps involved in choosing a retail location and methods of evaluating a trading area.	[10]
	OR	
	b) Explain the strategic retail planning process in detail.	[10]
Q3)	a) What are the differences between a fashion, fad, and Staple? How should a merchandise planner manage?	[10]
	OR	
	b) Explain in detail Retail Administration along with suitable examples.	[10]
Q4)	a) Explain the role of communication in retailing and how do we implement and evaluate the retail communications programs.	[10]
	OR	
	b) Explain in detail concept of Merchandise pricing?	[10]
Q5)	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 & measures to overcome it.	[10]

Total No. of Questions—5]

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**[5569]-224**

**M.B.S. (II Semester) EXAMINATION, 2019  
205-FIN : FINANCIAL RISK MANAGEMENT  
(Specialization—VI)  
(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

***Instructions to the candidates:***

- 1) All Questions are compulsory.***
- 2) Each Question has an internal option.***
- 3) Each question carries 10 marks.***

- Q1) a) What is market data analysis and why it is necessary? [10]  
OR  
b) Explain the risk and return theory in detail. [10]
- Q2) a) What are the different measures of volatility? [10]  
OR  
b) Explain the Monte Carlo simulation and its use. [10]
- Q3) a) Describe currency risk analysis in global investing. Explain cross currency risk analysis. [10]  
OR  
b) Discuss risk environment in Indian Forex markets. [10]
- Q4) a) What is the rationale behind the rating used by credit rating agencies? [10]  
OR  
b) What are the RBI guidelines for credit and market risk management? [10]
- Q5) a) Discuss operational, integrated risk management framework. [10]  
OR  
b) Write short notes on : [10]  
1. Risk Reporting.  
2. Role of risk management office.

Total No. of Questions—5]

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**[5569]-225**

**M.B.S. (II Semester) EXAMINATION, 2019  
205 (IT) : DATA WAREHOUSING AND DATA MINING  
(Information Technology Management (IT) Specialization-VI)  
(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

***Instructions:***

- a) Answer Five Questions.
- b) All Questions carry equal marks.

1. Attempt the following questions (**Any one**). 10

- a) Define the term OLAP. Explain types of OLAP server in brief.
- b) Explain Cluster Analysis in brief.

2. Attempt the following questions (**Any one**). 10

- a) Define Data Warehousing? Explain three tier Data Warehouse architecture with suitable diagram.
- b) What is Data Compression? Explain Discretization and Concept Hierarchy Generation.

3. Attempt the following questions (**Any one**). 10

- a) Define Schema. Explain types of Schemas with example.
- b) What is Data Cube? Explain indexing of OLAP Data.

4. Attempt the following questions (**Any one**). 10

- a) Define Data Pre-processing? Explain Data cleaning process in detail.
- b) Define Data Mining. Explain use of Data Mining in Financial Data Analysis.

5. Write short notes on (**Any two**). (5×2=10)

- a) Applications and Trends in Data Mining
- b) ROLAP Vs MOLAP
- c) Data Processing

Total No. of Questions—5]

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**[5569]-226**

**MBS (Second Semester) EXAMINATION, 2019**

**OPE-205 : WORLD CLASS MANUFACTURING**

**(Specialization—VI)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) *All* questions carry equal marks **(10)**.

1. What is the concept of World Class Manufacturing ? Explain the emergence of the Information Age.

*Or*

Discuss the manufacturing challenges of the Information Age.

2. Discuss the manufacturing excellence and competitiveness.

*Or*

Explain the philosophy and evolution of World Class Manufacturing.

3. Discuss the overview of systems and tools for World Class Manufacturing.

P.T.O.

*Or*

Write short notes on (any *two*) :

- (i) Product design tools
- (ii) Process design tools
- (iii) Bar code systems
- (iv) Kanban.

4. Explain the competitiveness of Indian manufacturing for World Class Manufacturing.

*Or*

Discuss the manufacturing objectives and strategy.

5. Illustrate how India is leading towards World Class Manufacturing?

*Or*

Discuss the 'POP system' and the 'TOPP system' in need for performance measurement.

Total No. of Questions—5]

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**[5569]-227**

**MBS (Second Semester) EXAMINATION, 2019**

**HR-205 : CHANGE MANAGEMENT**

**(Specialization—VI)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) *All* questions carry equal marks (10 marks each).

1. Explain various phases of change. Rational understanding and emotional acceptance are very important phases while coping with change. Discuss. [10]

*Or*

“To sustain in a competitive environment change is the key element.”  
Comment.

2. How far gender plays role in approach of managing change? Justify. [10]

*Or*

Explain the role of manager in Organisational Change.

3. Define and explain “Organisational Development Model.” [10]

P.T.O.

*Or*

What is Learning Organisation ? Learning Organisation has long survival.  
Comment.

4. “Leader is responsible to lead change in organisation.” Explain. [10]

*Or*

Explain professional journey of any one industrial leader.

5. Does the education of system of India need to change its primary curriculum at school by emphasising values, ethics and moral service. [10]

*Or*

Explain the reasons why changes succeed or fail.

Total No. of Questions—5]

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**[5569]-228**

**MBS (Second Semester) EXAMINATION, 2019**

**INTERNATIONAL BUSINESS MANAGEMENT**

**(Specialization—VI)**

**(205-1B : Global Competitiveness and Strategic Alliance)**

**(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) Support your answer with suitable examples.

1. What is Global competitiveness. Explain various approaches towards national competitiveness studies.

*Or*

What are the various frameworks available for assessing competitiveness ?

2. What is the role of quality and productivity in achieving world class competitiveness ?

*Or*

Describe the importance of technology and innovation in building competitiveness study.

P.T.O.



3. How to build global competitiveness on Indian herbal products company ?

*Or*

Explain various causes for lack of competitiveness on Indian mobile manufacturer and suggest strategic options for their building competitiveness.

4. Define strategic alliance and state its scope and limitations.

*Or*

Write any *three* successful joint ventures in Indian business environment and their reasons for the success.

5. An Indian leading FMCG manufacturing Co. wants to launch its low cost FMCG products in China. Evaluate the Chinese environment and suggest suitable entry strategies.

*Or*

A leading car manufacturing intend to launch its luxury high-end model in Sri Lanka. How do you think other car manufacturer should react to its plan ?

Total No. of Questions—5]

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**[5569]-229**

**MBS (Second Semester) EXAMINATION, 2019**

**SUPPLY CHAIN MANAGEMENT**

**(Specialization—VI)**

**(SCM-205 : Supply Chain Performance Measurement)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) Each question has an internal option.

(iii) Solve all questions.

1. Explain the relationship between company strategy and supply chain metrics.

*Or*

What are the various decision areas in SCM ? Discuss.

2. What are the various traditional approaches to measure the supply chain performance ? Discuss.

*Or*

What are the drawbacks of traditional approaches to measure the supply chain performance ? Explain.

P.T.O.

3. What are the world class performance measures for supply Chains ?  
Explain in detail.

*Or*

What do you understand by the term 'EVA' in supply chain ?  
Explain.

4. Discuss 'SCOR' framework in supply chain.

*Or*

Explain 'EFQM' a process driven metrics in supply chain.

5. How establishment of the right supply chain metrics helps to drive supply chain performance ? Discuss.

*Or*

With suitable diagram explain the SCM of any online shop portal company. (e.g. Amazon, eBay, Flipkart).

Total No. of Questions—5]

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[5569]-230

**MBS (Second Semester) EXAMINATION, 2019**

**RURAL AGRIBUSINESS MANAGEMENT**

**(Specialization—VI)**

**(RABM-205 : Millennium Development Goals)**

**(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 are the *eight* millennium development goals (MDG) ? How *eight* MDGs (Millennium development goals) could contribute to the development of Indian agriculture ? [10]

*Or*

What is the applicability of millennium development goals to rural economy ? How is the MDG originated ? How this would contribute to agriculture economy ? [10]

2. Explain what is marginalization of poverty under structural adjustment. Discuss the prospects of reducing poverty with the help of millennium development goals. [10]

*Or*

What is the contribution of agriculture towards the current growth path in country ? How the Poverty and Hunger ? Discuss in detail.

P.T.O.

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 ? Discuss in detail.

4. Discuss in detail importance of rural infrastructure and how it would contribute to rural and agriculture development. [10]

*Or*

What are the emerging issues involved in implementation of millennium development goals. Discuss in detail macroeconomic reforms would help in rural and agriculture development.

5. Does foreign private direct investment contribute to rural infrastructure development ? Explain with relevant examples. [10]

*Or*

Explain the role of private sector in supporting agriculture in achieving millennium development.

Total No. of Questions—5]

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**[5569]-231**

**M.B.S. (II Sem.) EXAMINATION, 2019**  
**205-FBM : PRIVATE EQUITY**  
**(Specialization-VII)**  
**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

*Instructions:*

- 1. There are five questions each of 10 marks*
- 2. All questions are compulsory with internal choice*

Q1.	Discuss the issues of Private equity in Emerging Markets.	10
	OR	
	How venture capital funds strategy is developed?	
Q2.	What is the role of Government in building of a venture capital base in emerging markets?	10
	OR	
	Explain the evolution and need of fund development in selected emerging markets.	
Q3.	Explain the special diligence factors in emerging markets and approaches to analyze these factors.	10
	OR	
	How does PEEM work with International Financial Institutions like IFC, World Bank and other regional development banks?	
Q4.	Explain the basic universal PE/VC valuation methods.	10
	OR	
	Discuss the Country limitations in VC deal structure.	
Q5.	Explain the role and risks of local listing. List the information resources for offshore listing.	10
	OR	
	Explain the exit planning of PE keeping in view of entrepreneur's expectations and goals.	

Total No. of Questions—5]

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**[5569]-232**

**MBS (Second Semester) EXAMINATION, 2019**

**TM-205 : MANAGING INNOVATION—II**

**(Specialization—VI)**

**(2013 PATTERN)**

**Time : 2½ Hours**

**Maximum Marks : 50**

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

(ii) *All* questions carry equal marks.

**1.** Discuss the below two methods of globalization by quoting appropriate examples :

(i) Licensing

(ii) Strategic Alliance ?

*Or*

Explain the important generic strategies for world wide innovation.

**2.** Discuss the techno-economic factors with respect to innovation for emerging economies.

*Or*

Quoting relevant examples discuss technology transfer and establishing co-opetitors.

P.T.O.

3. Discuss the importance of macro-economic fundamentals created by national governments in innovation.

*Or*

Explain the importance of role of national governments in innovation by focusing on : Financing R & D; Educator.

4. Write short notes on :

- (i) Brand Asset monitoring with respect to innovation in services
- (ii) Touch points data management with respect to innovation in services.

*Or*

Explain the concept of innovation in services. Also explain the type of innovations in services.

5. Give overview of National innovation systems of USA and Japan.

*Or*

Quote any *one* example of business/process innovation ?