

Total No. of Questions : 5]

P2146

SEAT No. :

[Total No. of Pages : 8

[5165]-101

M.B.A. (Semester - I)

101 : ACCOUNTING FOR BUSINESS DECISIONS

(2013 Pattern) (Revised)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:-

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

Q1) Differentiate between financial accounting and cost accounting. **[10]**

OR

Briefly explain the role of management accounting in global business environment.

Q2) Following is the Trial Balance of Mr. Dhoni as on 31st March 2016. Prepare his Trading A/c, P&C A/c and Balance sheet. **[10]**

Particular	Debit (Rs.)	Credit (Rs.)
Dhoni's capital		5,50,000
Good will	50,000	
Op. Stock	2,00,000	
Bills receivables	50,000	
Plant & M/c	2,50,000	
Purchases	4,00,000	
Sales		5,90,000
Investments	1,00,000	
Furniture	30,000	
Returns outward		5,000
Dhoni's Drawings	20,000	

P.T.O.

Sundry Debtors	1,80,000	
Sundry creditors		2,70,000
Salaries	25,000	
Wages	40,000	
Insurance	25,000	
General expenses	40,000	
Advertisement (for 5 years from 1/4/15)	15,000	
Interest & commission		15,000
Prepaid insurance	10,000	
Miscellaneous income		5,000
Total	14,35,000	14,35,000

Adjustments

- 1) Closing stock was valued at Rs. 2,00,000
- 2) Depreciation on M/c @ 10%
- 3) Create reserve for doubtful debt @ 10%
- 4) Outstanding salaries amounted to Rs. 10,000
- 5) Goods distributed as free samples Rs. 10,000

OR

From the following Trial Balance of M/s Ram Co. Prepare:- Trading A/c, P&L A/c, Balance sheet for the year ending 31st March 2016. [10]

Particulars	Debit (Rs.)	Credit (Rs.)
Capital		45,000
Drawings	3,250	
Land and buildings	12,750	
Plant & M/c	7,250	
Furniture	750	
Carriage	2,125	
Wages	10,750	
Salaries	2,350	

Bad debts Reserve (1-4-15)		1,250
Sales		47,500
Return inward	900	
Bank Charges	750	
Taxes	425	
Discount		60
Purchases	20,000	
Bills receivable	750	
Debtors	18,900	
Creditors		6,125
Stock(1-4-15)	12,500	
Cash is hand	7,000	
Bank Loan		515
Total	1,00,450	1,00,450

Adjustments

- 1) Closing stock (31-3-2016) Rs. 3,625/-
- 2) Providing 10% depreciation p.a. on all types of fixed assets
- 3) Allow interest on capital @5% p.a. No interest is to be charged on drawings.
- 4) Increase bad debts reserve to Rs.1,750
- 5) Make a provision for commission to the General Manager on gross profit@2%

Q3) From the following transactions, prepare a store ledger A/c showing pricing of material on LIFO basis. (Last in First out basis) **[10]**

Date	Particulars	Units	cost per unit
1/5/17	Op.stock	600 units	@Rs. 14 each.
3/5/17	Purchased	300 units	@ Rs. 15 each
6/5/17	Issued	500 units	
7/5/17	Purchased	900 units	@ Rs. 16 each
8/5/17	Issued	600 units	
12/5/17	Issued	200 units	
23/5/17	Purchased	400 units	@ Rs.18 each
27/5/17	Issued	500 units	

OR

The accounts of G.B. Manufactures Ltd. for the year ending 31st Dec. 2016. as given below.

Particular	Amt. (Rs.)
Stock of RM (1-1-2016)	16,720
Material purchased	25,900
Travellers commission	1,078
Depreciation on office furniture	42
Rent & insurance (factory)	1,190
Productive wages	17,640
Directors fees	840
General expenses	476
Gas & water (Factory)	168
Travelling exp.	294
Sales	76,000
Managers salary (Factory)	1,000
Managers salary (office)	500
Depreciation on plant & M/c	1,820
Discount allowed	406
Repairs plant & M/c	623
Carriage outward	602
Direct expenses	1,001
Rent & insurance (Office)	280
Gas & water (office)	56
Stock of material on (31-12-2016)	8,792
Profit	8,156

Prepare a cost sheet showing

- Material consumed
- Prime cost
- Factory cost
- Cost of production
- Total cost

Q4) "R-Dture" company limited is expecting to have cash in hand of Rs. 25,000 on 1st April 2016. [5]

- You are required to prepare cash Budget during the three months, April to June 2016.

The following information is supplied to you.

Month	Sales(Rs.)	Purchases (Rs.)	Wages(Rs.)	Expenses(Rs.)
February	70,000	40,000	8,000	6,000
March	80,000	50,000	8,000	7,000
April	92,000	52,000	9,000	7,000
May	1,00,000	60,000	10,000	8,000
June	1,20,000	55,000	12,000	9,000

- Write note on labour variance [5]

OR

- i) Write note on budgetary control system.
 ii) From the following calculate
 a) Material cost variance
 b) Material price variance

Material	Standard			Actual		
	Qty.	Price (Rs.)	Total (Rs.)	Qty.	Price (Rs.)	Total (Rs.)
X	2,500	6.00	15,000	2,000	6.00	12,000
Y	2,000	3.75	7,500	2,500	3.60	9,000
Z	1,500	3.00	4,500	2,000	2.80	5,600
Total	6,000		27,000	6,500		26,600

- Q5)** i) From the following find out
 a) P/v ratio
 b) Fixed cost

	Sales(Rs.)	Profit (Rs.)
Period I	10,00,000	1,50,000
Period II	12,00,000	2,30,000

- ii) Short note on "Uses of marginal costing".

[10]

OR

- i) Reno manufacturing Ltd. furnishes following data.

Particulars	Amt.(Rs.)
Sales	1,50,000
(-) Variable cost	1,20,000
Contribution	30,000
(-) Fixed cost	20,000
Profit	10,000

You are required to calculate

- a) P/v ratio
 b) BEP (sales)
 ii) Explain the use of marginal costing in "make or buy decision".



Total No. of Questions : 5]

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M.B.A. (Semester - I)

101 : ACCOUNTING FOR BUSINESS DECISIONS

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:-

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

Q1) a) Distinguish between management accounting and financial accounting.

OR

b) Explain the concept of management accounting. Discuss the utility of management accounting.

Q2) a) What is mean by financial statements? Explain the objectives of financial statements.

OR

b) Do you think that the financial statements of proprietary and limited companies are same? Justify.

Q3) a) The M/s Modern Ltd. Company submits the following information as on 31st March 2015. Prepare a statement of cost and find out sales.

Particulars	Amount (Rs.)
Opening stock of Raw materials	40,000
Purchases	3,00,000
Closing stock of Raw materials	20,000
Direct labour	1,20,000
Factory lighting	15,000
Power & fuel	30,000
Office rent	25,000
Printing & stationery	10,000
Office furniture	20,000
Opening stock of finished goods	11,200
Closing stock of finished goods	32,400
Selling & distribution overheads	20,000
Profit	1,39,700

OR

- b) Classify the following items as
- 1) Factory overhead
 - 2) Office overhead
 - 3) Selling & distribution overhead
 - 4) Items excluded from cost sheet
- i) Indirect material
- ii) Printing & stationery
- iii) Telephone & telegram
- iv) Travelling expenses
- v) Factory insurance
- vi) Supervisor's salary
- vii) Show room expenses
- viii) Bad debts
- ix) Depreciation of factory building
- x) Interest on capital

Q4) a) The store ledger of XYZ Ltd. company reveal the following entries of a particular material. Calculate the value of closing stock as on 31st January 2016 by adopting FIFO method.

Date	Purchases		Issues
	Qty.	Rate	Qty.
2/1/2016	4,000	1.80	
5/1/2016	2,000	1.75	
8/1/2016			10,000
11/1/2016			5,000
14/1/2016	3,000	1.85	
28/1/2016	3,000	1.90	
30/1/2016			10,000

Opening stock as on 1/1/2016 was 20,000 units valued at Rs.40,000

OR

- b) PH Ltd. is a manufacturing company having three production departments (A, B & C) and two service departments (X & Y), for the month of December 2015.

Particulars	Rs.
Factory Rent	4,000
Power	2,500
Depreciation	1,000
Indirect labour	9,000

Additional information

Particulars	A	B	C	X	Y
Direct materials	1,000	2,000	4,000	2,000	1,000
Direct wages	5,000	2,000	8,000	1,000	2,000
Area (sq.ft.)	500	250	500	250	500
Capital value of Assets	20,000	40,000	20,000	10,000	10,000
Horse power of machine	50	40	20	15	25

You are required to show a statement of distribution of overheads to various departments.

- Q5) a) From the following information compute

- Direct material price variance
- Direct material usage variance
- Direct material mix variance

Particulars	Standard			Actual		
	Qty.(Kgs.)	Unit price	Total	Qty.(kgs.)	Unit price	Total
Material A	100	20	2,000	50	30	1,500
Material B	200	30	6,000	100	60	6,000
Material C	200	60	12,000	150	50	7,500
	<u>500</u>		<u>20,000</u>	<u>300</u>		<u>15,000</u>

OR

- b) The following data are obtained from the records of a company

	2014	2015
Sales	Rs.80,000	Rs.90,000
Profit	Rs.10,000	Rs.14,000

Calculate:

- Contribution
- P/V ratio
- Fixed cost
- BEP in sales (Rs.)



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[5165]-102

M.B.A. (Semester - I)

102 : ECONOMIC ANALYSIS FOR BUSINESS DECISIONS

(2013 Pattern) (CBCS)

Time : 2:30 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.
- 2) Each question carries 10 marks.
- 3) Figures to the right indicate marks for that question/sub question.
- 4) Your answer should be specific and to the point.
- 5) Draw neat diagrams and illustrations supportive to your answer.

- Q1)** a) Explain the significance of 'Time' in economic analysis. [5]
b) Discuss the objective of maximising firms value as the present value of all future profits. [5]

OR

- a) What are the basic economic problems?
- b) What is incremental & marginal analysis in economics?

- Q2)** a) How price and output is determined under perfect competition in short Run? [10]

OR

- b) What are the shapes of the demand curves for the following
 - i) Life saving drugs
 - ii) Food grains
 - iii) Designer watches
 - iv) Jewellery
 - v) Salt

P.T.O.

- Q3)** a) Why are cost curves 'U' in shape? [5]
b) How does an exporter 'hedge' its foreign exchange risk? [5]

OR

- a) From the following information calculate profit earned during the year using marginal costing technique.
FC = Rs.2,50,000/- VC = Rs.10/unit
output level = 75,000 selling price = Rs.15/unit
- b) How is break even point calculated with the help of graphical technique?

- Q4)** a) What are the various instruments available in money market? [10]

OR

- b) Explain the regulatory role of RBI with regards to currency, credit and balance of payment. [10]

- Q5)** a) i) Explain the following terms related to national income [6]
a) GDP
b) NNP
c) Growth Rate

- ii) Differentiate between fiscal deficit and revenue deficit. [4]

OR

- b) What is world trade organisation? Explain its role & functions. [10]



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SEAT No. :

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[Total No. of Pages : 2

[5165]-103

M.B.A. (Semester - I)

103 : LEGAL ASPECTS OF BUSINESS

(2013 Pattern)

Time : 2½ Hour]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.*
- 2) All questions carry equal marks.*
- 3) Justify your answer by quoting suitable examples.*

Q1) a) What is the meaning and various modes of discharge of a contract?

OR

- b) A's son is lost and B goes in search for him. Can B claim remuneration from A if
- i) B does this act voluntarily
 - ii) B does this act at the request of A
 - iii) B does this act at the request of C

Q2) b) State the meaning and rights of an unpaid seller.

OR

- b) State with reasons whether the following contracts of 'sale' amount to 'sale' or an 'agreement to sell':
- i) x entered into a contract for sale of the entire crop of rice that would grow on his farm.
 - ii) A railway administration entered into a contract for sale of coal ash that might accumulate during the period of contract.
 - iii) X entered into a contract for sale of some goods in a particular ship to be delivered on the arrival of the ship.
 - iv) X entered into a contract for sale of a painting only if Z, its present owner, sells it to him.

P.T.O.

Q3) a) State the meaning of cheque & bill of exchange & distinguish between them.

OR

b) State with reasons whether each of the following instruments is bearer or order:

- i) A bill is drawn payable to X or bearer
- ii) A bill is drawn payable to X who endorses it in blank in favour of Y.
- iii) A bill is drawn payable to X
- iv) A bill is drawn payable to X or order
- v) A bill is drawn payable to X only

Q4) a) What is the meaning and contents of the articles of association.

OR

b) State the meaning and characteristic features of a company.

Q5) a) Write short notes (any two)

- i) Digital signature
- ii) Copyrights
- iii) Rights of consumers

OR

b) What is a district forum? What is the procedure of filing a case in the district forum?



Total No. of Questions : 5]

SEAT No. :

P2149

[Total No. of Pages : 3

[5165]-104

M.B.A. (Semester - I)

104 : BUSINESS RESEARCH METHODS

(2013 Pattern)

Time : 2 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 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 answer should be specific and to the point.*
- 6) Support your answers with suitable examples.*
- 7) Draw neat diagrams and illustrations supportive to your answers.*
- 8) Use of calculators is permitted.*

- Q1) A) i)** What is business research? What are the characteristics of good research. **[5]**
- ii)** State the management dilemma and formulate management questions and research questions for any one of the following situations: **[5]**
- a) The marketing manager of a two wheeler manufacturer.
 - b) HR manager of a IT firm.

OR

- B) Draft a research proposal on any one of the following situation: [10]**
- a) For conducting a study on the efficiency of manufacturing teams in a company.
 - b) For conducting a study of effectiveness of traffic rules and regulations of your city.

P.T.O.

Q2) A) What is exploratory research design? What are the techniques used for carrying out exploratory research design? [10]

OR

- B) i) What is hypothesis? List down the characteristics of a good hypothesis. [5]
- ii) Develop a hypothesis and state dependant and independant variable for any one of the following situation: [5]
- a) Good supervision and increase in production level of workers.
- b) Increase in sales and expenditure on advertisement.

Q3) A) Prepare a questionnaire for any one of the following : (Make necessary assumptions) [10]

- a) To study customer satisfaction towards services provided by State Bank of India.
- b) To study employee morale of an automobile company.

OR

- B) i) Create measurement question (one each) that uses the following scales. [5]
- a) A graphical rating scale
- b) Likert scale
- ii) What do you mean by primary data and secondary data? State its sources. [5]

Q4) A) Non-probability sampling designs ought to be preferred to probability sampling designs in some cases. Explain with an example. [10]

OR

- B) a) Describe a situation where you would consider the use of cluster samples. [5]
- b) What are the advantages and disadvantages of cluster sampling. [5]

Q5) A) i) Draw a histogram from the following data: [5]

Class limits	Frequency
0-10	12
10-20	23
20-30	32
30-40	45
40-50	28
50-60	10

Also find mode from the graph

ii) Write a note on processing of data. [5]

OR

B) i) Draw a pie chart for the following data : [5]

Item of expenditure	Expenditure in Rs.
A	300
B	260
C	50
D	240
E	80
F	170
G	200

ii) What is a research report? What are the essentials of a research report. [5]



Total No. of Questions : 5]

SEAT No. :

P2150

[Total No. of Pages : 2

[5165]-105

M.B.A. (Semester - I)

Course Code - 105 : ORGANISATIONAL BEHAVIOUR

(2013 Pattern)

Time : 2½ Hour]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions carry equal marks.*
- 2) Attempt five questions.*

Q1) a) Organisational Behaviour study is an essential aspect of the modern era? Discuss focus on the importance of the study of an individual behaviour in an organisation. **[10]**

OR

- b) What are the challenges of 013 in the present business scenario. Explain with examples.

Q2) a) Motivation is the essential tool to achieve the organisational goals discuss it with herzberg's two factor theory. **[10]**

OR

- b) Monetary or non monetary motivation helps each organisation to create productive and conducive environment in the organisation comment discuss maslow's hierarchy theory to justify the above statement.

Q3) a) Several individuals come together to accomplish a particular task or goal elaborate the statement with various types of groups. **[10]**

OR

- b) A successful leader studies the psychology of the subordinates and adopts the most useful style of leadership comment.

P.T.O.

Q4) a) Organisational culture is a set of shared mental assumptions that guide interpretation and action in organisation elaborate with the characteristics of organisational culture. **[10]**

OR

b) Organisational culture can vary in a number of ways, these variances differentiate one organisation from the others comment. Also explain the various types of organisational culture.

Q5) a) Organisations encounter different forces for change, these forces come from external and internal sources of the organisation elaborate with the two key forces of change. **[10]**

OR

b) It is difficult for the workers to give up their old habits and customs comment. Also explain three major causes of resistance to change in organisation.



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SEAT No. :

P2151

[Total No. of Pages : 2

[5165]-106

M.B.A. (Semester - I)

106 : BASICS OF MARKETING (CBCS)

(2013 Pattern)

Time : 2.30 Hour]

[Max. 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) ‘Wal-Mart’s motto of “satisfaction guaranteed” is an example of the marketing concept. Whether the Wal-Mart employee is an accountant or a cashier, the customer is always first. As simple as the philosophy sounds, the concept is not very old in the evolution of marketing thought.’ Analyze the statement in contest of concept of Marketing. **[10]**

OR

b) ‘Because the purpose of business is to create a customer, the business enterprise has two-and only two-basic functions: marketing and innovation. Marketing and innovation produce results; all the rest are costs. Marketing is the distinguishing, unique function of the business.’ Comment and Define Marketing. Explain the core concept of Marketing. **[10]**

Q2) a) i) Consumer wants to purchase ‘mobile handset’. Explain the various factors, which would affect the consumer buying behavior. **[5]**

ii) What type of decision process would you expect most consumers to follow in their purchase of ‘Personal Computer’? **[5]**

OR

P.T.O.

OR

- b) i) Analyze the steps involved in buying decision process for 'High-definition television'. [5]
- ii) Company 'BOOND' wants to launch flavored drinking water. As a marketing manager which factors you would consider that affect the consumer buying behavior. [5]

Q3) a) "Xerox invented photocopying and for decades dominated the industry. But Xerox's harrowing experience provides a cautionary tale of what can happen when a company-even a dominant market leader-fails to adapt to its changing marketing environment." Comment. Explain various types of environmental forces and factors influencing marketing decisions.[10]

OR

- b) Undertake the macro environmental analysis for any two of the following markets. [10]
- i) Mobile Handset
- ii) Four wheeler
- ii) Insurance

Q4) a) Name and describe the bases for segmentation that might be used in segmenting consumer markets. Which segmenting variable(s) do you think Pizza Hut is using? [10]

OR

- b) A company is planning to launch a new brand of summer cool deodorant. How will you segment the market and Suggest a market targeting strategy for new brand. [10]

Q5) a) ITC has recently forayed in FMCG segment and is offering various products. ITC is posing as a challenger for established players in FMCG sector. The company is offering range of product like Agarbatti, Soap, Aatta, Shampoo, analyse the product mix of the company. [10]

OR

- b) What do you mean by a product? Classify consumer Products and Industrial products in detail. [10]



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SEAT No. :

P2152

[Total No. of Pages : 2

[5165]-201

M.B.A.

201 : MARKETING MANAGEMENT

(2013 Pattern)

Time : 2.30 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 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 mean by packaging? Discuss the importance of packaging and labeling. **[10]**

OR

b) Define new product. Explain the new product development process.

Q2) a) What do you mean by price? Which factors will influence the pricing decision of a smart TV? **[10]**

OR

b) Discuss the steps while setting the price for a product at initial stage.

Q3) a) Distribution channel plays a vital role in distribution of consumer goods. Elaborate in the context of their role & responsibilities. **[10]**

OR

b) Define marketing channels. Which channel level will be preferred for distribution for a company launching confectionary in Indian market?

P.T.O.

Q4) a) Explain the role of marketing communication; discuss the various objectives of sales promotion. **[10]**

OR

b) Define marketing communication & elaborate the factors affecting on marketing communication

Q5) a) Explain the concept of marketing audit? Discuss the advantages of marketing audit. **[10]**

OR

b) Prepare a marketing plan for a company planning to launch cosmetic product in urban market.



Total No. of Questions : 5]

SEAT No. :

P2153

[Total No. of Pages : 8

[5165]-202

M.B.A. (Semester - II)

202 : FINANCIAL MANAGEMENT

(2013 Pattern) (Revised)

Time : 2:30 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.
- 2) Each question carries 10 marks.
- 3) Use of simple calculator is permitted.

Q1) a) What are the key strategies of financial management? [10]

OR

- b) Define financial management. Write goals of financial management. What are the various approaches to financial management.

Q2) a) From the following information of "ABC Ltd." Write down the interpretation of each ratio given below. [10]

Sn. No	Particulars of the ratio	Ratio for the year - 2016	Ratio for the year - 2017
1.	Current Ratio	2:1	2.5:1
2.	Stock turnover Ratio	6 times	8 times
3.	Quick Ratio	0.80:1	0.75:1
4.	Net project Ratio	20%	25%.

OR

P.T.O.

- b) You are required to prepare funds flow statement and statement showing changes in working capital.

You are also required to compute "funds from operation".

Balance sheets of "R-Ltd. is given below

Liabilities	2015 (Rs)	2016 (Rs)	Assets	2015 (Rs)	2016 (Rs)
Sundry creditors	39,500	41,135	Cash at bank	2,500	2,700
Bills payable	33,780	11,525	Sundry debtors	87,490	73,360
Bank overdraft	59,510	-	Stock	1,11,040	97,370
Provision for taxation	40,000	50,000	Land & Buildings	1,48,500	1,44,250
Reserves	50,000	50,000	Plant & m/c	1,12,950	1,16,200
profit & Loss A/c	39,690	41,220	Good will	-	20,000
Share capital	2,00,000	2,60,000			
	4,62,480	4,53,880		4,62,480	4,53,880

Additional information :

- 1) During the year 2016, an interim dividend of Rs. 26,000 was paid.
- 2) The assets of another Co. were purchased for Rs.60,000 payable in fully paid up shares of the company. The assets consisted of stock Rs. 22,000, machinery Rs. 18,000 & Goodwill Rs. 20,000.
- 3) Purchase of plant for cash Rs. 5,600 was made in 2016.
- 4) Income tax paid during 2016 Rs. 25,000.

Q3) a) From the following information of 'PQR Ltd.' calculate : **[10]**

- 1) NPV
- 2) PI
- 3) Pay Back Period
- 4) ARR

Year	CFAT	p/v factor at 10%
1	20,000	0.909
2	30,000	0.826
3	40,000	0.751
4	60,000	0.683
5	50,000	0.621

OR

- b) A company is considering to purchase a machine. Two machines are available "M/c-X" & "M/c-Y" costing Rs. 50,000 each. Earnings after taxation are expected to be as follows:

Year	CFAT "M/c-x"	CFAT "M/c-y"	P/v factor at 10%
1	15,000	5,000	0.9090
2	20,000	15,000	0.8264
3	25,000	20,000	0.7513
4	15,000	30,000	0.6830
5	10,000	20,000	0.6209

Evaluate the two alternatives according to:

- i) Pay back period method
- ii) Net present value method (NPV)

Suggest the company which M/c should purchase.

- Q4) a)** From the following data, compute the duration of "operating cycle". [10]

Particulars	Amount
1) Stock of Raw materials	40,000
2) Stock of W/p	28,000
3) Stock of finished goods	42,000
4) Purchases	1,92,000
5) Cost of goods sold	2,80,000
6) Sales	3,20,000
7) Debtors	64,000
8) Creditors	32,000

Assume 360 days per year for computation purpose.

OR

b) Calculate the working capital requirement of "R-Ltd."

Particular	Cost per unit (Rs.)
Raw material	800
Direct labour	300
Over heads	600
Total Cost	1700
project	300
Selling price	2000

Additional informations:

- 1) Output 60,000 units per annum.
- 2) Raw material in stock - Aug. 1 month.
- 3) W/p - Aug. half. month
(consider 100% Raw material & 50% labour & OH).
- 4) Finish goods in stock - Aug 1month.
- 5) Credit allowed by suppliers - Aug. 1 months.
- 6) Credit allowed to debtors - Aug. 2 months.
- 7) Delay in payment of wages - Aug. half month.
- 8) Dalay in payment of over heads - Aug half month.

Assum that production is carried out evenly throughout a year.

All the sales are credit sales.

Q5) a) Discribe the factors affecting on capital structure.

[10]

OR

b) Short notes (any two)

- i) NI approach
- ii) NOI approach
- iii) MM approach

Total No. of Questions : 5]

P2153

[5165]-202

M.B.A. (Semester - II)

202 : FINANCIAL MANAGEMENT

(2013 Pattern) (CBCS)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 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) Draw neat diagrams and illustrations supportive to your answer.*
- 7) Use of Simple Calculator is permitted.*

Q1) a) Explain in detail how finance is associated with other disciplines. **[10]**

OR

- b) "A Finance Manager is a person who is responsible in a significant way to carry out the finance function". Comment.

Q2) a) From the following Balance Sheet of Poonam Ltd. as on 3^{1st} March, 2016 and 2017 prepare a Funds Flow Statement. **[10]**

Balance Sheet

Liabilities	Amount	Amount	Assets	Amount	Amount
	Rs.	Rs.		Rs.	Rs.
	31.3.2016	31.3.2017		31.3.2016	31.3.2017
Share Capital	40,000	57,500	Plant and Machinery	7,500	10,000
Profit & Loss A/c	1,400	3,100	Stock	12,100	13,600
Creditors	10,600	7,000	Debtors	18,100	17,000
			Cash in hand	14,300	27,000
Total Rs	52,000	67,600	Total Rs.	52,000	67,600

[5165]-202

5

- b) Shruti Ltd. is a leading manufacturing industry. Following activity ratios are calculated by the finance manager of the company. You are required to analyze the ratios and interpret the asset management efficiency position of the company.

Ratios	2016	2017
Debtors Turnover Ratio	12 times	8 times
Creditors Turnover Ratio	7 times	7 times
Inventory Turnover Ratio	9 times	11 times
Working Capital Turnover Ratio	3 times	4 times
Fixed Assets Turnover Ratio	2.5 times	1.5 times

- Q3) a) i) Write a Short note on Importance of Capital Budgeting Decisions. [5]**
 ii) Shlok Ltd. is planning an investment in new project. The investment budget of the company is Rs. 5,60,000. The company has following two investment alternatives: [5]

Particulars	Year	Project 'X'	Project 'Y'
Initial Investment Rs.	0	5,60,000	5,60,000
Cash Inflows (in Rs.)	1	80,000	4,00,000
	2	1,60,000	3,20,000
	3	2,40,000	1,60,000
	4	3,60,000	80,000
	5	4,80,000	80,000

Compute the Net Present Value at 10 % cost of capital and suggest which project is profitable for the company.

OR

- b) i) Write a Short Note on 'IRR' [5]
 ii) From the following information you are required calculate ARR. An investment costing Rs. 5,00,000 is expected produce following profits: [5]

Year	Amount Rs.
1	40,000
2	80,000
3	90,000
4	30,000

Q4) a) Following is the information of Sanjay Ltd.

[10]

Cost Per Unit	Rs.
Raw Material	10
Direct Labour	4
Overheads	3
Total cost	17
Profit	3
Selling price	20

The following is the additional information available:

Average raw material in stock: one month

Average works in process: half a month

Finished goods in stock: on average one month

Credit allowed to debtors — one month

Credit allowed by suppliers — one month

Time lag in payment of wages — one month

Time lag in payment of overheads — one month

Cash balance is expected to be Rs. 10,000

You are required to prepare a statement showing working capital needed to finance a level of activity of 60,000 units of output as per Total Cost Approach Method of *Working Capital Estimation*. You may assume that production is carried on evenly throughout the year and wages and overheads accrue.

OR

b) Narendra Ltd. is commencing a new project to manufacture a plastic component. The following per unit cost information has been ascertained for annual production of 1,04,000 units. [10]

Cost Per Unit	Rs.
Raw Material	8
Direct Labour	3
Overheads (including Depreciation of Rs. 1 per unit)	6
Total Cash Cost	17

Additional Information:

- a) Selling price Rs. 20 per unit.
- b) Raw Materials in Stock, average 4 weeks.
- c) Work in progress, average 2 weeks.
- d) Finished Goods in Stock, average 4 weeks.
- e) Credit allowed to Customers. average 8 weeks.
- f) Credit allowed by Suppliers, average 4 weeks.
- g) Lag in Payment of Wages, 1.5 weeks.
- h) Cash in hand is expected to be, Rs. 2,500.

You may assume that production is carried out on evenly throughout the year (52 weeks) and wages and overheads accrue similarly. All Sales are on credit basis only. You are required to prepare a statement showing working capital requirement as per Cash Cost Approach method of Working Capital Estimation.

- Q5) a) i) Write a note on Importance of Capital Structure. [5]**
ii) Sakshi Ltd. has the following Capital Structure: [5]

Source	Rs.
Equity Capital (Expected Dividend 12%)	50,000
10% Preference Shares	25,000
8% Loan	75,000

You are required to calculate the WACC, assuming 50% as the rate of Income Tax, before and after tax.

OR

- b) i) Write a note on MM Approach. [5]**
ii) Swara Ltd. has its books on the following amounts and specific costs of each type of capital. [5]

Type of Capital	Book Value Rs	Market Value Rs.	Specific Costs %
Equity	30,000	45,000	15
Preference	5,000	5,500	8
Debt	20,000	19,000	5
Retained Earnings	10,000	15,000	13
Total Rs.	65,000	84,500	

Calculate the WACC using Book Value Weights and Market Value Weights.



Total No. of Questions : 5]

SEAT No. :

P2154

[Total No. of Pages : 2

[5165]-203

M.B.A.

HRM(203) : HUMAN RESOURCE MANAGEMENT

(2013 Pattern) (Semester - II)

Time : 2½ Hour]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define "HRM". Explain the functions and further scope of HRM. [10]

OR

b) Discuss in detail the models of SHRM.

- i) The integrated system model [5]
- ii) Matching model [5]

Q2) a) What is job design, explain the factors affecting Job design. [10]

OR

b) What is succession planning and state its importance for the organization.[10]

Q3) a) Enumerate the various metrics for evaluating a training programme. [10]

OR

b) You are an HR manager of rubber manufacturing company. design a training programme for middle level managers. [10]

P.T.O.

Q4) a) Discuss in brief the modern methods of performance appraisals? Explain the comprehensiveness of each method. **[10]**

OR

b) "Performance appraisal is not merely for appraisal but is for improvement of employee performance" Explain the statement. **[10]**

Q5) a) Explain briefly the employee retention techniques in the context of employee relationship managing. **[10]**

OR

b) Discuss the various flexible work arrangements options and their relevance in motivating employees. **[10]**



Total No. of Questions : 5]

SEAT No. :

P2240

[Total No. of Pages : 4

[5165] -204
M.B.A. (Semester -II)
204: DECISION SCIENCE
(2013 Pattern)

Time : 2.5 Hours]

[Maximum Marks : 50

Instructions to the candidates:

- 1) *Attempt Five questions.*
- 2) *Each question has an Internal option.*
- 3) *Use of scientific calculator is not allowed.*
- 4) *Graph paper will not be provided, draw graph on answer paper.*

Q1) a) Solve following LPP by using Graphical method **[10]**

Maximize $P = 5x_1 + 7x_2$

Subject to

$$x_1 + x_2 \leq 4$$

$$3x_1 + 8x_2 \leq 24$$

$$10x_1 + 7x_2 \leq 35$$

$$x_1, x_2 \geq 0$$

OR

b) Solve following maximization assignment problem **[10]**

Jobs →

Machines ↓		A	B	C	D	E
1	5	11	10	12	4	
2	2	4	6	3	5	
3	3	12	5	14	6	
4	6	14	4	11	7	
5	7	9	8	12	5	

P.T.O

Q2) a) The tooth care hospital provides free dental service to the patients on every Saturday morning. Dentist takes on an average, 2.5 minutes for a patient to get treatment and the actual time taken is known to vary approximately exponentially around this average. The patients arrive according to Poisson distribution with an average of 20 per hour. The administrator officer of the hospital wants to investigate the following.

[10]

- a) The fraction of the time at least dentist is idle
- b) Probability that a patient has to wait for the service
- c) Expected number of patients waiting in the system
- d) The average time that a patient spends at the hospital

OR

b) A market survey is made on three brands of breakfast foods X, Y and Z. Every time a customer purchases new package, he may buy the same brand or switch to another. The following estimates for the shifts in percent are obtained.

		Next		
		X	Y	Z
Present	X	70	20	10
	Y	30	50	20
	Z	30	30	40

At this time it is estimated that 30% of the people buy brand X, 20% buy brand Y and 50% buy brand Z. What will be the distribution of the customers one and two time periods later?

[10]

Q3) a) From the following pay off calculate

[10]

State of nature	Strategy		
	S1	S2	S3
N1	4000	20000	20000
N2	-100	5000	15000
N3	6000	400	-2000
N4	18000	0	1000

- a) Maximin
- b) Maximax
- c) Equal Probability(Laplace)
- d) Minimax Regret

State the optimal strategies under each criterion.

OR

b) Determine optimal strategy and find value of game [10]

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

Q4) a) Attempt the following. [10]

- i) Distinguish between PERT and CPM
- ii) Define EST, LST, EFT, LFT and Float

OR

b) Following are the activities of the project

Activity	Immediate Predecessor Activity	Most optimistic time (in weeks)	Most Likely time (in weeks)	Most Pessimistic time (in weeks)
A	None	4	7	13
B	A	6	9	11
C	A	5	7	9
D	B	3	5	7
E	C	7	8	10
F	D	2	3	5
G	E	6	7	8
H	F,G	2	3	4

Calculate:

[10]

- i) Expected time of each activity
- ii) Draw a network diagram and indicate expected time on each activity
- iii) Compute Earliest start time and earliest finish time of each activity
- iv) Identify critical path

Q5) a) Attempt the following

- i) The probability that a person stopping at petrol pump will get his tyre checked 0.12, the probability that he will get his oil checked is 0.29 and probability that he will get both checked is 0.07. What is the probability that the person will have neither his tyre nor oil checked, find the probability that a person who has his oil checked will also have tyres checked, find the probability that a person checks tyres but not oil. [5]
- ii) A candidate is selected for an interview for three posts. For the first post there are three candidates, for the second there are 4 and for the third there are 2. What is the probability that a candidate is selected for at least one post. [5]

OR

- b) The incidence of certain disease is such that on average, 20% of workers suffer from it. If ten workers are selected at random, find the probability that [10]
 - i) Exactly two workers suffer from the disease
 - ii) Not more than two workers suffer from the disease
 - iii) At least nine workers suffer from the disease



Total No. of Questions : 5]

SEAT No. :

P2155

[Total No. of Pages : 2

[5165]-205

M.B.A. (Semester - II)

205 : OPERATIONS AND SUPPLY CHAIN MANAGEMENT

(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 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) Draw neat diagrams and illustrations supportive to your answer.
- 6) Use calculator is permitted (as applicable)

Q1) a) Define Quality? Describe Total Quality form Manufacture's view perspective. [10]

OR

b) Explain the functions of operation management in detail? Describe challenges and current priorities of Operation Management. [10]

Q2) a) i) Explain of Product Layout. [5]

ii) Write note on Service blueprinting [5]

OR

b) What is Process product mix? Explain in details types of Production process is given below a) Batch Production b) Job Production

c) Continuous Flow Process [10]

Q3) a) State the meaning basis of master production Schedule. Explain in brief raw of master production schedule in MRP-II system. [10]

OR

b) Define Production Planning and Control? Discuss Job shops and Floor shops. [10]

P.T.O.

Q4) a) State the basis of ABC, GOLF and FSN analysis. Explain with an illustrative example, how FSN an is carried out in an Organization and benefits from the analysis **[10]**

OR

- b) i) Explain concept of Inventory **[5]**
- ii) The ABC Co. is planning to stock a new product. The Co. has developed the following information Annual usage=6000 units, Cost of the product = 365 per unit, Ordering cost = 60 per order Carrying cost=30% year of Inventory value held. Determine the EOQ. **[5]**

Q5) a) Define Supply Chain Management? Explain Cash to Cash conversion with example. **[10]**

OR

- b) Explain Generalized Supply Chain Management Model? Discuss the Product and Service value flow. **[10]**



Total No. of Questions :5]

SEAT No. :

P2156

[Total No. of Pages : 2

[5165]-206

M.B.A.

**206 : MANAGEMENT INFORMATION SYSTEMS
(2013 Pattern)**

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

- 1) *Attempt all questions.*
- 2) *Figures to the right indicate full marks.*

Q1) a) "MIS works as a knowledge Base for an organization". Comment & Explain. **[10]**

OR

b) A co-operative bank wants to computerize all its day - to - day services - suggest a right Network topology considering all factors. **[10]**

Q2) a) A medical wholesaler wants to develop MIS for smooth functioning of business activities. Being system analyst suggest the suitable SDLC Model. **[10]**

OR

b) Explain Rapid development tools & CASE tools. **[10]**

Q3) a) Discuss how ESS can help senior managers to make better decisions. **[10]**

OR

b) Explain Data mining with need, advantages & disadvantages. **[10]**

Q4) a) Explain E - business models & Applications in detail. **[10]**

OR

b) Discuss Information Security challenges & controls in IT based company. **[10]**

Q5) a) Smart University has 35 Institutes & 4000 students. Interested to design a MIS for their library Department. Being a MIS executive describe the requirements for Information system to enhance their functionality. **[10]**

OR

b) Design a MIS model for Gas distribution services of MIS saikrupa Gas Services. Discuss the information related to customer, delivery, billing & other. **[10]**



Total No. of Questions :5]

SEAT No. :

P2157

[Total No. of Pages : 3

[5165]-301
M.B.A. (Semester -III)
301 : STRATEGIC MANAGEMENT
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidate:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carry 10 marks.*
- 4) *Support your answer with suitable examples.*

Q1) a) Case study

When Shrirang Sarda, Founder, Sarda Farms, forayed into the dairy business in 2013, he was keen on giving consumers the old-world experience of getting fresh milk delivered at their doorsteps - a luxury in today's times. He painstakingly bred a herd of 1,300 Holstein cows on his sprawling 11-acre farm in the outskirts of Nashik. He imported the sperms of Holstein bulls from Holland and injected the herd. The milk farm is completely mechanised - the whole process from milking the cows to aggregation and finally packaging is automated, with zilch human intervention.

He spent months learning the best practices in dairy on the farms of Holland and Denmark. But the fresh, uncontaminated milk offering came at an added cost because owning a farm and producing milk was far more expensive than buying from farmers.

The cost of producing one litre of Sarda Milk is at least Rs 10 per litre more than sourcing from a farmer. Therefore, he decided to price the milk at a premium - Rs 90 per litre, as opposed to Rs 40 per litre from most other brands. Sarda has used design to convey a sense of tradition and heritage, rendering a premium look. The milk is packaged in glass bottles much like it used to be in the good old days, before the poly-pack milk trend began.

The milk was delivered to a consumer's home directly from the farm, bereft of any handling by intermediaries, unlike the milk in pouches that is delivered four days after production.

P.T.O.

The Premium Difference

Unlike most brands which sell their products out of retail stores, Sarda Farms reaches consumers only through invitation. So, if consumers of Sarda Farms recommend names of their acquaintances who could be prospective consumers, a personal invite along with a bottle of milk is sent out by the founder himself.

The company has eliminated intermediaries by owning the entire supply chain from the farm to the consumer's doorstep. The farm generates around 10,000 litres of milk per day which is delivered to consumers' doorsteps between 5 am and 7 am. Sarda also offers consumers personalisation by allowing them to choose from doorstep delivery, doorbell delivery and hand delivery. The company delivers to 6,500 homes in Mumbai and Nashik

The Economics

Sarda Farms is, today, an Rs 45-crore business. The company has launched its brand of ghee and curd, which are also priced at a huge premium - a 1 kg pack of Sarda Ghee is priced at Rs 900 (as opposed to at 1 kg pack of Amul Ghee, which is priced at Rs 390). The company is yet to make profits, though Sarda is confident that it will be profitable in less than a year from now.

There is a growing entrepreneurial interest in premium milk. Sarda has competition from brands such as Pride of Cows and Blissfresh - premium milk brands with the farm-to-home business model.

The company, in the last six months, has launched a website and an app which allows customers to make payments, give feedback on the product online, and inform the company about dates on which they do not want milk to be delivered.

- a)
 - i) Attempt to define Sarda Farm's business along the dimensions of customer groups, customer functions and alternative technologies.
 - ii) Identify critical success factors for Sarda Farm's

OR

- b) Select any one of the following organisation. Identify high priority environmental factors in its relevant environment. Use this information to prepare summary ETOP for the organisation.
 - i) Bicycle manufacturing company
 - ii) Car manufacturing company

- Q2)** a) Explain the strategic implications of each of the following types of businesses in a corporate portfolio.
- i) Stars
 - ii) Question marks
 - iii) Cashcows
 - iv) Dogs

OR

- b) VRIO framework can be followed by various organisation to achieve sustainable competitive advantage comment.

- Q3)** a) Explain these retrenchment strategies with examples.
- i) Turnaround
 - ii) Divestment
 - iii) Liquidation

OR

- b) Related diversification is an attractive corporate strategy and is better than adopting unrelated diversification strategy. comment and support with relevant example.

- Q4)** a) TQM has gained great importance in todays organisation. Comment.

OR

- b) What is organisational structure? State importance of organisation structure.

- Q5)** a) Explain in detail, the four actions framework.

OR

- b) Write short notes on (any two):
- i) Principles of blue ocean strategies.
 - ii) People-planet-profits.
 - iii) Strategy canvas.



Total No. of Questions :5]

SEAT No. :

P2158

[Total No. of Pages : 2

[5165]-302

M.B.A. (Semester - III)

302 : ENTERPRISE PERFORMANCE MANAGEMENT

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks :50

Instructions to candidates:

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

Q1) a) State the importance of financial performance measures. Differentiate between ROI & EVA.

OR

b) ABC corporation manufactures and sells three products A,B& C. Following information is available:

Particulars	A	B	C
Quantity (Units)	15000	30000	40000
Unit selling price	20	15	35
Unit variable cost	17	9	28

Total annual fixed cost is Rs 340000 when these costs are apportioned on the basis of total quantity. Product a shows a loss of Re 1 per unit.

You are required to advise the management regarding.

- i) Should product A be discontinued?
 - ii) If product A is discontinued. How many more units of product B should be sold to maintain the same amount of aggregate profit?
- c) If profit of Rs 3 per unit is desired. on product A, what should be its selling price?

P.T.O.

Q2) a) Explain and highlight the need of capital expenditure decision and elaborate pre sanction and post sanction control of capital expenditure.

OR

b) Explain the various methods of evaluation of capital expenditure proposal.

Q3) a) In the current chronic situation across Indian Banking sector justify the need and importance of following parameters for measuring banks performance.

i) NPA'S

ii) Credit Appraisal

OR

b) Evaluate the performance of an retail organization in the context of

i) Selling through analysis.

ii) Multiple Attribute method.

Q4) a) Explain the various methods for evaluating the performance for projects.

OR

b) What is an NGO? Explain the need for evaluating performance appraisal of an NGO.

Q5) a) Differentiate between cost Audit & Financial Audit.

OR

b) "Auditing is one of the important tools for performance measurement".
Comment.



Total No. of Questions :5]

SEAT No. :

P2159

[Total No. of Pages : 2

[5165]-303

M.B.A. (Semester - III)

303 : STARTUP AND NEW VENTURE MANAGEMENT

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Compare and contrast the roles and responsibilities of a manager and an entrepreneur. **[10]**

OR

b) Discuss various entrepreneurial topologies. What type of entrepreneur is Ramdeo Baba? Why?

Q2) a) What is a market opportunity? How are opportunities created in the environment? **[10]**

OR

b) What is intellectual property? Discuss the methods for protection of Intellectual property.

Q3) a) Discuss the concept of micro, small and medium enterprises in Indian context? What according to you should be the criteria for defining these enterprises. **[10]**

OR

b) Prepare a specimen project report for any business of your choice.

P.T.O.

Q4) a) What are the various agencies assisting small business. Discuss the role and function of Khadi and village industries corporation. **[10]**

OR

b) What are the various acts applicable to small businesses? Explain the major provisions of Environment protection Act.

Q5) a) What is technology obsolescence? Discuss its impact on the survival and growth of an enterprise with examples. **[10]**

OR

b) Discuss the case of any successful entrepreneur you know. Explain the key variables that explain his or her success.



Total No. of Questions :5]

SEAT No. :

P2160

[Total No. of Pages : 2

[5165]-304
M.B.A. (Semester - III)
305 MKT : CONTEMPORARY MARKETING
RESEARCH (Specialization)
(2013 Pattern)

Time : 2.½ Hours]

[Max. Marks :50

Instructions to the candidates:

- 1) *Answer five question.*
- 2) *All questions carry equal marks (10).*

Q1) a) What is the meaning and role of marketing research.

OR

b) Define research design. Explain the 'Explorative research design.

Q2) a) What is primary Data? Explain the difference between Primary Data and secondary Data.

OR

b) Define 'Scales' and 'Scaling Techniques' with example.

Q3) a) Define 'Population'. Explain the 'Sample designs'.

OR

b) Explain the Study of effectiveness of 'advertising and 'sales promotional' compaigns.

Q4) a) What is the concept of 'Hypothesis'? Discuss the types of 'Hypothesis'.

OR

b) What is the concept of 'conjoint Analysis'? Explain its application in marketing Research.

P.T.O.

Q5) Write short notes on (any two):

- a) Multidimensional scaling technique.
- b) Peruptual Mapping.
- c) Cluster Analysis.

OR

Define 'Discriminant Analysis'. Explain its application in marketing Research.



Total No. of Questions :5]

SEAT No. :

P2161

[Total No. of Pages : 2

[5165]-305
M.B.A. (Semester - III)
MANAGEMENT
306 MKT : Consumer Behavior
(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) Explain how different phases of family life cycle influence purchase decisions.

OR

Define culture & Subculture. Explain how cultural values influence consumer behavior, with suitable examples.

Q2) Define motivation and explain positive & negative motivation with suitable examples. Briefly explain Motive hierarchy theory of motivation.

OR

Explain how the product manager of breakfast cereal might change consumer attitude towards company's brand by

- i) Changing beliefs about the brand.
- ii) Changing relative evaluation of attributes.
- iii) Adding attributes.

Q3) What is post purchase dissonance? How do marketers provide positive reinforcement to consumers after the purchase to reduce their post - purchase dissonance?

OR

Differentiate between store & non-store purchasing processes.

P.T.O.

Q4) Explain Howard - sheth model. Discuss the role of marketing input in shaping consumer decision.

OR

Explain in detail - Engel - Blackwell - Miniard Model of Consumer behavior.

Q5) Discuss the demographic & Socio - economic profile of Indian consumers.

OR

Describe classic characteristics of BOP consumers with suitable examples.



Total No. of Questions :5]

SEAT No. :

P2162

[Total No. of Pages : 2

[5165]-306

M.B.A. (Semester - III)

305 : FINANCIAL REGULATORY FRAMEWORK

(2013 Pattern)

Time : 2½ Hours]

[Max. 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) Discuss Global Financial Crisis. What is the response of Indian regulatory to financial crisis? **[10]**

OR

b) Write a detail note on National Bank for Agriculture and Rural Development (NABARD)

Q2) a) What are the features of IRDA? Discuss its duties & functions. **[10]**

OR

b) What are the functions and credit control measures taken by RBI.

Q3) a) What do you mean by private company? Differentiate between Public and Private Ltd. Company. **[10]**

OR

b) What is memorandum of Association? Explain the different clauses of memorandum of association.

Q4) a) What is FDI? Explain the Need of FDI. **[10]**

OR

b) What do you mean by GDR? Explain advantages of GDR.

P.T.O.

Q5) Write short notes:

- a) Indian Trust Act - 1882. [5]
- b) Societies Registration Act 1860. [5]

OR

- a) Nidhi companies.
- b) NBFC



Total No. of Questions :5]

SEAT No. :

P2163

[Total No. of Pages : 2

[5165]-307

M.B.A. (Semester - III) (Finance Specialization)
306 : MERCHANT BANKING AND FINANCIAL SERVICES
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

- 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) Discuss the development of Merchant banking in India. Explain the various services provided by Merchant bankers? **[10]**

OR

b) As a promoter of Corporate Enterprise how will you select the Merchant Banker for Capital Issue? **[10]**

Q2) a) What is meant by Public Issue Management? Explain its activities involved in public issue. **[10]**

OR

b) Short notes on:

i) Mechanism of Public Issue Management **[5]**

ii) Underwriter **[5]**

Q3) a) “Portfolio decisions for an individual investor are influenced by variety of factors.” Elucidate. **[10]**

OR

b) Explain the term ‘Merger’, and ‘Acquisitions’. Elaborate the stepwise procedure for M&A. **[10]**

P.T.O.

Q4) a) Illustrate the term 'Financial Services'? Explain the evolution of financial services in Indian? **[10]**

OR

b) What do you understand by Hire Purchase? Explain the scope and state the difference between hire purchase and leasing. **[10]**

Q5) a) State SEBI requirements for Asset Management Company. **[10]**

OR

b) How the consumer finance helps the ultimate consumer and at the same time gives boost to development of economy. **[10]**



Total No. of Questions :5]

SEAT No. :

P2164

[Total No. of Pages : 1

[5165]-308

M.B.A. (IT Specialisation)

305 : INFORMATION TECHNOLOGY MANAGEMENT

(2013 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Explain various input and Output device of CPU

OR

b) Explain memory type and storage technology.

Q2) a) Difference between application software and System Software

OR

b) Explain managerial consideration in selection, maintenance, controlling and replacement of software.

Q3) a) Explain networking protocols.

OR

b) Explain internet, intranet and Extranet.

Q4) a) Explain Data mining

OR

b) Explain Database recovery Technique

Q5) a) Explain people management in IT organization

OR

b) Explain Need and Tool of Security Management?



Total No. of Questions :5]

SEAT No. :

P2165

[Total No. of Pages : 1

[5165]-309
M.B.A. (Semester - III)
INFORMATION TECHNOLOGY MANAGEMENT
306 (IT) : E- BUSINESS
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

- 1) *All the questions are compulsory.*
- 2) *Each question carries 10 marks.*

Q1) a) What do you understand by e-business? Explain Evaluation of e-business in detail.

OR

b) Explain in detail Scope and challenges of e-business in India in the current environment.

Q2) a) What is the concept of information distribution? How does it importance to the business?

OR

b) Explain Three Levels of the e-business Architectural Model in detail.

Q3) a) Explain five-layer model of e-business infrastructure in detail.

OR

b) Explain management issues of e-business infrastructure in detail.

Q4) a) What do you understand by e-marketing? Explain the main e-marketing activities?

OR

b) Explain the e-business security/payment services and online community building systems.

Q5) a) Explain e-business strategy into Action, its challenges and legal issues involved in that.

OR

b) Explain in detail business plan presentation and demonstration.



Total No. of Questions : 5]

SEAT No. :

P2166

[Total No. of Pages : 2

[5165]-310

M.B.A. (Semester - III)

305 OPE : PLANNING AND CONTROL OF OPERATIONS

Specialization : Operations Management

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *For all questions, internal choice within the questions is given.*
- 3) *All questions carry equal marks.*

Q1) a) Explain the concept of Loading of Machines wrt suitable example. **[10]**

OR

- b) Explain the concept of Scheduling in PPC and write down it's need in planning.

Q2) a) State and explain 'Sources Of Data' in Forecasting. **[10]**

OR

- b) Explain any one "Extrapolative method using-Time Series" in Forecasting.

Q3) a) Explain the concept of MPS. With suitable example explain disaggregation of product information. **[10]**

OR

- b) Explain basic strategies for Aggregate Production Plan.

P.T.O.

Q4) a) What do you understand by safety stock and safety lead time in MRP?
When should organizations use these in MRP? **[10]**

OR

b) What is the Bill of Materials (BOM)? Being a Design Engineer make a list of items required to prepare BOM for a typical Fountain Pen.

Q5) a) With the help of diagram explain the scheduling context wrt “A Pure Flow Shop”. **[10]**

OR

b) Scheduling is a planning function and Expediting a control function. In a small firm, it was proposed to allocate both responsibilities to one person. Would you approve of such scheme? Give justification.



Total No. of Questions : 5]

SEAT No. :

P2167

[Total No. of Pages : 2

[5165]-311

M.B.A. (Semester - III)

OPERATION MANAGEMENT (SPL)

306 - OPE : Inventory Management

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Discuss the application of one type of Inventory in Insurance Sector. **[10]**

OR

b) Discuss the types of Inventory with corporate examples.

Q2) a) Discuss the application of P&Q system of Inventory Control in Manufacturing sector. **[10]**

OR

b) Explain Basic E.O.Q. model with practical examples of Industry.

Q3) a) How Recorder point with variable demand is carried out in Automobile sector. **[10]**

OR

b) “How JIT is carried out in industry”. Discuss with examples.

P.T.O.

Q4) a) Explain the application of Inventory Turn over ratio. (Write two examples.) **[10]**

OR

b) Discuss the benefit of JIT & their disadvantages.

Q5) a) Write a note on Material Management in JIT environment. **[10]**

OR

b) Discuss the application of make and buy decisions in Industry.



Total No. of Questions : 5]

SEAT No. :

P2168

[Total No. of Pages : 2

[5165]-312

M.B.A. (Semester - III)

BOS - HUMAN RESOURCE MANAGEMENT

305 - HR : Labour Laws (Theory)

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Discuss the Evaluation of Labour laws. State its importance.

OR

What are the different challenges in implementing Labour Laws?

Q2) What are the deductions from Wages which have been authorized by the Payment of Wages Act, 1936?

OR

Write short notes on the following under the payment of Bonus Act, 1965.

- a) "Set on" & "Set off" of Bonus.
- b) Available surplus & Allocable surplus.

Q3) Discuss the provisions with regard to Health under factories Act, 1948.

OR

Summarize the provisions of factories Act 1948 relating to 'Working Hours of Adult' & 'Employment of Young Person'.

P.T.O.

Q4) Explain the term contribution under Employee PF Act, 1952. Discuss the concept of Family Pension Fund scheme.

OR

Define the term - 'Basic Wages', 'Contribution', 'Employee' & 'Exempted Employee'?

Q5) Explain the term 'Partial Disablement'. When does an employer become liable to pay compensation under 'Workmens' compensation Act?

OR

What are the various benefits available to an insured person under Employee State Insurance Act, 1948.



Total No. of Questions : 5]

SEAT No. :

P2169

[Total No. of Pages : 2

[5165]-313

M.B.A. (Semester - III)

HUMAN RESOURCE MANAGEMENT (SPL)

306 - HR : Performance Management

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Explain ethical strategies in Performance management.

OR

- b) Performance appraisal is a tool of formal interaction between employee and the manager comment. Also explain it with three types of Performance appraisal.

Q2) a) Elaborate reward system and components of it.

OR

- b) In today's workplace arena management always wants to increase the productivity to have business progress. Comment and brief the process of managing performance.

Q3) a) To lead in the competitive business world the organisation need to adapt performance management effectively in the overall development of organisation. Comment. Elaborate with Example.

OR

- b) Discuss in detail essence and implications of performance management.

P.T.O.

Q4) a) Performance management is tough task in MNC's elaborate with different strategies used in MNC's.

OR

b) HR department is facing with lot of ethical issues. Give your own views on this statement.

Q5) a) Explain the corrective measures that need to be taken while implementing performance management.

OR

b) Discuss the difference between performance management & performance appraisal.



Total No. of Questions : 10]

SEAT No. :

P2170

[Total No. of Pages : 2

[5165]-314

M.B.A. (Semester - III)

305 - IB : INTERNATIONAL BUSINESS ECONOMICS

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Explain International Business Economics. Explain its scope and significance.

OR

Q2) What is Balance of Payment? Distinguish between. The Balance of Payment and Balance of Trade.

Q3) What is difference between Internal and International Trade? Explain the law of comparative Advantage of International Trade Theory.

OR

Q4) What is ohlin Theory? Explain its importance and scope.

Q5) Explain Trade Restrictions. Distinguish Tariff vs Quota.

OR

Q6) What is Foreign Exchange Market? Explain various types of Foreign Exchange Transactions.

P.T.O.

Q7) Explain Economic Theory of Exchange rate determination.

OR

Q8) Explain the International Resime for FDI and MNC.

Q9) What is nature of International Reserves? Explain Demand and Supply of International Reserves.

OR

Q10) Short notes on :

- a) IMF (International Monetary Fund)
- b) Euro currency Market.



Total No. of Questions : 5]

SEAT No. :

P2171

[Total No. of Pages : 2

[5165]-315

M.B.A. (Semester - III)

306 -IB : EXPORT DOCUMENTATION AND PROCEDURE

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Answer five questions.*
- 2) *All questions carry equal marks.*

Q1) a) Write the concept of International Trade. Explain the Trade barriers in International Trade.

OR

b) Explain the procedure and documentation in International Trade.

Q2) a) Explain the cargo insurance and claim procedure.

OR

b) Discuss the contract of export and Export order processing.

Q3) a) What is EXIM Bank? Explain its role in India.

OR

b) Explain the provision of RBI's exchange control manual.

Q4) a) What is the concept of 'Export promotion' and 'Export promotion scheme' in India?

OR

b) Write on 'Duty Exemption scheme' and 'Export promoting Institution'.

P.T.O.

Q5) a) Write short notes on (any two) :

- i) Customs role in International Trade.
- ii) Foreign Exchange Management.
- iii) Pre shipment Inspection.
- iv) Exeise duty in International Trade.

OR

b) Explain the major laws governing India's Export and Import Trade.



Total No. of Questions : 5]

SEAT No. :

P2172

[Total No. of Pages : 2

[5165]-316

M.B.A. (Semester - III) (Specialisation)

305 SCM : ESSENTIALS OF SUPPLY CHAIN MANAGEMENT

(2013 Pattern)

Time : 2 Hrs 30 Min.]

[Max. Marks : 50

Instructions to the candidates:

- 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) *Draw neat diagrams and illustrations supportive to your answer.*
- 6) *Your answer should be specific and to the point.*

Q1) a) What is supply Chain? Explain the concept and Logistics supply chains with suitable example. **[10]**

OR

b) Explain Physical distribution to Logistics to SCM. Discuss Physical Goods and Services Perspectives.

Q2) a) What is Push based Supply Chain? Explain Pull based strategy with example. **[10]**

OR

b) i) Write short note on Agile Supply Chain. **[5]**

ii) Write short note on Structure of a Supply Chain. **[5]**

Q3) a) Explain Impact of globalization and technological revolution. Discuss with suitable example. **[10]**

OR

b) Explain Total Supply chain impact of globalization and technological revolution.

P.T.O.

- Q4) a)** Discuss some of the inventory management practices organization adopt. For efficient supply chain with Suitable examples. **[10]**

OR

- b) i) Explain overview of customer focus and Demand Distribution management in supply chain. **[5]**
- ii) Procurement of supplier focus **[5]**

- Q5) a)** Explain the customer focused marketing and supply chain service outputs. Discuss. **[10]**

OR

- b) What is Customer Relationship Management.? Explain Value added service in detail.



Total No. of Questions : 5]

SEAT No. :

P2173

[Total No. of Pages : 2

[5165]-317

M.B.A. (Semester - III)

SUPPLY CHAIN MANAGEMENT SPECIALIZATION

306 : (SCM) - Logistics Management

(2013 Pattern)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Attempt all questions.*
- 2) *All questions carry equal marks.*

Q1) a) Discuss concept of Logistics Management with examples. [10]

OR

b) Explain & Discuss activities of logistics & value added role of logistics

Q2) a) Explain interface with operations, Manufacturing & marketing. [10]

OR

b) Explain integration of logistics along the supply chain.

Q3) a) What is cost perspective and level of optimality in analyzing logistics systems. [10]

OR

b) Discuss materials management Vs physical distribution. Give examples.

P.T.O.

Q4) a) Explain product relationship spatial relationship and intensity of involvement in logistics. **[10]**

OR

b) Discuss the concept of 4PL & 3PL?

Q5) a) Write a note on service capacity, waiting time & distribution channels. **[10]**

OR

b) Write short notes on (Any two 5 marks each) :

- i) Distribution channel
- ii) Service delivery systems
- iii) Waiting time
- iv) Service Productivity



Total No. of Questions : 5]

SEAT No. :

P2174

[Total No. of Pages : 2

[5165]-318

M.B.A. (Semester - III)

305 : RABM : Agriculture and Indian Economy

(2013 Pattern)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Answer five questions.*
- 2) *All questions carry equal marks.*

Q1) Discuss the concept of 'Green Revolution'. Explain the place of agriculture in Indian Economy.

OR

Describe the present position of Indian Agriculture.

Q2) What is the concept of 'Food Security'? Explain the provisions of 'Food Security Act'.

OR

Discuss 'Poverty' and 'Food Self - Sufficiency.'

Q3) Write short notes on (any two) :

- a) Soil conservation of Redamation.
- b) Fertilises & manners.
- c) Irrigation in the 12th plan.
- d) Dairy Development in present situation.

OR

Explain the multipurpose 'river valley project.'

P.T.O.

Q4) a) What is the concept of 'Land Reforms'? Explain its imports and scope in India.

OR

b) Define 'Farm efficiency'. Explain cooperative Farming.

Q5) a) Discuss 'Abolition of Bonded Labour' and 'unorganised sector employment'.

OR

b) What is the concept of 'Agriculture Labour'? Explain the present position of Agricultural Labour in India.



Total No. of Questions : 5]

SEAT No. :

P2175

[Total No. of Pages : 2

[5165]-319

M.B.A. (Semester - III)

306 RABM : RURAL MARKETING - I

(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 equal marks.*
- 4) *Your answers should be specific and to the point.*
- 5) *Support your answers with suitable live examples.*

Q1) a) How does rural marketing differ from urban marketing? What qualities should a rural marketer possess? **[10]**

OR

b) Explain in detail the Integrated, Innovative and Inclusive Growth Model.

Q2) a) Enumerate precisely the experiences and learnings from 'Case of HUL - Project Shakti'. **[10]**

OR

b) Explain the significance of "Uttam Bandhan" in the marketing strategy of Chambal Fertilizers.

Q3) a) "Rural consumers are brand loyal." Evaluate the statement and examine the innovation adoptability of rural consumers. **[10]**

OR

b) Explain the purchase process of consumers. How do marketers shape the decision of consumers at different stages of the process?

P.T.O.

Q4) a) Explain the significance and sources of information for decision making with reference to rural markets. **[10]**

OR

b) Explain the key decisions involved in rural marketing research.

Q5) a) Marketing approaches vary with degree of segmentation.” Discuss giving Indian examples. **[10]**

OR

b) Explain the concept Targeting and Positioning with examples.



Total No. of Questions : 5]

SEAT No. :

P2176

[Total No. of Pages : 2

[5165] -320

M.B.A. (Semester -III) (Specialisation)

**FBM: 305 - ESSENTIALS OF Family Business Management
(2013 Pattern)**

Time : 2½ Hours]

[Maximum Marks : 50

Instructions to the candidates:

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

Q1) a) Explain the competitive challenges and competitive advantages in family Business. **[10]**

OR

b) What do you mean by 'Uniqueness of family Business.

Q2) a) What do you mean by family culture? Explain the term "cultural blur" in family Business. **[10]**

OR

b) Explain the concept of family business life cycle with its different stages.

Q3) a) Explain the concept of 'Family communication' with its types. **[10]**

OR

b) Write short note on

- i) Family emotional intelligence
- ii) The family employment policy

Q4) a) Explain importance of outside experience versus working in family. in family Business. **[10]**

P.T.O

OR

b) Explain the human resource management issue faced in family Business.

Q5) a) What do you mean by non family managers? What are career opportunities present in family Business. **[10]**

OR

b) "A non family manager acts as bridge between CEO and outside advisors"
"Explain.



Total No. of Questions : 5]

SEAT No. :

P2177

[Total No. of Pages : 2

[5165] -321
M.B.A. -II (Semester -III)
306: FBM - MANAGING INNOVATION -I
(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.*
- 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) Write down myths surrounding creativity. Discuss them in brief. **[10]**

OR

b) Describe briefly how innovation is useful to energize business. What is business design?

Q2) a) Discuss Foster's 'S' curve. **[10]**

OR

b) Description in details of how familiarity matrix model is used for innovation.

Q3) a) What are implications for competition, innovation and competencies in a business? Discuss. **[10]**

OR

b) Explain the concepts value chain, value network, value shop by quoting an appropriate example.

P.T.O

Q4) a) Explain the concept of innovating experiences, battling commoditization in relation to portfolios and feelings. **[10]**

OR

b) How the need and feelings are identified in innovating and designing portfolios?

Q5) a) What is the meaning of spillovers in terms of business? Explain spillovers from competitors and suppliers. **[10]**

OR

b) Discuss the use of University and Government as sources of innovation.



Total No. of Questions : 5]

SEAT No. :

P2178

[Total No. of Pages : 4

[5165] -322

M.B.A. (Semester -III)

305- TM: FUNDAMENTALS OF TECHNOLOGY

SPECIALISATION MANAGEMENT

(2013 Pattern)

Time : 2½ Hours]

[Maximum Marks : 50

Instructions to the candidates:

- 1) Attempt all questions.
- 2) All questions carry equal marks.

Q1) a) Explain the relation between knowledge and technology. Give the levels of technology development. [10]

OR

b) Discuss the market based views and resource based views on Management.

Q2) a) What is Wealth creation? Explain the role of Technology in wealth creation. [10]

OR

b) Explain the evolution of Production Technology. Bring out the relationship between Technology and the National Economy.

Q3) a) Discuss the various aspects of bringing innovation to market. [10]

OR

b) Explain:- Productivity, Effectiveness and competitiveness.

Q4) a) Discuss the MOT guiding principles for managing enterprises. [10]

OR

b) Discuss what are the changes happening in Organizational forms and structures.

P.T.O

Q5) a) Give comparative analysis of competitiveness of India and China. **[10]**

OR

b) Explain standard of living. Also explain the various indices on competitiveness.



Total No. of Questions : 5]

SEAT No. :

P2179

[Total No. of Pages : 2

[5165] -323
M.B.A. (Semester -III)
306 TM: MANAGING INNOVATION -I
(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.*
- 4) *Figures to right indicate marks for that question/sub. question.*
- 5) *Your answers should be specific and to the point.*
- 6) *Support your answers with suitable examples.*

Q1) a) Business writer C.K. Prahalad believes much innovation in industries from financial and telecom services to health care and automobiles can come from developments in emerging markets such as India. What do you think? Why do innovations become essential and vital for business? **[10]**

OR

b) Research in motion, the company that developed the Blackberry wireless device fosters a culture of Innovation. Elaborate the above statement by explaining the functional sources of Innovation. **[10]**

Q2) a) i) Differentiate between Incremental and Radical Innovation. **[5]**
ii) Explain the disruptive Technological change model with example. **[5]**

OR

b) Explain the following models of Innovation. **[10]**
i) Foster's S curve
ii) Tushman -Rosenkopf technology life cycle model

P.T.O

Q3) a) Explain the concept of profit chain. How does an acquired competency result in increasing value for business? **[10]**

OR

b) Explain the following three distinct, value configurations required to understand and analyze firm level value creation logic across an industry. **[10]**

- i) The value chain
- ii) The value shop
- iii) The value network

Q4) a) "Rather than hoping their future will emerge from a collection of adhoc efforts, smart firms manage for" total innovation". Elaborate the statement in relation with managing innovation for established organization. **[10]**

OR

b) What are the factors that make impact on decision making for bringing innovations into life? Explain the innovation portfolio with examples. **[10]**

Q5) a) i) Explain the relationship between market need and technology improvement. **[5]**

ii) Explain the implications of value Network for innovation. **[5]**

OR

b) Write short note on (any two) **[10]**

- i) Resource allocation for Innovation
- ii) Managerial decision making and Disruptive Technological change.
- iii) Characteristic cost structures.



Total No. of Questions : 5]

SEAT No. :

P2180

[Total No. of Pages : 2

[5165] -401
M.B.A. (Semester -IV)
401 -MANAGING FOR SUSTAINABILITY
(2013 Pattern)

Time : 2½ Hours]

[Maximum Marks : 50

Instructions to the candidates:

- 1) *Answer five questions.*
- 2) *All questions carry equal marks -10.*

Q1) a) Discuss the corporate social responsibility and its impact on stakeholders. **[10]**

OR

b) Explain issues and oppertunities for business in socially and environmentally sensitive world.

Q2) a) What is the concept of 'Philosophical Development'? Explain Gandhian thought on sustainable development. **[10]**

OR

b) Discuss the stakeholders and the power they wield for sustainable development.

Q3) a) Discuss about the 'Study of business models for sustainable development in Indian perspectives. **[10]**

OR

b) What is the concept of 'Sustainability reporting'. Explain the content of sustainability reports.

Q4) a) Explain the role and composition of the board of corporate Governance. **[10]**

P.T.O

OR

- b) Write short notes on (any two):
- i) Role of SEBI
 - ii) Provisions of RBI
 - iii) Corporate Governance code
 - iv) CEO/CFO certification

Q5) a) What is the nature of Business Ethics? Explain ethical practices in management. **[10]**

OR

- b) Explain Ethics in work life and the Holistic relationship between man and nature.



Total No. of Questions : 5]

SEAT No. :

P2181

[Total No. of Pages : 2

[5165] -402
M.B.A. (Semester -IV)
MARKETING MANAGEMENT SPECIALISATION
403 (MKT) - Services Marketing
(2013 Pattern)

Time : 2½ Hours]

[Maximum Marks : 50

Instructions to the candidates:

- 1) Answer five questions.*
- 2) All questions carry equal marks -(10)*

Q1) Define the term 'services'. Explain the various characteristics of services.

OR

Explain the extended marketing mix in 'services' and give reasons for these three elements.

Q2) What is the relationship between customer/consumer perception, customer/consumer satisfaction and service quality?

OR

Discuss the steps involved SERVQUAL, and critical incident model.

Q3) Write short notes on any two:

- a) Services of Hotel
- b) Waiting lines
- c) Service design

OR

Describe the designing service delivery process.

Q4) What is internal marketing? Explain its relevance in service business.

OR

Describe the customer's role in service delivery and strategies to manage it.

P.T.O

Q5) What are the problems in service marketing due to intangibility characteristics?

OR

Discuss the seven(7) P's of sport marketing.



Total No. of Questions : 5]

SEAT No. :

P2182

[Total No. of Pages : 2

[5165] -403
M.B.A. (Semester -IV)
404- SALES & DISTRIBUTION MANAGEMENT
(2013 Pattern)

Time : 2½ Hours]

[Maximum Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.*
- 2) Each questions has an internal option.*
- 3) Each questions carries 10 marks.*
- 4) Your answer should be specific and to the point.*
- 5) Support your answers with suitable live examples.*

Q1) a) What is sales management? Explain the strategic roles objectives of sales management.

OR

b) Explain in detail the vertical, horizontal and multichornal marketing systems.

Q2) a) Explain different types of sales organisational structure.

OR

b) Explain What are the pre-requisist of a good compensation plan. Explain different types of compensation plans.

Q3) a) What is the sales forecasting? Explain sales forecasting method in detail.

OR

b) What do you mean by sales control? Explain various method of sales control.

P.T.O

- Q4)** a) Write short notes
- i) C & F Agents
 - ii) Types of wholesalers

OR

- b) Explain the significance and importance of franchise, what is the process of appointing franchisee.

- Q5)** a) Define Retailing explain nature and functions of Retailing.

OR

- b) What is retailer promotion. Explain different elements of retailer promotion.



Total No. of Questions : 5]

SEAT No. :

P2183

[Total No. of Pages : 2

[5165] -404
M.B.A. (Semester -IV)
403 -(FIN) INTERNATIONAL FINANCIAL
(2013 Pattern)

Time : 2½ Hours]

[Maximum Marks : 50

Instructions to the candidates:

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

Q1) What is Globalization & financial integration? How information technology & financial integration help in process of Globalization.

OR

What are the reasons behind international (overseas funding) and what are risks associated with overseas funding?

Q2) Explain internal techniques of Hedging.

OR

Discuss currency forwards and currency futures.

Q3) What are the various methods of raising resources by borrowers in international market.

OR

What are the participants in Global capital market? Describe their roles.

Q4) Explain various types of bonds in international band market.

OR

What are syndicated loans? Explain the process in practice for syndicated loans and also the players in syndicated loans.

P.T.O

Q5) Discuss the objectives, scope of Indian Accounting standards (Ind AS) on foreign transactions.

OR

Write short notes on (any one)

- a) International Receivables Management
- b) International Cash Management



Total No. of Questions : 5]

SEAT No. :

P2184

[Total No. of Pages : 2

[5165] -405

M.B.A.

404:Fin: CORPORATE FINANCE (Specialisation -IV)
(2013 Pattern)

Time : 2½ Hours]

[Maximum Marks : 50

Instructions to the candidates:

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

Q1) a) Corporate investment and financial Decisions are integral part of Good governance of the firm.

OR

b) What are the primary objective and goals of corporations.

Q2) a) Following is the condensed in come statement of a firm for the current year.

Particulars	Rs.
Sales Revenue	5,00,000
Less. Operating costs.	3,00,000
Less. Interest costs	12,000
Earning Before taxes.	1,88,000
Less. Taxes (40%)	75,200
Earning after taxes	1,12,800

The firms existing capital structure consists of Rs.1,50,000/- equity funds having 15% cost and of Rs. 1,00,000/- 12% debt;. Determine the Economic value added during the year.

P.T.O

OR

- b) Two firms xyz Ltd and ABC Ltd are identical in all respects except leverage in capital structure. xyz Ltd has 10% Rs.3,00,000 debentures. Both the firms have the same Earning before interest & Tax of Rs. 50,000/- The equity capitalisation rate of xyz Ltd is 16% and ABC Ltd 12.5% you are required to calculate the total value of each firm.

- Q3)** a) Elaborate the need, benefits and approaches of value based management system.

OR

- b) Define the concept of corporate governance. Write down the various models of corporate governance.

- Q4)** a) From the following information of a firm calculate share price based on Walter's model and also say whether you are satisfied with the current dividend policy or not? If not why?

- i) Earnings per share -Rs.4/-
- ii) Dividends per share -Rs.3/-
- iii) IRR - 10%
- iv) Return required by shareholder -15%

OR

- b) The following data relate to a firm

- i) Earnings per share -Rs.10/-
- ii) Capitalisation Rate -14%
- iii) Retention Ratio =40%

Determine share price using Gordon's Model if IRR is 15%, 14% and 10%.

- Q5)** a) Define 'Corporate Restructuring'. What are the various reasons for restructuring and the board areas of restructuring?

OR

- b) Elaborate the various techniques of corporate restructuring.



Total No. of Questions : 5]

SEAT No. :

P2185

[Total No. of Pages : 2

[5165] -406
M.B.A. (Semester -IV)
403 -IT: SOFTWARE PROJECT MANAGEMENT
(Credit Course) (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.*
- 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 answer with suitable live examples.*
- 7) *Draw neat diagrams and illustrations supportive to your answer.*

Q1) a) Explain in detail different types of contracts in Software Project Management. **[10]**

OR

b) What is the difference between software Engineering and SPM? Explain PDLC in detail.

Q2) a) Explain the steps done in project evaluation done in software project management. **[10]**

OR

b) Explain the process of cost benefit analysis.

Q3) a) Describe the factors that influence the Quality of Software product. **[10]**

OR

b) What are the various cost estimation Techniques? Explain COCOMO model in detail.

P.T.O

Q4) a) What is meant by Risk Management. [10]

OR

b) What are the types of the Risks in IT industries? How they are managed in Software Project Management.

Q5) a) Explain MS-Project in detail and difference between CPM/PERT [10]

OR

b) Explain the importance of using a Project Management Software.



Total No. of Questions : 5]

SEAT No. :

P2186

[Total No. of Pages : 2

[5165]-407

M.B.A. (Semester - IV)

404 IT : ENTERPRISE RESOURCE PLANNING

(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question carries 10 marks.*

Q1) Explain ERP architecture in detail & list out various features of ERP.

OR

What return can be expected from an ERP investment? How long does it take for most companies to see return on an ERP investment?

Q2) Explain ERP life cycle in detail, also discuss various projects of ERP.

OR

Define Business Process Re-engineering? What are the three important concepts of BPR? Why BPR is needed?

Q3) What are the typical capabilities required in benefits payroll from an ERP? How do ERP solution help this.

OR

Explain typical sales order management cycle? How does an ERP system support such cycle?

Q4) What are the new models of developing ERP? Explain some new technologies that made ERP more effective.

OR

What are the different types of portals? Discuss benefits of a portal.

P.T.O.

Q5) Arvind Mills retail venture Megamart has decided to undergo ERP solution for growing their retail business. ERP solution provider would support Arvind Mills by giving a platform to manage its retail processes from supply chain to stores. Arvind is expecting to increase its inventory turns and improve its forecast accuracy with the ERP solution implementations.

Discuss the case of ERP implementation with reference to following main components of retail ERP solution :

- a) Master Data
- b) Merchandise planning, procurement, and replenishment.
- c) Supply chain management.
- d) Managing pricing and promotions.
- e) Point of sale integration
- f) Reports/KPIs/Exception alerts.
- g) Store operations
- h) Retail planning
- i) Specialized segments requirements.

OR

Consumer Goods Industry is not one industry and has several segments under this like : Food and Beverage Apparel/Textile, Footwear, Non-Food FMCG products, consumer Electronics.

Again each of these segments can be divided into several sub-segments, each having their own specific requirements. From an ERP solution. For an example, 'Food and Beverage' segment can have several subsegments like. Fresh foods, Beverage, Dairy, Packaged foods etc. Discuss above case with respect to 'Industry Requirements' and 'Expectation for ERP solutions' in this industry.



Total No. of Questions : 5]

SEAT No. :

P2187

[Total No. of Pages : 2

[5165]-408

M.B.A. (Semester - IV)

403 OPERATIONS STRATEGY

Operation Management (Core)

(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 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) *Draw neat diagrams and illustrations supportive to your answer.*
- 6) *Your answer should be specific and to the point.*

Q1) a) Define operation strategy. Explain its impact & linkage with corporate strategy. [10]

OR

b) Explain the preface of operations strategy in today's global economy? [10]

Q2) a) Briefly describe various strategic issues associated with manufacturing. [10]

OR

b) Write short notes :

i) Strategic integration [5]

ii) Concept of value chain. [5]

Q3) a) Explain various issues related with implementation of Operations Strategy in any organization? [10]

OR

b) Explain the concept of change management with relation to operation's strategy? [10]

P.T.O.

Q4) a) Describe various Operational approaches with regards to Strategic Resource Management. **[10]**

OR

- b) i) Explain SRM Delivery Systems. **[5]**
ii) Explain Key Performance Indicator **[5]**

Q5) a) Briefly describe the concept of ERP & its importance in decision making. **[10]**

OR

- b) Enumerate the role of IT while framing an operation's strategy of any organization? **[10]**



Total No. of Questions : 5]

SEAT No. :

P2188

[Total No. of Pages : 2

[5165]-409

M.B.A. (Semester - IV)

**404 (OPE) : TOTAL QUALITY MANAGEMENT
(2013 Pattern)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What is 'quality'? Explain Goods and service quality.

OR

b) Explain quality policy, Quality circle and formulation of quality goals.

Q2) a) Explain the quality philosophy of Juran and Taguchi.

OR

b) Explain the quality philosophy of Cros by and Ishikawa.

Q3) a) What is Quality function Deployment? Explain its implementation.

OR

b) Write short notes on (any two) :

- i) Flow charts
- ii) Tally charts
- iii) Regression Analysis
- iv) Histograms

P.T.O.

Q4) a) Discuss on 'Six Sigma Quality'; and p - charts and e-charts.

OR

b) Explain oc-curve and Average outgoing quality limit.

Q5) a) What is the concept of ISO-9000-2000? Explain quality management Award.

OR

b) Explain National Quality Award and Deming Prize.



Total No. of Questions : 5]

SEAT No. :

P2189

[Total No. of Pages : 2

[5165]-410

M.B.A. (Semester - IV)

403 - HR : INDUSTRIAL RELATIONS

Specialization : Human Resource Management
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define Industrial Relations. Write scope & objectives of Industrial Relations? [10]

OR

b) Discuss Industrial Relations concept with any two approaches of Industrial Relations. [10]

Q2) a) Explain the Machineries to solve Industrial Dispute under Industrial Dispute Act 1947. [10]

OR

b) Define Industrial Relations. Enumerate Powers & Duties of conciliation officers. [10]

Q3) a) Define Trade Union. Explain the functions & problems of Trade Union. [10]

OR

b) Explain the procedure for Registration of Trade Union Under. T.U. Act 1926. [10]

P.T.O.

Q4) a) Elaborate the provisions of Health & Welfare of contract Employee Mentioned in Contract Labour Act 1970. **[10]**

OR

b) Explain the silent features of Industrial Employment (Standing Order) Act 1946. **[10]**

Q5) a) What is Worker's Participation in Management? Why it has not been uniformly accepted in Industrial sector in India? **[10]**

OR

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

- i) Process of collective Bargaining.
- ii) Works Committee.
- iii) Illegal strike & Lock Out.
- iv) Licensing Process of Contractors.



Total No. of Questions : 5]

SEAT No. :

P2190

[Total No. of Pages : 2

[5165]-411

M.B.A. (Semester - IV)

**404 (HR) : STRATEGIC HUMAN RESOURCE MANAGEMENT
(2013 Pattern)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each questions carries 10 marks.*

Q1) a) Define 'strategic HRM' along with its objectives and importance.

OR

b) Differentiate between traditional HRM and SHRM.

Q2) a) Explain different types of HR strategies and criteria for an effective HR strategy.

OR

b) How in an organisation formulate, conduct and implement HR strategies in their respective organisation.

Q3) a) Explain succession planning in an organisation with respect to its elements and challenges of succession planning.

OR

b) What are competencies? How do competencies differ from skills and development?

P.T.O.

Q4) a) Describe the strategies for improving organisation and effectiveness.

OR

b) Elaborate employee engagement strategy.

Q5) a) How an organisation handle compensation issues?

OR

b) Elaborate HR-strategy in International context.



Total No. of Questions : 5]

SEAT No. :

P2191

[Total No. of Pages : 1

[5165]-412

M.B.A. (Semester - IV)

403 IB : INTERNATIONAL BUSINESS ENVIRONMENT

(2013 Pattern) (Theory)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory with internal choice within the questions.*
- 2) *Each question carries 10 marks.*

Q1) What do you understand by World Trade Protectionism?

OR

Elaborate the framework for analyzing the International Business Environment.

Q2) Discuss the Pattern & Structure of Foreign Investment.

OR

Elaborate the Positive & Negative effect of Foreign Investment.

Q3) Explain in detail UNCTAD with its Objectives & Functions.

OR

What is Agreement on Textile & Clothing? Explain it along with various provisions.

Q4) Examine the concept of International collaborative arrangement & strategic alliance.

OR

What is MNC? Discuss the involvement of MNC in international Business.

Q5) Explain the Emerging Developments & other Issues in International Business.

OR

Explain - Structure & functioning of European Commission (EC).



Total No. of Questions : 5]

SEAT No. :

P2192

[Total No. of Pages : 2

[5165]-413

M.B.A. (Semester - IV)

404 (IB) : INDIAN ECONOMY AND TRADE DEPENDENCIES
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Answers five questions.*
- 2) *All questions carry equal marks (10 marks).*

Q1) a) What is National Income? Explain the trends in National Income and structure since 1991.

OR

b) What is the concept of 'Trade Policy'? Explain the recent changes in Trade Policy.

Q2) a) Explain the 'Economic Reforms' and 'Reduction of poverty' in India.

OR

b) What is the concept of 'Regional Disparities'? How the measures has taken to remove Regional Disparities?

Q3) a) What is 'Out sourcing'? Explain small sector Industrial Policy in India.

OR

b) Explain the review of Industrial Growth under 10th (Tenth) five year plan.

Q4) a) Discuss about the Growth and structure of India's Foreign Trade Since 1991.

P.T.O.

OR

- b) Write short notes on (any two) :
- i) Balance of payment.
 - ii) Foreign investments.
 - iii) Role of special Economic zone.
 - iv) Composition of India's Foreign Trade

Q5) a) Discuss the role between WTO and India.

OR

- b) What is 'Global Trade'? Explain the present position of India in Global Trade.



Total No. of Questions : 5]

SEAT No. :

P2193

[Total No. of Pages : 2

[5165]-414

M.B.A. (Semester - IV)

**403 (SCM) : STRATEGIC SUPPLY CHAIN MANAGEMENT
(2013 Pattern)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Answer five questions.*
- 2) *All question carry equal marks.*

Q1) Explain the supply chain strategies for product Development and Market Development.

OR

Illustrate supply chain strategies for 'Diversification and 'organisational capability'

Q2) Explain impact of 'customer needs' and 'impact of uncertainty'.

OR

Discuss 'multiple products' and customer segments for strategic fits.

Q3) What is 'strategic scope'? How to expand it in SEM.

OR

Explain 'Maximize company profit perspective' and 'Maximize supply chain surplus perspective'.

Q4) What is collaborative Advantage? State frame work for strategic Allianus.

OR

Give the idea of out sourcing. Explain core competencies.

P.T.O.

Q5) Write short notes on (any two) :

- a) Ethical sc
- b) Intelligent system
- c) Organisational sc challenges
- d) Globalisation

OR

Explain 'Strategies for the future supply chain challenges.



Total No. of Questions : 5]

SEAT No. :

P2194

[Total No. of Pages : 2

[5165]-415

M.B.A. (Semester - IV)

404 (SCM) KNOWLEDGE MANAGEMENT IN SUPPLY CHAINS

Supply Chains Management (Core)

(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 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) *Draw neat diagrams and illustrations supportive to your answer.*
- 6) *Your answer should be specific and to the point.*

Q1) a) Explain in detail the framework of IT in supply chain? **[10]**

OR

b) Write short notes:

- i) Transaction management **[5]**
- ii) Supplier relationship management **[5]**

Q2) a) i) Explain the importance of information systems in supply chain?**[5]**

- ii) Risk & Challenges in implementing supply chain information system. **[5]**

OR

b) Briefly describe the classification of supply chain information system.**[10]**

Q3) a) Write short note :

- i) Impact of technology on supply chain. **[5]**
- ii) Web enabled supply chain. **[5]**

OR

b) Enumerate the various improvements in organizational process with relation to technology adoption. **[10]**

P.T.O.

Q4) a) Explain the impact of E-business on supply chain management. [10]

OR

b) Briefly describe the benefits of E-supply chain to Small and Medium Enterprises. [10]

Q5) a) Write Short Note on

i) GPRS [5]

ii) Image processing [5]

OR

b) Explain the concept of ERP in detail? [10]



Total No. of Questions : 5]

SEAT No. :

P2195

[Total No. of Pages : 2

[5165]-416

M.B.A. (Semester - IV)

403 (RABM) : RURAL CREDIT & FINANCE

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory with internal choice.*
- 2) *All questions carry equal marks. (Ten Marks)*

Q1) a) 'Agriculture Development' & 'Economic Development go hand in hand. Elaborate the statement. **[10]**

OR

b) Characteristics of Indian Agriculture are far different from the characteristics of developed countries Agriculture - Comment. **[10]**

Q2) a) Write a detailed note on 'Classification of Agriculture Finance. **[10]**

OR

b) State various financial intermediaries in Agriculture. Explain the functions of them. **[10]**

Q3) a) What are primary level credit institutions? Discuss various problems faced by them. **[10]**

OR

b) Explain the 'Apex co-operative Bank structure. State & describe their functions. **[10]**

P.T.O.

- Q4) a)** Write Notes on (any two) : **[10]**
- i) Risk & Uncertainty Theory
 - ii) Seven P's of credit
 - iii) Principle of crop loan.

OR

- b) Explain in detail principle of 'Microfinance' & 'Macro Finance'. **[10]**

- Q5) a)** State & Explain various delivery channels & actor's involved in 'Rural Finance'. **[10]**

OR

- b) Write a detailed note on 'Triangle of Micro finance'. **[10]**



Total No. of Questions : 5]

SEAT No. :

P2196

[Total No. of Pages : 1

[5165] - 417

M.B.A. (Semester - IV)

404 - RABM : RURAL MARKETING - II

(2013 Pattern)

Time : 2½ hour]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Discuss product strategy & their types.

OR

Explain the significance of product strategies Discuss product Innovation strategies.

Q2) How are pricing policies decided. Explain concept of pricing strategy.

OR

Explain Pricing by retailers are product life cycle strategies.

Q3) Explain the significance of Distribution decision.

OR

Discuss direct verses indirect decision & Direct Marketing Vs Indirect marketing.

Q4) Discuss the concept of retailing in rural. Explain types of retail outlets.

OR

Explain Retailing by urban player & PPP models.

Q5) Discuss the objectives & framework of IMC.

OR

What is Rural Advertising. What is communication media role in strategy.



Total No. of Questions : 5]

SEAT No. :

P2197

[Total No. of Pages : 1

[5165] - 418
MBA (Semester - IV)
403 - FBM : ESSENTIALS OF FAMILY BUSINESS
MANAGEMENT - II
(2013 Pattern)

Time :2.30 hour]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) What are the responsibilities of Board of Directors towards company ?

OR

b) What do you mean by "effective governance of shareholders"

Q2) a) Explain in detail 'Boundries between the board and the family council'.

OR

b) Explain the different polices to be made to respond to complexities in cousin companies.

Q3) a) What are factors that can resist the succession planning ?

OR

b) What ingredients in next generation can be considered for responsible leadership.

Q4) a) Why CEO is called as architect of governance?

OR

b) Discuss the concept of 'Transfer of power' in Family Bussiness.

Q5) a) Discuss the term changing the culture and what are the raw materials of a new culture?

OR

b) Discuss Inter generational growth in entrepreneurial families.



Total No. of Questions : 5]

SEAT No. :

P2198

[Total No. of Pages : 1

[5165] - 419

M.B.A. (Semester - IV)

404 FBM : MANAGING INNOVATION -II

(2013 Pattern)

Time :2.5 hours]

[Max. Marks :50

Instructions:

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

Q1) Explain the generic strategies for World Wide innovation. **[10]**

OR

Discuss the various methods of globalizations that lead to innovations in Business

Q2) Describe the Entry Strategies of product life cycle and value stock. **[10]**

OR

What is the role of technology Transfer and commercialization in innovation for emerging economies ?

Q3) Explain how public complementary Assets and Network Externalities of government help in innovations. **[10]**

OR

Why a National Government role necessary in innovation? Explain the necessary factors.

Q4) Explain the concept of innovation in services. What are the types of innovation in services? **[10]**

OR

Write short note on (any two)

- a) Customer Satisfaction and Loyalty Measurement
- b) Customer Mind Mapping
- c) Customer Ecosystem Mapping

Q5) Give an overview of national innovation sysetm of Brazil. **[10]**

OR

Explain the business/process innovation and social innovation of India.



Total No. of Questions : 5]

SEAT No. :

P2199

[Total No. of Pages : 2

[5165] - 420

M.B.A. (Semester - IV)

SPECIALIZATION TECHNOLOGY MANAGEMENT

403 TM: Technology Competition and Strategy

(2013 Pattern)

Time :2½ hours]

[Max. Marks :50

Instructions to the candidate:

- 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 answers.*

Q1) a) Explain the consequences of technology change with respect to creation of new products and changes in value chain. **[10]**

OR

- b) Explain the following concepts.
- i) Technology opportunity.
 - ii) Appropriability
 - iii) Resource requirements
 - iv) collateral assets.

Q2) a) Explain the importance of technology intelligence. Also explain external and internal technology intelligence. **[10]**

OR

- b) Criticise. "The emerging technologies, particularly, 'Nano technology' and generic engineering 'will have a major impact on industry and on all walks of life.

Q3) a) Can outsourcing create Innovative Business model? Explain outsourcing of the logistics activities as growth engine for innovative business model. **[10]**

OR

- b) Explain the following methods of strategic analysis.
- i) X - Y co-ordinate positioning method
 - ii) Market growth market share analysis matrix

Q4) a) Elaborate key principles underlying technology strategy with examples. **[10]**

OR

- b) Explain the performance characteristics of technology strategy and how it affects share holders and stake holders.

Q5) a) What are the risks of collaborative a activities? **[10]**

OR

- b) What is a collaborative arrangements? What are the new trends in collaborative arrangements.



Total No. of Questions : 5]

SEAT No. :

P2200

[Total No. of Pages : 1

[5165] - 421
M.B.A. (Semester - IV)
404TM - MANAGING INNOVATIONS - II
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Neat diagrams must be drawn wherever necessary.*
- 3) *Figures to the right side indicate full marks.*
- 4) *Assume suitable data if necessary.*

Q1) a) Explain Globalization in context of Innovation. Discuss Generic strategies for worldwide Innovation. **[10]**

OR

b) Explain Acquisition and Mergers. Write note on strategic alliances and Licensing.

Q2) a) Discuss about technology transfer and Commercialization. What is value stock? **[10]**

OR

b) What are product specificity and its entry strategies for later stages of PLC?

Q3) a) What is the National government role in Innovations? Why is it necessary? **[10]**

OR

b) How are Innovations (R and D) financed? What is the effect of politics and government on financing R and D.

Q4) a) Explain the Importance of Innovation in service organization? Discuss the types of innovation in services. **[10]**

OR

b) Discuss –CI-3 Frameworks. State its benefits

Q5) a) Write note on Business innovations and Process Innovations. **[10]**

OR

b) Explain overview of National innovations of Brazil, Denmark, USA.

