

Total No. of Questions : 5]

SEAT No. :

**P1336**

[Total No. of Pages :12

**[5365]-101**

**M.B.A.**

**101 : ACCOUNTING FOR BUSINESS DECISIONS**

**(2013 Revised Pattern) (Semester - I)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1) a)** Distinguish between Financial Accounting and Management Accounting.

OR

b) Explain the classification of costs according to the functions and behaviour along with examples.

**Q2) a)** Following is the Trial Balance of Mr. Sole Trader as on 31<sup>st</sup> March 2016. You are required to prepare Trading and Profit & Loss account and Balance sheet for the year ended 31<sup>st</sup> March 2016.

Trial Balance

| Particulars           | Dr. (Rs.) | Cr. (Rs.) |
|-----------------------|-----------|-----------|
| Sales                 |           | 3,00,000  |
| Plant and Machinery   | 1,20,000  |           |
| Rent, Rates and Taxes | 20,000    |           |
| Sales Returns         | 30,000    |           |
| Freight               | 4,000     |           |
| Bills Receivables     | 70,000    |           |
| Opening stock         | 1,20,000  |           |

**P.T.O.**

| Particulars           | Dr. (Rs.) | Cr. (Rs.) |
|-----------------------|-----------|-----------|
| Purchases             | 2,30,000  |           |
| Discount paid         | 5,000     |           |
| Interest on Bank loan | 5,000     |           |
| Salaries              | 70,000    |           |
| Cash in hand          | 5,000     |           |
| Purchase Returns      |           | 10,000    |
| Bank Loan             |           | 1,50,000  |
| Capital               |           | 1,81,500  |
| Bills Payable         |           | 66,000    |
| Legal charges         | 500       |           |
| General Expenses      | 8,000     |           |
| Cash at Bank          | 20,000    |           |
| Total                 | 7,07,500  | 7,07,500  |

Adjustments:

- i) Closing stock was valued at Rs. 1,20,000.
- ii) Interest on Bank loan was outstanding Rs. 7,000.
- iii) Depreciate plant and machinery @ 10%.
- iv) Mr. Sole Trader has withdrawn the goods worth Rs. 20,000 for personal use and accountant has not given the effect of the same.

OR

- b) Following is the Trial Balance of Mr. Poonawala who is Sole Trader as on 31<sup>st</sup> March 2016. You are required to prepare Trading and profit and Loss Account and Balance Sheet as on 31<sup>st</sup> March 2016.

| Dr.                  |        | Cr.                        |        |
|----------------------|--------|----------------------------|--------|
| Particulars          | Rs.    | Particulars                | Rs.    |
| Wages                | 6,000  | Sales:                     |        |
| Drawings             | 2,000  | Cash Sales                 | 8,000  |
|                      |        | Credit Sales               | 18,000 |
| Purchases            | 18,000 | Capital                    | 34,000 |
| Sales Returns        | 300    | Discount earned            | 340    |
| Office Furniture     | 4,000  | Purchase Returns           | 460    |
| Building             | 12,000 | Reserve for Doubtful Debts | 1,500  |
| Office Expenses      | 800    | Sundry Creditors           | 2,800  |
| Advertisement        | 500    | Bank overdraft             | 1,300  |
| Opening stock        | 5,000  | Income from Investment     | 250    |
| Rent                 | 400    |                            |        |
| Commission           | 200    |                            |        |
| Bills Receivables    | 800    |                            |        |
| Travelling Expenses  | 250    |                            |        |
| Salaries             | 350    |                            |        |
| Bad debts            | 190    |                            |        |
| Cash in hand         | 1,800  |                            |        |
| Postage              | 50     |                            |        |
| Freight on Purchases | 210    |                            |        |
| Investments          | 2,000  |                            |        |
| Fuel and Power       | 800    |                            |        |
| Debtors              | 11,000 |                            |        |
|                      | 66,650 |                            | 66,650 |

Adjustments:

- i) Closing stock was Rs. 8,200.
- ii) Depreciation provided on building and on furniture @ 10%.
- iii) Rent was outstanding Rs. 120.
- iv) Provision for doubtful debts is to be maintained at 5%.
- v) Income in the form of Interest accrued but not received Rs. 50.
- vi) Goods worth Rs. 100 were distributed as free samples.

**Q3) a)** Following is the record of receipts and issues of a particular material in factory during April, May and June 2016.

- i) On 2<sup>nd</sup> April, purchased 40,000 units @ Rs. 4 P.U.
- ii) On 20<sup>th</sup> April, purchased 5,000 units @ Rs. 5 P.U.
- iii) On 5<sup>th</sup> May, 20,000 units were issued.
- iv) On 10<sup>th</sup> May, purchased 60,000 units @ Rs. 6 P.U.
- v) On 12<sup>th</sup> May, 40,000 units were issued.
- vi) On 2<sup>nd</sup> June, 10,000 units were issued.
- vii) On 15<sup>th</sup> June, again 10,000 units were issued.
- viii) On 16<sup>th</sup> June, purchased 45,000 units @ Rs. 5.50 P.U.
- ix) On 20<sup>th</sup> June, 30,000 units were issued.

Write up a stores ledger as per LIFO method and find out the closing balance.

OR

b) A company has three production Departments namely P1, P2 and P3 and one Service Department namely S1.

The indirect expenses are as follows:

|       |         |
|-------|---------|
| P1 :- | Rs. 825 |
| P2 :- | Rs. 100 |
| P3:-  | Rs. 955 |
| S1 :- | Rs. 620 |

Details of additional expenses are as follows:

| Particulars                       | Amt. (Rs.) |
|-----------------------------------|------------|
| Repairs of plant & machinery      | 1,500      |
| Depreciation of plant & machinery | 1,000      |
| Rent                              | 5,000      |
| Lighting                          | 500        |
| Insurance of plant                | 1,000      |
| Supervision charges               | 4,000      |
| ESI contribution                  | 500        |
| Motive Power                      | 2,000      |

Following are the other details related to production and service departments.

| Particulars            | P1     | P2     | P3    | S1    |
|------------------------|--------|--------|-------|-------|
| Area Sq. Ft.           | 100    | 150    | 90    | 160   |
| Number of workers      | 15     | 10     | 9     | 16    |
| Direct wages           | 5,000  | 8,000  | 5,000 | 2,000 |
| Value of plant         | 25,000 | 10,000 | 8,000 | 7,000 |
| Number of light points | 10     | 5      | 6     | 4     |
| KWH                    | 2,000  | 5,000  | 6,000 | 7,000 |

Prepare statement showing allocation and apportionment of overheads.

- Q4)** a) Write advantages of the system Budgetary Control.  
 b) Following data are available in a company for yearly period.

| Particulars  | (Rs.) Amt. in lakhs |
|--|---------------------|
| i) <u>Fixed Expenses</u>                           |                     |
| Wages and salaries                                 | 9.5                 |
| Rent, Rates and Taxes                              | 6.6                 |
| Depreciation                                       | 7.4                 |
| Admit Expenses                                     | 6.5                 |
| ii) <u>Semivariable Expenses</u> (at 50% capacity) |                     |
| Repairs  | 3.5                 |
| Indirect Labour                                    | 7.9                 |
| Sales department salaries                          | 3.8                 |
| Sundry admin salaries                              | 2.8                 |
| iii) <u>Variable Expenses</u> (at 50% capacity)    |                     |
| Direct Material                                    | 21.7                |
| Labour   | 20.4                |
| Other expenses                                     | 7.9                 |
| Total  | 98.0                |

Other information:

- i) Assume all fixed expenses remain constant for all levels of production.
- ii) Semi-variable expenses remain constant in between 45% to 65% capacity and increases by 10% in between 65% to 80% capacity.
- iii) Sales at various levels:

(Amts in lakhs)

60% capacity :- 120

75% capacity :- 150

Prepare a Flexible Budget and Forecast the profit at 60% and 75% capacity.

OR

- a) Explain in brief Labour variances.
- b) Calculate Material Price Variance and Material Mix variance from the following information.

Standard Mix for 100 units is as under:

Material A : 110 kg @ Rs. 4.50 per kg

Material B : 90 kg @ Rs. 5.40 per kg

Actual Mix for 450 units is as under:

Material A : 500 kg @ Rs. 5.00 per kg

Material B : 400 kg @ Rs. 5.50 per kg

- Q5)** a) Write a brief note on cost-volume profit Analysis.  
b) Following details are related to a particular company.

| Period                       | Sales (Rs.) | Profit/Loss (Rs.) |
|------------------------------|-------------|-------------------|
| 1 <sup>st</sup> Half         | 7,00,000    | 10,000            |
| 2 <sup>nd</sup> Half         | 9,00,000    | 30,000            |
| Calculate: i) P/V Ratio      |             |                   |
| ii) Fixed Cost               |             |                   |
| iii) Break Even point in Rs. |             |                   |

OR

- a) What are the merits of marginal costing.
- b) Following are the details of a particular company for the year 2015 and 2016.

| Particulars | 2015 (Rs.) | 2016 (Rs.) |
|-------------|------------|------------|
| Sales       | 8,10,000   | 10,26,000  |
| Profit      | 21,600     | 64,800     |

- Calculate: i) P/V Ratio
- ii) Fixed Cost
- iii) Profit or Loss where sales are Rs. 6,48,000



Total No. of Questions :5]

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**[5365]-101**

**M.B.A.**

**ACCOUNTING FOR BUSINESS DECISIONS**

**(2013 Pattern) (Semester - I)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

- 1) All the 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)** Explain the Role of Financial Accounting in Business organization.

OR

b) “Accounting concepts and conventions are the Basis on which all the Accounting system are Based” Elaborate.

**Q2) a)** What do you mean by the term financial statements. Explain in relations to proprietary firm.

OR

b) What are the various objectives of financial statements. Explain in Details.



- Q3) a)** Mr X furnishes the following data relating to the manufacture of standard product during the month of April 2010.

|                          | Rs.                      |
|--------------------------|--------------------------|
| Raw material consumed    | 60,000                   |
| Direct labour charges    | 36,000                   |
| Machines Hours Worked    | 3,600                    |
| Machine Hours Rate       | 5                        |
| Administrative overheads | 20% on work cost         |
| Selling overheads        | Rs. 1 per unit           |
| Units Produced           | 10,000                   |
| Unit Sold                | 9,000 at Rs. 20 per unit |

You are required to prepare a cost sheet from the above showing:

- i) Cost per unit
- ii) Profit per unit sold and profit for the period

OR

- b) All the Direct / Indirect items of expenses of a company are classified under following heads.
- i) Production
  - ii) Administration
  - iii) Selling
  - iv) Distribution
  - v) Applicable to all four classes of the above
  - vi) To be omitted from costing Records

State under which the following “Nature as expenses” would generally be placed and write down the Appropriate Match in “Classification” Column.

| Sr. No. | Nature of Expenses             |
|---------|--------------------------------|
| A       | Factory labourer’s wages       |
| B       | Carriage Inward                |
| C       | Advertisements                 |
| D       | Works Manager’s Salary         |
| E       | Storekeeper’s salary           |
| F       | Plant Maintenance              |
| G       | Carriage outward               |
| H       | Maintenance of Cranes & Hoists |
| I       | Lubricating oil                |
| J       | Dividend                       |
| K       | Cost of free samples           |
| L       | Discount Allowed               |
| M       | Rent                           |
| N       | Income tax                     |
| O       | Cleaning materials             |
| P       | Commission to Travellers       |

**Q4) a)** ABC Co. Ltd. has recorded the following transactions of material during the month of Sept. 2014.

| Date     | Particulars   | Quantity | Rate  |
|----------|---------------|----------|-------|
| 01/09/14 | Opening Stock | 300      | 9.7   |
| 05/09/14 | Purchases     | 250      | 9.8   |
| 05/09/14 | Issues        | 400      |       |
| 14/09/14 | Purchases     | 300      | 10    |
| 16/09/14 | Issues        | 200      |       |
| 25/09/14 | Purchases     | 150      | 10.50 |
| 26/09/14 | Issues        | 150      |       |

Calculate closing stock as on 30/09/14 on the basis of FIFO method

OR

- b) Modern company Ltd. has three production Departments X, Y & Z and two service Departments A & B. The following figures extracted from the records of the company

|                           |            |                  |            |
|---------------------------|------------|------------------|------------|
| Rent & Rates              | Rs. 5,000  | General Lighting | Rs. 600    |
| Indirect wages            | Rs. 1,500  | Power            | Rs. 1,500  |
| Depreciation on Machinery | Rs. 10,000 | Sundries         | Rs. 10,000 |

The following further details are available.

| Particulars         | Total    | X      | Y      | Z        | A     | B     |
|---------------------|----------|--------|--------|----------|-------|-------|
| Floor Space (Sq ft) | 10,000   | 2,000  | 2,500  | 3,000    | 2,000 | 500   |
| Light Points (No)   | 60       | 10     | 15     | 20       | 10    | 5     |
| Direct wages Rs.    | 10,000   | 3,000  | 2,000  | 3,000    | 1,500 | 500   |
| HP of Machine       | 150      | 60     | 30     | 50       | 10    |       |
| Value of Machine    | 2,50,000 | 60,000 | 80,000 | 1,00,000 | 5,000 | 5,000 |

Apportion the cost to various Departments on most equitable basis.

- Q5) a)** The company furnishes you the following Income Information for the current year Dividend in two sub pairs.

| Particular    | First Half   | Second Half   |
|---------------|--------------|---------------|
| Sales         | Rs. 8,10,000 | Rs. 10,26,000 |
| Profit Earned | Rs. 21,600   | Rs. 64,800    |

Calculate:

- Profit volume Ratio
- Fixed Cost
- Amount of profit or loss when sales are Rs. 6,48,000
- Amount of sales Required to earn a profit of Rs. 1,08,000

OR

- b) A company is expecting to have Rs. 32,000 cash in hand on 1.4.2005 and it requests you to prepare Cash Budget for the three Months, April to June 2005. The following informations is supplied to you.

| Month    | Sales (Rs.) | Purchase (Rs.) | Wages (Rs.) | Expenses (Rs.) |
|----------|-------------|----------------|-------------|----------------|
| February | 70,000      | 44,000         | 6,000       | 5,000          |
| March    | 80,000      | 56,000         | 9,000       | 6,000          |
| April    | 96,000      | 60,000         | 9,000       | 7,000          |
| May      | 1,00,000    | 68,000         | 11,000      | 9,000          |
| June     | 1,20,000    | 62,000         | 14,000      | 9,000          |

Other Information:

- i) Period of credit allowed by supplier in two months.
- ii) 25% of sales is for cash and the period of credit allowed to customer for credit sales is one month.
- iii) Delay in payment of wages & expenses one month.
- iv) Income Tax Rs. 2,8000 is to be paid in June 2005.



Total No. of Questions : 5]

SEAT No. :

**P1337**

**[5365]-102**

[Total No. of Pages : 2

**M.B.A.**

**ECONOMIC ANALYSIS FOR BUSINESS DECISIONS**

**(2013 Pattern) (Semester - I) (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) *Support your answers with suitable live examples.*
- 7) *Draw neat diagrams and illustrations supportive to your answer.*
- 8) *Use of calculator is permitted (as applicable).*

- Q1) a) i) Explain Circular Flow of economic activity in a two-sector model. [5]**  
ii) State the role of 'Invisible Hands' in price mechanism. [5]

**OR**

- b) i) What is Principal-Agent problem and how can it be minimized? [4]  
ii) Explain maximizing, satisficing & optimizing strategies. [6]

- Q2) a) How Price and output are determined under Monopoly in Short-run and Long-run? [10]**

**OR**

- b) How would the demand curve (with respect to price) of the following commodities look like and why? Draw suitable diagrams to explain. [10]
- i) Life saving drugs
  - ii) Safety pins
  - iii) Designer watches
  - iv) Beedi
  - v) Readymade apparels

**P.T.O.**

- Q3)** a) i) Why cost curves are 'U' in shape? [5]  
ii) "Diversification is a tool of Risk Management". Justify with suitable example. [5]

**OR**

- b) i) From the following information find amount of profit earned during the year using Marginal Costing technique. [5]  
Fixed Cost = Rs. 2,50,000/-  
Variable Cost = Rs. 10 per unit  
Output level = 75,000  
Selling price = Rs. 15 per unit  
ii) How Hedging is used in Foreign Exchange Risk Management? [5]

- Q4)** a) Explain in detail the SEBI guidelines for Primary markets. How does SEBI protect the interest of investors? [10]

**OR**

- b) i) How stock exchanges have evolved in India? [5]  
ii) Is speculation essential in Stock Exchange? [5]

- Q5)** a) i) What do you understand by Revenue Account and Capital Account in Union Budget of India? [6]  
ii) Differentiate between Fiscal Deficit and Revenue Deficit. [4]

**OR**

- b) What is World Trade Organization? Explain its role and functions. [10]



Total No. of Questions :5]

SEAT No. :

**P1338**

[Total No. of Pages :3

**[5365] - 103**

**M.B.A.**

**103 : LEGAL ASPECTS OF BUSINESS**

**(2013 Pattern) (Semester - I)**

*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 carry 10 marks.*

**Q1) a)** Abhay is designing the advertisement campaign for a detergent powder. For the campaign, he needs slogans highlighting the product. Towards this, he offers to an artist, Manu, Rs. 5000 to generate five slogans. Manu accepted the offer by signing the offer document and returning it to Abhay. Manu collects an advance of Rs. 500 but fails to deliver slogan. Abhay realises that he is likely to get a much wider and better selection of slogans from the large number of people. Thus he puts up an advertisement in the newspaper soliciting slogans from the public. The slogans are to be sent to his address. The sender which qualities will be sent a packet of the washing powder. Abhay gets a large number of responses. **[10]**

- i) When Manu fails to deliver slogans what are the rights of Abhay? Justify your Answer.
- ii) When Abhay made the offer to public then which type of contract is formed? Justify your Answer.

OR

- b)
  - i) 'A' contracts to pay 'B' Rs. 2 lakhs, if B's house is burnt.
  - ii) 'A' agrees to pay 'B' a sum to money if 'B's slip sinks.
  - iii) A gree to pay B a sum of money if it rains. From the above contracts, which type of contract it would be? Justify your answer and give the defination.

**[10]**

**P.T.O.**

**Q2) a)** 'X' contracted with Y to sell an air conditioner for Rs. 25,000. The purchase order provided that the money was to be paid in advance and ownership of the air conditioner was to pass to 'Y' only after X had installed it at Y's premises to Y's satisfaction. In the course of installing, the air conditioner got damaged. [10]

- i) Who would bear the loss? Why?
- ii) When ownership would be transferred? Justify your answer.
- iii) Explain transfer to property with example.

OR

**b)** Mrs. C was shopping in a Mall. The goods in her trolley were scanned and put in a bag. She gave a Credit card for payment but the credit cards did not work. She told the cashier that she would come later, pay and pick up her bag. The manager of Mall took her address and contact number. In the evening, instead of going back to the shop, Mrs. C did her shopping in another Mall. [10]

- i) Is the ownership of goods transferred? Justify your answer.
- ii) If Mrs. C does not want the goods, then as you are the manager of the mall, what action will you take? Justify your answer.

**Q3) a)** P took a car from a motor car dealer. According to the terms of the contract P has to pay monthly instalment of Rs. 8,000 per month. As an advisor which negotiable instrument you will suggest to P? Why? Explain the different types of instruments under N.I. Act, 1881. [10]

OR

**b)** Mr. 'S' written "Four months after date, I promise to pay to Mr. 'R' or to his order the sum of Rupees One lakh for value received." and signed by Mr 'S' on 21<sup>st</sup> July 2013 which instrument Mr 'S' should use for such transactions? Describe this instrument and write the essentials for this instrument. [10]

**Q4) a)** The five members want to start their company in Tea plantation business in Assam state. Write Memorandum of association for this company. What are the documents required to incorporate the private company. [10]

OR

**b)** "Memorandum of Association is the most important charter of a company". Explain the statement. Write the memorandum of Association with its clauses for any one product in Maharashtra state. [10]



**Q5)** Write short notes on any two.

**[10]**

- a) Jurisdiction of District Forum.
- b) Definition of copy right.
- c) Duties of certifying Authority under IT Act.
- d) Restrictive trade Practice.
- e) Digital signature.



Total No. of Questions : 5]

SEAT No. :

P2741

[Total No. of Pages : 3

[5365]-104

M.B.A. (Semester - I)

104 : BUSINESS RESEARCH METHODS

(2013 Pattern) (CBCS)

Time : 2½ Hours]

[Max. 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) Make suitable assumptions where ever required.

**Q1)** a) What is business research? Explain with examples emerging trends in business research. [10]

OR

b) With suitable example explain the various elements of a research proposal. [10]

**Q2)** a) What is descriptive research design? What are its types and state its advantages? [5]

OR

b) i) What is hypothesis? List down the characteristics of a good hypothesis. [5]

ii) State the dependent and independent variable for any one of the following situations : [5]

A) Advertising expenses and sales.

B) Employee training and Employee productivity.

**Q3)** a) Are the following nominal, ordinal, interval or ratio data? Explain your answers [10]

i) Temperature measured on Celsius scale

ii) Weight of a brick

P.T.O.

OR

- b) Prepare a questionnaire for any one of the following situation. [10]
- i) To conduct a survey on customer satisfaction of washing machine.
  - ii) To study the consumer buying preferences for a four wheeler(car)  
Note: Make necessary assumptions.

- Q4)** a) Explain following term with example. [10]
- i) Systematic sampling
  - ii) Cluster sampling
  - iii) Judgement sampling
  - iv) Quota sampling

OR

- b) What is error sampling? Explain sampling and Non-sampling error. [10]

- Q5)** a) Draw Histogram of the following data and find mode graphically. [10]

| Profit per shop | 0-100 | 100-200 | 200-300 | 300-400 | 400-500 | 500-600 |
|-----------------|-------|---------|---------|---------|---------|---------|
| No. of shops    | 12    | 18      | 27      | 24      | 12      | 7       |

OR

- b) The marketing manager of a telecommunications company is reviewing the results of a study of potential users of a new cell phone. The study used a random sample of 200 respondents and was conducted in a metropolitan area representative of the company's target market area. The marketing manager is intrigued by one table which is a cross tabulation of data on whether target consumers would buy a phone (Yes (or) No) and whether the cell access to the internet (Yes (or) No). Table represents this cross tabulation "Can the marketing manager infer that an association exists between internet access and buying the cell phone?"

Two-way tabulation of internet access and whether customers would buy cellular phone.

| Internet Access | Would buy cellular phone |     |       |
|-----------------|--------------------------|-----|-------|
|                 | Yes                      | No  | Total |
| Yes             | 80                       | 20  | 100   |
| No              | 20                       | 80  | 100   |
| Total           | 100                      | 100 | 200   |

Given 5% level of significance, critical value of  $\chi^2$  for 1 degree of freedom is 3.84 and  $\chi^2$  calculated is 72. State Null and Alternate hypothesis and interpret the result. **[8]**

- b) ii) A researcher found that the correlation coefficient between price of Tea and price of Coffee is 0.929. Interpret the result. **[2]**



Total No. of Questions : 5]

SEAT No. :

**P1339**

[Total No. of Pages : 2

**[5365]-105**

**M.B.A.**

**105: ORGANIZATIONAL BEHAVIOUR  
(2013 Pattern) (Semester-I) (CBCS)**

*Time : 2 ½ Hours]*

*[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.*
- 8) *Use of calculators is permitted (as applicable).*

**Q1) a)** Justify the statement “Human Behaviour is generally predictable so there is no need of formal study of “OB”. **[10]**

OR

b) Summarize theoretical framework for understanding organizational behaviour. **[10]**

**Q2) a)** Briefly , give an illustration of an inequity that a manager of a small scale industry might experience? How would the manager try to attain equity in this situation? **[10]**

OR

b) “Happy Employees are more productive. “Discuss the statement in terms of job satisfaction. **[10]**

**Q3) a)** What problems might surface in teams at each level of group development model? **[10]**

OR

**P.T.O.**

- b) Differentiate the leadership styles with corporate examples.
- i) Democratic leader and participative leader. [5]
  - ii) Laissez faire leader and Autocratic leader. [5]

- Q4)** a) Differentiate the following cultures with suitable examples.
- i) Strong culture and weak culture. [5]
  - ii) Soft culture and hard culture. [5]

OR

- b) “Workplace spirituality promotes strong organizational culture”.Discuss the statement. [10]

- Q5)** a) Illustrate the rapid forces of change in the 21<sup>st</sup> century? [10]

OR

- b) With the help of i) Sensitivity training ii) survey feedback OD interventions, how HR manager will bring change in the attitude of employees? [10]



Total No. of Questions : 5]

SEAT No :

**P 1340**

**[5365]-106**

[Total No. of Pages : 2

**M.B.A.**

**106 : BASICS OF MARKETING  
(2013 Pattern) (Semester-I) (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 indicates marks for that question / sub question.*
- 5) *Your answer should be specific and to the point.*
- 6) *Support your answers with suitable live eg.*
- 7) *Draw neat diagrams & illustrations supportive to your answer.*

**Q1) a)** Marketing orientation goes beyond selling”. Critically examine the statement with an emphasis on marketing orientation & selling orientation. **[10]**

OR

- b) Referring the concept of Marketing mix, draw marketing mixes for the following - any one.
- i) A travel agency specializing in luxury holidays & their wealthy clients.
  - ii) General Insurance Company.
  - iii) Cold drink manufacturer.

**Q2) a)** i) Discuss the need of consumer behaviour study in current business scenario. **[5]**  
ii) Compare “Desktop purchase behaviour” with respect to individual buying & industrial buying. **[5]**

OR

- b) Describe the process you might go through to obtain the following products in terms of consumer buying behaviour (any one). **[10]**
- i) Washing machine.
  - ii) A flat on rent.
  - iii) A movie ticket.

**P.T.O.**

**Q3) a)** Why is it important for the organizations to have sound understanding of marketing environment? Discuss elements of micro-environment with appropriate examples. **[10]**

OR

- b) Undertake the macro environmental analysis for any one of the following markets.
- i) The automobile market.
  - ii) The multiple retail grocery market.
  - iii) The airline industry.

**Q4) a)** “Market segmentation is important for target of markets, and target markets are important for product positioning.” Elaborate the statement in the context of the following (any one). **[10]**

- i) Health Club.
- ii) Internet Banking.
- iii) DTH Services.

OR

- b) Enlist & discuss which market segment bases might be most applicable with justification (any one).
- i) A fashion retailer segmenting for women’s wear.
  - ii) A commercial radio station specializing in dance music.
  - iii) A hotel like Marriot segmenting the down market.

**Q5) a)** What is ‘Product’? Elaborate various types of consumer goods & industrial goods in details with appropriate eg. **[10]**

OR

- b) Discuss the concept of product mix with the help of any one of the following.
- i) A company offering ayurvedic cosmetics.
  - ii) An apparel manufacturing company catering to the age group 1 yr. -14 yrs.
  - iii) A multispeciality hospital.





Total No. of Questions : 5]

SEAT No :

**P 1341**

**[5365]-201**

[Total No. of Pages : 2

**M.B.A.**

**201 : MARKETING MANAGEMENT  
(2013 Pattern) (Semester - II)**

*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)** Classify the new product as per Booz Allen & Hamilton classification Scheme. Define brand Discuss the various brand elements. **[10]**

OR

b) Explain PLC concept with proper diagram and its relevance to marketing decision? **[10]**

**Q2) a)** What do you mean by Price? Discuss the competitor based pricing methods. **[10]**

OR

b) Which pricing strategy will you adopt for following products? Why. **[10]**

- i) Greeting cards
- ii) eco friendly washing machine

**P.T.O.**

**Q3) a)** Write note on franchising with its advantages & disadvantages. [10]

OR

b) Which direct marketing alternatives are available for manufacturer to sell their products in the market? [10]

**Q4) a)** Explain the concept of IMC? Discuss the importance of integrated Marketing communication in today's marketing environment. [10]

OR

b) Define Advertising. Describe advantages & disadvantages of print media. [10]

**Q5) a)** Elaborate need and importance of marketing planning. [10]

OR

b) Why marketing evaluation is essential for a company? Write note on marketing audit. [10]

**x x x**

Total No. of Questions :5]

SEAT No. :

**P1342**

**[5365]-202**

[Total No. of Pages : 11

**M.B.A.**

**202 : FINANCIAL MANAGEMENT  
(Revised 2013 Pattern)**

*Time : 2½ 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 of questions.*
- 4) *Use of simple calculator is permitted.*

**Q1) a)** Define Financial Management and briefly describe the various goals of financial management. **[10]**

OR

b) Explain the key strategies of financial management in detail. **[10]**

**Q2) a)** The ratios of two (MNC) multinational company are given for the year ended 31<sup>st</sup> March 2014. Interpret these ratios and also comment on the financial performance of these companies. **[10]**

| RATIOS                  | ABIL LTD | SUBK LTD |
|-------------------------|----------|----------|
| Current Ratio           | 0.83     | 0.96     |
| Quick Ratio             | 0.33     | 0.39     |
| Debt to equity          | 0.43     | 0.76     |
| (%) Gross profit margin | 3.76     | 6.73     |
| (%) Net profit margin   | 3.21     | 4.24     |

OR

b) Prepare statement showing working capital changes and F and flow statement. **[10]**

| Particulars   | 2004      | 2005      | Particulars  | 2004      | 2005      |
|---------------|-----------|-----------|--------------|-----------|-----------|
| Share capital | 10,00,000 | 12,00,000 | Fixed Assets | 18,00,000 | 20,50,000 |
| Gen. reserve  | 5,00,000  | 6,00,000  | Investments  | 2,00,000  | 2,50,000  |
| P/L Account   | 1,00,000  | 1,50,000  | Stock        | 5,00,000  | 7,00,000  |
| Debentures    | 5,00,000  | 5,00,000  | Debtors      | 5,85,000  | 6,40,000  |
| Creditors     | 9,00,000  | 10,50,000 | Cash         | 15,000    | 10,000    |
| Prepaid       |           |           |              |           |           |
| Dividend      | 1,00,000  | 1,50,000  |              |           |           |
|               | 31,00,000 | 36,50,000 |              | 31,00,000 | 36,50,000 |

**P.T.O.**

Additional Information :

- i) During the year 2005 depreciation was charged on fixed assets amounted to Rs. 2,50,000.
- ii) Final dividend for the year 2004 was paid in the year 2005 amounting to Rs. 1,00,000.

- Q3) a)** A firm having cost of capital of 10% and presently considering two exclusive proposals 'X' and 'Y' for the investment. The details are as follows : **[10]**

| Particulars                                | Project 'X' | Project 'Y' |
|--|-------------|-------------|
| Investments                                | 15,00,000   | 15,00,000   |
| <u>Cash inflows at the end of the year</u> |             |             |
| 1  | 1,00,000    | 6,50,000    |
| 2  | 2,50,000    | 6,00,000    |
| 3  | 3,50,000    | 6,00,000    |
| 4  | 5,50,000    | 5,75,000    |
| 5  | 7,50,000    | 5,25,000    |

P.V. factors @ 10%

(1<sup>st</sup> yr - .909, 2<sup>nd</sup> yr-0.826, 3<sup>rd</sup> yr-0.751, 4<sup>th</sup> yr-0.683, 5<sup>th</sup> yr-0.621)

Calculate :

- i) Pay back period
- ii) Net present value

OR

- b)** A company has started a new project which is having cost of Rs. 50,000 and life of 5 years. Salvage value is Nil, tax rate for the company is 55% and it follows Straight line Method (SLM) of depreciation. The Cash Flows Before Tax (CFBT) are as follows : **[10]**

| Year | Cash flows before tax |
|------|-----------------------|
| 1    | Rs. 10,000            |
| 2    | Rs. 11,000            |
| 3    | Rs. 20,000            |
| 4    | Rs. 30,000            |
| 5    | Rs. 35,000            |

Calculate :

- i) Pay back period
- ii) Average Rate of Return

- Q4) a)** Calculate the working capital requirements to manufacture 1,20,000 units of output for a year from the following information : **[10]**

| Particulars   | Cost per unit (Rs) |
|---------------|--------------------|
| Raw Material  | 20                 |
| Direct Labour | 5                  |
| Overheads     | 10                 |
| Total costs   | <u>35</u>          |
| Profit        | 10                 |
| Selling Price | 45                 |

**Additional Information**

- i) Minimum cash balance is Rs. 20,000
- ii) On an average stock of raw materials is held for 2 months
- iii) Finished goods are held for an average one month.
- iv) Credit extended by suppliers 2 months and 2 months credit is given to debtors
- v) Cash sales are 25% of total sales.
- vi) Delay in payment of wages one month
- vii) Half a month delay in payment of overheads

NOTE : (For the calculation of WIP consider Raw Materials 100% and overheads and direct labour 50%)

OR

- b) Income statement as of March 31<sup>st</sup> 2006 of a company xyz Ltd is as follows : **[10]**

| Particulars   | Amount (Rs) |
|---------------|-------------|
| Sales         | 10,50,000   |
| Variable cost | 7,67,000    |
| Fixed cost    | 75,000      |
| EBIT          | 20,8,000    |
| Interest      | 1,10,000    |
| Taxes (30%)   | 29,400      |
| Net Income    | 68,600      |

Calculate :

- i) Operating Leverage
- ii) Financial Leverage
- iii) Combined Leverage

**Q5) a)** Explain with suitable examples the different factors which determines the requirement of working capital. **[10]**

OR

b) Briefly explain the various capital structure theories. **[10]**



Total No. of Questions :5]

**P1342**

**[5365]-202**

**M.B.A.**

**202 : FINANCIAL MANAGEMENT  
(Revised 2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) Use only accounting calculators.*
- 2) All questions are compulsory.*
- 3) Figures to the right indicate marks.*

**Q1) a)** What are the goals, objective and functions of finance management. Describe the various modern approaches to financial management. **[10]**

OR

b) Explain the main functions and key strategies used by a financial manager. **[10]**

**Q2) a) i)** The following are the summarized trial balance of XYZ Ltd as on 31-12-2015 and 2016 respectively. You are required to prepare statements showing.

- 1) The net increase in working capital during the year 2016
- 2) The sources and application of funds during the year. Taxation has been and is to be ignored.

| Particulars             | 31-12-2015 |          | 31-12-2016 |          |
|-------------------------|------------|----------|------------|----------|
|                         | Dr         | Cr       | Dr         | Cr       |
|                         | (Rs)       | (Rs)     | (Rs)       | (Rs)     |
| 1. Issued share capital |            | 2,00,000 |            | 2,00,000 |
| 2. Capital Reserve      |            |          |            | 47,600   |
| 3. 5.5% debentures      |            |          |            | 50,000   |

| Particulars                   | 31-12-2015 |          | 31-12-2016 |          |
|-------------------------------|------------|----------|------------|----------|
|                               | Dr         | Cr       | Dr         | Cr       |
|                               | (Rs.)      | (Rs.)    | (Rs.)      | (Rs.)    |
| 4. Debenture Discount         |            |          | 1000       |          |
| 5. Free holds                 |            |          |            |          |
| - At cost                     | 1,12,500   |          |            |          |
| - At revaluation              |            |          | 1,51,000   |          |
| 6. Plant and machinery        |            |          |            |          |
| at cost                       | 2,48,000   |          | 2,96,000   |          |
| 7. Provision for depreciation |            |          |            |          |
| of plant & machinery          |            | 1,14,200 |            | 1,25,350 |
| 8. Current assets             | 1,86,150   |          | 1,78,950   |          |
| 9. Current Liabilities        |            | 1,09,250 |            | 82,550   |
| 10. Balance on P & L A/C      |            | 92,200   |            | 1,22,000 |
| from previous year            |            |          |            |          |
| 11. Net profit for the year   |            | 29,800   |            | 36,850   |
| 12. Dividend paid for the     |            |          |            |          |
| year 2016                     |            |          | 20,000     |          |
| 13. Provision for doubtful    |            |          |            |          |
| debts                         |            | 1200     |            | 1350     |
| 14. Trade investment at cost  |            |          | 18,750     |          |
|                               | 5,46,650   | 5,46,650 | 6,65,700   | 6,65,700 |

Further information

- 1) The capital reserve as on 31-12-2016 represented :
  - i) The profit on sale for cash of one of the free hold property.
  - ii) The surplus arising on the revaluation of the remaining free holds.



- 2) During the year 2016 machinery costing Rs. 24,000 (Accumulated depreciation Rs. 15,500) was sold for Rs. 10,300.
- 3) On 1<sup>st</sup> July 2016 debentures worth Rs. 50,000 were issued for cash at a discount of Rs. 1500.
- 4) The Net Profit for the year 2016 is arrived at after crediting profit on the sale of machinery and after charging debenture interest and writing off debenture discount Rs. 500. [5]

- ii) What is the purpose of cash flow Analysis. Enumerate any two differences between cash flow and fund flow Analysis. [5]

OR

- b) i) Interpret the following Ratios [5]

|                       | ABC Ltd. | XYZ Ltd. |
|-----------------------|----------|----------|
| 1. Current Ratio      | 2:5      | 2:5      |
| 2. Liquid Ratio       | 1:1      | 2:1      |
| 3. Gross Profit Ratio | 20%      | 30%      |

- ii) Explain in detail the meaning, Nature, objective and limitation of Financial Analysis. [5]

**Q3) a)** PQR Ltd is considering investing in a project that is expected to cost Rs. 12 Lakhs. The expected cash inflows (Before Tax and depreciation are given below). The company is using straight line method of depreciation Calculate :

- i) Pay Back period
- ii) NPV if capitalization Rate is 10%

Cash in flow (before tax and dep.)

| Year | Rs.       |
|------|-----------|
| 1    | 3,00,000  |
| 2    | 3,00,000  |
| 3    | 4,50,000  |
| 4    | 4,50,000  |
| 5    | 7,50,000  |
|      | 22,50,000 |

The present value factor @ 10% are year 1- 0.909 year 2-0.826 year 3-0.751  
year 4-0.683 year 5-0.621 **[10]**

OR

- b) A Firms whose cost of capital is 10% is considering two mutually exclusive proposals x and y. The details of which are as follows : **[10]**

| Particulars              | Project X (Rs.) | Project Y (Rs.) |
|--------------------------|-----------------|-----------------|
| Investments cash inflows | 15,00,000       | 15,00,000       |
| at the end of :          |                 |                 |
| 1                        | 1,00,000        | 6,50,000        |
| 2                        | 2,50,000        | 6,00,000        |
| 3                        | 3,50,000        | 6,00,000        |
| 4                        | 5,50,000        | 5,75,000        |
| 5                        | 7,50,000        | 5,25,000        |
|                          | 35,00,000       | 44,50,000       |

Calculate :

- i) Profitability index 10% Capitalization Rate
- ii) Average Rate of Return

**Q4) a)** A proforma cost sheet of a company are as follows :

| Particulars         | Cost per unit (Rs) |
|---------------------|--------------------|
| Raw materials       | 52.0               |
| Direct labour       | 19.5               |
| Overheads           | 39.0               |
| Total cost per unit | 110.5              |
| Profit              | 19.5               |
| Selling price       | 130.5              |

Additional Information :

Average raw materials in stock is one month; average material in process-half month; credit allowed by supplier-one month; credit allowed to debtors-two months; Time lag in payment of wages-one and half weeks overheads-one month;  $\frac{1}{4}$ <sup>th</sup> of the sales are on cash basis-expected month; cash balance Rs. 1,20,000. Prepare a statement showing working capital requirements to finance a level of activity of 70,000 units of output.

[10]

OR

- b) The Board of Directors of ABC Ltd requests you to prepare a statement showing the working capital requirements for a level of activity of 1,56,000 units production using the following information.

| Particulars            | Per unit (Rs) |
|------------------------|---------------|
| Raw materials          | 90            |
| Direct labour          | 40            |
| Overheads              | 75            |
| Total cost             | 205           |
| Profit                 | 60            |
| Selling price per unit | 265           |

- i) Raw materials are in stock on an average 1 month
- ii) Materials are in process 100% consumption on an average two weeks.
- iii) Finished goods are in stock on an average one month.
- iv) Credit allowed by suppliers one month.
- v) Time lag in payment from debtors two months.
- vi) Lag in payment of wages 1½ weeks.
- vii) Lag in payment of overheads one month. 20% of the output is sold against cash. Cash in hand and bank expected Rs. 60,000. Assume that production is carried on evenly throughout the year, wages and overheads accrue similarly and a time period of 4 weeks is equivalent to a month. For calculating WIP consider overhead and wages @ 50% and Raw material 100%. **[10]**

**Q5) a) i)** Calculate the weighted average cost of capital using the following information X Ltd has the following capital structure

| Particulars                             | (Rs)     |
|---|----------|
| 1) Equity share capital [20,000 shares] | 4,00,000 |
| 2) 6% Preference share capital          | 1,00,000 |
| 3) 8% Debenture capital                 | 3,00,000 |
|   | 8,00,000 |

Additional information :

The market price of equity share is Rs. 20. It is expected that the company will pay a current dividend of Rs. 2 per share which will grow @ 7% forever. Rate of Tax 40% [5]

- ii) What are the various types of cost of capital? Explain any two uses of cost of capital. [5]

OR

- b) i) From the following information calculate WACC on the basis of weights assigned as per

- 1) Book value
- 2) Market value

Cost of equity 18%; cost of long-term debt 8% [post tax]; cost of preference capital 14%

| Source of capital  | Book value | Market value |
|--------------------|------------|--------------|
|                    | Rs.        | Rs.          |
| Equity capital     | 5,00,000   | 7,50,000     |
| Long term debt     | 4,00,000   | 3,75,000     |
| Preference capital | 1,00,000   | 1,00,000     |
|                    | 10,00,000  | 12,25,000    |

[5]

- ii) Explain the Net income Approach of capital structure using suitable graph and example. [5]



Total No. of Questions : 5]

SEAT No. :

**P1343**

[Total No. of Pages :2

**[5365] - 203**

**M.B.A.**

**203 - HRM : HUMAN RESOURCE MANAGEMENT**

**(2013 Pattern) (Semester - II)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1)** Define 'Human Resource Management'. What is the importance of HRM in the present global scenario?

OR

What are the strategic functions of HRM understood and implemented in the company? Discuss.

**Q2)** Explain selection. Discuss the steps involved in selection process.

OR

Explain in detail the current recruitment sources available with the HR manager.

**Q3)** "Training is important for improving employees motivation and organisational efficiency". Discuss.

OR

Discuss the strategic role of management development programme in the growth of an organisation in detail.

**P.T.O.**

**Q4)** Describe the concept of performance Appraisals. Discuss its relevance for employees compensation?

OR

Define compensation and state the various components of compensation?

**Q5)** Discuss employee's organisational exit in detail.

OR

Explain the concept of Employee Relations and state its importance in an organisation.



Total No. of Questions : 5]

SEAT No :

**P 1344**

**[5365]-204**

[Total No. of Pages :4

**M.B.A.**

**204 : DECISION SCIENCE  
(2013 Pattern) (Semester-II)**

*Time : 2½ Hours]*

*[Max. 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 the LPP by graphical method

**[10]**

$$\text{Minimize } Z = 12.5x + 15y$$

Subject to

$$2x + 1.5y \geq 30$$

$$x + 1.5y \geq 18$$

$$x, y \geq 0$$

OR

b) Solve following maximization transportation Problem by MODI Method, table shows profit per unit at each distribution center W, X, Y & Z. [10]

|        | W   | X   | Y   | Z   | Supply |
|--------|-----|-----|-----|-----|--------|
| A      | 12  | 18  | 6   | 25  | 200    |
| B      | 8   | 7   | 10  | 18  | 500    |
| C      | 14  | 3   | 11  | 20  | 300    |
| Demand | 180 | 320 | 100 | 400 |        |

**P.T.O.**



**Q2) a)** Vehicle arrives at Petrol pump with mean rate of 30 per hour. The time required to serve a customer has an exponential distribution with mean of 90 seconds. Find the following. **[10]**

- i) Probability that Server is busy
- ii) Probability that vehicle should not wait
- iii) Average waiting time of customer.
- iv) Average number of customer in the system
- v) Average queue length?

OR

**b)** Following is the daily demand to a coca cola bottles as per past experience **[10]**

|              |      |      |      |      |      |      |
|--------------|------|------|------|------|------|------|
| Daily demand | 0    | 10   | 20   | 30   | 40   | 50   |
| Probability  | 0.02 | 0.19 | 0.16 | 0.45 | 0.13 | 0.05 |

Estimate average balance stock, if the manager decides to keep 30 Coca cola bottles. Use following random numbers 47, 88, 15, 91, 57, 67, 11, 54, 60, 89

**Q3) a)** A businessman has 3 alternative actions, that he can take. Each of these follows 4 possible events. The conditional pay offs for each action event combination are as under **[10]**

| Actions | EVENTS |   |    |   |
|---------|--------|---|----|---|
|         | W      | X | Y  | Z |
| I       | 4      | 0 | -5 | 3 |
| II      | -2     | 6 | 9  | 1 |
| III     | 7      | 3 | 2  | 4 |

Find optimal decision under

- i) Maximin criterion
- ii) Regret criterion
- iii) Laplace criterion
- iv) Hurwicz Alpha Criterion (Alpha = 0.55)

OR

- b) Find the optimum strategies for A & B in the following game. Also obtain value of game [10]

|              |    | B's Strategy |    |    |    |
|--------------|----|--------------|----|----|----|
|              |    | B1           | B2 | B3 | B4 |
| A's Strategy | A1 | 2            | -2 | 4  | 1  |
|              | A2 | 6            | 1  | 12 | 3  |
|              | A3 | -3           | 2  | 0  | 6  |
|              | A4 | 2            | -3 | 7  | 1  |

- Q4) a)** The activities of the project and estimated time in days for each activity are given below [10]

| Activity         | 1-2 | 2-3 | 2-4 | 2-5 | 3-7 | 4-5 | 4-7 | 5-6 | 6-7 |
|------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Duration in days | 3   | 4   | 4   | 5   | 4   | 2   | 2   | 3   | 2   |

- i) Draw a network diagram
- ii) Calculate the project duration and determine critical path
- iii) Find latest start and finished times for the activities, Find their total floats.

OR

- b) Explain the following in terms of PERT/CPM [10]

- i) Earliest time
- ii) Latest time
- iii) Total activity float
- iv) Event slack
- v) Critical path

- Q5) a)** An insurance company insured 1500 scooter drivers, 3500 car drivers and 5000 truck drivers. The probability of an accident is 0.05, 0.02, and 0.10 respectively in case of scooter, car and truck drivers. One of the person meet with an accident, what is the probability that he is a car driver? **[10]**

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.

**x      x      x**

Total No. of Questions : 5]

SEAT No :

**P 1345**

**[5365]-205**

[Total No. of Pages :2

**M.B.A.**

**205 - OPERATION AND SUPPLY CHAIN MANAGEMENT**

**(2013 Pattern) (Semester-II)**

*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) *Figure 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)** What is Operations Management? Explain Services as a part of Operations management. Describe Operations as a Key functional area. **[10]**

OR

b) Explain the Lean Management system in detail? Describe Cause and effect diagram. **[10]**

**Q2) a) i)** Explain of Continuous flow system. **[5]**

ii) Write note on Product Layout. **[5]**

OR

b) Discuss the types of processes and operation. Explain the process product mix with the help of diagram. Also discuss its advantages. **[10]**

**Q3) a)** Explain the Production planning and control. Discuss the objectives and functions of MPS. **[10]**

OR

b) Explain Aggregate Production Planning. Discuss Production Control with the help of Scheduling and Gantt Chart. **[10]**

**P.T.O.**

**Q4) a)** Explain EOQ with quantity discounts also discuss single Multiple price breaks. Explain various inventory control technique with example. **[10]**

OR

b) i) Write on VED and HML Analysis. **[5]**

ii) Pam runs a mail-order business for gym quipment. Annual demand for the Trico Flexers is 16000 units. The cost per unit is Rs.12.50 and carrying cost is 20% and the cost to place an order is Rs.50. What is the economic order quantity? **[5]**

**Q5) a)** Explain in detail Enablers of Supply Chain Management. **[10]**

OR

b) Explain Supply Chain Integrated framework? Discuss the market accommodation flow. **[10]**



Total No. of Questions : [10]

SEAT No :

**P 1346**

**[5365]-206**

[Total No. of Pages :2

**M.B.A.**

**206 : MANAGEMENT INFORMATION SYSTEM**

**(2013 Pattern) (Semester - II)**

*Time : 2½ Hours*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each question carries 10 marks.*
- 3) *Draw neat and suitable diagram, if necessary.*

**Q1)** “Effective use of information and knowledge supports a company’s decision making to achieve competitive advantage” Justify.

OR

**Q2)** Explain all network topology considering the parameters like Complexity performance, Reliability and Expandability for a hospital to set up their IT department.

**Q3)** A website development company ‘Hansika Soft Tech’ wants to develop a website for a client company. Clients have food industry. Illustrate the steps of the System Development Life Cycle for the same with the help of appropriate diagram.

OR

**Q4)** “Prototyping has become a popular way to develop business applications”. Comment on the statement.

**P.T.O.**

**Q5)** “Data Mining extracts business knowledge from a Data Warehouse”. Elaborate the statement.

OR

**Q6)** “Expert System acts as a consultant to the Manager”. Justify your comment.

**Q7)** “BPOs and Call Centers have gained importance in India as e-business models towards the end of 20<sup>th</sup> Century”. Discuss.

OR

**Q8)** What would be examples of positive and negative effects of the use of MIS in the Ethical And Societal dimensions?

**Q9)** Anil Trading firm is a wholesale trading firm engaged in business for over 30 years. It has over 50 vendors, about 1050 retailers’ deals in 103 items. The firm has now decided to move into the IT era computerize its operations. Being MIS executive, describe the requirements from the information system to enhance the functioning of their business. Justify your answer from the point of view of business.

OR

**Q10)** From the point of view of decision making with respect to pricing of product or services. Sales person productivity, profitability analysis, sales analysis and trends, new products/ services, market planning, Market research etc.

As MIS officer, provide the require information to the management so that they can able to take good decision in marketing development.



Total No. of Questions : 5]

SEAT No. :

**P1347**

**[5365]-301**

[Total No. of Pages : 2

**M.B.A.**

**301 : STRATEGIC MANAGEMENT  
(Semester - III) (2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** What is the concept of 'Strategy' and 'Strategic Management'? Explain 'Operational Management'.

**OR**

Discuss 'External Industry Environment'. Explain 'Porter's Five forces model of competition.

**Q2)** Define 'Core Competition'. Explain the importance of core competencies.

**OR**

Explain the types and sources of competitive advantage in Internal Environment.

**Q3)** Explain the 'Merger' and 'Acquisition' strategies with example.

**OR**

What is the concept of 'Generic Competitive Strategy'? Explain 'Strategic Alliances'.

**Q4)** Discuss 'deliberate' and 'emergent' strategies with example.

**OR**

What is 'Balance Score Card'? Explain 'Balance Score Card' for strategy evaluation.

**P.T.O.**



**Q5)** Explain the “Principles of ‘Blue Ocean’ Strategy” and the ‘four action framework’.

**OR**

Write short notes on (any two) :

- a) Business models components.
- b) E-commerce Business models.
- c) Sustainability issues in strategic managements.
- d) Triple Bottom line.



Total No. of Questions : 5]

SEAT No. :

**P1348**

**[5365]-302**

[Total No. of Pages : 2

**M.B.A.**

**302 : ENTERPRISE PERFORMANCE MANAGEMENT**

**(Semester - III) (2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Write notes on (any 2):

- i) Goal Congruence
- ii) Dupont Analysis
- iii) Malcolm Baldrige framework

**OR**

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

| Particulars        | A      | B      | C      |
|--------------------|--------|--------|--------|
| Quantity (units)   | 15,000 | 30,000 | 40,000 |
| Unit Selling Price | 20     | 15     | 35     |
| Unit Variable Cost | 17     | 9      | 28     |

Total Annual fixed cost is Rs. 3,40,000. When these costs are apportioned on the basis of total quantity, product 'A' shows a loss of Re1 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?
- iii) If profit of Rs. 3 per unit is desired on product 'A', what should be its selling price?

**P.T.O.**

**Q2)** a) What is Capital Expenditure Control? Discuss the need of capital Expenditure control in today's global competition. Elaborate your answer with suitable examples?

**OR**

- b) Write notes on (Any 2):
- i) Performance index
  - ii) Technical Performance Measurement
  - iii) Post Completion Audit.

**Q3)** a) Discuss the performance Evaluation of Banks on the basis of any two parameters:

- i) NPA
- ii) Financial inclusion
- iii) ROI

**OR**

b) Explain the following performance Evaluation parameters in the context of retail organisation:

- i) ABC Analysis
- ii) Multiple Attribute Method.

**Q4)** a) State and explain the steps in performance evaluation for projects.

**OR**

b) State and discuss the features of Non-Profit organisations.

**Q5)** a) Compare financial Audit vis-a-vis Management Audit.

**OR**

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



Total No. of Questions :5]

SEAT No. :

**P1349**

[Total No. of Pages :2

**[5365] - 303**

**M.B.A - II**

**MBA - 303 : START UP AND NEW VENTURE MANAGEMENT**

**(2013 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1) a)** Discuss the typology of entrepreneurs with suitable examples. **[10]**

OR

b) Explain the concept of entrepreneur, entrepreneurship and enterprise with examples. **[10]**

**Q2) a)** What is an entrepreneurial opportunity? Explain the process of opportunity identification. **[10]**

OR

b) Explain in detail the criteria for product selection. **[10]**

**Q3) a)** Explain the role of small scale industries in economic development. **[10]**

OR

b) Explain the process of registration of SSI in India. **[10]**

***P.T.O.***

**Q4) a)** Discuss the role and functions of khadi and village industries commission in promoting cottage industries in India. **[10]**

OR

b) Define a factory and explain the main provisions of the factories Act applicable to small scale industries. **[10]**

**Q5) a)** Discuss the cause of industrial sickness in India. **[10]**

OR

b) Identify any successful entrepreneur from your area and explain the factors that led to his/ her success. **[10]**



Total No. of Questions : 5]

SEAT No :

**P 1350**

**[5365]-304**

[Total No. of Pages :2

**M.B.A.**

**MKT - 305 : CONTEMPORARY MARKETING RESEARCH  
(2013 Pattern) (Semester-III) (Specialization)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *Answer any Five Questions.*
- 2) *All questions carry equal marks (10).*

**Q1)** What is research design? Explain the 'descriptive' and 'causal' research design.

OR

Discuss 'Experience Survey' and application of 'Fours Groups' in marketing research.

**Q2)** Write short notes on (any two):-

- a) Advertising copy research.
- b) Readership Surveys.
- c) Channel behaviour.
- d) Opinion polls.

OR

Discuss 'Balanced vs Unbalanced' scale and 'Forced vs Unforced' scale.

**Q3)** Explain 'Statistical designs' and 'Randomised Block' designs.

OR

Define 'Universe. Explain different types of 'Probabilistics Sampling' methods.

**P.T.O.**

**Q4)** What is the 'chi square' test? Explain its applications in Marketing Research.

OR

What is the concept of 'Factor Analysis'? Explain its applications in consumer behaviour studies.

**Q5)** What is 'Discriminant Analysis'? Explain its application in marketing research.

OR

Explain the procedure of 'cluster Analysis' and 'clustering methods'?

→ → →

Total No. of Questions : 5]

SEAT No. :

**P1351**

[Total No. of Pages : 2

**[5365]-305**

**M.B.A. - II**

**MARKETING**

**306: MKT- Consumer Behaviour  
(2013 Pattern) (Semester-III) (Specialisation)**

*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)** What is reference group? What are the types of reference group? Explain in detail.

OR

b) How does the culture influence consumer behaviour. Mention the relevance of culture to marketing decisions.

**Q2) a)** Define Attitude. Explain various strategies for changing attitudes, intentions.

OR

b) What is Recall? Explain the types of Recall & the factors affecting Recall.

**Q3) a)** 'Situational influences are unique to a time or place that can affect consumer decision making and the value received from consumption'. Comment.

OR

b) What do you mean by problem recognition? Describe in detail the various situations leading to problem recognition.

***P.T.O.***



**Q4) a)** Explain Engel-Blackwell-Miniard model of consumer behaviour.

OR

b) Explain howard sheth model of consumer behaviour.

**Q5) a)** Write a short notes on:

i) Bottom Of Pyramid (BOP) consumers.

ii) Measurement of social classes in India-Socio Economic classes.

OR

b) Form the points to explain socio-Economic profile of Indian consumer, and explain the points.



Total No. of Questions : 5]

SEAT No. :

**P1352**

[Total No. of Pages : 2

**[5365]-306**

**M.B.A**

**305: FRF - FINANCIAL REGULATORY FRAME WORK**

**(2013 Pattern) (Semester-III) (FIN-Specialization)**

*Time : 2:30Hours]*

*[Max. Marks : 50*

*Instructions to the candidates*

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

**Q1)** Discuss the role of NABARD & SIDBI.

**[10]**

OR

Explain the need and importance of Regulatory framework in the field of finance.

**Q2)** Enumerate role and functions of the competition commission of India. **[10]**

OR

How RBI exercises credit control measures in the Indian economy.

**Q3)** Explain key provision in the Indian companies Act, 2013 in relation issue of share capital and Borrowing powers. **[10]**

OR

What is Articles of Association? Discuss the contents of Articles of Association.

***P.T.O.***

**Q4)** Discuss in details for raising funds through GDR's & ADRs in regulatory framework. **[10]**

OR

Explain the Provisions of FEMA regarding acquiring property outside India.

**Q5)** What do you mean by Foreign Direct Investment? Explain the need and regulation of FDI. **[10]**

OR

Discuss ECB? and explain key elements with terms & conditions regarding ECB.



Total No. of Questions : 5]

SEAT No :

**P 1353**

**[5365]-307**

[Total No. of Pages :2

**M.B.A.**

**MERCHANT BANKING AND FINANCIAL SERVICES**

**306 : Finance Specialization**

**(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) *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) State the structure of Indian Financial System in the pre 1991 and post 1991 period. **[10]**

**Q2) a) i)** Define the term 'Underwriter'. State its types. **[5]**

ii) Describe mechanism of Public Issue Management. **[5]**

OR

b) Write a short note on;

i) Post issue activities undertaken by lead manager. **[5]**

ii) Pricing models. **[5]**

**Q3) a)** Do you agree with the statement - 'Mergers and Acquisition can generate cost efficiency through economies of scale and enhance the revenue through gain in market share'. Elucidate. **[10]**

OR

**P.T.O.**

- b) "Portfolio decisions for an individual investor are influenced by variety of factors." - Elucidate. [10]

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

OR

- b) Short notes on:
- i) Difference between hire purchase and leasing Insurance [5]
  - ii) Insurance [5]

- Q5)** a) "We have one of the largest pools of scientific and technical manpower, yet, many of our young people and new entrepreneurs find it difficult to raise the necessary capital." - Finance Minister. Elucidate the statement. [10]

OR

- b) i) Define the term 'Credit Rating'. Why there is need or credit rating in India? [5]
- ii) How the consumer finance helps the ultimate consumer and at the same time gives boost to development of economy. [5]



Total No. of Questions : 5]

SEAT No. :

**P1354**

[Total No. of Pages : 2

**[5365]-308**

**M.B.A.**

**IT-305: INFORMATION TECHNOLOGY MANAGEMENT  
(2013 Pattern) (Semester-III) (Specialisation)**

*Time : 2:30Hours]*

*[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 Managerial consideration in controlling and replacement of hardware.

OR

b) Explain various input and output device of CPU.

**Q2)** a) Explain Performance and security monitors.

OR

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

**Q3)** a) Explain networking architecture.

OR

b) Explain networking media.

**Q4)** a) Explain various type of database.

OR

b) Explain various data recovery practice and technology.

**P.T.O.**

**Q5) a)** Explain people management in IT organization.

OR

b) Explain system control and audit.



Total No. of Questions : 5]

SEAT No. :

**P1355**

[5365]-309

[Total No. of Pages : 1

**M.B.A.**

**INFORMATION TECHNOLOGY MANAGEMENT**

**IT 306 : E - Business**

**(2013 Pattern) (Semester - III) (Specialization)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) What the e-commerce, its concept and feature.

OR

b) How do you evaluate e-business in the present Indian sceniro.

**Q2)** a) What is the concept of enabling technologies? How does it importance to the business?

OR

b) Explain capacity planning in detail.

**Q3)** a) Explain e-business design in detail.

OR

b) Explain mobile commerce with its framework and its models in detail

**Q4)** a) What do you e-CRM in detail.

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) What are different issues to consider when launching e-business?

**x x x**





Total No. of Questions : 5]

SEAT No :

**P 1356**

**[5365]-310**

[Total No. of Pages :2

**M.B.A.**

**OPERATIONS MANAGEMENT (OPE) SPECIALIZATION**

**305 - OPE : Planning and Control of Operations**

**(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.*

**Q1) a)** “Effective Planning & Control of operations guarantees better utilization of machines & labour”. Discuss.

OR

b) Why is Planning and Control of Operations required in an industry? What are the main functions of Planning & Control?

**Q2) a)** What is Demand Forecasting? Discuss briefly the different methods of forecasting.

OR

b) What is the role of forecasting in an organization? How does it help the planning process in an organization?

**Q3) a)** Explain Aggregate Production Planning. What is the importance of Aggregate Production Planning in a manufacturing company?

OR

b) What is Master Production Scheduling (MPS)? How is it related to Aggregate Production Planning?

**P.T.O.**

**Q4) a)** Discuss the aspects of Planning framework for dependent demand items.

OR

b) What are the steps involved in the MRP Methodology?

**Q5) a)** What is the importance of scheduling in operations management?

OR

b) How is the scheduling of a flow-shop done in an organisation?

→ → →

Total No. of Questions : 5]

SEAT No :

**P 1357**

**[5365]-311**

[Total No. of Pages :2

**M.B.A.**

**OPERATIONS MANAGEMENT SPECIALIZATION**

**OPE 306 : Inventory Management**

**(2013 Pattern) (Semester-III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

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

**OR**

**b) Explain Inventory & their types with examples. [10]**

**Q2) a) Write a note on Issues in P & Q system of Inventory Control. [10]**

**OR**

**b) Explain Basic E. O. Q. model & state the production Quantity model application. [10]**

**Q3) a) Explain Reorder point with variable demand. [10]**

**OR**

**b) Write a note on principles of JIT with examples. [10]**

***P.T.O.***

**Q4) a)** What is Inventory turn over ratio. Explain use of different ratios in materials management. **[10]**

OR

b) Discuss the benefit & disadvantages of JIT. **[10]**

**Q5) a)** Discuss make and buy decision is carried out in Agriculture sector. **[10]**

OR

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

→ → →

Total No. of Questions : 5]

SEAT No. :

**P1358**

[Total No. of Pages : 2

[5365]-312

**M.B.A.**

**305:HR- LABOUR LAWS (Theory)**

**Specialization**

**(2013 Pattern) (Semester-III)**

*Time : 2:30Hours]*

*[Max. Marks : 50*

*Instructions to the candidates*

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

**Q1)** Discuss the need of labour laws & how the evolution has taken place in labour legislation.

OR

With the technological development & globalization, what are the challenges before HR managers in the area of labour management?

**Q2)** What is meant by deduction from wages? What are the permissible deductions from wages under the payment of wages Act, 1936?

OR

Explain with reference to payment of bonus Act, 1965.

- a) Concept of min bonus & more bonus.
- b) Allocable surplus & Available surplus.

**Q3)** What are the provisions under factories Act, 1948 regarding health of the employees?

OR

Discuss the provisions of working hours of adult under factories Act, 1948.

***P.T.O.***

**Q4)** Explain the following terms:

- a) Basis wages
- b) Contribution
- c) Exempted employee
- d) Exempted Establishment

OR

Explain in brief about the family pension scheme under the provident fund & misc. Provision Act.

**Q5)** Mr. Akash has nominated his best friend sumit as a nominee under gratuity, inspite of being married & having a son. Is it permissible under gratuity Act? What are the provisions of Act regarding nominations.

OR

What are the various benefits available to an insured person under employee state insurance Act 1948.



Total No. of Questions : 5]

SEAT No :

**P 1359**

**[5365]-313**

[Total No. of Pages :2

**M.B.A.**

**HUMAN RESOURCE MANAGEMENT**

**HR - 306 : Performance Management**

**(2013 Pattern) (Semester-III) (Specialisation)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) Discuss the guidelines for performance appraisal and good practices.

OR

- b) Ethics in performance management to be considered as the corner stone of the process - Comment.

**Q2)** a) Explain different types of performance appraisal.

OR

- b) Performance management is the key aspect in MNC's - Discuss.

**Q3)** a) Discuss in detailed essence and implications of performance management.

OR

- b) Explain performance management improves Employee's competencies.

**Q4)** a) Elaborate the importance of performance management.

OR

**P.T.O.**



- b) Discuss the scope and historical development in performance management.

- Q5)** a) Discuss the objectives, process and managing performance in organisation.

OR

- b) Mr. A.B.C. is working as a supervisor in service industry - Suggest monitoring process.

✈ ✈ ✈

Total No. of Questions : 5]

SEAT No :

**P 1360**

**[5365]-314**

[Total No. of Pages :2

**M.B.A.**

**IB - 305 : INTERNATIONAL BUSINESS ECONOMICS  
(2013 Pattern) (Semester-III) (Specialization)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Define Global Institutions. Explain the emergence of Global Institutions.

OR

What is the concept of the Globalisation Debate? Discuss the 'Foreign Trade Multiplier'.

**Q2)** Define the concept of 'International Trade Theory'. Explain the implications of Trade Theories.

OR

What is the 'term of trade'? Discuss the imperfect competition in International Trade.

**Q3)** Write short notes on (any two):

- a) Tariff vs Quota
- b) Economic Integration
- c) Free Trade areas

OR

What is the 'Exchange rate'? Explain the 'Forward and Future' market.

**P.T.O.**

**Q4)** Define 'Exchange Markets'. Discuss world financial Environment.

OR

Discuss the role of FDI and MNC for global economic development.

**Q5)** Explain the 'nature of International reserves' and the 'demand' for International Reserves.

OR

What is the concept of 'Gold Exchange Standard'? Explain the 'International Lending Risk'.



Total No. of Questions : 5]

SEAT No. :

**P1361**

[Total No. of Pages : 2

**[5365]-315**

**M.B.A.**

**306 (IB) : EXPORT DOCUMENTATION & PROCEDURES  
(2013 Pattern) (Semester-III) (Specialisation)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

*Q1)* Explain International Trade and explain the significance of procedures and documentation in International Trade.

OR

What is WTO? And explain the various provisions of WTO with respect of international trade.

*Q2)* Explain shipping and custom clearance for export cargo.

OR

Write down the detailed notes on export & import documents.

*Q3)* Discuss the methods of payments in International Trade.

OR

What is ECGC? Explain its role in India.

*P.T.O.*

**Q4)** Write down the various schemes published in Foreign Trade Policy (FTP) of India for export promotion.

OR

Write detailed note of Export promotions Institutions of India.

**Q5)** Explain the major laws governing India's Export Import Trade.

OR

Discuss the regulations of International Trade.



Total No. of Questions : 5]

SEAT No. :

**P1362**

[Total No. of Pages : 2

**[5365]-316**

**M.B.A**

**305: SCM -ESSENTIALS OF SUPPLY CHAIN MANAGEMENT**

**Core Courses (Supply Chain Management)**

**(2013 Pattern) (Semester-III) (Specialization)**

*Time : 2:30Hours]*

*[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 Management? Describe the concept 21<sup>st</sup> Century supply chains. **[10]**

OR

b) What is integrative management? Explain financial sophistication with suitable example. **[10]**

**Q2) a)** Explain structure of a supply chain. Discuss the concept of push based and Pull based supply chain. **[10]**

OR

b) i) Explain commodity and cost centric supply chain. **[5]**

ii) Write note on explain Trade-off between push and pull. **[5]**

**Q3) a)** Explain shift from linear supply chain to collaborative networks. Discuss. **[10]**

OR

b) What are core competencies? Explain growth in outsourcing for supply chain. **[10]**

**P.T.O.**

**Q4) a)** Define Inventory management? Explain concept and types of inventory management in detail. **[10]**

OR

- b) i) Explain customer focus and demand. **[5]**  
ii) Write note on Distribution management in supply chain. **[5]**

**Q5) a)** Discuss how supply chain management decisions impact the ability to excel in certain dimensions as given below.

- i) Customer requirements.  
ii) Product selection.  
iii) Value added services.  
iv) Price. **[10]**

OR

- b) Explain the logistics -manufacturing interface that exists in an organization  
Discuss the customer service issues at the logistics supply chain interface.

**[10]**



Total No. of Questions : 5]

SEAT No :

**P 1363**

**[5365]-317**

[Total No. of Pages :2

**M.B.A.**

**SUPPLY CHAIN MANAGEMENT SPECIALIZATION**

**SCM - 306 : Logistics Management**

**(2013 Pattern) (Semester-III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Define Logistics. Discuss the role of logistics management in modern day economy with example. **[10]**

OR

b) Explain & Discuss activities of logistics & value added role of logistics **[10]**

**Q2) a)** How logistics management is integrated along SC (Supply Chain). **[10]**

OR

b) Explain problem which are associated with organization in integrating logistics? **[10]**

**Q3) a)** Discuss materials management Vs physical distribution. Give examples. **[10]**

OR

b) Discuss long run of dynamic analysis with examples? **[10]**

**P.T.O.**



**Q4) a) Discuss the types of logistics relationships? [10]**

OR

**b) Discuss the concept of 4PL & 3PL? [10]**

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

OR

**b) Discuss about service organization. Give examples. [10]**

**x x x**

Total No. of Questions : 5]

SEAT No. :

**P1364**

[Total No. of Pages : 2

**[5365]-318**

**M.B.A**

**305: RABM -AGRICULTURE AND INDIAN ECONOMY  
(2013 Pattern) (Semester-III) (Specialization)**

*Time : 2:30Hours]*

*[Max. Marks : 50*

*Instructions to the candidates*

- 1) Answer 5 questions.*
- 2) All questions carry equal marks (10).*

**Q1)** Explain the Role and importance of 'National commissions of farmers'. **[10]**

OR

Discuss the present position of Indian Agriculture.

**Q2)** Explain 'Food self-sufficiency' and 'food security'. **[10]**

OR

Define poverty, Explain the need of public - distribution system in India.

**Q3)** Explain 'soil conservation' and 'reclamation'. **[10]**

OR

Write short notes on (any two):

- i) Fertilizers and manures in forming.
- ii) Dairy development in present scenario.
- iii) Mechanisation of agriculture.
- iv) Irrigation in the 12<sup>th</sup> plan.

**Q4)** Explain the 'tenancy reforms' and 'ceiling on land holdings'. **[10]**

OR

What is the concept of farm efficiency? Explain cooperative forming.

**P.T.O.**

**Q5) Discuss 'Agricultural Labour' and 'Minimum wages' in Agriculture sector.[10]**

**OR**

Define the concept of 'unorganised sector' and discuss self employed workers in non-agricultural sector.



Total No. of Questions : 5]

SEAT No :

**P 1365**

**[5365]-319**

[Total No. of Pages : 2

**M.B.A.**

**RABM - 306 : RURAL MARKETING - I  
(2013 Pattern) (Semester - III) (Specilisation)**

*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) *Your answers should be specific and to the point.*
- 5) *Support your answers with suitable live example.*

**Q1) a)** Explain the political environment & rural development initiatives of the Government in brief. **[10]**

OR

b) Explain in detail Bottom of the Pyramid Approach. **[10]**

**Q2) a)** ITC's e-choupal signifies how information technology advantage can benefit rural consumers. Explain this business model and its benefits. **[10]**

OR

b) Enumerate precisely the experiences and learnings from 'Case of Colgate -Education'. **[10]**

**Q3) a)** Discuss in detail Environmental factors influencing the decision making process. **[10]**

OR

b) Explain the purchase process of consumers. How do marketers shape the decision of consumers at different stages of the process? **[10]**

**P.T.O.**

**Q4) a)** Explain the differences between rural and urban marketing research.[10]

OR

b) Discuss the innovative tools and approaches adopted by rural researchers.

[10]

**Q5) a)** What is target marketing? How do you segment and decide market coverage strategies? [10]

OR

b) Explain in detail emerging segments along with examples. [10]

**x x x**

Total No. of Questions : 5]

SEAT No. :

**P1366**

[Total No. of Pages : 1

**[5365]-320**

**M.B.A**

**305:FBM - ESSENTIALS OF FAMILY**

**BUSINESS MANAGEMENT - I**

**Specialization**

**(2013 Pattern) (Semester-III)**

*Time : 2:30Hours]*

*[Max. Marks : 50*

*Instructions to the candidates*

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

**Q1)** Define family business and describe .

- a) Uniqueness of family business.
- b) Explain the dilemmas and challenges faced by family business.

**Q2)** a) Explain the family business life cycle and life cycle stages.

- b) For successful family business it is very important to manage conflicts in business "Explain".

**Q3)** a) What do you mean by the family employment policy? Explain guidelines for policy making.

- b) Explain the term "Family meeting" with its importance.

**Q4)** a) While working in family business, What are the things you should keep in mind.

- b) Describe human resource management issues in family business

**Q5)** a) "The external (non family) managers & executives can be motivated" Explain.

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



Total No. of Questions : 5]

SEAT No :

**P 1367**

**[5365]-321**

[Total No. of Pages :2

**M.B.A.-II**

**FBM 306: MANAGING INNOVATION - I  
(Semester-III) (2013 Pattern) (Specialization)**

*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)** Define innovation and creativity. Using examples distinguish between innovation and creativity. **[10]**

OR

b) Discuss how innovation is important for earning profits, gaining growth and survival of a business. **[10]**

**Q2) a)** What do you understand by dynamic models of innovation? Explain in details Utterback- Abernathy model. **[10]**

OR

b) Discuss complementary assets Teece model in details. **[10]**

**Q3) a)** Explain the concepts of knowledge-Newness, quantity and tacitness in terms of business competencies and assets. **[10]**

OR

b) What is the role of Core competencies in the business? How is it related the profits of business **[10]**

**P.T.O.**

**Q4) a)** Explain what is pioneers and migrators in relation to innovation. [10]

OR

b) How the searching for innovative opportunities is carried out? [10]

**Q5) a)** Explain the concept of resource allocation and upward migration in case of dilemma faced by the innovator. [10]

OR

b) Write down the functional sources of Innovation Discuss each one of them in brief. [10]





Total No. of Questions : 5]

SEAT No. :

**P1368**

**[5365]-322**

[Total No. of Pages : 2

**M.B.A.**

**TECHNOLOGY MANAGEMENT (SPL.)**

**305:TM: Fundamental of Technology Management**

**(2013 Pattern) (Semester-III)**

*Time : 2:30Hours]*

*[Max. Marks : 50*

*Instructions to the candidates*

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

**Q1) a) Explain MOT at the level of firm. [10]**

OR

b) Explain MOT and its need in the present global context. [10]

**Q2) a) Explain evolution of production technology. [10]**

OR

b) Discuss about product technology and the national economy. [10]

**Q3) a) Explain the difference between creativity and innovation. [10]**

OR

b) What are types of Innovation. [10]

**Q4) a) What are MOT guiding principles for managing enterprises. [10]**

OR

b) Discuss about MOT with respect to changes in organisational forms and structures. [10]

**P.T.O.**

**Q5) a)** Discuss about micro level competitiveness of India and China a comparative analysis. **[10]**

OR

b) What are patents and patents Index. **[10]**



Total No. of Questions : 5]

SEAT No. :

**P3962**

[Total No. of Pages : 2

**[5365]-323**

**M.B.A.**

**306TM - MANAGING INNOVATION - I**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

- 1) *Attempt all questions.*
- 2) *All questions carry equal marks (10).*

**Q1)** a) Discuss the myths surrounding creativity. Also bring out the difference innovation and creativity.

OR

b) What are the functional sources of Innovation. Describe them.

**Q2)** a) Describe briefly any one static model of Innovation.

OR

b) Draw and explain the foster's S curve.

**Q3)** a) Bring out the relationship between competencies and Assets.

OR

b) Describe the following : - Value chain, Value network and Value shop.

**Q4)** a) Discuss the following with appropriate examples :- Pioneers, migrators & Settlers.

OR

b) Discuss identifying feelings and needs with respect to Innovation Portfolio.

***P.T.O.***

**Q5)** a) Explain sustaining versus disruptive technologies citing appropriate examples.

OR

b) Discuss trajectories of market need versus technology improvement by quoting examples.

▽▽▽▽

Total No. of Questions : 5]

SEAT No :

**P 1369**

**[5365]-401**

[Total No. of Pages : 2

**M.B.A.**

**401 : MANAGING FOR SUSTAINABILITY  
(2013 Pattern) (Semester-IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Explain the importance and necessity of CSR under the context of section 135 of compaines Act 2013. **[10]**

OR

b) Define the term 'Botton of the pyramid'. Explain the oppotunities available at the bottom of the pyramid. **[10]**

**Q2) a)** Define sustainable development. Explain the need and importance of sustainable development **[10]**

OR

b) Discuss the Gandhian thoughts on sustainable development. **[10]**

**Q3) a)** Critically evaluate the economic dimension of sustainable development. **[10]**

OR

b) Explain in details the social Accountability standards ISO 26000 of sustainability reporting. **[10]**

**P.T.O.**

**Q4) a)** Discuss the significance of corporate Governance and highlight the potential consequences of poor corporate governance. **[10]**

OR

b) Write brief note on **[10]**

i) Transaction cost theory and

ii) Sarbanes - oxley Act 2002

**Q5) a)** Discuss the Ethical value system in the context of corporate ethics. **[10]**

OR

b) “Law and Ethics are replacable and complementary in nature!”. Critically evaluate the statement. **[10]**

**x x x**

Total No. of Questions : 5]

SEAT No. :

**P1370**

[Total No. of Pages :2

**[5365] - 402**

**M.B.A.**

**403 - (MKT) : SERVICES MARKETING (Specialization)  
(2013 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1)** What is the significance and characteristics of services? Explain it.

OR

Discuss the consumer behaviour in services elaborately.

**Q2)** Define Service Quality. Explain 'Serv Qual' model.

OR

Explain Integrated service marketing communication and visual merchandising.

**Q3)** Discuss service design and standards.

OR

Explain Quality Function Deployment (QFD) and standardisation in Quality.

**Q4)** Define service culture. Explain Employee's Role in Service Delivery.

OR

Explain Service Profit chain and emotional labour.

**P.T.O.**

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

- a) Applications of Service Marketing in 'Tourism'.
- b) Applications of Service Marketing in Hospitality.
- c) Applications of Service Marketing in Airlines.

OR

Write applications of service marketing in IT & ITES.





Total No. of Questions : 5]

SEAT No :

P 1371

[5365]-403

[Total No. of Pages : 2

M.B.A.

MARKETING MANAGEMENT SPECIALISATION

MKT-404 : Sales and Distribution Management  
(2013 Pattern) (Semester - IV) (Specialization-IV)

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) Support your answer with suitable example.
- 5) Your answer should be specific & to the point.

**Q1) a)** Define sales Management. Explain the importance of sales Environment and sales planning in the sales management. [10]

OR

b) Define marketing channel. Explain the various channel management decisions. [10]

**Q2) a)** Explain the different methods of determining the sales force size. [10]

OR

b) Assume that, you have been appointed as a sales manager of Industrial product company. How will you Recruit and Train to new sales persons. [10]

**Q3) a)** Write short notes on [10]

- i) Sales Quota
- ii) Daily sales Report Format

OR

b) What is sales Budget? Explain the different methods used for deciding sales budget. [10]

P.T.O.

**Q4) a)** Explain the role and significance of C & F Agents. **[10]**

OR

b) Explain the importance of Franchisee business. What are the advantages & disadvantages of Franchisee Business? **[10]**

**Q5) a)** Distinguish between organised and unorganised retailing. Explain different types of organised retailing format. **[10]**

OR

b) Explain the role of pop-promotion and sales promotion activities in organised retail sector. **[10]**

**x x x**

Total No. of Questions : 5]

SEAT No. :

**P1372**

[Total No. of Pages :2

**[5365] - 404**

**M.B.A.**

**403 - FIN : INTERNATIONAL FINANCE  
(2013 Pattern) (Semester - IV) (Specialization)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1)** Describe the role of International Monetary Fund and World Bank.

OR

Describe the advantages and disadvantages of credit rating agencies to the company and investors.

**Q2)** Elaborate main provision of Foreign Exchange Management Act 1999.

OR

Elaborate Internal and External technique of Hedging.

**Q3)** Explain various types of Debt instruments used in Global Capital Market.

OR

What is LPG? Explain its impact in India.

**Q4)** Explain features of International Bond Market.

OR

Explain various types of Bond used in International Market.

**P.T.O.**

**Q5)** Explain scope of International Reporting Standard (IFRS).

OR

Explain various factors to be consider for International Receivable Management.



Total No. of Questions : 5]

SEAT No :

**P 1373**

**[5365]-405**

[Total No. of Pages :3

**M.B.A.**

**FINANCE SPECIALIZATION**

**FIN - 404 :Corporate Finance**

**(2013 Pattern) (Semester-IV) (Specialisation - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *There are five questions of 10 marks.*
- 2) *All questions are compulsory with internal choice.*
- 3) *Figures to the right indicate marks for that question / sub-question.*
- 4) *Use of simple calculator's permitted.*

**Q1) a)** Investment and financing decision increases the value of the firm. Discuss. **[10]**

OR

b) Discuss the nature and scope of Corporate Finance. **[10]**

**Q2) a)** ABC Ltd's FCFE for the year ending 31<sup>st</sup> March 2017 is Rs. 28 million. FCFE is expected to grow at a constant rate of 4% for the foreseeable future the tax rate is 35%. **[10]**

The companies capital structure consists of

|                              | Rs. in Million |
|------------------------------|----------------|
| 7% Debentures                | 30             |
| 6.8% Preference Shares       | 20             |
| Equity Shares of Rs. 10 each | 50             |
|                              | 100            |

You are required to compute the value of firm.

OR

**P.T.O.**

- b) The condensed Income statement of PQR Ltd. for the year ending 31<sup>st</sup> March 2017 is given below:-

|                           | Rs. in crores |     |
|---------------------------|---------------|-----|
| Sales                     |               | 175 |
| Less:- Cost of Goods sold | 60            |     |
| Administration Expense    | 6             |     |
| Selling Expense           | 24            |     |
| Interest on Debentures    | 15            | 105 |
| Earning before Tax        |               | 70  |
| Less:- Tax (0.40)         |               | 28  |
| Earning after Tax         |               | 42  |

The total capital employed is Rs. 375 crores, of which Rs. 125 crores is through 12% Debentures. The equity capitalization rate is 15%.

Determine the EVA adder during the year. [10]

- Q3) a)** What is Value Based Management and discuss its needs and benefits. [10]

OR

- b) Discuss the models of corporate Governance. [10]

- Q4) a)** A limited company has the following capital structure:

|  |               |
|--|---------------|
| Equity share capital (1,00,000 shares) | Rs. 40,00,000 |
| 6% preference shares                   | Rs. 10,00,000 |
| 8% Debentures                          | Rs. 30,00,000 |
|  | Rs. 80,00,000 |

The market price of the company's equity share is Rs. 20. It is expected that company will pay a current dividend of Rs. 2 per share which will grow at 7%. The tax rate may be presumed at 50%.

You are required to compute the following:-

- i) Cost of Equity capital of the company.
- ii) Determine the market price per equity share if the growth rate.
  - 1) Rises to 10%
  - 2) Falls to 5%

OR

- b) X Ltd. paid a dividend of Rs. 4 per share. The company follows a fixed dividend payout ratio of 50%. The company earns a return of 18% on its investments. The cost of capital to the company is 12%.

Determine the expected market price of the share using Walter's Model. **[10]**

- Q5)** a) Define Capital Restructuring. Discuss the strategies for capital restructuring. **[10]**

OR

- b) Write short notes on:- **[10]**
- i) Divestment Technique.
  - ii) Strategies for Restructuring.

→ → →

Total No. of Questions : 5]

SEAT No. :

**P1374**

[Total No. of Pages :2

**[5365] - 406**

**M.B.A.**

**403 - IT : SOFTWARE PROJECT MANAGEMENT**

**(Full Credit Course) (Specialisation - III)**

**(2013 Pattern) (Semester - IV)**

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

OR

What is the difference between software Engineering and SPM. **[10]**

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

OR

What is Dynamic System Development? Explain in detail the process of Dynamic System Development. **[10]**

**P.T.O.**



**Q3)** Explain COCOMO model with an example. [10]

OR

Describe the factors that influence the Quality of Software product. [10]

**Q4)** What is meant by Risk Management in Software Projects. [10]

OR

Describe Risk Management. Explain PERT a tool of risk management. [10]

**Q5)** Explain the importance of using a Project Management Software. [10]

OR

Explain in brief the primavera software for project management. [10]



Total No. of Questions : 5]

SEAT No :

P 1375

[Total No. of Pages :2

[5365]-407

M.B.A.

**404 - IT: ENTERPRISE RESOURCE PLANNING (Special)  
(2013 Pattern) (Semester - IV)**

*Time : 2.5 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each question carries 10 marks.*
- 3) *Draw neat diagram if required.*

**Q1)** Explain ERP Life - cycle in details and discuss different ERP projects. [10]

OR

Explain ERP architecture in detail. List out various features of ERP.

**Q2)** What is ERP? What is the major reason for adopting ERP? Discuss potential benefits of ERP. [10]

OR

Explain the Payroll process from ERP viewpoint.

**Q3)** Explain the modules in production planning and operations of ERP system.[10]

OR

Explain the Inventory process from ERP view? How do ERP solution work with this?

**P.T.O.**

**Q4)** What are typical terms of contract with ERP Package Vendors? When is ERP developed 'in house' and under what conditions should it be 'outsourced'. **[10]**

OR

What is data-mining? How is it different from business intelligence? Explain various applications of these.

**Q5)** Write short notes on (any two): **[10]**

- a) Benefits of ERP for in Large Manufacturing Industry.
- b) ERP Packages Selection for Service Industry.
- c) Need and popular Methodologies for ERP implementation.



Total No. of Questions : 5]

SEAT No. :

**P1376**

[Total No. of Pages :2

[5365] - 408

**M.B.A.**

**OPERATIONS MANAGEMENT SPECIALIZATION - III**

**403 - OPE : Operations Strategy**

**(2013 Pattern) (Semester - IV)**

*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.*
- 6) *Your answer should be specific and to the point.*

**Q1) a)** Define Operations Strategy? Explain Strategic alliances and production sharing. **[10]**

OR

b) Explain in the detail about Customer service and cost challenges with social responsibility. Discuss. **[10]**

**Q2) a)** Explain with suitable example the Linking manufacturing to markets. Discuss Strategic integration. **[10]**

OR

b) i) Write note on Lean systems Eliminating waste. **[5]**

ii) Write note on Strategic issues in manufacturing. **[5]**

**P.T.O.**

**Q3) a)** Explain with suitable example Capacity decisions progression and Regression. **[10]**

OR

b) Explain Change Management sustainability. Discuss Hybrid Process. **[10]**

**Q4) a)** Explain the various organizational issues involved while implementing functioning of Resource Management. **[10]**

OR

b) i) Write note on concept of Strategic Resource Management. **[5]**

ii) Explain Strategic Resource Management for Controlling Operations. **[5]**

**Q5) a)** Explain in the briefly describe the concept of ERP system and importance in decision making. **[10]**

OR

b) State automated production system with robotic systems. Discuss use of it. **[10]**



Total No. of Questions : 5]

SEAT No :

**P 1377**

**[5365]-409**

[Total No. of Pages :2

**M.B.A.**

**404 - OPE : TOTAL QUALITY MANAGEMENT**

**(2013 Pattern) (Semester-IV) (Specialisation-IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *All question carry equal marks (10).*

*Q1)* Define vision and mission of the organisation. Explain Quality Policy.

OR

Define 'Quality circle'. Explain the steps in implementing Total Quality.

*Q2)* Explain the shikawa philosophy on Quality.

OR

Discuss the Tagnechi philosophy on Quality.

*Q3)* Explain the customer prioritis and competitive comparisons and planned improvements.

OR

Define the concept of QFD (Quality Function Deployment). Explain the difficulties associated with QFD.

***P.T.O.***

**Q4)** Discuss the 'P-charts' and 'C-charts' for quality control.

OR

Describe the required and importance of Strategical Quality Control.

**Q5)** Write short notes on (any two):-

- a) Role of CII.
- b) Concept of 'ISO 9000-2000'
- c) Demin Prize.
- d) 'Ramakrishna Bajaj' Award.

OR

Explain the 'Quality Management Awards' and its frameworks.



Total No. of Questions : 5]

SEAT No. :

[Total No. of Pages :2

**P1378**

**[5365] - 410**

**M.B.A.**

**H.R.M.**

**403 - HR : Industrial Relations**

**(2013 Pattern) (Semester - IV) (Specialization)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1) a)** Define Industrial Relations. Explain the factors determining the good Industrial Relations. **[10]**

OR

b) Discuss the various approaches to Industrial Relations. **[10]**

**Q2) a)** What is Industrial Dispute. Explain main provisions under chapter V. **[10]**

OR

b) Describe the machinery for settlement of Industrial Dispute. **[10]**

**Q3) a)** Explain the rights and liabilities of Registered Trade Union. **[10]**

OR

b) Explain the rights and liabilities of Recognised Unions. **[10]**

***P.T.O.***



**Q4) a)** Explain provisions relating to Duration and Modification of standing orders. **[10]**

OR

b) Describe provisions relating to Welfare and Health of contract Labour under contract Labour (R & A) Act, 1970 **[10]**

**Q5) a)** What is Workers Participation in Management? Describe types of Workers Participation in Management. **[10]**

OR

b) Write short notes. **[10]**

i) Types of collective Bargaining.

ii) Process of collective Bargaining.



Total No. of Questions : 5]

SEAT No :

**P 1379**

**[5365]-411**

[Total No. of Pages :1

**M.B.A.**

**SHRM-404 : STRATEGIC HUMAN RESOURCE MANAGEMENT  
(2013 Pattern) (Semester - IV) (Specialization - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a) Discuss traditional HRM and SHRH. [10]**

OR

b) Define strategy. Elaborate the terms HRM & SHRM. [10]

**Q2) a) Define HR strategy. Enumerate criteria for an effective HR strategy. [10]**

OR

b) Explain how HR strategies are formulated with suitable example. [10]

**Q3) a) Differentiate between career planning and succession planning. [10]**

OR

b) Elaborate on 'Retention strategies' and explain 'skill matrix'. [10]

**Q4) a) Enumerate strategies for improving organisational effectiveness. [10]**

OR

b) Discuss cross border Mergers & Acquisitions with suitable example. [10]

**Q5) a) Discuss the role of HR strategy in international context. [10]**

OR

b) Explain performance management issues in MNCs. [10]

**x x x**

**P.T.O.**

Total No. of Questions : 5]

SEAT No. :

**P1380**

[Total No. of Pages :2

[5365] - 412

**M.B.A.**

**403 - IB : INTERNATIONAL BUSINESS ENVIRONMENT  
(2013 Pattern) (Semester - IV) (Specialization - III) (Theory)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1)** Explain the framework for Analysing International Business Environment.

OR

Explain Tariff Barriers and Non Tariff Barriers.

**Q2)** Discuss the Pattern and Structure of Foreign Investment on International Business.

OR

Describe factors influencing Interest rate Movement.

**Q3)** Write Short Note on (Any two)

- a) WTO
- b) UNCTAD
- c) IMF

OR

Define Agreement on Textile and Clothing along with various provision.

***P.T.O.***

**Q4)** Explain the importance of International Collaborative Arrangements and Strategic Alliances with examples.

OR

Discuss advantages and disadvantages of MNC for Home and Host Countries.

**Q5)** Explain Structure and Function of European Commission (EC).

OR

Write a note on Regionalism Vs Multilaterallism.



Total No. of Questions : 5]

SEAT No :

**P 1381**

**[5365]-413**

[Total No. of Pages :2

**M.B.A.**

**IB 404 :INDIAN ECONOMY AND TRADE DEPENDENCIES**

**(2013 Pattern) (Semester-IV) (Specialization)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *All question carry equal marks (10).*

**Q1)** Define Trade Policy. What are the recent changes in Trade Policy in India?

OR

What is the concept of Industrial Policy? Explain the Industrial Policy of India in present situation.

**Q2)** Define 'Human Capital.' Explain Human Capital Formation in India.

OR

Describe 'Regional Disparities.' What are the measures to remove disparities?

**Q3)** Write short notes on (any two):

- a) Globalisation.
- b) Industrial Growth in India.
- c) IT Industry in India.
- d) Small Scale Industrial Policy in India.

OR

What is outsourcing? Explain present state of IT industry in India.

**P.T.O.**

**Q4)** Explain the present trends of Export and Import in India.

OR

Define 'Foreign Capital'. Explain the role of Special Economic Zones (SEZ).

**Q5)** What is the 'liberalisation'? Explain its impact on Global Economy.

OR

Define the concept of 'Globalisation Strategies'. What do you mean India's Foreign Exchange Reserves.



Total No. of Questions : 5]

SEAT No. :

[Total No. of Pages :2

**P1382**

**[5365] - 414**

**M.B.A.**

**403 - SCM : STRATEGIC SUPPLY CHAIN MANAGEMENT**

**(SPECIALIZATION - III)**

**(2013 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *All question carry equal marks (10).*

**Q1)** Explain the strategies for SCM on 'customer focus' and 'product development'.

OR

Define competitive advantage. Explain sustainable competitive advantage through supply chain.

**Q2)** Explain 'Globalisation' and 'Competitive changes over time' for supply chain.

OR

Discuss managing supply chain for strategic fit on 'multiple products' and 'customer segments'.

**Q3)** Write Short Note on (Any two):

- a) Minimise functional cost perspective.
- b) Maximise company profit perspective.
- c) Maximise supply chain surplus perspective.

OR

Explain the 'Expanding strategic scope' in supply chain.

***P.T.O.***

**Q4)** Define core competence. Explain '3 PL' and '4 PL' with example.

OR

What is the concept of 'outsourcing'? Discuss the advantages and disadvantages of outsourcing.

**Q5)** Explain 'Greening' and 'Ethical Supply Chain' for supply chain strategies in future.

OR

Discuss 'organisations' and 'policy makers' for SC strategies for the future.





Total No. of Questions : 5]

SEAT No :

**P 1383**

**[5365]-415**

[Total No. of Pages : 2

**M.B.A. - II**

**SCM-404 : KNOWLEDGE MANAGEMENT SUPPLY CHAINS**

**(Specialization)**

**(2013 Pattern) (Semester - IV)**

*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 answers should be specific & to the point.*

**Q1) a)** What is the difference between Supplier relationship Management and Customer relation Management. **[10]**

OR

b) Explain in detail the framework of IT in Supply chain? **[10]**

**Q2) a) i)** Explain Information for strategic SC decision. **[5]**

ii) Write note on benefit of SC Information system. **[5]**

OR

b) Define Supply chain? Explain in Risk and challenges in implementing supply chain. **[10]**

**Q3) a)** What do you mean by digital markets and efficient supply chain? **[10]**

OR

b) Explain web enabled supply chains and the use of technology applications supply chain? **[10]**

**P.T.O.**

**Q4) a)** What is the impact of E-Business on supply chain management. **[10]**

OR

b) i) Explain collaborative Demand Planning. **[5]**

ii) Explain E supply chain opportunities. **[5]**

**Q5) a)** Explain in the details about Technology Standards. Discuss with example. **[10]**

OR

b) Explain the concept of ERP application of Barcoding and Scanning, **[10]**

**x x x**

Total No. of Questions : 5]

SEAT No. :

**P1384**

[Total No. of Pages :2

[5365] - 416

**M.B.A.**

**403 - RABM : RURAL & AGRIBUSINESS MANAGEMENT  
SPECIALISATION**

**Rural Credit and Finance  
(2013 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1)** “Agriculture can play a vital role in the economic development of India”. Do you agree? Justify your answer with suitable examples.

OR

“The characteristics of Indian Agriculture are distinctive as compared to other countries”. Comment.

**Q2)** Critically evaluate the role of Agriculture Finance in India.

OR

“Co-operative credit plays a vital role in agriculture Finance”. Elaborate with suitable examples.

**Q3)** Write a detailed note on : Structure of Co-Operative Credit System in India.

OR

Discuss the impact of liberalisation on co-operative banks with reference to deregulation of interest rates and prudential norms.

***P.T.O.***

**Q4)** Write notes on (any 2) in the context of Rural Credit and Finance:

- i) Credit Analysis.
- ii) Principle of Better Credit.
- iii) Cost Theory.

OR

Write notes on (any 2) in the context of Rural Credit and Finance:

- i) Productive Vs Consumption Theory.
- ii) Risk and uncertainty theory.
- iii) The Concept of 3 C's of Credit.

**Q5)** “BDS helps to reduce poverty, generate economic growth and employment, and contribute to broad development goals of the economy”. Comment.

OR

Write a detailed note on : Delivery Channels and linkages in rural finance.



Total No. of Questions : 5]

SEAT No :

**P 1385**

**[5365]-417**

[Total No. of Pages :2

**M.B.A.**

**RABM 404 : RURAL MARKETING - II**

**(2013 Pattern) (Semester-IV) (Specialization-IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** What is product innovations strategies. Explain with examples.

OR

b) Discuss about product design decisions with a suitable example.

**Q2) a)** Discuss about pricing competition and explain pricing by retailers.

OR

b) Discuss the factors responsible for pricing strategy.

**Q3) a)** Explain difference between direct and indirect marketing with suitable examples.

OR

b) What is Geographical Information System for planning Rural Coverage.

**P.T.O.**

**Q4)** a) Explain the types of retail outlets and the role of retailers.

OR

b) Discuss about agri-company retail outlets and retail outlets of petro-chemical companies.

**Q5)** a) What are the objectives and frame work of IMC.

OR

b) Discuss with examples about promotion strategy.

→ → →

Total No. of Questions :5]

SEAT No. :

**P1386**

[Total No. of Pages :2

**[5365] - 418**

**M.B.A.**

**403 - FBM : ESSENTIALS OF FAMILY BUSINESS MANAGEMENT-II  
(2013 Pattern) (Semester - IV) (Specialisation)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1) a)** Explain the Role and Responsibilities of shareholders in Family business company?

OR

- b) Write shorte notes on
- i) The Rubber Stamp Board
  - ii) Two Tier Boards.

**Q2) a)** What do you mean by multigenerational family firms? Discuss the structuring of family governance in multigenerational family firms?

OR

- b) Discuss the term culture shock in cousin companies and what type of complexities occurs in cousin companies?

**Q3) a)** Discuss the various components/ factors which influence in succession planning.

OR

- b) Write short notes on
- i) Rewards and challanges for latter generation family members.
  - ii) Selecting the right successor/ leader from new generation.

***P.T.O.***

**Q4)** a) Explain the term transfer of power and process of transferring power incase of CEO.

OR

b) Discuss Role of CEO of family business unit in building financial security.

**Q5)** a) Discuss the various states of evolution.

OR

b) What do you mean by Intra prenuership in family business.





Total No. of Questions : 5]

SEAT No. :

**P1387**

**[5365]-419**

[Total No. of Pages : 2

**M.B.A.**

**404-FBM : MANAGING INNOVATIONS - II**  
**(2013 Pattern) (Semester - IV) (Specialisation)**

*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 world wide Innovation. **[10]**

OR

b) What is Balance cost in context of Innovation? Write note on strategic alliances and Licensing.

**Q2) a)** Explain the concept of technology transfer with respect to Innovations. What is value stock? **[10]**

OR

b) What are the entry strategies and later stages for PLC?

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

OR

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

**P.T.O.**

**Q4) a)** How are Innovations carried in service organization. Discuss the types of innovation in services. **[10]**

OR

b) What are a Customer Intelligence. Customer Intimacy and Customer Innovations? State its benefits.

**Q5) a)** Write note on **[10]**

i) Social Innovations

ii) Organization Innovation

OR

b) Write note on Business innovations and Process Innovations.

**x x x**

Total No. of Questions : 5]

SEAT No. :

P2742

[Total No. of Pages : 2

[5365]-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 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 full marks for that question / subquestion.
- 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) Discuss technological characteristics of competitive domain which influence in New Product Creation. [10]

OR

b) Explain Framework for analysis of Technology Emergence. Discuss Gartner Hype Cycle.

**Q2)** a) Differentiate External verses Internal levels of technology intelligence. Also explain importance of technology intelligence in competitive environment. [10]

OR

b) Write short notes on :

- i) Steps in mapping Technology Environment.
- ii) Mechanism for Data collection.

**Q3)** a) Discuss formulation of business strategy. Explain exploitation of core competencies and integration as business strategy. [10]

P.T.O.

OR

- b) Explain the following methods of strategic analysis.
  - i) Market-Growth-Market-Share Analysis Matrix.
  - ii) SWOT Matrix

**Q4)** a) Define Technology Strategy. Discuss Technology and Business Connection. **[10]**

OR

- b) Explain key principles of Technology strategy. Discuss Crafting & Implementation Approach of technology strategy.

**Q5)** a) Discuss Trends in collaborative arrangements. Also explain outsourcing alliances as a Business strategy for firms. **[10]**

OR

- b) Write short notes on :
  - i) Marketing Alliances.
  - ii) R & D Alliances
  - iii) Intellectual property right risk
  - iv) Cases on R & D collaboration.



Total No. of Questions : 5]

SEAT No. :

**P1388**

[5365]-421

[Total No. of Pages : 2

**M.B.A.**

**TM 404 : MANAGING INNOVATIONS - II  
(2013 Pattern) (Semester - IV) (Specialization)**

*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 world wide Innovation. **[10]**

OR

b) Explain Acquisition and Mergers. Write note on strategic alliances and Licensing. **[10]**

**Q2) a)** Explain the concept of Innovation for Emerging Economies. What is value stock? **[10]**

OR

b) What are product specificity and its entry strategies for later stages of PLC? **[10]**

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

OR

b) How the Innovations (R and D) are Financed? What is the effect of politics and government for financing R and D. **[10]**

*P.T.O.*

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

OR

b) Discuss - CI-13 Frameworks. State its benefits. **[10]**

**Q5) a)** Write note on **[10]**

i) Social Innovations

ii) Organization Innovation

OR

b) Explain overview of National innovations of Brazil, Demark, USA. **[10]**

**x x x**