

Total No. of Questions : 5]

SEAT No. :

P1545

[Total No. of Pages : 2

**[5369] - 101**  
**MBS (Semester - I)**  
**STRATEGIC MANAGEMENT**  
**(2013 Pattern) (CBCS)**

*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) 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)** Define Strategy and explain the process of strategic management. **[10]**

OR

Define mission. What are the characteristics of a good mission statement?  
Prepare mission statement for FMCG and IT company. **[10]**

**Q2)** a) Explain Core competency. **[5]**

b) Explain concepts of stretch, leverage and fit. **[5]**

OR

What role do ETOP and organizational capability profile play in strategic analysis? **[10]**

**Q3)** What do you understand by growth strategy? Explain the types of growth strategy with latest Indian and global examples. **[10]**

OR

**P.T.O.**

What do you understand by retrenchment strategy? Explain the types of retrenchment strategy with latest Indian and global examples. [10]

**Q4)** a) Explain McKinsey's 7s frame work. [5]

b) Explain Mintzberg's 5 Ps. [5]

OR

a) Define Management by objectives (MBO)? [5]

b) Define Total Quality Management (TQM)? [5]

**Q5)** Explain internet strategies for traditional business? [10]

OR

Define blue Ocean strategy and differentiate between blue ocean strategy and red ocean strategy? [10]



Total No. of Questions : 5]

SEAT No. :

**P1546**

[Total No. of Pages : 2

**[5369] - 102**

**M.B.S. (Semester - I)**

**ENTERPRISE PERFORMANCE MANAGEMENT**

**(2013 Pattern) (CBCS)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate marks for that questions/ sub questions.*

**Q1)** Do the responsibility centres really help in exercising effective management control? Explain with suitable examples of two responsibility centers. **[10]**

OR

Alpha co. Ltd. has received an enquiry for the supply of 1000 units of tables. company's division 'A' has got capacity to produce these many tables, but it has to incur fixed investment of Rs. 4,00,000 and working capital to the extend of 25% of the sales value will be required if the job is undertaken. The costs are estimated as follows :- **[10]**

Raw material 11000 kg @ Rs. 20 per kg.

Direct wages 1000 Hrs @ Rs. 10 per hour.

Variable overhead.

Factory Rs. 15 per Labour Hour

Selling and Distribution Rs. 20,000

Fixed overheads

Factory : Rs. 10,000

Selling & Distribution : Rs. 45,000

Prepare a statement showing the price to be fixed under -

- a) Total cost method using profit of
  - i) 30% on the total cost
  - ii) 20% on selling price.
- b) Return on investment method with an expected return of 20% on the capital employed.

**P.T.O.**

**Q2)** What do you mean by capital budgeting? Explain the process of capital budgeting. **[10]**

OR

Explain in brief

a) Performance Index. **[5]**

b) Post completion Audit. **[5]**

**Q3)** “Credit Appraisal process and NPAs are one of the performance evaluation parameters of the commercial banks” Discuss. **[10]**

OR

Explain the multiple Attribute method and Gross Margin Return on investment as the performance evaluation parameters for retail business. **[10]**

**Q4)** Explain different performance evaluation parameters for evaluating project. **[10]**

OR

Outline the characteristics features of non profit organisation and explain the different performance evaluation parameters for it. **[10]**

**Q5)** How can an audit be used as a tool for measuring the performance of a business. **[10]**

OR

List out the points to be considered while drafting a management audit report. **[10]**



Total No. of Questions : 5]

SEAT No. :

**P1547**

[Total No. of Pages : 2

**[5369] - 103**

**M.B.S (Semester - I)**

**103 : Services Marketing (MKTG)**

**(2013 Pattern) (CBCS)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each question has internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Support your answers with relevant examples.*
- 5) *Write specific answers.*

**Q1) a)** Explain various factors influencing customers decision to choose services. **[10]**

OR

b) Discuss need of additional three marketing mix elements in services. **[10]**

**Q2) a)** Briefly explain the following concepts : **[10]**

- i) Service Guarantee and
- ii) Service Recovery

OR

b) Explain SERQUAL model with example. **[10]**

**Q3) a)** Discuss customer's role in Service Delivery as a co - producer of services. **[10]**

OR

b) Explain "PROCESS" as an element of services marketing mix. **[10]**

**P.T.O.**

**Q4) a)** Explain role of “People” and “Physical Evidence” in Healthcare services. **[10]**

OR

b) Explain the following concepts :- **[10]**

i) Service culture and

ii) Emotional Labour

**Q5) a)** Design Promotional strategy for a unique 7 star hotel in Pune city. **[10]**

OR

b) Design Services Marketing Mix for a Low - Cost Airline. **[10]**



Total No. of Questions : 5]

SEAT No. :

P1548

[Total No. of Pages : 2

[5369] - 104

M.B.S.

**103 FIN : Indirect Taxation  
(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1)** a) Explain the concept of Indirect Taxation. What are the various features of Indirect Tax?

OR

b) Write in detail the various laws and by - laws related to Indirect Tax.

**Q2)** a) Write a note on :

- i) The central Excise law
- ii) Excisable goods

OR

b) Classify between

- i) Manufacture and Manufacturer.
- ii) Refund and exemptions

**Q3)** a) What are the various types of custom duties? Explain in brief about Anti - Dumping Duty.

OR

b) Write in detail about the various Export Promotion Schemes of Indian Government.

**P.T.O.**

**Q4) a)** Explain the nature of Service Tax. Define Service Provider & Service Receiver.

OR

b) What do you understand by CENVAT? Write in brief about CENVAT Credit Rules.

**Q5) a)** Define sale under CST. Explain stock transfer and branch transfer under CST.

OR

b) What are the salient features of state VAT Acts. Elaborate Accounting and auditing VAT.





Total No. of Questions : 5]

SEAT No. :

**P1549**

[Total No. of Pages : 2

**[5369] - 105**  
**M.M.S/M.B.S. (Semester - I)**  
**103 - IT : INFORMATION TECHNOLOGY**  
**Software Project Management**  
**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for that question / sub - question.*
- 5) *Draw neat diagrams and illustrations supportive to your answer.*

**Q1)** a) Define Software Project Management. Explain Define Software Project Management.

OR

b) Define Software Project Management. How software projects are differ from other type of project.

**Q2)** a) Explain Cash Flow Forecasting.

OR

b) Explain Dynamic System model.

**Q3)** a) Explain various estimation techniques.

OR

b) Explain COCOMO model with an example.

**P.T.O.**

**Q4)** a) Explain risk reduction strategies.

OR

b) Describe risk management. Explain nature and types of risk.

**Q5)** a) Explain how Prince 2 help in project management.

OR

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



Total No. of Questions : 5]

SEAT No. :

**P1550**

[Total No. of Pages : 2

**[5369] - 106**

**MBS**

**103 (OPE) : OPERATIONS STRATEGY**

**Operations Management Specialization**

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

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *All questions carry equal marks.*

**Q1) a)** What do you mean by Operation Strategy? Discuss Linkage of Operation Strategy with Corporate Strategy. **[10]**

OR

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

**Q2) a)** Explain the Process of linking manufacturing to market in developing Operation Strategy. **[10]**

OR

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

- i) Order Winner and Order Qualifier.
- ii) Core Competence and distinctive capabilities.

**Q3) a)** What do you mean by Process Choice? Discuss Business implication of Process Choice. **[10]**

OR

b) What do you mean by Focused Manufacturing? What are the different approaches in Focused Manufacturing. **[10]**

**P.T.O.**

**Q4) a)** Discuss various issues involved with Strategic Resource Management. **[10]**

OR

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

**Q5) a)** Discuss Role of Technology in Operation Strategy. **[10]**

OR

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

i) Automated Production System.

ii) ERP for decision making.



Total No. of Questions : 5]

SEAT No. :

P1551

[Total No. of Pages : 2

[5369] - 107

M.B.S

SPECIALISATION - I (HRM)

103 STRATEGIC HUMAN RESOURCE MANAGEMENT

(Semester - I) (2013 Pattern)

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *All questions are carry equal marks.*
- 3) *Figures to the right indicate full marks.*
- 4) *Draw suitable diagram whenever necessary.*
- 5) *Answer should be specific & to the point.*

**Q1)** a) What are the various approaches to strategic HRM? Discuss any one approach with suitable example from industry.

OR

b) Discuss various challenges in strategic HR. Explain the challenges of ethical behaviour with a suitable example.

**Q2)** a) Discuss the strategic role of top management in a manufacturing organisation.

OR

b) Define HR strategy and discuss the problems in Implementing HR Strategies.

**Q3)** a) What is talent management? Device a talent management strategy for an IT organisation.

OR

b) What are competency based HR practices? Device a retention strategy for a start - up organisation.

**P.T.O.**

**Q4)** a) What is employee engagement? Discuss the role of HR in enhancing employee engagement.

OR

b) What is organisational effectiveness? Discuss any one strategy for improving organisational effectiveness.

**Q5)** a) What is cross cultural sensitivity? Design a training program for improving cross cultural sensitivity in an organisation.

OR

b) What is global HR? Discuss compensation issues in a multinational organisation.



Total No. of Questions : 5]

SEAT No. :

**P1552**

[Total No. of Pages : 2

**[5369] - 108**

**M.B.S (Semester - I)**

**103 - IB : International Business Environment  
(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1) a)** Describe the main feature of world trade in terms of commodity/region composition in recent years. Also give reasons underlying the trends.

OR

b) Distinguish between tariff and non - tariff barriers to trade. Explain various non tariff barriers to international trade.

**Q2) a)** Evaluate the advantages and disadvantages of FDI. Also explain the role of FDI in the economic development of the host country.

OR

b) Critically examine the impact of movement in foreign exchange rate on the trade outflow from India.

**Q3) a)** Discuss the salient features of international trade in commodities. What are the basic issues involved? What has been the role of UNCTAD in resolving them?

OR

b) Discuss the implications of global system of trade preferences among developing countries (GSTP) on international business environment of India.

**P.T.O.**

**Q4) a)** How companies from Rapidly Developing Economies challenging the supremacy of companies from developed economies?

OR

b) What are the various levels of transfer of technology? Discuss giving suitable illustrations in support of your answer.

**Q5) a)** ‘Regional Economic Cooperation among developing countries is generally considered as to make an important contribution toward their economic development’ Critically evaluate the statement.

OR

b) Discuss the structure and functioning of EC.





Total No. of Questions : 5]

SEAT No. :

**P1553**

[Total No. of Pages : 2

**[5369] - 109**

**M.B.S (Semester - I)**

**103 SCM : Strategic Supply Chain Management  
(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) *Your answers should be specific and to the point.*
- 5) *Support your answers with suitable live examples.*

**Q1)** a) Explain Supply Chain Strategy Objectives with respect to customer focus and product development. **[10]**

OR

b) Describe Sustainable competitive advantage works through supply chain. **[10]**

**Q2)** a) Describe steps in achieving strategic fit in supply chain. **[10]**

OR

b) What do you understand by PLC in supply chain? **[10]**

**Q3)** a) What do you understand by Strategic Scope in supply chain? **[10]**

OR

b) What do you understand by Maximize company profit perspective in supply chain? **[10]**

**P.T.O.**

**Q4) a) Explain Strategic partnership and Strategic alliances in supply chain.[10]**

OR

b) Describe Outsourcing and its advantages in supply chain perspective.[10]

**Q5) a) What are the various implications for organizations to face the supply chain challenges? [10]**

OR

b) Write a short note on intelligent system for supply chain strategies. [10]



Total No. of Questions : 5]

SEAT No. :

**P1554**

[Total No. of Pages : 2

**[5369] - 110**  
**M.B.S. (Semester - I)**  
**(103 RABM) RURAL MARKETING**  
**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1)** What do you mean by product? Explain concept of product mix in details with suitable example.

OR

Comment on the management of product strategy over the product life cycle with example.

**Q2)** What is pricing? Discuss various strategies of pricing with examples.

OR

How PLC (Product Life Cycle) affect on pricing decision.

**Q3)** “Innovative Distribution Channels can play a major role in Agricultural Marketing in India”. Discuss with example.

OR

How the environmental factors are affect on pricing decision.

**Q4)** Discuss the role of retailers in rural market. How the organized retailing affect on rural market?

OR

What are the different retailing strategy? Develop retailing strategy for fertilizers in rural market.

**P.T.O.**

**Q5)** Develop promotional mix strategy for

- a) Pure for sure (water filter)
- b) Pesticides.

OR

Explain the role of advertising in rural marketing with suitable example.



Total No. of Questions : 5]

SEAT No. :

**P1555**

[Total No. of Pages : 5

**[5369] - 111**

**M.B.S (Semester - I)**

**103 - FBM : STARTUP AND NEW VENTURE MANAGEMENT**

**Specialization : Family Business Management**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

- 1) *All questions are Compulsory.*
- 2) *Each question is having internal option.*
- 3) *All questions carry equal marks.*

**Q1)** You want to become an entrepreneur. What are the characteristics you should have to be a successful entrepreneur? **[10]**

OR

There are a number of misconceptions around what it takes to start a business.” Comment on this by explaining the common misconceptions about entrepreneurship.

**Q2)** Small entrepreneurs should not ignore need for proper location of units as the selection of an appropriate location enables the enterprise to operate smoothly, efficiently, and with the minimum cost. Describe the factors affecting the location of enterprise. **[10]**

OR

Write short notes on any two:

- a) Entry Strategies
- b) Procurement of raw material
- c) IPR
- d) Quality Certification

**P.T.O.**

**Q3)** Discuss the features and qualities to be considered while preparing economic viability and market feasibility? **[10]**

OR

Describe the status of Micro, Small and Medium Enterprises (MSME) in India. Explain the registration formalities of Micro, Small and Medium Enterprises also.

**Q4)** Write short notes on any two: **[10]**

- a) NISBUED
- b) SIDO
- c) SFC
- d) Environmental Protection Act

OR

Write short notes on any two:

- a) NSIC
- b) DIC
- c) MIDC
- d) Small and Medium sized Enterprises

**Q5)** Solve the following case:

Dheeraj Gupta:

**Jumbo King -An Untold Story of an Indian Burger**

Jumbo King is a chain of fast food restaurants based primarily in Mumbai, specializing in the Maharashtrian regional dish vadapav. Established in 2001 by husband and wife Dheeraj and Reeta Gupta, the company was inspired by the fast food business model of McDonald's and Burger King. Jumbo King Foods Pvt. Ltd is a franchisee-based company that operates across many areas of India. From its beginnings in Malad, a suburb of Mumbai, it has spread across the whole Mumbai Metropolitan Region (MMR), as well as Bangalore, Hyderabad, Aurangabad and Gujarat.

Dheeraj managed to raise initial financing of Rs. 2, 00, 000 from his family. The very first challenge they faced was to get their suppliers to provide them

with standardized bread and potato patties, so that they could maintain consistency of taste. The problem was that the suppliers were themselves unorganized and the volumes required by Jumbo King did not make it worthwhile for them to change their methods.

But Dheeraj stuck to his requirements adamantly and refused to pay any vendor if their supplies did not meet the specifications provided by Jumbo King. Eventually, Dheeraj 's steadfast commitment to quality began to pay off as Jumbo King became popular, the volumes increased and the suppliers came around. The other challenge they faced was the price point of their vadapav which was costlier than what the street vendors charged and not as easily available. Dheeraj justified the higher price of their vadapav by ensuring that the Jumbo King Vadapav was not only consistent in taste but prepared with utmost hygiene. Even the packaging imitated the packaging of a McDonald's burger. And people were willing to pay more for their favorite snack prepared in a clean environment. Finally, Dheeraj decided to target the commuter crowd of Mumbai and opened up outlets at the busiest railway stations in Mumbai. It worked because, here was an Indian snack created for the common man without compromising on quality or hygiene. Today, the company has 53 outlets and has spread to various cities other than Mumbai. They have a varied menu and they keep coming up with new innovative vadapavs to keep things interesting. Their menu includes vadapavs from a Jumbo King regular which is the basic vadapav to new and different flavors like cheese and schezwan vadapavs. They also try to add a touch of local flavors to their menu each time they expand to a new city. They also have a master franchisee model in place, where Dheeraj charges 6% royalty on sales. Dheeraj hopes to expand Jumbo King all over India. He is aware of the challenges involved as tastes in every state in India differ vastly, but according to Dheeraj it is a positive sign that the vadapav has an appeal outside Maharashtra and people across India are aware of it and curious about it. So he hopes to expand to cities like Lucknow and Gurgaon this year and close the year with at least 73 stores across India. Jumbo King began as a single store in a suburb of Mumbai and now it has revolutionized the way Mumbai consumes one of its favorite snacks. [10]

- a) Describe the difficulties of Mr. Dheeraj Gupta in his start-up.
- b) Being a management student what would you suggest to Jumbo King for competing with McDonald?

OR

## Karanpreet Singh-Langhar without hunger

A 25 years old boy Karanpreet Singh rented a stall at a food festival in Delhi in October 2013 to test his new business plan of selling home-cooked food. Much to his surprise, his pilot was a resounding success. Around 1,000 people bought his food and he earned Rs 75,000 proving home cooked food was a sell-out idea. The enthusiasm of that day had slow cooked itself into Langhar, a community marketplace that enabled housewives, hobbyists and professional cooks to commercialize their talent and passion for cooking.

Langhar, the Delhi-based portal-backed by Times Internet was launched in February 2013. its concept was borrowed from Singh's mother who cooked and sold biryani, paratha and sarson da saag (a typical Indian dish) in their locality. It stroked Karanpreet Singh that there was a market where housewives who had free time could cook and sell homemade food to people who yearn for it, like students and young professionals. After getting the early backing of TLabs, Singh and his team of three co-founders -Pankaj Sharma, 26, Sunil Kumar, 26 and Pawan Saini, 25 - partnered with celebrity chef Nita Mehta to judge a cooking competition to choose top home chefs who could make and deliver food for Langhar.

They wanted to partner with homemakers who had experience in the food catering sector and their own tried and tested recipes. Nita was given the responsibility of handling the nitty-gritty of food quality and tasting. Saini, who ran a food catering business in 2007, was to handle operations. Out of 2000 cooks who filled our online application form, we shortlisted 140. We selected 50 from them and they are our partner chefs now. 200 dishes with prices starting from Rs 60 and has serviced 1000 customers since June 2013. The prices are 30 times cheaper than the other organized food chain companies. The operating capital and expenditure was less since they didn't operate out of a kitchen as in a conventional food business. The ingredients, kitchen and cooking equipment were arranged by the cooks who got 75 percent of each sale. The remaining 25 percent was kept by Langhar. Chefs had to handle deliveries too. Deepti Ahuja, who was in her late 20s, had been working as a chef with Langhar for six months had delivered food worth Rs 8,000 to Rs 10,000 a month. They got the delivery charge reimbursed from Langhar. The dishes were assigned as per specialty, which was tested in the chef competition. Orders were needed to be placed one day in advance and later down to six-eight hours. Even that was not good enough for people who were used to getting food delivered within an hour. The enterprise food items were 30% cheaper than the other organized food chain companies and earned more than three lakh per month revenue. it sold 2500+ boxes in first year itself. Langhar also reimbursed delivery charges to home chefs and in this way it enabled



home chefs to reach more customers. By means of a web or mobile app, customer discovered dishes made by home chefs in their area. They had to select the location and the time when they wanted to eat. Dishes were presented with dine-in, deliver or pick-up options.

Complete chef profiles with photos, videos, experience information and quality verification were available. The profiles also listed reviews and ratings for each dish and checked the social platforms by allowing for Facebook integration and other feedback loops. But, the profit margin was too less and the company was forced to shut down its operations last year.

- a) Was Karanpreet Singh business model was sustainable? Comment on this.
- b) Identify the reasons for his failure in his start-up and also suggest suitable remedies to restart his enterprise again.



Total No. of Questions : 5]

SEAT No. :

**P1556**

[Total No. of Pages : 2

**[5369] - 112**

**M.B.S (Semester - I)**

**TECHNOLOGY MANAGEMENT SPECIALIZATION**

**103 TM : System & Technologies for Knowledge Management**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

- 1) *All questions are compulsory and each question has an internal option.*
- 2) *Each question carries 10 marks. Your answers should be specific and to the point.*
- 3) *Draw neat diagram and illustrations support your answers with suitable examples.*

**Q1)** a) What is 'Artificial Intelligence'? Distinguish between Knowledge & Intelligence.

OR

- b) Explain Model - based reasoning and Constraint - based reasoning in AI?

**Q2)** a) Use an example to illustrate the conditions under which you would be willing to build a Knowledge Management System based on a single expert. Justify your choice.

OR

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

**Q3)** a) Which of the prerequisites for knowledge capture do you think is the most crucial and Why?

OR

- b) Explain Knowledge Elicitation and Knowledge Capture in detail.

**P.T.O.**

**Q4)** a) What is 'Unsupervised Learning'? And explain the term 'Artificial Neural Networks'?

OR

b) Explain the term 'Statistical Clustering' and 'Induction Tree' with suitable example?

**Q5)** a) 'Knowledge transfer is not only from knowledge bases or repositories'. Do you agree? Why or Why Not?

OR

b) Explain the terms, "Decision Support Systems" and "Help Desk Systems".



Total No. of Questions : 5]

SEAT No. :

**P1557**

[Total No. of Pages : 2

**[5369] - 113**

**M.B.S. (Semester - I)**

**104 : MKT - SALES AND DISTRIBUTION MANAGEMENT  
(2013 Pattern)**

*Time : 2.5 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 option.*
- 4) *Each question carries 10 marks.*
- 5) *Your answers should be specific & to the point.*

**Q1) a)** Describe vertical, Horizontal and Symbiotic marketing channel system. **[10]**

OR

b) What are the Causes of channel conflict and techniques to overcome conflict?

**Q2) a)** What are the objectives and structure of sales organization? **[10]**

OR

b) 'Training the sales force is beneficial in sales activity' comment.

**Q3) a)** Explain sales forecasting techniques in sales planning. **[10]**

OR

b) Describe specialized techniques in selling.

**P.T.O.**

**Q4) a)** What is the significance and role of marketing channels in distributing the products? **[10]**

OR

b) Write a short note on 'Franchising' with its significance and Importance.

**Q5) a)** Describe Organized and Unorganized retailing formats with suitable examples. **[10]**

OR

b) What are the new trends in retailing.



Total No. of Questions : 5]

SEAT No. :

**P1558**

[Total No. of Pages : 2

**[5369] - 114**  
**M.B.S. (Semester - I)**  
**104 - FIN : STRATEGIC COST MANAGEMENT**  
**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1) a)** What is Strategic Cost Management? State it's Objectives. **[10]**

OR

b) Explain in detail scope of strategic cost management.

**Q2) a)** State any two techniques of strategic cost management. Give suitable example. **[10]**

OR

b) Describe in detail the life cycle costing.

**Q3) a)** Define Activity based management. State it's importance. **[10]**

OR

b) 'Activity based Management helps in decision making' Do you agree? Justify your answer.

**Q4) a)** Explain in detail value based management. **[10]**

OR

b) Define BSC (Balance Score Card). Explain how it helps in cost management.

**P.T.O.**

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

**[10]**

- i) Lean Management.
- ii) Lean Cost Management.

OR

b) What is learning curve theory. Explain various phases in Learning Curve Theory.



Total No. of Questions : 5]

SEAT No. :

P1734

[Total No. of Pages : 2

**[5369]-115**  
**M.B.S. (Semester - I)**  
**(104 IT) : ENTERPRISE RESOURCE PLANNING (ERP)**  
**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:-*

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

**Q1)** Campass company has adapted SAP application for overall business process. But due to targe training time & implementation, they have decided to implement ERP for their process they facing problems like financial reporting, accounts payable, accounts receivable, planning production management, demand planning etc.

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

**Q2)** What is ERP ? Discuss various basic and advanced features of ERP. **[10]**

OR

Explain Return on investment for ERP.

**Q3)** Explain ERP life cycle in detail with methodologies and strategy. **[10]**

OR

Explain ERP module for Inventory control.

**Q4)** What are the functionalities capabilities offers compensation management of HRM-ERP solution. **[10]**

OR

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

**P.T.O.**



**Q5)** Write short note on (any two).

**[2×5=10]**

- a) Emerging trends in ERP Applications
- b) Data warehousing.
- c) Business intelligence.
- d) ERP need analysis



Total No. of Questions : 5]

SEAT No. :

**P1559**

[Total No. of Pages : 2

**[5369] - 116**  
**M.B.S (Semester - I)**  
**104 OPE - Total Quality Management**  
**(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) Your answers should be specific and to the point.*
- 5) Support your answers with suitable live examples.*

**Q1) a)** What is competitive benchmarking? Explain formulation of quality goals in detail. **[10]**

OR

b) Write a detail note on internal and external failure cost. **[10]**

**Q2) a)** Explain the quality management principles postulated by Taguchi. **[10]**

OR

b) Discuss Deming's 14 point philosophy. **[10]**

**Q3) a)** Write a note on Scatter diagram and regression analysis. **[10]**

OR

b) What are the difficulties associated with QFD? **[10]**

**P.T.O.**

**Q4) a) What is Process Control? Write a note on Six Sigma Quality. [10]**

OR

b) What is Acceptance Sampling? Write a note on OC curve. [10]

**Q5) a) Write a note on ISO 9000 - 2000 [10]**

OR

b) Discuss Tata Business Excellence Model. [10]



Total No. of Questions : 5]

SEAT No. :

**P1560**

[Total No. of Pages : 2

**[5369] - 117**

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

**104 : HR - ORGANISATIONAL DESIGN AND DEVELOPMENT  
(2013 Pattern) (CBCS)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1) a)** What are the contextual and structural dimensions of Organizational design? Explain the interdependencies between the two with the help of an example. **[10]**

OR

b) How do strategies affect organization design? **[10]**

**Q2) a)** 'An organization should be designed to provide both vertical and horizontal information flow as necessary to accomplish the organisation's goals'. In the light of this statement explain the strategic orientation of organization structure with examples. **[10]**

OR

b) Which differences between the manufacturing and service technologies affect the internal design of organizations? **[10]**

**P.T.O.**

**Q3) a)** Discuss the four types of change within organizations which can achieve strategic advantage. Which are the elements for this change? **[10]**

OR

b) Examine the steps in the rational decision making process. How can decisions be taken in uncertainty? **[10]**

**Q4) a)** Explain the process of OD in detail. **[10]**

OR

b) Explain any two intergroup or techno - structural interventions. **[10]**

**Q5) a)** On what bases can the organizational culture be interpreted? **[10]**

OR

b) Examine the relationship between culture and performance with an example. **[10]**



Total No. of Questions : 5]

SEAT No. :

**P1561**

[Total No. of Pages : 2

**[5369] - 118**

**M.B.S (Semester - I)**

**104 IB : INTERNATIONAL FINANCIAL MANAGEMENT  
(2013 Credit Pattern) (Specialisation - II)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1)** Explain the nature, scope and significance of the International finance.

OR

What is International Finance? How it differs from Domestic finance?

**Q2)** What is International Capital Budgeting? Explain calculation of cash flow in this context.

OR

What is cost capital in International Finance? Explain how to assess it?

**Q3)** Explain International working capital Management in detail.

OR

Elaborate Dividend policy for multinational corporations.

**Q4)** Explain 'currency' and 'Interest Rate Risk Management' in International financial Management.

OR

What do you mean by Hedging? Discuss the various tools of Hedging in foreign Exchange.

**P.T.O.**

**Q5)** Elaborate 'International Taxation' with its key elements and issues.

OR

Write short notes on (any two)

- a) Multinational transfer pricing.
- b) Foreign currency translation
- c) International accounting standards and practices.



Total No. of Questions : 5]

SEAT No. :

**P1562**

[Total No. of Pages : 2

**[5369] - 119**

**M.B.S. (Semester - I)**

**104 - SCM : Knowledge Management in Supply Chains  
(2013 Pattern)**

*Time : 2.5 Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1) a)** What is role of information and technology in supply chain? How IT can be useful for supplier relationship management? **[10]**

OR

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

**Q2) a)** “Supply chain information systems have overcome limitations & Challenges of conventional supply chain” Comment. **[10]**

OR

b) Write down Benefits of SC information Systems. **[10]**

**Q3) a)** “Use of technology in supply chain has redefined supply chains and relationship between manufacturer, suppliers and distribution channels”. Discuss with help of appropriate examples. **[10]**

OR

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

**P.T.O.**



**Q4) a)** Discuss about benefits and opportunities of E - supply chain to micro, small and medium scale enterprises in detail. **[10]**

OR

b) Write in brief about - **[10]**

i) E - procurement

ii) Reverse Auctions

**Q5) a)** State and explain the reasons behind ERP implementation. **[10]**

OR

b) Explain Communication Technology with respect to **[10]**

i) Bar Code and Scanning

ii) Global Data Synchronization.



Total No. of Questions : 5]

SEAT No. :

**P1563**

[Total No. of Pages : 2

**[5369] - 120**

**M.B.S (Semester - I)**

**104 RABM : AGRI SUPPLY CHAINS MANAGEMENT**

**(CBCS) (2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for that question / sub question.*
- 5) *Your answer should be specific & to the point.*

**Q1) a)** Define supply chain management. What are the different constituents of supply chain management. **[10]**

OR

b) Mention the functionality & principles in agro transportation with suitable examples. **[10]**

**Q2) a)** What do you mean by MRP, JIT & VMI explain each with relevant example. **[10]**

OR

b) What do you mean by third party logistics? How does it benefit the agro SCM. **[10]**

**Q3) a)** What are the techniques used for performance measurement in agro business and control measures used to manage the performance. **[10]**

OR

b) What do you mean by inventory management. Why it is very important in agro business. **[10]**

**P.T.O.**

**Q4) a)** What is demand forecasting? What are the different methods used for demand forecasting in agro SCM. **[10]**

OR

b) What are the elements of operations management in supply chain? How it is used in agro SCM? **[10]**

**Q5) a)** IT has revolutionised agro SCM? Explain with examples. **[10]**

OR

b) Purchase cycle should be closely monitored in agro SCM. Justify this statement what are different types of purchases in agri business. Explain how IT has helped purchase management. **[10]**



Total No. of Questions : 5]

SEAT No. :

**P1564**

[Total No. of Pages : 2

**[5369] - 121**

**M.M.S**

**MASTER IN MANAGEMENT STUDIES (M.B.S)**

**104 FBM : Project Management**

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

*Time : 2.5 Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1)** Describe the phases of system development life cycle in project management system. **[10]**

OR

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

**Q2)** Describe the phases of development of project plan. **[10]**

OR

Explain work breakdown structure (WBS) and other tools of project planning. **[10]**

**Q3)** Explain the cost estimating process elements of budgeting. **[10]**

OR

Explain the following : **[10]**

- a) Program Evaluation and Review Technique (PERT)
- b) Critical path method (CPM)
- c) Resource Allocation.

**P.T.O.**

**Q4)** Explain the concept of risk identification, risk assessment and risk priority of managing risks in projects. **[10]**

OR

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

**Q5)** What is the concept of project termination? Explain in detail the varieties of project termination. **[10]**

OR

Explain the procedure of project evaluation and reporting. What is the procedure of closing the contract. **[10]**



Total No. of Questions : 5]

SEAT No. :

**P1565**

[Total No. of Pages : 2

**[5369] - 122**

**M.B.S.**

**104 (TM) Innovation, Product Development & Commercialisation  
(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1)** Explain types of products & Product Development projects in detail. **[10]**

OR

Explain product Development Goals in detail. **[10]**

**Q2)** Explain the flexibility in product Development & it's significance. **[10]**

OR

Explain the need & importance of flexibility in product development. **[10]**

**Q3)** Explain the 'Design for Reliability, Predictability & Robustness in detail **[10]**

OR

Explain the importance of customer participation in product development in detail. **[10]**

**Q4)** List out common innovation problems in large companies. **[10]**

OR

Explain various strategies for flawless execution & Process Orientation. **[10]**

**P.T.O.**

**Q5)** Explain ROA, ROE, ROI models in detail

**[10]**

OR

Explain the framework for product portfolio planning, Also explain steps in product portfolio planning.

**[10]**



Total No. of Questions : 5]

SEAT No. :

**P1566**

[Total No. of Pages : 2

**[5369] - 123**  
**M.B.S. (Semester - I)**  
**105 MKT : PRODUCT MANAGEMENT**  
**Marketing Mgt. Spl. - III**  
**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

- 1) *All questions are compulsory and carry equal marks.*
- 2) *Your answer should be specific and to the point.*
- 3) *Support your answers with suitable live examples.*

**Q1) a)** Explain advantages and limitations of product management system in functionally focused organisation structure. **[10]**

OR

- b) ‘The kinds of tasks product manager perform are highly related to how marketing is organized’. Comment on the statement. Which type of company do you find product - focused organisation structure is being followed and what are its advantages? **[10]**

**Q2) a)** Elaborate the various methods of determining competitors. **[10]**

OR

- b) Analyse category attractiveness through aggregate market factors and category factors. **[10]**

**Q3) a)** How to prevent NPD (New Product Development) failure? Discuss. **[10]**

OR

- b) 1) Selecting product price performance level. - Discuss. **[5]**  
2) Reasons for new product failure. **[5]**

**P.T.O.**



**Q4) a)** Being a product manager of company what product strategies do you follow over lifecycle. **[10]**

OR

b) Define product strategy and explain the elements of product strategy. **[10]**

**Q5) a)** In today's business environment, product managers need to be knowledgeable about the financial dimensions of their job as well as the marketing portions. Comment on the statement. Explain the concept of sales analysis. **[10]**

OR

b) Capital budgeting is an area of finance that deals with prioritization of projects within a firm. How is it useful in the context of product management decisions? **[10]**



Total No. of Questions : 5]

SEAT No. :

**P1567**

[Total No. of Pages : 2

[5369] - 124

M.B.S

**INCOME TAX (Part - I)**

**(105 FIN) (Semester - I) (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) *Your answers should be specific and to the point.*
- 5) *Support your answers with suitable live examples.*

**Q1) a)** Define assessee, Assessment year, previous Year. **[10]**

OR

b) Explain the concept of Agricultural Income in detail. **[10]**

**Q2) a)** Explain the concept of Salary as per Income Tax Act 1961. **[10]**

OR

b) Mrs. Anita was assistant manager of XYZ Metal Co Ltd; during the financial year 2016 - 17. She got the following emoluments. **[10]**

Sr. No.	Particulars
1	Basic Salary Rs. 27000 per month
2	Dearness Allowance Rs. 2500 per month
3	Transport Allowance Rs. 1700 per month
4	Contribution to RPF was 15% of basic salary
5	Children education allowance for two children was Rs. 800 per month
6	City Compensatory allowance Rs. 500 per month
7	Hostel expenses allowance for two children was Rs. 600 per month
8	Tax paid on employment Rs. 2500

Compute the taxable salary of Mrs. Anita for the financial Year 2016 - 17.

**P.T.O.**

**Q3) a)** Explain the deductions available from the house property. **[10]**

OR

b) Compute the income from house property for the financial year 2016 - 17 for Mr. Sujay on the basis of the following information. **[10]**

i) Municipal Valuation	Rs. 100000
ii) Fair Rent	Rs. 140000
iii) Standard Rent	Rs. 130000
iv) Rent Received	Rs. 135000
v) Municipal Taxes Paid	Rs. 30000
vi) Interest on borrowed capital	Rs. 35000

**Q4) a)** Which are the exceptions for set off & carry forward of losses. **[10]**

OR

b) Explain the Deductions applicable to Individual and HUF. **[10]**

**Q5) a)** How gross total income & tax liability is computed. **[10]**

OR

b) How tax planning is relates to Financial Management Decisions. **[10]**



Total No. of Questions : 5]

SEAT No. :

**P1568**

[Total No. of Pages : 2

**[5369] - 125**

**M.M.S./M.B.S (Semester - I)**

**105 - IT : RDBMS WITH ORACLE**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

*1) Figures to the right indicate full marks.*

**Q1)** Explain the architecture of DBMS. **[10]**

OR

Explain the Data Model. **[10]**

**Q2)** Explain relational Data model. **[10]**

OR

Explain Relational Algebra. **[10]**

**Q3)** Explain SQL Character Function. **[10]**

OR

Explain SQL TCL. **[10]**

**Q4)** Explain SQL Set Operator. **[10]**

OR

**P.T.O.**

Solve the following queries using SQL (Any 5) [10]

Consider the following table structures to solve the following queries :

Supplier (Scode, Sname, Scity)

Item (Icode, Iname, Unit \_ Price)

Supplier \_ It (Scode, Icode, Qty, Date)

- a) List the items having unit - price in the range of Rs. 100 to Rs. 200 inclusive.
- b) List the suppliers who have not supplied any item.
- c) List the pairs of suppliers who have supplied an item 'Sugar'. Eliminate the duplicates.
- d) List Sname, Iname, Qty and Date for all supplies.
- e) List the supplier names who have supplied at least one item supplied by supplier 'S101'.
- f) Count number of suppliers in each city. Display city and count in the order of city.

**Q5)** Discuss different types of object in Oracle. [10]

OR

Explain Create, alter and Drop with example. [10]



Total No. of Questions : 5]

SEAT No. :

**P1569**

[Total No. of Pages : 2

**[5369] - 126**

**M.B.S. (Semester - I)**

**105 - OPE : OPERATION MANAGEMENT SPECIALIZATION**

**Productivity Management**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1) a)** Define the concept of Productivity. Explain the importance of productivity. **[10]**

OR

b) Define the concept of Productivity. Discuss various ratio related to Finance, Material & Services with productivity. **[10]**

**Q2) a)** Write a note on

- i) Value analysis. **[5]**
- ii) Value Engineering **[5]**

OR

b) Explain in detail Productivity Benefit Model. **[10]**

**Q3) a)** Explain in detail the principles of Motion Economy. **[10]**

OR

b) Write a note on

- i) Man Machine Diagram. **[5]**
- ii) Flow Chart **[5]**

**P.T.O.**

**Q4) a)** What is Work Measurement. Discuss in detail its techniques to measure it. **[10]**

OR

b) Explain Activity Sampling and Computation Standard Time. **[10]**

**Q5) a)** Describe the Six Sigma Methodology. **[10]**

OR

b) Write a note on

i) TPM **[5]**

ii) Use of Technology in Productivity. **[5]**



Total No. of Questions : 5]

SEAT No. :

P1570

[Total No. of Pages : 1

**[5369]-127**  
**M.B.S. (Semester - I)**  
**Specialization - III**  
**105 HR : HR AUDIT**  
**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) Define HRD Audit & explain its basic components in detail. [10]**

OR

Elaborate on origin of HR audit. What are the elements of good HRD?

**Q2) What do you mean by HRD structure? Explain the structure in detail. [10]**

OR

Define and explain HRD competencies.

**Q3) What do you mean by HRD score card? Explain its implications in business improvement. [10]**

OR

Define and explain HRD audit methodology in detail.

**Q4) Which tools and instruments are used in collecting data for HRD audit? [10]**

OR

Enumerate the effectiveness of HRD Audit as an intervention.

**Q5) What is the objective of HRD audit and which variables are used for the same? [10]**

OR

What is the present status of HRD Audit in India?





Total No. of Questions : 5]

SEAT No. :

P1571

[Total No. of Pages : 1

**[5369]-128**  
**M.B.S. (Semester - I)**  
**105 IB - INTERNATIONAL MARKETING**  
**(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) *Your answers should be specific and to the point.*
- 5) *Support your answers with suitable live examples.*

**Q1) a)** Define international marketing. Why is it essential for a company to master the art of international marketing in the present competitive times? [10]

OR

b) Explain in detail international marketing management process. [10]

**Q2) a)** In international product planning, what major product related decisions are taken by any company? [10]

OR

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

**Q3) a)** Explain the concept of international dumping; financing marketing transactions with suitable live examples. [10]

OR

b) Explain the factors affecting International Price Determination. [10]

**Q4) a)** Explain the various aspects of International supply chain management. [10]

OR

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

**Q5) a)** Describe various product-promotion strategies for international markets. Support your answer with suitable examples. [10]

OR

b) Discuss the challenges of International advertising and measures to overcome. [10]



Total No. of Questions : 5]

SEAT No. :

P1572

[Total No. of Pages : 2

[5369]-129

MBS

**Specialization - III : SUPPLY CHAIN MANAGEMENT**  
**105 - Purchasing and Supplier Relationship Management**  
**(Semester - I) (2013 Pattern) (CBCS)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:-*

- 1) *All questions are compulsory.*
- 2) *All questions carry equal marks*
- 3) *Each question carries 10 marks.*
- 4) *Figures to right indicate marks for that question/sub question.*
- 5) *Your answer should be specific and to the point.*
- 6) *Support your answer with suitable examples*

**Q1)** Describe Types of Purchases. Explain in detail the Purchasing Procedure.[10]

OR

Explain various responsibilities performed by Purchasing Function in Supply Chain Management. [10]

**Q2)** Discuss Operational Purchasing. State various Operational responsibilities in Purchase Function. [10]

OR

Enlist and describe various functions performed by Purchasing department of an organization. [10]

**Q3)** Discuss “Make or Buy” Decisions Process. Explain various factors which leads to “Make or Buy” decision. [10]

OR

What is need of Supplier Selection? Explain the process of Key Supplier selection. [10]

**P.T.O.**

**Q4)** Explain and Describe “Quality in terms of Customer”. State customer requirements regarding Quality. **[10]**

OR

Explain and Describe the total process of Supplier Quality Management. **[10]**

**Q5)** Discuss Face to Face negotiation. Explain phases of Face to Face negotiation. **[10]**

OR

What do you mean by Negotiation. Explain different negotiation techniques with suitable examples. **[10]**



Total No. of Questions : 5]

SEAT No. :

P1573

[Total No. of Pages : 1

**[5369]-130**  
**M.B.S. (Semester - I)**  
**105 RABM : COMMODITIES MARKET**  
**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:-*

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

**Q1)** Discuss in detail how commodity market has evolved over the years. **[10]**

**Q2)** Explain different types of risks in commodities market with examples. **[10]**

**Q3)** Brief on commodity exchanges in India. **[10]**

- a) MCX
- b) NCDEX

**Q4)** Discuss the latest NSEL scam. **[10]**

**Q5)** How commodity derivatives contribute in economic development? **[10]**



Total No. of Questions : 5]

SEAT No. :

P1574

[Total No. of Pages : 1

[5369]-131

M.B.S

**FAMILY BUSINESS MANAGEMENT SPECIALIZATION  
BUSINESS PLAN**

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

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:-*

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for that question/sub question.*
- 5) *Your answer 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 the key elements of business plan.

OR

Write a business plan for your own business with a suitable example.

**Q2)** Which are the risk factors in business when we start or run a business?

OR

Writing a business plan is essential for a successful business man . Give your opinion.

**Q3)** What is the business plan concept? Explain its use, need for starting a business.

OR

Why does the opportunity generate a positive present value? What is unique? Explain it.

**Q4)** Explain the following concepts

- a) Risk assessment
- b) Business strategy.

OR

When to enter in the market for business and how to determine it?

**Q5)** Discuss the concept owners or personal key have effects on business development .

OR

Why the business plan important for running your business in long term?



Total No. of Questions : 5]

SEAT No. :

P1575

[Total No. of Pages : 1

**[5369]-132**  
**M.B.S. (Semester - I)**  
**Specialization - III**  
**105 - TM : MANAGING INNOVATION - I**  
**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:-*

- 1) All questions are compulsory.*
- 2) Each question carries 10 marks.*
- 3) Each question has an internal option.*
- 4) Figures to right indicate marks.*
- 5) Draw neat diagrams wherever necessary.*

**Q1)** 'Innovation is compulsory to survive in Business' - Discuss the statement with examples. **[10]**

OR

Differentiate between innovation and creativity with examples.

**Q2)** Explain in detail, disruptive technological change model. **[10]**

OR

Explain about Tushman-Rosen Kopf technology life cycle model.

**Q3)** Differentiate between Asset & Knowledge. **[10]**

OR

Explain the concept of core competencies.

**Q4)** Explain the terms : Pioneers, Migrators and Settlers. Discuss how managers should work on creating emotional appeal. **[10]**

OR

Explain the concept of technology with examples.

**Q5)** Explain the terms - Managerial decision making and disruptive technological change. **[10]**

OR

Explain the terms - Resource Allocation and Upward Migration.



Total No. of Questions : 5]

SEAT No. :

P1576

[Total No. of Pages : 1

[5369]-201

M.B.S

201 : MANAGING FOR SUSTAINABILITY

(Semester - II) (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) Your answers should be specific and to the point.
- 5) Support your answers with suitable live examples.

**Q1)** a) Define Corporate Social Responsibility. Also discuss the responsibility of various stakeholder groups. [10]

OR

b) Explain Bottom of the Pyramid opportunities. Discuss the social and Environmental problems and how they shape market.

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

OR

b) Discuss the various Stakeholders in sustainable development. Explain how the reduction of socio-environmental costs and risk can be carried out.

**Q3)** a) Explain three Dimensions of sustainable development. [10]

OR

b) Explain business models for sustainable development in Indian and Global perspective.

**Q4)** a) Explain the difference between Governance and Management .Discuss Agency theory of CSR. [10]

OR

b) Define corporate governance and its key issues. Explain the role of regulators.

**Q5)** a) Define corporate ethics. Explain Ethical value system in India. [10]

OR

b) Explain Ethics and corporate excellence in business. Discuss the strategies of organizational culture building.



Total No. of Questions : 5]

SEAT No. :

P1577

[Total No. of Pages : 1

[5369]-202

M.B.S

**Startup and New Venture Management  
(Semester - II) (2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:-*

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

**Q1)** Discuss the typology of entrepreneurs **[10]**

OR

All entrepreneurs are managers but all managers are not entrepreneurs. Discuss **[10]**

**Q2)** Explain the tools of Intellectual Property Protection. **[10]**

OR

Discuss the tools for source of Information in starting the new venture. **[10]**

**Q3)** Prepare a Specimen of Project report for any business. **[10]**

OR

Elaborate the methods of project appraisal **[10]**

**Q4)** Write a detailed note on DIC. **[10]**

OR

Discuss the objectives and function of SIDBI **[10]**

**Q5)** Discuss the key variables explaining success of entrepreneurs **[10]**

OR

Write note on **[10]**

- a) Technology Obsolescence
- b) Industrial Reconstruction



**P.T.O.**



Total No. of Questions : 5]

SEAT No. :

P1578

[Total No. of Pages : 1

[5369]-203

M.B.S

INTERNATIONAL MARKETING

(Semester - II) (2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:-

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

**Q1)** What is the concept of international marketing? Explain its nature and scope. [10]

OR

Explain the role and functions of international groups 'SAFTA' and 'NAFTA'.

[10]

**Q2)** Discuss the product designing and product standardisation. [10]

OR

What is the product line? Discuss the international trade product life cycle. [10]

**Q3)** What is the concept of international markets? Explain the 'International dumping'. [10]

OR

Discuss the 'price quotation' and 'Terms of sales'. [10]

**Q4)** Define international distribution channels. Explain their roles and functions. [10]

OR

Discuss International 'Direct Marketing' and 'SCM'. [10]

**Q5)** Explain International 'Trade fairs' and 'Exhibitions' with example. [10]

OR

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

- a) Global media strategies.
- b) International Advertising
- c) International other modes of communications
- d) Planning for trade fairs (Global)



Total No. of Questions : 5]

SEAT No. :

P1579

[Total No. of Pages : 1

**[5369]-204**  
**M.B.S**  
**FINANCIAL MANAGEMENT**  
**INTERNATIONAL FINANCE**  
**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:-*

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

**Q1)** Discuss the role of Information technology and its significance in International finance. **[10]**

OR

What is purchasing power parity (PPP)? Under what circumstance can PPP be applied?

**Q2)** Define Hedging with internal and external techniques of Hedging. **[10]**

OR

Write note:

- a) FEMA
- b) Types of exchange rates.

**Q3)** Explain the various participants in global capital market. **[10]**

OR

Write note:

- a) Securitisation
- b) FCNR

**Q4)** Explain the concept of loan syndication in brief. What are the merits and demerits of loan syndication? **[10]**

OR

What are the rights and duties of managing and agents bank in international bond markets.

**Q5)** Describe in detail the nature, objectives and advantages of IFRS? **[10]**

OR

What are the strategies used for international receivables managements?



Total No. of Questions : 5]

SEAT No. :

P1580

[Total No. of Pages : 1

[5369]-205

M.B.S. (Mgt Faculty) (Semester - II)

INFORMATION TECHNOLOGY MANAGEMENT (IT) SPL-IV

203 (IT) : Software Quality Assurance

(2013 Pattern)

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:-*

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

**Q1)** Attempt any one. **[10]**

- a) Explain process quality metrics in brief.
- b) What is SEI CMM? Explain levels of CMM in detail.

**Q2)** Attempt any one **[10]**

- a) Explain McCall's quality model in detail.
- b) Explain content of Software Quality Assurance Plan.

**Q3)** Attempt any one **[10]**

- a) What is the difference between Error, Fault and Failure? Explain Software Quality Assurance objectives in brief.
- b) Explain software quality factors in details.

**Q4)** Attempt any one **[10]**

- a) What is review? What is its purpose? Explain different types of review.
- b) What are CASE tools? Explain impact of CASE tools in quality assurance.

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

- a) Verification and validation
- b) Pre-project SQA components
- c) ISO/IEC 12207 standard.



Total No. of Questions : 5]

SEAT No. :

P1581

[Total No. of Pages : 1

[5369]-206

MBS

**Operations Management Specialization - IV**  
**203 OPE : Toyota Production System**  
**(Semester II) (2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:-*

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

**Q1)** Define Toyota Production System. Elaborate Waste Elimination and its impact.

OR

Explain 4P' model of Toyota Way.

**Q2)** Explain Continuous Process Flow. How it is beneficial as long term philosophy?

OR

Explain Pull System & Push System. Differentiate between Push & Pull System.

**Q3)** Are standardized tasks foundation of continuous improvements? Will it support employee empowerment?

OR

Explain the concept of Quality Right First Time. How First Time Right is ensured in any organization practicing TPS.

**Q4)** Comment on 'Grow Leaders who thoroughly understand the work'. State other qualities of leader for TPS.

OR

How developing exceptional people and teams important in TPS?

**Q5)** Which statement is true - Rapid decision making is important in TPS' or Rapid implementation is important in TPS ? Why?

OR

What do you understand by Genchi Genbutsu in TPS?



Total No. of Questions : 5]

SEAT No. :

P1582

[Total No. of Pages : 2

**[5369]-207**  
**M.B.S.**  
**(Specialization)**  
**203 HR : GLOBAL HR**  
**(Semester II) (CBCS) (2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:-*

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

**Q1) a)** Define international HR. and state the difference between domestic and international HR. **[10]**

OR

- b) Write note on. **[10]**
- i) Talent Management
  - ii) International business ethics & HRM

**Q2) a)** Discuss in details the advantages of- linking the international assignments with organizational strategies. **[10]**

OR

- b) Discuss in detail- dual career couples. **[10]**

**Q3) a)** State the objectives of international compensation, discuss it's components of international compensation program. **[10]**

OR

- b) Explain the process of performance management handled in multinational companies, give suitable examples. **[10]**

**P.T.O.**

- Q4) a)** Write note on. **[10]**
- i) Issues of Social dumping
  - ii) Impact of digital Economy

OR

- b) Explain in detail the issues in international HR **[10]**

- Q5) a)** Elaborate the role of HR in Multinational Company. **[10]**

OR

- b) Elaborate with example — role of expatriate and role of Non expatriate. **[10]**



Total No. of Questions : 5]

SEAT No. :

P1583

[Total No. of Pages : 1

[5369]-208

M.B.S

**Global Logistics and Supply Chains  
(Semester - II) (2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:-*

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

**Q1)** Define logistics and explain various documents involved in global logistics.

OR

What is transportation and explain importance of transportation.

**Q2)** Explain various merits and demerits of goods carriage by land.

OR

Explain concept of contract shippers. What are the types of ships used in global logistics.

**Q3)** What are the types of shipping intermediaries and explain functions and role of shipping agents.

OR

Explain shipping corporation in India and its role

**Q4)** State different sea routes in world and explain importance of any two of them

OR

What is International chamber of shipping. Discuss its role.

**Q5)** Define Containerization. Explain its role.

OR

Write a short note on

- a) Marking and identification of containers
- b) General cargo service.



Total No. of Questions : 5]

SEAT No. :

P1584

[Total No. of Pages : 1

[5369]-209

M.B.S. (Semester - II)

SUPPLY CHAIN MANAGEMENT SPECIALIZATION - IV

203 - SCM : Supply Chain Planning

(2013 Pattern)

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:-*

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

**Q1)** a) Which are traditional forecasting techniques? Explain each in brief .

OR

- b) What is forecasting? What is the importance of forecasting in business? Also explain role of forecasting in supply chain.

**Q2)** a) Discuss the importance of demand management in supply chain management. Write about collaborative planning.

OR

- b) What is customer service level? Should company go for maximum customer service level or bear stock out cost? Comment.

**Q3)** a) Discuss aggregate planning in manufacturing organization with example.

OR

- b) "Planning is gaining more importance in modern supply chain". Discuss this statement.

**Q4)** a) Discuss the strategies of managing demands and seasonality in supply chains.

OR

- b) "Supply chain is one of most critical part of dynamic decision making". Comment.

**Q5)** a) Write about various challenges faced in network configuration.

OR

- b) What is network distribution in SC? Discuss the role of network decisions of SC.





Total No. of Questions : 5]

SEAT No. :

P1585

[Total No. of Pages : 1

[5369]-210

M.B.S

SPECIAL AREAS IN RURAL MARKETING

(Semester II) (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) *Your answers should be specific and to the point.*
- 5) *Support your answers with suitable live examples*

**Q1)** Describe rural Marketing in FMCG Goods. [10]

OR

How Marketing Strategies are adopted to rural markets? [10]

**Q2)** What is the role played by Consumer durable goods in rural market? [10]

OR

What are the Problems associated with the Marketing of consumer durable goods in rural market? [10]

**Q3)** Describe evolution of Rural banking after Independence [10]

OR

Describe role of 'Micro SIPs' in rural markets. [10]

**Q4)** Write a note on Indian 'Tractor Industry'. [10]

OR

Describe 'Global Agrochemical Market'. [10]

**Q5)** Write a short note on 'Rural Market in Cottage Industry' [10]

OR

What are Challenges for Rural Cottage industries'? [10]



Total No. of Questions : 5]

SEAT No. :

P1586

[Total No. of Pages : 2

**[5369]-211**  
**M.B.S. (Semester - II)**  
**INTRAPRENUERSHIP**  
**203 : Family Business Management**  
**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) What are the risks to be an intrapreneur? Also discuss in details the benefits of an intrapreneur? **[10]**

OR

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

**Q2)** a) What is scaling ideas? How it helps in growth of organization. Discuss in details. **[10]**

OR

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

**Q3)** a) What is the process of 'Design Considerations for Idea Advocacy and Screening'? Discuss in details. **[10]**

OR

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

**Q4)** a) Is working with the commercialization team very difficult? How Performance measurement of commercialization is done? Discuss in details. **[10]**

OR

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

**P.T.O.**

**Q5) a)** What should be the ideal feedback mechanism in organization for intrapreneurship development? Discuss in details. **[10]**

OR

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



Total No. of Questions : 5]

SEAT No. :

P1587

[Total No. of Pages : 1

[5369]-212

M.B.S. (Semester - II)

TECHNOLOGY MANAGEMENT

203 TM : Technology Transfer and Commercialization  
(2013 Pattern)

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:-*

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

**Q1)** Elaborate on Innovation and Entrepreneurship. **[10]**

OR

Explain technology Transfer and Transmission process.

**Q2)** What is Marketing Innovation? Explain objectives and methodologies of Marketing of Innovation. **[10]**

OR

Elaborate on technology valuation and impact analysis.

**Q3)** Elaborate on various financial requirements while formulating business plan. **[10]**

OR

Explain financial features to be considered in business plan.

**Q4)** Describe start-up companies, spin-off companies and joint ventures. **[10]**

OR

Describe negotiating and monitoring of Licensing Agreement.

**Q5)** A pharmaceutical company wants to development its business plan for generic medicines. Elaborate on how financial factors and financial features will impact on its business plan. **[10]**

OR

New technology for automobile manufacturing is available. A leading automobile company in India wants to adopt such technology. Elaborate on how technology valuation and impact analysis should be done by a company.



Total No. of Questions : 5]

SEAT No. :

P1588

[Total No. of Pages : 1

[5369]-213

M.B.S.

**204 MKT : CUSTOMER RELATIONSHIP MANAGEMENT  
(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:-*

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

**Q1)** What is a Relationship? Discuss the various Relationship Management theories.

OR

Discuss : strategic CRM; Operational CRM.

**Q2)** Discuss KPI of a customer acquisition programme. Also explain the concept of customization.

OR

Discuss the importance of customer retention. Discuss the strategies for customer development.

**Q3)** What is a portfolio? Discuss customer portfolio management in the B2B content.

OR

Discuss the experiential marketing strategies and tactics.

**Q4)** Bring out the relationship between Business Networks and CRM.

OR

What is a Network? Explain the concept of Benchmarking Partners.

**Q5)** Give the strategic goals of CRM. Explain the importance of Employee Relationship Management.

OR

Explain the importance of organizational roles for the success of CRM.



Total No. of Questions : 5]

SEAT No. :

P1589

[Total No. of Pages : 2

[5369]-214

M.B.S.

**204 - FIN : INCOME TAX  
(2013 Pattern) (Part - II)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:-*

- 1) *All questions carry equal marks.*
- 2) *Use of simple calculator is allowed.*

**Q1)** Describe the concept of residential status and incidence of tax liability?

OR

Define the following

- a) Person
- b) Income

**Q2)** List out the expenses which are specifically disallowed under the head "Income from business & Profession"?

OR

Mr.Kamal S.Vohra is an advocate. His income & expenditure account is as follows.

Chamber Rent	10,000	Fees for cases	1,68,000
Stationery	3,000	Gifts from clients	4,000
Law books (Annually published)	4,000	salary as a lecturer in law college	12,000
Furniture purchased	13,000	Dividend on shares	6,000
Salary	7,000		
Income tax	3,000		
Net surplus	1,50,000		
	1,90,000		1,90,000

Compute his income from profession for the A.Y. 2016-17. 10% depreciation is allowed on furniture.

**P.T.O.**

**Q3)** Write short notes on

- a) TDS
- b) Exemptions available under "Income from house property."

OR

Mr.Ajit sold his only house property occupied by him as residential house for Rs. 40,00,000 in the month of December 2014. The house property was purchased by him in the month of February 1981 for a consideration of Rs.3,80,000.

- a) Determine the amount of capital gain if CII for December 2014 is 1024
- b) State the exemption available if he purchases another house.

**Q4)** Write short notes on

- a) Set off & carry forward of losses
- b) Minimum alternate tax

OR

Explain the calculation of gross total income & tax liability?

**Q5)** Explain the tax planning for financial management decisions?

OR

Explain the tax planning for professionals?



Total No. of Questions : 5]

SEAT No. :

P1590

[Total No. of Pages : 1

[5369]-215

M.B.S. (Semester - II)

**Information Technology Management (IT) Specialization V  
204 (IT) : Information Security and Audit  
(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) Figures to the right indicate marks for that question/sub - question.*
- 4) Draw neat diagrams and illustrations supportive to your answer.*

**Q1)** List & Explain various Biometric Controls for protecting information system assets. **[10]**

OR

Describe Risks involved in information security.

**Q2)** Explain overview of Network Security in Digital Communications. **[10]**

OR

How do you manage Security of Wireless Networks?

**Q3)** Explain Intrusion Detection System in detail. **[10]**

OR

How Encryption and Firewalls are helpful for Information Security? Describe.

**Q4)** Explain steps and methodologies involved in ISA. **[10]**

OR

Explain various auditing techniques for Information Security.

**Q5)** Explain Information Security and Audit Control's Process in depth. **[10]**

OR

Explain different types of ISA Controls with Risks involved in it.





Total No. of Questions : 5]

SEAT No. :

P1591

[Total No. of Pages : 1

[5369]-216

M.B.S. (Semester - II)

**204 OPE : QUALITY MANAGEMENT STANDARDS  
(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:-*

- 1) Answer all questions. Options one given in each question.*
- 2) All questions carry equal marks.*

**Q1)** Describe C.M.M.I. (Capability Maturity Model Integration). Explain C.M.M.I. expected technical benefits.

OR

What are the core tools of T.S. 16949.

**Q2)** Explain the role of Top Management in Q.M.S.

OR

Describe the main clauses of Q.M.S. standards.

**Q3)** What the general requirements of E.M.S. standards?

OR

Describe the International standards specifications for Environmental Management System.

**Q4)** Describe the legal and other requirements for OHSAS-18001-2007.

OR

Explain the key clauses of OHSAS 18001:2007.

**Q5)** What is a Legal register, Risk register and Impact register? Explain the relationship in each of them.

OR

What is Enterprise Resources Planning? Explain its advantages and limitations.



Total No. of Questions : 5]

SEAT No. :

P1592

[Total No. of Pages : 2

[5369]-217

M.B.S

**204 - HR : EMPLOYEE REWARD MANAGEMENT  
(Semester - II) (2013 Pattern)  
(HRM, Elective Core)**

*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)** What is reward management? Discuss the aims of Reward Management in detail. **[10]**

OR

b) “Environment has it’s impact on Reward System” discuss with suitable example

**Q2) a)** Discuss in details the different types of grade & pay structure. Give suitable examples. **[10]**

OR

b) Discuss in details the steps in developing pay structure and explain “Paying for organizational performance”

**Q3) a)** Design the reward management for Sales and Customer service staff. **[10]**

OR

- b) Write a short notes on
- i) Rewarding knowledge worker
  - ii) Shop floor pay

**P.T.O.**

**Q4) a)** “Trade Union has impact on determination of Reward”. Discuss with suitable example **[10]**

OR

b) Explain in detail the Govt. and legal issues in Reward System in India.

**Q5) a)** Write a detail note on, “Reward Management System practiced by Manufacturing Industry” **[10]**

OR

b) “Effective rewards management system enhances the performance of employee” Discuss with suitable examples



Total No. of Questions : 5]

SEAT No. :

P1593

[Total No. of Pages : 1

[5369]-218

M.B.S. (Semester - II)

204 (IB) : FOREIGN EXCHANGE MANAGEMENT

(2013 Pattern)

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:-*

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

**Q1)** What is the concept of 'Foreign Exchange'? Explain the concept of 'Exchange Market'.

OR

Explain the evolution of 'exchange control'.

**Q2)** Explain the sources of demand and supply of 'Foreign Exchange'.

OR

What is the concept of 'Balance of Payment'? Discuss the effective exchange rates.

**Q3)** Describe the general factors of exchange rate fluctuations.

OR

Explain the price theory of exchange rate volatility.

**Q4)** Discuss 'hedging' and 'arbitrage' in concern with foreign exchange market.

OR

Illustrate the 'Expectation Theory'.

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

- a) Euro currency markets.
- b) Fisher Black's optional-pricing model.
- c) Measuring foreign exchange risk.
- d) Euro Currency Instruments

OR

Discuss the 'Foreign Exchange Regulation' in India.



Total No. of Questions : 5]

SEAT No. :

P1594

[Total No. of Pages : 1

[5369]-219

M.B.S. (Semester - II)

204 SCM : SUPPLY CHAIN COORDINATION

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

**Q1)** a) Explain the importance of Coordination of Supply chain with order processing and Inventory management? [10]

OR

b) What is the importance of Coordination of Supply Chain with Retail functions for market expansions? [10]

**Q2)** a) Discuss in detail role of IT in Supply Chain Coordination. [10]

OR

b) Explain in detail Incentive obstacles and information processing obstacles to coordination in Supply Chain. [10]

**Q3)** a) Explain in detail how information accuracy can be improved with examples. [10]

OR

b) Explain in detail how Operational performance can be improved with examples. [10]

**Q4)** a) Elaborate on creating effective contracts. [10]

OR

b) Explain in detail Deterrence based view and process based view in building strategic partnerships in SC. [10]

**Q5)** a) What are the requirements for successful CPFR? [10]

OR

b) What are the different CPFR scenarios and how do they benefit supply chain partners? [10]



Total No. of Questions : 5]

SEAT No. :

P1595

[Total No. of Pages : 2

[5369] - 220

M.B.S. (Semester - II)

SPECIALIZATION - V

204-RABM : RURAL & AGRIBUSINESS MANAGEMENT

ICT for Agriculture Management

(2013 Pattern)

Time :  $2\frac{1}{2}$  Hours]

[Max. Marks : 50

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Figures to the right indicate full marks.*

**Q1)** What is Agribusiness? Explain the importance of Information & Communication Technology in various field of Agriculture Management.

[10]

OR

Explain leapfrogging technology & its ramification for rural economics.

**Q2)** Explain ICT production system management. What are different types of ICT information services?

[10]

OR

Explain short term & long term productivity information services.

**Q3)** Explain the advantages of & opportunities for market access ICT services.

[10]

OR

Explain virtual trading floors & holistics trading services.

**P.T.O.**

**Q4)** Explain the ICT for financial inclusion. Explain in detail transfer & payments services. **[10]**

OR

Explain the issues and challenges for ICT financial inclusion services.

**Q5)** Explain the role of Geographical Information System (GIS) in the fields of Agriculture Management. **[10]**

OR

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



Total No. of Questions : 5]

SEAT No. :

P1597

[Total No. of Pages : 2

[5369] - 222

M.B.S. (Semester - II)

Specialization - V

204-TM : TECHNOLOGY MANAGEMENT

Technology Use & Assessment

(2013 Pattern)

Time :  $2\frac{1}{2}$  Hours]

[Max. Marks : 50

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each question has internal option.*
- 3) *Figures to the right indicate full marks.*

**Q1)** a) Discuss the technology Assessment Criteria of stake-holder interests. [10]

OR

b) Explain in detail the scope of Technology Assessment. [10]

**Q2)** a) Explain influence of Technology on Society. [10]

OR

b) Explain influence of Technology on Education. [10]

**Q3)** a) Explain Environmental Impact Assessment as a technique in Technology Assessment. [10]

OR

b) Write short notes on: [10]

- i) Benefit Cost Analysis.
- ii) Trend Extrapolation.

**P.T.O.**



**Q4) a)** Define and explain the purpose of the study of Technology use. [10]

OR

b) Explain usability attributes of Technology use. [10]

**Q5) a)** Explain verifiability, validity and reliability in Research on Technology use. [10]

OR

b) Explain the importance of research on Technology use. [10]



Total No. of Questions : 5]

SEAT No. :

P1598

[Total No. of Pages : 2

[5369] - 223

M.B.S. (Semester - II) (Specilization - VI)

205 (MKT) : Retail Marketing

(CBCS) (2013 Pattern)

Time :  $2\frac{1}{2}$  Hours]

[Max. Marks : 50

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for that question/sub-question.*
- 5) *Your 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 Retailing. Discuss the drivers of growth of retail in the country. [10]

OR

b) Define Retailing. Also classify Retailers by Strategy along with examples. [10]

**Q2)** a) Explain steps involved in choosing a retail location and methods of evaluating a trading area. [10]

OR

b) Elaborate Strategic Profit Model considering GMROI. [10]

**Q3)** a) What are the differences between a fashion, fad and Staple? How should a merchandise planner manage? [10]

OR

b) Explain in detail Retail Administration along with suitable examples. [10]

**P.T.O.**

**Q4) a)** Explain the role of communication in retailing and how do we implement and evaluate the retail communications programs. **[10]**

OR

b) How important is the role of pricing in retail marketing mix? Briefly discuss the various retail pricing approaches available to the retailer. **[10]**

**Q5) a)** Discuss the major players nationally and internationally in the retail world. **[10]**

OR

b) Explain the impact of FDI in overcoming the challenges in Indian retail market. **[10]**



Total No. of Questions : 5]

SEAT No. :

P1599

[Total No. of Pages : 2

[5369] - 224

M.B.S. (Semester - II)

205 FIN : Financial Risk Management  
(2013 Pattern)

Time :  $2\frac{1}{2}$  Hours]

[Max. Marks : 50

*Instructions to the candidates:*

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

**Q1)** What is market data analysis and why it is necessary?

[10]

OR

Explain the following form of financial risk:

- a) Currency risk.
- b) Interest rate risk.
- c) Equity risk.
- d) Commodity risk.

**Q2)** Critically analyze the concept and computation of VAR using variance-covariance approach.

[10]

OR

‘The risk and volatility measurement is one of the important managerial function’. Explain.

**Q3)** Describe currency risk analysis in global investing. Explain cross currency risk analysis.

[10]

OR

How value at risk for fixed income portfolio is calculated? Describe cashflows mapping in fixed income portfolios.

**P.T.O.**

**Q4) What are the RBI guidelines for credit and market risk management? [10]**

OR

Describe the Indian Environment in VAR applications to NSE, BSE, NCDEX and CCIL.

**Q5) What is the role of risk reporting, risk budgeting and setting risk limits? [10]**

OR

Explain various integrated approaches to risk management.



Total No. of Questions : 5]

SEAT No. :

**P1600**

[Total No. of Pages : 2

**[5369] - 225**

**M.B.S. (Semester - II)**

**INFORMATION TECHNOLOGY MANAGEMENT (Specialization - VI)**

**205 (IT) : Data Warehousing and Data Mining**

**(2013 Pattern)**

*Time : 2 $\frac{1}{2}$  Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) Attempt Any One:**

**[10]**

- a) Define Data Warehousing. Explain Three Tier Data Warehouse architecture with suitable diagram.
- b) Explain Cluster Analysis in brief.

**Q2) Attempt Any One:**

**[10]**

- a) Define the term OLAP. Explain types of OLAP servers in brief.
- b) What is Data Compression? Explain Discretization & hierarchy generation.

**Q3) Attempt Any One:**

**[10]**

- a) Define Data Mining. Explain functionalities of Data Mining with architecture.
- b) What is Data Cube? Explain indexing of OLAP data.

**P.T.O.**

**Q4) Attempt Any One:**

**[10]**

- a) Define Data Pre-processing. Explain data cleaning process in detail.
- b) Define Schema. Explain types of schemas with example.

**Q5) Write short notes on (Any Two):**

**[10]**

- a) Applications & Trends in Data Mining.
- b) Need of Data Warehousing.
- c) Classification of Data Mining.



Total No. of Questions : 5]

SEAT No. :

P1601

[Total No. of Pages : 2

[5369] - 226

M.B.S. (Semester - II)

205 (OPE) : World Class Manufacturing  
(2013 Pattern)

Time :  $2\frac{1}{2}$  Hours]

[Max. Marks : 50

*Instructions to the candidates:*

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

**Q1)** Discuss the emergence of the information age in the world class manufacturing.

OR

Explain the operating environment of the information age.

**Q2)** Discuss manufacturing excellence and competitiveness.

OR

What is 'world class manufacturing'? Explain. Hall's framework of value-added Engineering.

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

- a) 'Karban'.
- b) 'SQC'.
- c) 'Lean Production tools'.
- d) 'Poka Yoke'.

OR

Explain the material processing and handling tools.

**P.T.O.**



**Q4)** Discuss strategies use of IT in Indian Manufacturing.

OR

“Is India Ready for world class manufacturing”? Justify the above statement.

**Q5)** Describe the Generic Manufacturing strategies for the information age.

OR

Discuss ‘Po-P system’; The ‘TOPP’ system; and ‘AMBITE’ system in the world class manufacturing.



Total No. of Questions : 5]

SEAT No. :

P1602

[Total No. of Pages : 2

[5369] - 227

M.B.S. (Semester - II)

205 (HR) : Change Management  
(2013 Pattern)

Time :  $2\frac{1}{2}$  Hours]

[Max. Marks : 50

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *All questions carry equally marks.*
- 3) *Support your answers with suitable charts and diagrams wherever necessary.*

**Q1)** a) Discuss in detail the seven emotional phases employees go through during change.

OR

b) “Change is the need of an hour for the growth of any organisation”. Comment.

**Q2)** a) Explain how changing environment and technology triggers implementation of change.

OR

b) “Women adapt to change quickly as compared to men”. Comment.

**Q3)** a) “Learning organisations and change management go hand in hand”. Comment.

OR

b) Explain the Organisational Development Model in detail.

**P.T.O.**

**Q4)** a) Explain the role of a leader in transformation of an organisation with a suitable example.

OR

b) “Leader is responsible to lead change in organisation”. Explain.

**Q5)** a) Discuss in detail various reasons why changes succeed or fail.

OR

b) Discuss a story where an Indian leader was unable to foresee necessity of change.



Total No. of Questions : 5]

SEAT No. :

P1603

[Total No. of Pages : 2

[5369] - 228

M.B.S.

INTERNATIONAL BUSINESS MANAGEMENT (IB) (Specialization - VI)

205 IB :Global Competitiveness and Strategic Alliances

(2013 Pattern)

Time :  $2\frac{1}{2}$  Hours]

[Max. Marks : 50

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for that question/sub-question.*
- 5) *Your 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)** Explain the various factors that determine the international environment. **[10]**

OR

b) Explain the role of government in national competitiveness study. **[10]**

**Q2) a)** What is the role of quality and productivity in achieving world class competitiveness advantages? **[10]**

OR

b) Give suitable examples of management of technology and how it helps to gain competitiveness advantages. **[10]**

**P.T.O.**

**Q3) a)** Explain various causes for lack of competitiveness of Indian firm. [10]

OR

b) How to build global competitiveness of Indian Car manufacturer? [10]

**Q4) a)** Define Joint Venture and strategic alliance. Explain the benefits and scope of strategic alliance. [10]

OR

b) Write any 3 successful joint ventures in Indian business environment and their reasons for the success. [10]

**Q5) a)** World leading car manufacturer intend to launch its luxury high-end model in India. How do you think other car manufacturer should react to its plan? [10]

OR

b) A construction company Specialized in pre-engineering giant steel construction for factories and ware houses, have short listed Russia and China for the first overseas market entry. Which country would you suggest for the venture? [10]



Total No. of Questions : 5]

SEAT No. :

**P1604**

[Total No. of Pages : 2

**[5369] - 229**

**M.B.S. (Semester - II)**

**205 SCM : Supply Chain Performance Measurement  
(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** The service sector is gaining growing prominence in our economic life. Its performance is as important as that for supply of manufactured goods. How would you go about developing suitable objectives and evaluation criteria for such service organizations with any specific tools & techniques? Do illustrate your answer with examples of suitable service sectors / organizations.

OR

For each of these below cases develop at least 6 different suitable performance metrics which will help their managements evaluate their SCM performance.

- a) Speciality Hospital.
- b) Cement Manufacturing company.
- c) Government transport undertaking.
- d) Retail stores chain.

**Q2)** Every organization swears by customer service to satisfy their needs and even exceed their expectations but more often than not, they do not succeed. Why do you think this happens? Choose any specific industry or product group as an example and explain how such an organisation can establish suitable and focused metric on customer satisfaction

OR

Discuss the drawbacks of traditional measures in supply chain.

**P.T.O.**

**Q3)** What is EVA? What are the advantage claimed for EVA? What are its limitations?

OR

Discuss the concept of Balance Score Card in detail.

**Q4)** Discuss SCOR model with reference to supply chain performance.

OR

Discuss the benefits of SCOR model.

**Q5)** Few organizations know the true length of their end to end supply pipeline, one useful overall measure is the cash to cash cycle time. What is its significance considering the various elements of a supply chain? How does tracking of these individual elements help to monitor and improve their performance?

OR

What are benchmarking and its levels? Why is it so important? Why is it useful in supply chain performance management as a FMCG firm how would you see this evaluation tool?



Total No. of Questions : 5]

SEAT No. :

P1605

[Total No. of Pages : 2

[5369] - 230

M.B.S. (Semester - II)

RURAL AGRIBUSINESS MANAGEMENT (Specilization - VI)

205 (RABM) : Millennium Development Goals

(2013 Pattern)

Time :  $2\frac{1}{2}$  Hours]

[Max. Marks : 50

*Instructions to the candidates:*

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

**Q1)** What is the fundamental concept of MDG (Millennium Development Goals)? How the concept of MDG (Millennium Development Goals) is originated? [10]

OR

What are eight Millennium Development Goals? What are the key issues in the development of Indian agriculture? [10]

**Q2)** What is the role of agriculture in meeting MDGs(Millennium Development Goals)? Explain with relevant examples. [10]

OR

Do you find the objective of poverty elimination has been sufficiently achieved? Justify your answer with relevant illustrations. [10]

**Q3)** What is the contribution of agriculture towards the current growth path in India? Suggest ways to eliminate poverty among masses dependent on agriculture? [10]

OR

What is nutrition security? How different it is from food security? How do you rate India in case of nutrition security as well as food security? explain. [10]

**P.T.O.**



**Q4)** What are Macro-economic reforms? Explain whether Macro-economic reforms lead to rural and agriculture development. **[10]**

OR

What are the emerging issues in meeting MDGs (Millennium Development Goals)? What is a Macro-economic reform? How it would change the rural and agriculture scenario in India? Explain. **[10]**

**Q5)** Justify with relevant examples, the contribution of FDI (Foreign Direct Investment) in rural infrastructure. **[10]**

OR

What is the role of Pvt. Sector in supporting agriculture in meeting MDGs? Does private sector contribute to rural infrastructure development? Explain with relevant examples. **[10]**



Total No. of Questions : 5]

SEAT No. :

P1606

[Total No. of Pages : 2

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M.B.S. (Semester - II)

205 FBM : PRIVATE EQUITY

(2013 Pattern)

Time :  $2\frac{1}{2}$  Hours]

[Max. Marks : 50

*Instructions to the candidates:*

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

**Q1)** Differentiate between private equity in emerging markets and venture capital fund. **[10]**

OR

How venture capital funds strategy is developed?

**Q2)** Explain the differences between fund development through private equity in India, Brazil and China. **[10]**

OR

Explain the evolution and need of fund development in selected emerging markets.

**Q3)** Discuss the structural set-up of a due diligence process of PE. **[10]**

OR

How does PEEM work with International Financial Institutions like IFC, World Bank and other regional development banks?

**P.T.O.**

**Q4)** Explain the buyout considerations in deal structuring of P.E. How does it contrast with U.S. system? **[10]**

OR

Discuss the Country limitations in VC deal structure.

**Q5)** What are the inherent problems of illiquidity in emerging markets? **[10]**

OR

Explain the exit planning of PE keeping in view of entrepreneur's expectations and goals.



Total No. of Questions : 5]

SEAT No. :

P1607

[Total No. of Pages : 2

[5369] - 232

M.B.S. (Semester - II)

205 (TM) : MANAGING INNOVATION - II  
(2013 Pattern)

Time :  $2\frac{1}{2}$  Hours]

[Max. Marks : 50

*Instructions to the candidates:*

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

- Q1)** a) Explain the following two methods of Globalisation.
- i) Licensing.
  - ii) Strategic Alliances.

OR

- b) Elaborate on the following strategies for innovation.
- i) The Block strategy.
  - ii) The Run strategy.
  - iii) The Team-up strategy.

- Q2)** a) Discuss the techno-economic factors associated with innovation for emerging economies.

OR

- b) Discuss technology transfer and commercialization in the content of innovation for emerging economies.

- Q3)** a) Elaborate on the importance of Government actions:
- i) Financing R & D.
  - ii) Provider of Public Complementary Assets.

OR

- b) Discuss the role of Governments as a regulator and provider of Political Stability.

**P.T.O.**

**Q4)** a) With the Content of Innovation in services discuss Customer Blending, Customer Mind Mapping and Touch points data management.

OR

b) Explain the CI-3 framework. Also describe its benefits.

**Q5)** a) Give the overview of National Innovation systems in USA and Brazil.

OR

b) Give the overview of National Innovation systems in Denmark and Japan.

