

Total No. of Questions : 5]

SEAT No. :

**P1943**

[Total No. of Pages : 4

[4770] - 1001

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

**101 : ACCOUNTING FOR BUSINESS DECISIONS**

**(2013 Pattern)**

*[Time : 2:30 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for question/sub question.*
- 5) *Answers to the questions should specific and to the point.*
- 6) *Use of calculator is permitted (as applicable).*

**Q1)** Discuss the importance of concepts and conventions in preparation of final account?

OR

“Management accounting is the presentation of accounting information in such way as to assist the management in decision making”. Comment.

**Q2)** How does financial statement of proprietary firm differs from limited company?

OR

Define financial statement analysis. Explain in what ways such an analysis may benefit managerial personnel, owner and creditors.

**Q3)** Classify the following items into :

- a) Factory overheads
- b) Administration overheads
- c) Selling and distribution overheads and

**P.T.O.**

d) Items excluded from cost sheet with reasons;

Sr. No.	Particulars
1	Income tax paid
2	Interest on capital
3	Warehouse Expenses
4	Cost of Mailing Literature
5	Sales Manager's Salaries
6	Insurance of Showroom
7	Sales Director's Fees
8	Sales Office Expenses
9	Rent of Sales Office
10	Depreciation of Delivery Vans
11	Interest on loan
12	Donations
13	Wealth tax
14	Subscription to Trade Journals
15	Office Lightings
16	Establishment Charges
17	Directors Travelling Expenses
18	Consultants Fees
19	Contribution to Provident Fund
20	Postage
21	Discount on shares & Debentures
22	Commission to Partners
23	Overtime Wages
24	Fuel and Power
25	Rent and Taxes
26	Insurance
27	Factory Lightings
28	Supervision
29	Brokerage
30	Preliminary Expenses Written off.

OR

**Q3)** From the following information for the month of January, Prepare a cost sheet to show the following components:

- a) Prime cost,
- b) Factory Cost,
- c) Cost of production and
- d) Total cost.

Particulars	Amt. Rs.
Direct martial	57000
Direct wages	28500
Factory rent and rates	2500
Office rent and rates	500
Plant repairs and maintenance	1000
Plant depreciation	1250
Factory heating and lighting	400
Factory manager's salary	2000
Office salaries	1600
Director's remuneration	1500
Telephone and postage	200
Legal Charge	150
Printing and stationary	100
Advertisement	1500
Salesmen's salaries	2500
Showroom rent	500
Sales	116000

**Q4)** From the following information compute :

- a) Mix variance,      b) Price variance and  
c) Usage variance

	Standard			Actual		
	Quantity (Kg.)	Unit Price (Rs.)	Total (Rs.)	Quantity (Kg.)	Unit Price (Rs.)	Total (Rs.)
Martial A	4	1.00	4.00	2	3.50	7.00
Martial B	2	2.00	4.00	1	2.00	2.00
Martial C	2	4.00	8.00	3	3.00	9.00
Total	8	—	16.00	6	—	18.00

OR

An umbrella manufacturer makes an average Profit of Rs. 2.50 per units on a selling price of Rs. 14.30 by producing and selling 60000 units at 60% of potential capacity.

His cost of sales per unit is as follows :

Direct materials	Rs. 3.50
Direct Wages	Rs. 1.25
Factory Overhead	Rs. 6.25 (50% Fixed)
Sales Overhead	Rs. 0.80 (25% Variable)

During the current year, he intends to produce the same number but estimates that his fixed cost would go up by 10% while the rates of direct wages and direct materials will increase by 8% and 6% respectively. However, the selling price cannot be changed.

Under this situation, he obtains an offer for a further 20% of his potential capacity.

What minimum price would you recommend for acceptance of the offer to ensure the manufacturer and overall profit of Rs. 167300/-?

**Q5)** The manager of Repairs and Maintained Department in response to a request, submitted the following budget estimates for his department that are to be used to construct a flexible budget to be used during the coming budget year:

Details of Cost	Planned at 6000	Planned 9000
	Direct repair hours	direct repair hours
Employee salaries	30000	30000
Indirect repair materials	40200	60300
Miscellaneous cost, etc.	13200	16800

- Prepare a flexible budget for the department up to activity level of 10000 repair hours (use increments of 1000 hours).
- What would be the budget allowance at 8500 direct repair hours?

OR

Allied Manufacturing Company has given you the following information.

	Product 'A'	Product 'B'
	Rs.	Rs.
Fixed overhead – Rs. 10000 p.a.		
Direct material per unit	20	25
Direct labour per unit	10	15
Variable overhead (100% of direct labour)		
Selling price per unit	60	100

You are required to present a statement showing the marginal cost of each product and recommend which of the following sales mixes should be adopted:

- 900 units of 'A' and 600 units of 'B'
- 1800 units of 'A' only.
- 1200 units of 'B' only.
- 1200 units of 'A' and 400 units of 'B'



Total No. of Questions : 5]

SEAT No. :

**P1944**

[Total No. of Pages : 3

**[4770] - 1002**  
**M.B.A (Semester - I)**  
**ECONOMIC ANALYSIS FOR BUSINESS DECISIONS**  
**102 : Business Research Methods**  
**(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 simple calculator is permitted.*

- Q1) a) i) Define the term business research. What are the objectives of the business research? [5]**
- ii) Briefly describe steps in research process. [5]**

OR

- b) Draft a research proposal for any one of the following :**
- i) For conducting a study on increasing market share for a detergent company.**
  - ii) A passenger car company which is keen to conduct a study on dealer effectiveness.**

- Q2) a) i) What is research design? What are the features of the good research design? [5]**
- ii) A soft drink company is interested in launching a mango fruit drink. You are appointed as a general manager of the company. You are entrusted to find out the preference of consumers. Which type of research design will you advice? [5]**

**P.T.O.**

OR

- b) i) What is hypothesis? What are the good qualities of hypothesis?
- ii) State the dependent and independent variable for any one of the following situations :
  - A) Sales promotion expenses and sales.
  - B) Employee training and Employee productivity.

**Q3) a)** What is 'measurement' in research? Explain all types of measurement scale with relevant examples. **[10]**

OR

- b) Prepare a questionnaire for any one of the following situation :
  - i) Causes of Small Scale Industries Sickness in India.
  - ii) Problem faced by customers for online shopping.

**Q4) a)** Define the following concept with example. **[10]**

- i) Population.
- ii) Sampling
- iii) Sampling Error.
- iv) Non Sampling Error.
- v) Sample Size

OR

- b) What type of sample would you draw for any two of the following :
  - i) Purchasing priority for house hold appliances.
  - ii) Traffic analysis in the city for pollution control
  - iii) To study the extent of unemployment in your city.

**Q5) a)** Draw histogram of the following data

Profit in lakhs (Rs.)	10-20	20-30	30-40	40-50	50-60	60-70
No. of Companies	10	14	24	21	19	14

Also find mode from the graph. **[10]**

OR

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

ii) The number of defects per unit in a sample of 330 units of a manufactured products was found as follows. **[3]**

Number of defects	0	1	2	3	4
No. of units produced	214	92	20	3	1

Comment on the hypothesis that the number of defects does not depend on number of units produced.

Given Chi square calculated = 0.0292

Chi square at 0.05 = 3.84

iii) Explain in detail structure of Research report. **[5]**



Total No. of Questions : 10]

SEAT No. :

**P1945**

[Total No. of Pages : 2

[4770] - 1003

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

**103 : LEGAL ASPECTS OF BUSINESS**

**(2013 Pattern)**

*[Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** What is contract? Explain the classifications of contract.

OR

- Q2)** a) When a weighing machine is installed on a railway platform by the railway authority, where anyone weights putting coin after acceptance. Is it offer? If then which type of and give justification?
- b) Explain discharge of contract.

**Q3)** What is unpaid seller? Write the rights of unpaid seller.

OR

**Q4)** Write the concept of contract of sale. Explain the formalities of contract of sale.

**Q5)** What is the concept of 'negotiation'? Explain the types of endorsements.

OR

**Q6)** What is the concept of 'negotiable Instrument'? Explain the dishonour of negotiable instrument.

**Q7)** Explain the provisions of memorandum of association of a company according to the companies Act 1956.

OR

**Q8)** Explain the features and types of a company according to the companies Act. 1956.

**P.T.O.**



**Q9)** Describe the provisions of information technology Act.

OR

**Q10)** What is 'intellectual properties'? Explain its different types.



Total No. of Questions : 5]

SEAT No. :

**P1944**

[Total No. of Pages : 2

**[4770] - 1004**  
**M.B.A. (Semester - I)**  
**104 : Business Research Methods**  
**(2013 Pattern)**

*Time : 2½ Hours]*

*[Maximum Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Define research. Discuss the factors that have contributed to the growing importance of business research. **[10]**

OR

- b) Draft a research proposal for any one of the following : **[10]**
- i) A passenger car company which is keen to conduct a study on dealer effectiveness.
  - ii) For conducting a study on increasing market share for a detergent company.

**Q2) a)** What are the essentials of a research design? Discuss the typical features of qualitative research with suitable examples. **[10]**

OR

- b) A nation - wide bank wishes to offer special financial package to its customers who are senior citizens. Describe the steps for conducting exploratory research. **[10]**

**Q3) a)** What is the primary data? Explain the advantages and disadvantages of primary data over secondary data. **[10]**

OR

- b) Develop a questionnaire to assess readers feedback and preferences for a national English newspaper. **[10]**

**P.T.O.**

- Q4) a)** Explain the term probability sampling? Discuss any two probabilities sampling in detail with merits and demerits. **[10]**

OR

- b) What type of sample would you draw for any two of the following Justify your choice. **[10]**
- Purchasing priority for household appliances.
  - Traffic analysis in the city for air pollution control.
  - To study the extent of unemployment in your city.

- Q5) a)** Draw Histogram of the following data. **[10]**

Profit in Lakhs (Rs.)	10-20	20-30	30-40	40-50	50-60	60-70
No. of companies	10	14	24	21	19	14

Also find mode from the graph.

OR

- b) i) The demand for a particular sparepart in factory was found to vary from day to day. In a sample study the following information was obtained.

Day	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
No. of Parts Demanded	1,124	1,125	1,110	1,120	1,126	1,115

Test the hypothesis that the number of parts demanded does not depend on the day of the week.

Given : Chi square calculated = 0.179

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

Comment on whether hypothesis is true or false with justification. **[5]**

- ii) Explain in detail structure of the reasearch report. **[5]**



Total No. of Questions : 5]

SEAT No. :

**P1947**

[Total No. of Pages : 2

[4770] - 1005

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

**105 : ORGANISATIONAL BEHAVIOUR**

**(2013 Pattern)**

*[Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Why organisational Behaviour is needed to study in the modern era? Explain. **[10]**

OR

b) There are always limitations to study the field of social science. Discuss the limitations of an organisational Behaviour with examples.

**Q2) a)** Financial or non financial motivation is a need human being in day to day work environment in the organisation. Explain with the help of A.H. Maslow's hierarchy theory of motivation. **[10]**

OR

b) Motivation helps to achieve the organisational goals-Discuss it with any one motivational theory.

**Q3) a)** People in the organisation can't live alone, they join the group-Discuss Explain-How group efforts are important to achieve the organisational productivity. **[10]**

OR

b) An individual can't achieve the target but a team can do it more effectively - Discuss.

**P.T.O.**

**Q4) a)** Do you agree that organisational culture determine human behaviour in an organisation. It further helps to create healthy human relations - Explain. **[10]**

OR

b) Discuss the main feature of Indian culture and it's impact on sustaining the multi National companies business.

**Q5) a)** Resistance to change is natural attitude of human being-Discuss with few examples. **[10]**

OR

b) Change always lead the business in this modern era-Explain and Discuss with examples.



Total No. of Questions : 5]

SEAT No. :

**P1948**

[4770] - 1006

[Total No. of Pages : 2

**M.B.A. (Semester - I)**  
**106 : BASICS OF MARKETING**  
**(2013 Pattern)**

*Time : 2.30 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** The evidence that the product concept was alive and well in ford motor company. Founder of the ford motor company henry ford's famous reaction to consumer requests for more color options was "you can have any color car you want as long as it is black." Analyze the statement in context of concept of Marketing. **[10]**

OR

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

**Q2) a)** i) Consumer wants to purchase laptop. Explain the various factors, which would affect the consumer buying behavior. **[5]**  
ii) What type of decision process would you expect most consumers to follow in their purchase of two-wheeler? **[5]**

OR

b) i) Analyze the steps involved in buying decision process for refrigerator.  
ii) Company 'Jal' wants to launch flavored drinking water. As a marketing manager which factors you would consider that affect the consumer buying behavior.

**P.T.O.**

**Q3) a)** Explain various elements of micro and macro environment and how do they affect business organization with the help of suitable example. **[10]**

OR

b) Undertake the environmental analysis for any two of the following markets.

i) Family holiday package.

ii) LED TV.

iii) Rat killer.

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

OR

b) Denta tooth past has taken early lead in terms of creating positioning in consumer mind. Company launches various variances like denta white, Denta plus, Denta herbal. Analyze various bases of segmentation used by the company.

**Q5) a)** What is 'Goods-service continuum'? explain with a diagram and appropriate example. **[10]**

OR

b) What do you mean by a product? Classify consumer products and industrial products in detail.



Total No. of Questions : 7]

SEAT No. :

**P1710**

**[4770] - 101**

[Total No. of Pages : 1

**M.B.A.**

**(101) : ORGANISATIONAL BEHAVIOUR & PRINCIPLES AND  
PRACTICES OF MANAGEMENT**

**(Semester - I) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Define Management. Discuss key issues and limitations of F.W.Taylor's Scientific Management School.

**Q2)** Discuss fully various components of Man Power Planning. What efforts are essential to make it accurate staffing function?

**Q3)** Define Planning. Explain the steps involved in planning.

**Q4)** Define Conflict. What is meant by Interpersonal and Intrapersonal conflict? Give suitable examples of both.

**Q5)** Explain and compare the theories of motivation given A. Maslow and F.Herzberg.

**Q6)** Define stress. Explain the causes of stress and strategies to manage the stress.

**Q7)** Write short notes: (Any two):

- a) MBO.
- b) Formal and Informal Groups.
- c) Job involvement and Organisational Commitment as attitude.
- d) Causes of Change.
- e) Contribution of Elton Mayo.





Total No. of Questions : 9]

SEAT No. :

**P1711**

**[4770] - 102**

[Total No. of Pages : 4

**M.B.A.**

**102 : MANAGEMENT ACCOUNTING**

**(Semester - I) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Question 1 is compulsory.*
- 2) *Attempt any two questions from each section.*
- 3) *Figures to the right indicate marks for that question/sub-question.*
- 4) *Your answers should be specific and to the point.*
- 5) *Support your answers with suitable live examples.*
- 6) *Draw neat diagrams and illustrations supportive to your answer.*
- 7) *Use of calculators is permitted (as applicable).*

**Q1)** Write short notes on (Any 2):

**[2 × 5 = 10]**

- a) Drawings.
- b) Cost concept.
- c) Time keeping & Time booking.
- d) Money Measurement Concept.

**SECTION - I**

**Q2)** What do you mean by 'Management Accounting'? State its objectives, limitation and uses. **[15]**

**Q3)** What do you understand by the terms 'Budget & Budgetary Control'? What are the advantages of budgetary control? **[15]**

**Q4)** Discuss the classification of overheads with appropriate examples. Explain the 'Under absorption' and 'Over absorption'. **[15]**

**P.T.O.**

**Q5)** Explain the following terms:

**[15]**

- a) Idle time.
- b) Labour Turnover.
- c) Standard Costing.

**SECTION - II**

**Q6)** The Trial Balance of Mr.Ganesh as on 31.12.2013 was as follows:

**[15]**

Particulars	Debit Amt.	Credit Amt.
Sales		2,52,600
Purchases	1,62,505	
Debtors	50,200	
Opening Stock	26,725	
Wages	23,137	
Salaries	5,575	
Furniture	7,250	
Postage	4,226	
Power and Fuel	1,350	
Trade Expenses	5,831	
Bad debts	525	
Loan at 10% to Mr. A. (given on 1.9.2013)	3,000	
Cash in hand and at Bank	10,000	
Drawings	4,452	
Reserve for doubtful debts		5,200
Creditors		30,326
Bills Payable		3,950
Outstanding Wages		2,000
Trade expenses accrued but not paid		700
Capital		10,000

Further information is as under:

- a) Depreciation on furniture is to be charged at 10% p.a.
- b) Debtors include an item of Rs. 500 due from the customer who has become insolvent (nothing shall be received from his estate).
- c) Reserve for doubtful debt is to be maintained at 5% on debtors.
- d) Goods valued at Rs. 1,500 have been destroyed by fire and the insurance company has admitted the claim for Rs. 1,000/-.
- e) Stock as on 31.12.2013 was Rs. 12,250/-.

**Q7)** From the following information for the month of January, prepare a cost sheet to show the following components. **[15]**

- a) Prime cost.
- b) Factory cost.
- c) Cost of production.
- d) Total cost

Particulars	Amount
Direct Wages	57,000
Direct Material	28,500
Factory Rent & Rates	2,500
Office Rent & Rates	500
Plant Repairs and maintenance	1,000
Plant depreciation	1,250
Factory heating & lighting	400
Factory Manager's Salary	2,000
Office Salary	1,600
Director's Remuneration	1,500
Telephone & Postage	200
Printing & stationery	100
Admin charges	150
Advertisement	1,500
Salesman Salaries	2,500
Showroom Rent	500
Sales	1,16,000

**Q8)** From the following information calculate

**[15]**

- a) Profit Volume Ratio.
- b) Break Even Profit.

Information given:-

- a) Total Sales Rs. 5,00,000/-.
- b) Selling price per unit Rs. 100/-.
- c) Variable cost per unit Rs. 60/-.
- d) Fixed cost Rs. 1,20,000/-.
- e) No. of units sold 5000 units.

**Q9)** Prepare a flexible budget from the following information and identify the best optimum level of production required for acquiring profit. **[15]**

Particulars	Upto 1,40,000 Units (Price per unit)	1,40,000 to 1,60,000 Units (Price per unit)	1,60,000 to 2,00,000 Units (Price per unit)
Sales price (Rs.)	1.05	1.00	0.90
Variable unit cost: (Rs.)			
- Materials	0.50	0.45	0.35
- Labour	0.20	0.20	0.20
- Overheads	0.10	0.10	0.10
Fixed cost (Rs.) (Total Cost)	30,000	30,000	35,000



Total No. of Questions : 7]

SEAT No. :

**P1712**

**[4770] - 103**

[Total No. of Pages : 1

**M.B.A.**

**103 : MANAGERIAL ECONOMICS**

**(Semester - I) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any five questions.*
- 2) *All questions carry equal marks (14).*
- 3) *Draw diagrams wherever necessary.*

**Q1)** Explain law of demand. State the Assumptions and Exceptions of law of Demand.

**Q2)** Explain Price Elasticity of Demand? State its types.

**Q3)** Explain opportunity cost, Marginal cost and incremental costs.

**Q4)** What is the need and importance of Government intervention in economy and social structure of market controlling.

**Q5)** What is price? Explain pricing strategies: Cost Plus Pricing and Skimming Pricing.

**Q6)** Write short notes (any two):

- a) Micro economics vs Macro Economics.
- b) Objectives of the firm.
- c) Accounting Profit and Economic Profit.
- d) Cartel in oligopoly.

**Q7)** What is Profit? Explain Break even analysis and its importance.



Total No. of Questions : 6]

SEAT No. :

**P1713**

**[4770] - 104**

[Total No. of Pages : 4

**M.B.A.**

**(104) STATISTICAL AND QUANTITATIVE METHODS  
(Semester - I) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Solve any two questions from Section I and any two questions from Section II.*
- 2) *Use of electronic calculator is allowed.*
- 3) *Figure to the right indicate full marks.*
- 4) *Graph paper will not be provided, draw all sketches on answer paper.*

**SECTION - I**

**Q1) a)** Find Mean and Median for the following data **[6]**

Weight (kg)	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69
No. of Boxes	6	14	12	10	10	9	9	10	5	4	1

b) Calculate Standard Deviation. **[6]**

Age Under	10	20	30	40	50	60	70	80
No. of Person dying	15	30	53	75	100	110	115	115

c) Draw less than ogive curve for the following distribution and find median through graph. **[5]**

Marks less than	10	20	30	40	50	60	70	80	90
No. of Students	4	6	24	46	67	86	96	99	100

**Q2) a)** Find two regression equations for the two series. What is the most likely value of  $x$  when  $y = 20$  and most likely value of  $Y$  when  $X = 22$ . **[9]**

X	35	25	29	31	27	24	33	36
Y	23	27	26	21	24	20	29	30

**P.T.O.**

- b) Calculate the coefficient of association between smoking and coffee drinking habits from the given data. [8]

Habits	Coffee Drinkers	Non-coffee Drinkers
Smokers	90	65
Non smokers	260	110

Interpret the results.

- Q3) a)** A candidate is selected for an interview for three posts. For the first post there are three candidates, for the second post there are four, and for the third, there are two candidates. What is the probability that a candidate is selected for at least one post. [9]

- b) Find Karl Pearson's coefficient of correlation between sales and Expenses. Comment on answer. [8]

Firm	1	2	3	4	5	6	7	8	9	10
Sales (in Rs. '000)	50	50	55	60	65	65	65	60	60	50
Expenses (in Rs. '000)	11	13	14	16	16	15	15	14	13	13

## SECTION - II

- Q4) a)** A firm makes two types of furniture - chair and tables. The contribution to profit by each product as calculated by accounting department is Rs. 20/- per chair and Rs. 30/- per table. Both the products are to be processed on three machines  $M_1$ ,  $M_2$ ,  $M_3$ . The time required in hours by each product and total time available in hours per week on each machine are as follows: [9]

Machine	Chair	Table	Available Time (In hours)
$M_1$	3	3	36
$M_2$	5	2	50
$M_3$	2	6	60

How should the manufacturer schedule the production in order to maximise the profit.

- b) In a modification of a plant layout of a factory, four new machines  $M_1$ ,  $M_2$ ,  $M_3$  &  $M_4$  are to be installed in a machinshop. There are five vacant places A, B, C, D, E available. Because of limited space, machine  $M_2$  cannot be placed at C and  $M_3$  cannot be placed at A. The cost of installation of machine [9]

- i) at a place  
 ii) in rupees hundred is shown below

Find the optimum assignment schedule.

	A	B	C	D	E
$M_1$	9	11	15	10	11
$M_2$	12	9	-	10	9
$M_3$	-	11	14	11	7
$M_4$	14	8	12	7	8

- Q5) a)** Find the optimum solution for the following cost Matrix: [9]

Matrix	$D_1$	$D_2$	$D_3$	$D_4$	Availability
$O_1$	20	22	17	04	120
$O_2$	24	37	09	07	70
$O_3$	32	37	20	15	50
Demand	60	40	30	110	240

- b) A child care shop dealing with children's requirements has one cashier who handles all customer payments. The cashier serves on an average 15 customers / hour. Customers come to the cashier's area in a random manner but on an average of 10 people per hour. The management received a large number of customer's complaints and decided to investigate the following questions. [9]
- i) What is the average length of waiting line to be expected under existing conditions?
- ii) What is the average length of time that a customer would be expected to wait to pay for his purchases?
- iii) What is the probability that cashier is busy?



- Q6) a)** A business man has 3 alternative actions, that he can take. Each of there follow 4 possible events. The conditional payoffs for each action event combination are as under. **[9]**

Action	Events			
	A	B	C	D
I	4	0	-5	3
II	-2	6	9	1
III	7	3	2	4

Find optimal decision under.

- i) Maximin Criterion.
  - ii) Regret Criterion.
  - iii) Laplace Criterion.
- b) Solve the following game. **[9]**

		B	
		$B_1$	$B_2$
A	$A_1$	$\begin{bmatrix} 3 & -4 \end{bmatrix}$	
	$A_2$	$\begin{bmatrix} -3 & 4 \end{bmatrix}$	



Total No. of Questions : 7]

SEAT No. :

**P1714**

**[4770] - 105**

[Total No. of Pages : 1

**M.B.A.**

**(105) Legal Aspects of Business  
(2008 Pattern) (Semester - I)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Answer any five questions.*
- 2) *All questions carry equal marks.*
- 3) *Quote examples wherever necessary.*

**Q1)** State the definition of contract and explain in detail the essentials of a valid contract.

**Q2)** Explain with examples the meaning of 'Condition' and 'Warranty'. Distinguish between them.

**Q3)** What is dishonour of a Negotiable Instrument? Explain the process of Noting & Protesting.

**Q4)** What is the meaning and contents of Memorandum and Articles of Association?

**Q5)** Explain the meaning of contracts of indemnity and guarantee. Distinguish between them.

**Q6)** What are the various Consumer Disputes Redressal Agencies? What is the procedure of filing a complaint in the District Forum?

**Q7)** Short Notes (any two):

- a) Trademark.
- b) Digital signature.
- c) Patents.



Total No. of Questions : 7]

SEAT No. :

**P1715**

**[4770] - 106**

[Total No. of Pages : 1

**M.B.A.**

**(106) BASIC OF MARKETING  
(2008 Pattern) (Semester - I)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** What is marketing? Explain its objectives, and its importance in today's world with suitable examples. **[14]**
- Q2)** Discuss the need of 'Consumer Behaviour' study in present business scenario. Explain the buying decision process with suitable example. **[14]**
- Q3)** What is Market segmentation? Discuss various bases of segmentation with suitable examples. **[14]**
- Q4)** Discuss the 7P's of marketing mix with suitable example. **[14]**
- Q5)** Discuss the social responsibilities of a marketing organization. **[14]**
- Q6)** Explain various elements of Micro and Macro Environment & how do they affect business organization with the help of suitable example. **[14]**
- Q7)** Write short notes on (Any Two): **[14]**
- a) Marketing Myopia.
  - b) Niche Marketing with examples.
  - c) Marketing Audit.
  - d) Customer Satisfaction and Customer Delight.



Total No. of Questions : 5]

SEAT No. :

**P1949**

[4770] - 2001

[Total No. of Pages : 2

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

**201 : MARKETING 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) *Your answer should be specific and to the point.*
- 6) *Support your answer with suitable live examples.*
- 7) *Draw neat diagram and illustrations supportive to your answer.*

**Q1) a)** Explain the need for new product development. **[4]**

b) Discuss the Booz Allen and Hamilton classification scheme for new product. **[6]**

OR

a) What do you mean by new product?

b) Explain the method and source of new product idea for a fast moving consumer's goods like an antiseptic bathing soap.

**Q2) What do you mean by price?** **[2]**

As the president of an electronic company decide the pricing of smart watch between penetration or skimming price policy in Indian market. **[8]**

OR

Explain various objectives of pricing policy. Discuss any four methods of pricing with merits and demerits.

**Q3) Explain the major consideration in the selection of distribution channel for consumer products give examples.** **[10]**

OR

Define marketing channels. What are the important functions of channels?

**P.T.O.**

**Q4)** Explain the role of marketing communication, discuss the various objectives of advertising. **[10]**

OR

Define marketing communication & elaborate the factors affecting on marketing communication.

**Q5)** What do you mean by marketing audit? Discuss the benefits of marketing audit? **[10]**

OR

What is marketing plan? Explain the contain of marketing plan.



Total No. of Questions : 5]

SEAT No. :

**P1950**

[4770] - 2002

[Total No. of Pages : 5

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

**202 : FINANCIAL 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) *Your answers should be specific and to the point.*
- 6) *Draw neat diagrams and illustrations supportive to your answer.*
- 7) *Use of simple calculator is permitted.*

**Q1) a)** “Financial Management is closely related to Economics”. Explain. [10]

OR

- b) “The Finance Manager’s primary task is to plan for acquisition and use of funds so as to maximize the value of the firm”. Do you agree with the statement? Comment.

**Q2) a)** The ratios of two leading firms in the heavy Commercial vehicles (HCV) sector namely; Tetra Motors and Rapid Auto are provided for the year ended on 31<sup>st</sup> March 2013. Interpret these ratios and comment on the relative financial. [10]

Performance of these companies

<b>Ratios</b>	<b>Tetra Motors</b>	<b>Rapid Auto</b>
Current Ratio	0.62	0.89
Quick Ratio	0.43	0.47
Gross profit margin%	4.73	6.78
Net profit margin%	2.26	4.24
Total debt to equity	0.56	0.82
Fixed assets turnover Ratio	1.66	2.01
Inventory Turnover Ratio	11.54	6.63
EPS (Rs)	3.91	2.13

**P.T.O.**

OR

- b) From the following balance sheets as on 31<sup>st</sup> March 2012 and 31<sup>st</sup> March 2013 of Dayanand Ltd. You are required to prepare funds flow statement.

Balance Sheet

Liabilities	Amount (Rs.)		Assets	Amount (Rs.)	
	31/03/2012	31/03/2013		31/03/2012	31/03/2013
Equity Capital	3,00,000	4,00,000	Goodwill	1,15,000	90,000
8% Redeemable Pref. Shares	1,50,000	1,00,000	Land & Building	2,00,000	1,70,000
General Reserve	40,000	70,000	Plant	80,000	2,00,000
Profit & Loss A/c	30,000	48,000	Debtors	1,60,000	2,00,000
Proposed Dividend	42,000	50,000	Stock	77,000	1,09,000
Creditors	55,000	83,000	Bills Receivable	20,000	30,000
Bills payable	20,000	16,000	Cash in Hand	15,000	10,000
Taxation Provision	40,000	50,000	Cash at Bank	10,000	8,000
<b>Total</b>	<b>6,77,000</b>	<b>8,17,000</b>	<b>Total</b>	<b>6,77,000</b>	<b>8,17,000</b>

Following additional information is provided :-

- i) Interim Dividend of Rs. 20,000 has been paid in 2012-13.
- ii) Income Tax paid during the year 2012-13 is Rs. 35,000

- Q3) a) i) What are the different types of capital budgeting decisions? [5]**
- ii) A leading apparel Mfg. Co. is considering a replacement of its existing cutting machine with a new automatic machine to improve the productivity. The cost of new machine is (Rs.) 25 lakhs. The cost of the company's capital is 10%. The incremental cash flows projected during five year period are estimated as follows.

	Year 1	Year 2	Year 3	Year 4	Year 5
Cash Flows (Rs. in Lakhs)	2.5	5.00	8.00	10.00	12.5
PVF@10%	0.909	0.826	0.751	0.683	0.621

Comment on the suitability of the project by using NPV and PI. [5]

OR

- b) i) Why capital expenditure budget is required for corporate organizations? [5]
- ii) A leading company in the infrastructure contracts is considering a proposal for the purchase of earth moving equipment. The data on the proposal is given below : [5]

Cost of the Machine (Rs.)	30,00,000
Life of the Machines	6 years
Depreciation	Straight line method
Salvage value (Rs.)	Nil

The estimated cash flows before depreciation and income tax in different years as follows.

Year	Amount (Rs.)
1	7,50,000
2	8,00,000
3	8,50,000
4	10,00,000
5	12,00,000
6	14,00,000
Total	60,00,000

The corporate tax rate is 30%. You are required to calculate the cash flows after tax but before depreciation and comment on the suitability of the machine bases on pay-back period.

- Q4) a)** A proforma cost-sheet of a company provides the following particulars:[10]

Element of Cost	Cost per unit (Rs.)
Raw Material	80
Direct labour	30
Overheads	60
Total cost of production	170
Profit	30
Selling price	200



Following further particulars are available :

- i) Raw Materials are in stock on an average one month.
- ii) Materials are in process on an average half a month.
- iii) Finished goods are in stock on an average one month.
- iv) Credit allowed by suppliers is one month.
- v) Credit allowed to debtors is two months.
- vi) Lag in payment of wages and overheads are 1 month.
- vii) One fourth of the output is sold against cash.
- viii) Cash on hand and at bank is expected to be Rs.25,000.

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

OR

b) The cost structure of a company's product is as follows :-

Cost Per Unit	Amount (Rs.)
Raw Material	20
Direct Labour	5
Overheads	15
Total cost of production	40
Profit	10
Selling price	50

- i) The annual production is 2,40,000 units.
- ii) It is the policy of the company is to maintain the stock of raw materials equivalent to one month's production.
- iii) Half a month's production will remain in process throughout the year (Stage of completion 50%).
- iv) The finished goods remain in warehouse on an average for a month.

- v) The company sells its goods on credit and allows two months credit to its customers.
- vi) The suppliers of raw materials provide 3 months credit to the company.
- vii) The period of lag for wages and overheads is one month.
- viii) A minimum cash balance of Rs. 25,000 is expected to be maintained.

*You are required to prepare a statement showing **working capital requirement as per cash cost approach method of working capital estimation.***

- Q5) a) i)** A leading company manufacturing cosmetics is in need of a capital for its expansion plans. Which factors do you think are required to be considered for raising the long-term funds to finance the plan? **[5]**
- ii)** The entire capital structure of a company is provided along with the tax adjusted cost of each component. Determine the weighted average cost of capital (WACC). **[5]**

Components of Capital	Amount (Rs)	Tax adjusted cost of Capital
12% Debentures	30,00,000	8%
9% Preference shares	20,00,000	9%
Equity Shares	50,00,000	14%

OR

- b) i)** State the various assumptions made in capital structure theories. **[5]**
- ii)** Rajaram Ltd. Has the following capital structure. **[5]**

Particulars	Market values	Book values	Component cost % (Post - Tax)
Equity Capital	80	120	18
Pref. Share Capital	30	20	15
Secured Debentures	40	40	14

Calculate weighted average cost of capital (WACC) of the company based on both book and marked values.



Total No. of Questions : 5]

SEAT No. :

**P1951**

[Total No. of Pages : 2

**[4770] - 2003**  
**M.B.A. (Semester - II)**  
**(203) : HUMAN RESOURCE MANAGEMENT**  
**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Define HRM & explain various functions of HRM. **[10]**

OR

- b) What are the strategic functions of HRM understood and implemented in the company. Discuss.

**Q2) a)** What is need of man power planning in an organization? Discuss its benefits & process in detail. **[10]**

OR

- b) Explain in your own language internal & external sources of recruitment.

**Q3) a)** Define training and explain the significance & steps of training needs assessment. **[10]**

OR

- b) Design a training programme. For newly inducted employees in the sales department of a pharmaceutical company.

**Q4) a)** Explain the concept of performance appraisal & discuss how it is different from performance management system. **[10]**

OR

- b) Explain the advantages & problems of linking compensation with performance.

**P.T.O.**

**Q5) a)** Explain the concept of employee relation & discuss its importance in organisation context. **[10]**

OR

b) Discuss in detail the advantages & disadvantages of flexible work arrangement in an organization.



Total No. of Questions : 10]

SEAT No. :

**P1952**

[4770] - 2004

[Total No. of Pages : 3

**M.B.A. (Semester - II)**  
**204 : DECISION SCIENCE**  
**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *Attempt 5 (five) questions.*
- 2) *Each question has an internal option.*
- 3) *Each question carry equal marks. (10)*
- 4) *Figures to the right indicate marks for questions.*
- 5) *Graph will not be provided, draw diagram on answer sheet.*
- 6) *Non scientific calculator is allowed.*

**Q1)** Solve the following LPP graphically (graphical method). **[10]**

$$\text{Maximise } z = 120x + 100y$$

Subject to the constraints :

$$10x + 5y \leq 80$$

$$6x + 6y \leq 66$$

$$4x + 8y \geq 24$$

$$5x + 6y \leq 90$$

$$x \geq 0, y \geq 0$$

OR

**Q2)** A company has to assign four workers A,B,C and D to four jobs w, x, y, z. The cost matrix is given below. **[10]**

Workers	job w	Job x	Job y	Job z
A	1000	1200	400	900
B	600	500	300	800
C	200	300	400	500
D	600	700	300	1000

Find an optimal assignment schedule and total corresponding cost.

*P.T.O.*

**Q3)** Patients arrive at a clinic according to poisson distribution at the rate of 20 patients per hour. Examination time per patient is exponential with mean rate of 30 per hour. **[10]**

Find :

- a) Find the traffic intensity
- b) What is the probability that new arrival does not have to wait.
- c) What is the average waiting time of patient before he leaves the clinic.

OR

**Q4)** The rainfall distribution in monsoon seasons is as fallows : **[10]**

Rain in cm.	0	1	2	3	4	5
Frequency	50	25	15	5	3	2

Simulate the rainfall for 10 days using the following random variables; 67, 63, 39, 55, 29, 78, 70, 06, 78, 76 and then find average rainfall.

**Q5)** Find the optimal strategies for A and B in the following game. Also obtain the value of the game. **[10]**

	B's Strategy		
	B <sub>1</sub>	B <sub>2</sub>	B <sub>3</sub>
A <sub>1</sub>	9	8	-7
A <sub>2</sub>	3	-6	4
A <sub>3</sub>	6	7	7

OR

**Q6)** The conditional pay - offs in erors of rupees for the three models of a car for the various likely sales figures are as follows : **[10]**

Model	Sales in units		
	1 lakh	2 lakh	3 lakh
X	30	10	10
Y	55	20	3
Z	16	35	65

- Q7)** a) Explain the 'PERT' and 'CPM' are the most widely applied techniques. **[5]**  
b) Role of network techniques in project management explain it. **[5]**

OR

**Q8)** Explain with example : EST; LST; EFT; LFT, Slack & Float; Network activity. **[10]**

- Q9)** a) What is the probability of getting a primary number in a single throw of a dice? **[5]**  
b) What is the probability of getting head in tossing of a coin. **[5]**

OR

- Q10)**a) Find the binomial distribution whose mean is 3 and variance is 2. **[5]**  
b) Explain interval estimation and standard errors of estimation. **[5]**



Total No. of Questions : 5]

SEAT No. :

P1953

[Total No. of Pages : 2

[4770] - 2005

M.B.A. (Semester - II)

205 : OPERATIONS AND SUPPLY CHAIN 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) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for that question/sub question.*
- 5) *Draw neat diagrams and illustrations supportive to your answer.*
- 6) *Your answer should be specific and to the point.*

**Q1) a)** What is supply chain Management? Explain scope, objective and significance of supply chain management. [10]

OR

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

**Q2) a) i)** Define production planning and control. [5]

ii) Explain the objectives and functions of MPS. [5]

OR

b) Explain important three flows in Supply Chain Management. [10]

**Q3)** What is reorder point? Explain inventory control system with various control techniques. Discuss. [10]

OR

Explain the elements of customer service. Discuss globalization and information technology in operation and supply chain management. [10]

*P.T.O.*



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

OR

b) i) Batch Production & Job Production. **[5]**

ii) Note on SDE Analysis. **[5]**

**Q5) a) i)** Explain T.Q.M. **[5]**

ii) Explain PERT & CPM. **[5]**

OR

b) Explain - “Forecasting is a planning tool”. **[10]**



Total No. of Questions : 10]

SEAT No. :

P1954

[Total No. of Pages : 2

[4770] - 2006

M.B.A. (Semester - II)

206 : MANAGEMENT INFORMATION SYSTEM

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

*Instructions to the candidates:*

- 1) *Attempt all questions.*
- 2) *Figures to right indicates marks.*

**Q1)** “Effective use of information and knowledge supports a company’s decision making to achieve competitive advantages”. Justify. **[10]**

OR

**Q2)** For the cyber city, IT manager plans to develop a network of 300 plus computers. Suggest the right topology considering the parameters like complexity, performance, reliability and expandability.

**Q3)** A website development company ‘Arrival Soft Tech’ wants to develop a website for a client company. Illustrate the steps of system development life cycle for the same with the help of appropriate diagram. **[10]**

OR

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

**Q5)** “Data mining extracts business knowledge from a data ware house”. Elaborate the statement. **[10]**

OR

**Q6)** “Expert system arts as a consultant to the manager”. Justify your comment.

**P.T.O.**

**Q7)** “BPOs and call centers have gained important in India as e-business models towards the end of 20<sup>th</sup> century”. Discuss. **[10]**

OR

**Q8)** What would be examples of positive and negative efforts of use of MIS in the ethical and societal dimensions?

**Q9)** M/S Chapekar is wholesale trading firm engaged in business for over 30 years. It has over 75 vendors, about 2000 retailer’s deals in 150 items. The firm has now decided to move into the IT era computerize its organisation. Being MIS executive, describe the requirements from information system to enhance their functioning of the business. Justify your answer from point of view of business. **[10]**

OR

**Q10)** As marketing, one of the core function of business organisation. It involves analysis of data and decision making with report to pricing of product or services. Sales person productivity, profitability, analysis, sales analysis and trends, new products/services, market planning market research etc. Discuss all these above functions.



Total No. of Questions : 7]

SEAT No. :

**P1716**

**[4770] - 201**

[Total No. of Pages : 1

**M.B.A.**

**201 : MARKETING MANAGEMENT  
(2008 Pattern) (Semester - II)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any five questions out of the following.*
- 2) *All questions carry equal marks.*

**Q1)** What is Logistic Management? Discuss the Channel alternatives available deciding Channel design.

**Q2)** Explain the promotional pricing and differentiated pricing in detail.

**Q3)** What are the additional three P's of marketing mix? With suitable example of any service organisation explain in brief.

**Q4)** "Balaji Wafers Pvt. Ltd.," is the newly launched company which deals with Wafers and Namkeen. Design a promotion mix for this company.

**Q5)** Define Branding. Discuss various branding decisions.

**Q6)** Discuss various approaches to pricing.

**Q7)** Write short notes (any two):

- a) Stages in Launching New Product.
- b) New trends in packaging.
- c) Personal Selling.
- d) Franchising.



Total No. of Questions : 9]

SEAT No. :

**P1717**

**[4770] - 202**

[Total No. of Pages : 3

**M.B.A.**

**202 : FINANCIAL MANAGEMENT**

**(2008 Pattern) (Semester - II)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Question number 1 is compulsory.*
- 2) *Attempt any two questions from Section I & two questions from Section II.*
- 3) *Use of simple calculator is allowed.*
- 4) *Figures to the right indicate full marks.*

**Q1)** Explain the various finance functions. **[10]**

**SECTION - I**

**Q2)** What is financial planning? What are the characteristics essential for a sound financial plan & also explain the process of financial planning. **[15]**

**Q3)** What do you understand by under capitalization & over capitalization? Explain the causes & effects of the same? **[15]**

**Q4)** Explain any 3 methods of evaluating capital expenditure proposals with an appropriate example? **[15]**

**Q5)** Write short Notes on (Any 3): **[15]**

- a) Factors affecting dividend policy.
- b) Cash Budget.
- c) Fund Flow Analysis.
- d) Bonus Shares.
- e) Disclosure requirements of Fixed Assets as per Schedule VI.

**P.T.O.**

## SECTION - II

**Q6)** Estimate working capital requirement for a activity of 1,00,000 units. Add 10% contingency to the total working capital. All are credit sales.

Particulars	Cost per unit (Rs.)
Raw Material	42.50
Direct Labour	14.80
Overheads	<u>42</u>
Total Cost	99.30
Profit	<u>20.70</u>
Selling price	<u>120.00</u>

Additional Information:

Stock of raw materials held - 4 weeks work in Progress (50% completion stage) - 2 weeks

Stock of finished goods - 4 weeks.

Purchases - 1 month credit allowed.

Credit sales - 2 months Credit period.

Delay in payment of wages - 2 weeks.

Cash at bank and in hand - Rs. 1,00,000.

**[15]**

**Q7)** A company's whose cost of capital is 12% is considering two projects 'A' & 'B'. The following data are available:

	Project A	Project B
	Rs.	Rs.
Investment	1,40,000	1,40,000
Cash flows		
Year 1	20,000	1,00,000
Year 2	40,000	80,000
Year 3	60,000	40,000
Year 4	1,00,000	20,000
Year 5	<u>1,10,000</u>	<u>20,000</u>
	<u>3,30,000</u>	<u>2,60,000</u>

Select the most suitable project by using Net Present Value method.

The present value of Re. 1 at 12% are:

Year 1	0.90
Year 2	0.80
Year 3	0.70
Year 4	0.60
Year 5	0.55

**[15]**

**Q8)** From the following information Prepare a Balance sheet.

**[15]**

Current Ratio = 2

Liquid Ratio = 1.5

Fixed assets to Net investments = 0.75

Working capital = Rs 1,00,000

Reserves & Surplus = 75,000 Rs.

Bank overdraft = 30,000 Rs.

The firm does not have any long term loans.

**Q9)** Calculate the operating leverage, financial leverage & combined leverage from the following details: **[15]**

Selling price per unit = Rs. 150

Variable cost per unit = Rs. 100

Fixed Costs = Rs. 6,00,000

Production & sales = 20,000 units

The capital structure of the company under alternate financing plan is as follows:

Particulars	Plan I	Plan II
Equity Capital	20,00,000	10,00,000
16% Debentures	10,00,000	20,00,000
Total	30,00,000	30,00,000



Total No. of Questions : 7]

SEAT No. :

**P1718**

**[4770] - 203**

[Total No. of Pages : 1

**M.B.A.**

**203 : HUMAN RESOURCES MANAGEMENT  
(2008 Pattern) (Semester - II)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) Attempt Any Five questions.
- 2) All questions carry equal marks.

**Q1)** Define Human Resource Management. Discuss difference between Personnel Management and HRM.

**Q2)** Explain the importance of Training and Development. And further describe the need of evaluation of Training Programme.

**Q3)** What do you understand by performance management? Elaborate any 3 methods of performance evaluation.

**Q4)** Define Recruitment. Explain in detail the process of recruitment and selection.

**Q5)** What is collective bargaining? Discuss its importance in settlement of Industrial Disputes.

**Q6)** Define Manpower Planning. Elaborate its need & importance.

**Q7)** Write short notes (Any Two):

- a) Succession Planning.
- b) TQM.
- c) Job analysis.
- d) Rating errors.





Total No. of Questions : 7]

SEAT No. :

**P1719**

**[4770]-204**

[Total No. of Pages : 1

**M.B.A.**

**204 : MANUFACTURING AND OPERATIONS MANAGEMENT  
(2008 Pattern) (Semester-II)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** What is Manufacturing Management? Explain the contribution made by Henry Ford, Deming, Crosby and Taguchi in the development of production management.

**Q2)** Describe the characteristics of Project Production and Batch Production.

- Q3)** a) Explain the importance of Production planning and control in a manufacturing organization.  
b) Describe with example how a Project Network is crashed.

**Q4)** Explain the features of intermittent production with respect to Inventory, material handling. Layout of manufacturing facilities.

**Q5)** What is work study? What are its objectives? Write detail note on process charts.

**Q6)** Explain the importance of control charts? State its types and explain the same with reference to statistical quality control.

**Q7)** Write short notes on (Any Two):

- a) O C Curve.
- b) KANBAN.
- c) Theory of Constraints.
- d) Standard time for operation.



Total No. of Questions : 8]

SEAT No. :

**P1720**

**[4770]-205**

[Total No. of Pages : 2

**M.B.A.**

**205 : MATERIALS AND LOGISTICS MANAGEMENT**

**(2008 Pattern) (Semester-II)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** State the needs for supply chain management and its potential benefits.

**Q2)** What is vendor rating? Describe any two of the following vendor rating methods.

- a) The categorical plan.
- b) The weighted point method.
- c) The cost ratio plan.

**Q3)** What are the inputs of a MRP system? Explain Bill of material giving example.

**Q4)** Discuss principles of material handling. How selection of proper material handling equipment can help in reduction of cost?

**Q5)** What is Value Engineering? Explain its importance over value analysis.

**Q6)** Define logistics management. Explain briefly the benefits that can accrue to the organization from the successful implementation of the concept.

**Q7)** What is meant by location of stores? Discuss the basic factors that must be taken into account to determine the best location for stores.

**P.T.O.**

**Q8)** Write short notes on (Any Two):

- a) Bill of Material.
- b) Content of purchase order.
- c) Standardisation.
- d) Speculative buying.



Total No. of Questions : 7]

SEAT No. :

**P1721**

**[4770] - 206**

[Total No. of Pages :1

**M.B.A.**

**206 : Management Information System  
(2008 Pattern) (Semester - II)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q. No. 1 and 7 are compulsory.*
- 2) *Solve any four questions from remaining.*
- 3) *Figures to the right indicate full marks.*

**Q1)** Draw Report layout for following and elaborate use of these reports in the process of decision making. **[15]**

- a) Employee salary statement.
- b) Raw material delivery Report.
- c) Monthly vendorwise Billing statement.

**Q2)** What is Data Warehousing? Explain need of data warehousing in organization. **[10]**

**Q3)** Define computer Network. Explain different network topologies in detail. **[10]**

**Q4)** What is DSS? Explain features of DSS in detail. **[10]**

**Q5)** Explain Intellectual Property Right related to IT services. **[10]**

**Q6)** Define prototyping. Explain advantages and limitations of prototyping. **[10]**

**Q7)** Write a short notes on (any three): **[15]**

- a) CASE Tools
- b) FIS and MIS.
- c) Types of system
- d) Artificial Intelligence.



Total No. of Questions : 5]

SEAT No. :

P1955

[Total No. of Pages : 6

[4770] - 3001

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

**301 : STRATEGIC MANAGEMENT**

**(2013 Pattern)**

*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 suitable examples.*

**Q1)** a) “Organizations can spread themselves through mergers & Acquisitions”. Illustrate the statement from strategic aspect. **[10]**

OR

b) “Indian advantage in IT enabled services maynot last long”. Do you agree? Justify your answer.

**Q2)** a) Mr. Kalanidhi Maran, Chairman of Sun Group has been increasingly seen as saviour of troubled businesses such as Spicejet, Deccan chargers (the IPL fame), etc. In the light of the growth strategies discuss pros & cons of the moves, the company can adopt in the volatile business environment. **[10]**

OR

b) Describe “Generic Competitive Strategies” with their advantages & disadvantages.

**Q3)** a) How Sahara Group or UB Group fiasco has highlighted the need for corporate Governance in the Indian industry. **[10]**

OR

b) What do you understand by a business model? What are its essential components? List various types of E-commerce business models used for/with traditional business, with suitable examples.

**P.T.O.**

**Q4) a)** Explain relevance of Mintzberg's 5Ps for strategy implementation, with suitable examples. [10]

OR

- b) Select any one of the following sectors of your choice. Identify the high priority environmental factors in its relevant internal and external environment. Use this information to prepare a summary ETOP for the organization.
- i) E-Commerce Companies.
  - ii) Real Estate - infrastructure Industry.
  - iii) Automobile industry sector.

**Q5) a) Domino's Pizza.** [10]

"We tasted all kinds of parathas to understand the kind of breads that people love consuming", says Jaravta. "We came up with 20 options and finally made an innovative Taco Mexicana, which is also inspired by the Malabari paratha", adds Jaravta, who joined Domino's India in 2007 and goes out on a food walk once in 15 days. While Taco Mexicana has a blend of Western and Indian cuisine, two other latest products for south India have drawn heavily from regional food. South Zesty Veggie pizza, for example, is inspired by Andhra chilli gravy. Raw banana is cooked in thickened gravy and served as pizza topping. The second, Southern Chilli Chicken, has its roots in Andhra-style chilli chicken that's cooked in a paste of green chillies and other spices.

Jaravta is the man in charge of coming up with innovative offerings as the largest pizza brand in the country with 772 outlets across 158 cities (as of early August) has been grappling with falling same store sales (SSS) over the past three consecutive quarters. From a high of 36.7 percent in the first quarter of fiscal year 2012, SSS growth is now in negative territory (see As Revenue Growth...). Jubilant FoodWorks, the master franchise holder of the US Domino's Pizza brand and Dunkin Donuts, posted an 18.47 percent decline in standalone net profit for the first quarter.

To be sure, the entire quick service restaurant (QSR) industry has been struggling with a challenging macro-economic environment, rising inflation and falling discretionary spend by consumers over the past few years. At Domino's the pace of innovation has only increased during the

slowdown. Lebanese Rolls, Spicy Baked Chicken, Calzone Pockets, Fresh Pan Pizza, Stuffed Garlic Bread, Potato Smackers and Spicy Twistyz all rolled out in the past two years. Add to this the 10 exotic products that it launched last quarter, a first for a brand in 18 years that has been used to rolling out 2-3 new products every quarter.

### **Innovate and Improve**

The pizza maker has its finger on the pulse of the variety seeking Indian, say marketing experts. “Domino’s has read this mindset and reinvented itself to serve the variety seeking consumer”, says Ashita Aggarwal Sharma, associate professor and head of marketing at SP Jain Institute of Management & Research, Mumbai. “They are mixing cuisines, merging the east and the west and providing options to consumers”. Innovation, feels Jaravta, keeps the brand young. Over the past eight months, the head chef has travelled across villages of Rajasthan, Punjab, Haryana, Karnataka and Tamil Nadu to draw inspiration for his culinary innovations. “We have created a database of all popular regional cuisines”, says Jaravta. The idea, he explains, is to draw some kind of inspiration which could be a starting point for a lot of product concepts. “This is exactly what the idea of a food walk is. Started in 2007, it has helped us in mixing local cuisines in our products”.

A report by BNP Paribas in March this year ranked Jubilant FoodWorks as the 5th most innovative company in Asia, just a rank below Titan Industries. “Driven by a credo to deliver more”, the report says, “Jubilant FoodWorks is engaged in a constant innovation process which seeks to improve its consumer facing proposition and at the same time improve its internal processes”.

The innovation approach, points out the report, is democratic as nearly all employees participate. And nobody knows it better than Ajay Kaul, CEO of Jubilant FoodWorks, who along with top 24 senior leaders of the company ventured out in April this year to get a taste of street food of India in an experiment dubbed Project Hinterland Immersion. Five teams, comprising five members each, went into different geographic locations, including Rajasthan, Gujarat and Maharashtra, and central India for four days.

### **Questions:**

- i) Carry out an ETOP for the Domino’s Pizza.
- ii) Do you think Domino’s Pizza will succeed in India? Why or Why not?

OR

b) **Evolution of Retailing and Online Retailing in India.**

Subhiksha was started by R. Subramaniam, an IIM A and IIT Chennai alumnus with its first store at Chennai. Ram Chandra Aggarwal set up his Vishal Garments Store in 1994 - three years before Biyani's Pantaloon and seven years before setting up Vishal Retail.

Both of them are discount stores at prices which are much lower than other retail outlets.

The Indian retail industry has been riding a wave for the last couple of years.

According to a latest report, **retail sales are expected to rise from US\$ 343 billion currently to US\$ 543 billion.**

Reliance Fresh, Subhiksha, Vishal Retail, Spencer's, More, Big Bazaar and many more have entered India since the modern format retail concept began. The expanding middle and upper classes has played a big role in the expansion of existing modern format stores and entry of new ones.

Indian e-Commerce industry is currently going through a very interesting phase. Lots of startups are opening, getting VC funded and then closing down. On the other hand, data reveals that more and more Indians are shopping online and the market is growing at a rate of 33% yearly.

Indian e-Commerce market currently stands at \$12 billion, which is expected to grow to \$38 billion by 2015 and expand to whopping \$78 billion by 2020.

How much shopping is done online?

Over 27% of respondents shared that their 50% of all shopping activity is done online. This was hugely surprising and inspiring as online shopping only constitutes 1-3% of total retail market in India. 31% of surveyed people admitted that online shopping constitutes less than 30% of their overall shopping activity. This suggests that more and more people are now comfortable shopping online and the trend is only increasing.

Now, Indian leading Venture Capital firm Accel Partners has released an in-depth study of Indian e-commerce space, according to which Indian e-commerce will quadruple from a \$2 billion industry in 2013 to nearly 8.5 Billion by 2016 at a CAGR of 63%.

At the same time, the number of Indian shoppers online will grow from 20 million to 40 million by year 2016.



As per the announcements, the **‘Big Billion Day’ sale was conducted so that one billion Indians can converge on Flipkart on one particular day.**

Flipkart officially declared that they had done a business of Rs. 600 crore in 10 hours flat. Snapdeal had also announced similar sale, but more subdued, that day. They also managed to do good business.

Three years back, in 2011, when Flipkart had \$10 million GMV, they had said that they plan to cross \$1 billion GMV by 2015 which has been crossed this year itself. “This means that we have grown 100X in the last three years”. noted the memo.

Flipkart is currently on a roller coaster ride, as it has now established themselves as the number 1 e-commerce portal in India. Their closest competitor Snapdeal has predicted they will cross \$1 billion GMV by 2015 and Amazon and eBay are trying hard as well to cross this milestone. Last year, **Myntra had overtaken Flipkart** in terms of traffic, but as of now, Flipkart has beaten them all.

Founded in 2007, Flipkart started with selling books online. But with increasing traffic and popularity, within 2 years they became India’s largest online bookseller surpassing Infibeam, Landmark and IndiaPlaza. In 2010, they diversified into electronic gadgets and by 2011, they were selling literally everything online. By 2012, Flipkart had become **India’s first Billion Dollar Internet Company**, and now, they have crossed \$1 billion GMV!

As Indian e-Commerce industry is set to become \$22 billion industry, catering to 200 million + Internet users, it would be really interesting to watch the progress of Flipkart, and how can they capitalize on their position to make bigger dents in the Indian e-Commerce industry.

India has been identified as the fastest growing online market during the same period, with a 41% rise. This is much higher than China (5%). Brazil (6%) and Russia (20%). With most online categories in Indian exhibiting an average reach below the global figures, the potential seems to be high.

Between 2010-2030, India will add 241 Million people in working-age population (and that means the children who are currently in our **education system**), Brazil will add around 18 million, while China will add a meager 10 million people during the same time.

So even with all the drawbacks that India has, this particular Indian aspect is going to prove pivotal in making India the world leader in coming years.

Amazon's biggest rival in the online retail market in India is Flipkart. Earlier this week, **Flipkart's big-billion-day fiasco** indirectly benefitted Amazon hugely though the response to their own much anticipated Diwali-dhamaka today has been lukewarm, to say the least.

India is seen by online retailers as one of the most rapidly expanding markets and is expected to touch Rs. 50,000 crore by 2016 as suggested by CRISIL.

Together, **Flipkart and Myntra account for more than half the sales** in online fashion retail.

- i) Discuss the issues related to forcibly attempts by big MNCs to enter in to Indian market and sustainability issues for Indian e-retailers.



Total No. of Questions : 5]

SEAT No. :

P1956

[Total No. of Pages : 2

[4770] - 3002

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

**302 : ENTERPRISE PERFORMANCE MANAGEMENT**

**(2013 Pattern)**

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

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) All questions are compulsory.*
- 2) Each question carries 10 marks.*
- 3) Use of non programmable calculators is allowed.*

**Q1)** “Performance Management at all levels and across the organisation has become the need of the day”. Elucidate in the light of Strategic Planning, Management Control and Operational Control.

OR

ABC Ltd. has a policy of fixing the Transfer Price on cost plus 20% RoI basis. The following information of Div. A is available for the financial year 2013-14.

Fixed Assets	Rs. 12,50,000
Current Assets	Rs. 7,50,000
Debtors	Rs. 5,00,000

Annual fixed cost of the Div. A Rs. 20,00,000

Variable Cost per unit of Prod. Rs.50

Budgeted Volume (units) 2,00,000

- a) Determine the Transfer Price for Div.A.
- b) If the volume (in units) is increased by 10% Current Assets increase by Rs. 2.5 lacs; Debtors increase by Rs. 2.5 lacs. What will be the impact on transfer Price?

**P.T.O.**

**Q2)** a) State and discuss various tools and techniques of Capital Expenditure Control.

OR

b) What do you understand by Capital Expenditure Control? Explain the process of Capital Budgeting in detail.

**Q3)** State and discuss various parameters of Performance Evaluation of a Commercial Bank.

OR

Explain the following in the context of Performance Evaluation of a retail organisation:

- a) Sell through analysis.
- b) Multiple Attribute Method.

**Q4)** a) State and Elaborate the process of Performance Evaluation for the projects.

OR

Discuss the following parameters while evaluating the performance of a Non-Profit organisation:

- a) Governance.
- b) Product Pricing.

**Q5)** a) Explain Auditing as a Performance Measurement tool in the light of Internal Audit and Cost audit.

OR

- b) Write a detail note on:  
“Financial Audit Vs Management Audit”.



Total No. of Questions : 5]

SEAT No. :

P1957

[Total No. of Pages : 2

[4770] - 3003

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

**303 : Start up and New Venture Management**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) 'Morally correct companies will be rewarded working on a noble cause'. Discuss this in the context of an entrepreneur's role and personality.

OR

- b) "Economic development consists of employing resources in a different way in doing a new combination of means of production". Discuss about the process of entrepreneurship and economic development.

**Q2)** a) A product is anything that can be offered to a market for procurement, use or consumption. What are the criteria for product selection.

OR

- b) In the business arena, start ups in today's competitive era have an extended horizon for their business. Elucidate the entry strategies for a new product in this context.

**Q3)** a) Define small scale industry and explain the role of SMEs in economic development of India.

OR

- b) There are various factors considered by financial institutions while appraising a project. Explain it in the light of economic viability and market feasibility.

**P.T.O.**

**Q4)** a) Discuss the objectives and functions of SIDBI.

OR

b) Discuss various laws/acts affecting incorporation of SSI.

**Q5)** a) Discuss the key variables explaining success of entrepreneurs.

OR

b) Write short notes on:

i) Technology Obsolescence.

ii) Industrial reconstruction.



Total No. of Questions : 5]

SEAT No. :

**P1958**

[Total No. of Pages : 2

**[4770] - 3004**

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

**MARKETING SPECIALIZATION**

**(305-MKT) : Contemporary Marketing Research**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

- Q1) a) i) Discuss the different types of research design. [6]**  
ii) Which design you would use for the following.  
1) A study to determine the reasons for decline in sales of consumer product. [2]  
2) A study of consumer needs for new beverage. [2]

OR

- b) Discuss the contents of Marketing Research proposal. Give a research proposal for a study required by a company which intends to launch new brand in male cosmetics market. [10]

- Q2) a) Design a questionnaire to study online buying behaviour of customers for two/three select products of your choice. [10]**

OR

- b) Discuss different approaches to assess the reliability and validity of multi-item scale. Explain your interpretation for cronbach alpha value of 0.8. [10]

- Q3) a) What are the major applications of test marketing. Suggest a test marketing procedure for an established FMCG company to conduct test marketing to launch a new snack product. [10]**

OR

**P.T.O.**

- b) What sampling design you would select for a study to find out the household expenditure on home-care products by various income groups? Give details of sampling design and method with proper justification. **[10]**

**Q4) a)** Study of 500 managers was conducted to determine the relationship between usage of the credit card and cadre of managerial position. **[10]**

Following cross tabulation was generated.

Usage of Credit card	Managerial Cadre			Total
	Sr. Manager	MiddleManager	Jr. Manager	
Light usage	160	30	10	200
Heavy usage	140	120	40	300
Total	300	150	50	500

Given that critical value of chi-square is 9.21 for 1% level of sig. at 2 degrees of freedom. What will you conclude?

OR

- b) i) What conjoint analysis? Explain its application in marketing research? **[4]**
- ii) A bike manufacturer claims that its new bike gives a milage of atleast 65 kms/lit. petrol. A sample of 10 bikes is taken and their milage recorded is as follows in kms/lit. **[6]**

70, 66, 69, 65, 69, 70, 71, 64, 63, 68

Is their any statistical evidence to support the claim of the manufacturer about the milage of the bike? Give that standard error of the sample is 2.8 table value of t for g.d.f. at 5% level of sig. is 1.83.

**Q5) a)** Discuss the concept of multidimensional scaling (MDS) in Marketing Research. Describe its various applications. **[10]**

OR

- b) What is Cluster Analysis? Discuss its applications for analysis of psychographic and lifestyle market-segmentation. **[10]**





Total No. of Questions : 5]

SEAT No. :

**P1959**

[Total No. of Pages : 2

**[4770] - 3005**

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

**(306-MKT) : CONSUMER BEHAVIOUR**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** What is culture? Discuss its relevance to marketing decisions.

OR

- b) How family life cycle influence consumer purchasing decisions? Support your answer with suitable live examples.

**Q2) a)** Explain various strategies for changing attitudes. (any five)

OR

- b) A marketer of health drinks is attempting to segment a certain market on the basis of consumer self-image. Describe the four types of self image & discuss which one would be most effective for the stated purpose.

**Q3) a)** How do consumer reduce post purchase dissonance? How can marketers provide positive reinforcement to consumers after the purchase to reduce dissonance?

OR

- b) What is consumer decision? Describe various types of consumer decisions.

**Q4) a)** Explain Howard Sheth model of consumer behaviour.

OR

- b) Explain Engel-Blackwell-Miniard models of consumer behaviour.

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

**Q5) a)** What do you understand by social class. In what circumstances would you expect income to be a better predictor of consumer behaviour than socio economic status.

OR

b) What is BoP? Explain characteristics of BoP consumers, with the help of suitable examples.



Total No. of Questions : 5]

SEAT No. :

**P1960**

[Total No. of Pages : 2

**[4770] - 3006**

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

**(305-FIN) : FINANCIAL REGULATORY FRAMEWORK**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Explain in detail the structure of Regulatory Framework in India.

OR

Write a detail note on Small Industries Development Bank of India. (SIDBI).

**Q2)** Explain functions of SEBI. What are the guidelines for bonus shares.

OR

Explain the Role & Functions of Pension Funds Regulatory and Development Authority. (PFRDA)

**Q3)** What do you mean by Public Company? Differentiate between Public Company & Private Company.

OR

"Prospectus is the aforesaid invitation made to the public". List out the various contents of prospectus.

**Q4)** What do you mean by ADR's & GDR's? Elaborate the advantages & disadvantages of ADRs.

OR

What is FDI ? Explain the different types of Foreign Direct Investment.

**P.T.O.**

**Q5)** Write short note on :

- a) Nidhi Companies
- b) Non-Banking Finance Companies (NBFC)

OR

- a) India Trust Act 1882.
- b) Societies Registration Act, 1860.



Total No. of Questions : 5]

SEAT No. :

**P1961**

[Total No. of Pages : 2

**[4770] - 3007**

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

**306 : Finance Specialization**

**MERCHANT BANKING AND FINANCIAL SERVICES**

**(2013 Pattern)**

*Time : 2.30 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Discuss the development of Merchant banking in India. Explain the various services provided by Merchant bankers? **[10]**

OR

b) What is Money market? What are the different instruments traded in the Indian money market?

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

OR

b) Short notes on:

- i) Post issue activities undertaken by lead manager
- ii) Underwriter

**Q3) a)** Explain the term 'Merger', and 'Acquisitions'. Describe stepwise procedure for M & A. **[10]**

OR

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

**P.T.O.**

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

OR

- b) i) Explain the concept of leasing and state its characteristics?  
ii) What do you understand by Factoring? What are the types of factoring?

**Q5) a)** Define the term ‘Credit Rating’. Why there is need of credit rating in India? **[10]**

OR

- b) “We have one of the largest pools of scientific and technical manpower, yet, many of our young people and new entrepreneurs find it difficult to raise the necessary capital.” — Finance Minister. Elucidate the statement.



Total No. of Questions : 5]

SEAT No. :

**P1962**

[Total No. of Pages : 2

**[4770] - 3008**

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

**305 : INFORMATION TECHNOLOGY MANAGEMENT (Specilization)  
(2013 Pattern)**

*Time : 2.30 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Explain in details on Hardware and computer peripherals. How does the CPU work explain with diagram? **[10]**

OR

- b) Describe the future scenario & managerial considerations in aquisition, monitoring, maintenance, controlling & replacement of hardware port.

**Q2) a)** List out the various Application Software & write in brief about software suites, messaging and groupwore, conferencing commercial and corporate level. **[10]**

OR

- b) Describe the various types of operating system & how database management is really helpfull in business.

**Q3) a)** What are the type of Networking and list out the various types of Networking software? **[10]**

OR

- b) Define Networking. Explain extranet & intranet.

**Q4) a)** Define the database concepts and explain the different types of databases. **[10]**

OR

- b) Explain the data warehousing & Data Mining.

**P.T.O.**

**Q5) a) Describe the types of computer crime and write a brief on cyber law.[10]**

**OR**

**b) What are the process of recruitment, training & retention along with performance measurement in IT organisation.**





Total No. of Questions : 5]

SEAT No. :

**P1963**

[Total No. of Pages : 2

**[4770] - 3009**

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

**INFORMATION TECHNOLOGY MANAGEMENT**

**(306 - E-Business)**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Explain the e-commerce, concept, feature & function of e-commerce. **[10]**

OR

- b) Describe in brief about electronic commerce companies & driving the e-commerce revolutions.

**Q2) a)** Explain the e-business architecture & information system and messaging technology and its use at commercial and corporate level. **[10]**

OR

- b) Describe the scope & basic models of e-commerce.

**Q3) a)** Describe e-business infrastructure & e-business design. **[10]**

OR

- b) What is mean by capacity planning and performance modelling.

**Q4) a)** Define the e-business model and e-marketing. **[10]**

OR

- b) Explain the e-Business Security/Payment Services and online community building system.

**P.T.O.**

**Q5) a)** How the e-business strategy is different from regular strategy while designing and implementing, challenges and legal issues involved in it. **[10]**

OR

b) Write in brief about 'Launching e-business plan' and right from inception till realization.



Total No. of Questions : 6]

SEAT No. :

**P1722**

**[4770] - 301**

[Total No. of Pages : 3

**M.B.A.**

**(301) BUSINESS POLICY & STRATEGIC MANAGEMENT**

**(Semester - III) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) Answer any three questions from section - I & each question carries 15 marks.*
- 2) Section - II carries 25 marks.*
- 3) Section - II is compulsory.*
- 4) Support your answers with relevant examples.*

**SECTION - I**

**Q1)** What is SWOT analysis? Explain the significance of SWOT in strategic management with a suitable example.

**Q2)** Explain Management Process in details and how it is useful in corporate & functional level strategy.

**Q3)** Describe with suitable examples the role of vision & mission statement in business policy. How it is applicable for strategy formation?

**Q4)** What is meant by Corporate Social Responsibility and Ethical practices required for social considerations in Strategy Development?

**Q5)** Write short notes on any two of the following:

- a) Porter's Five Forces Model of competition.
- b) Mintzberg's 5ps of strategy.
- c) Corporate Portfolio Analysis.

**P.T.O.**

## SECTION - II

### **Q6) Case Study**

#### **Bihar Prashasanik Sudhar Mission's SMS based monitoring System**

With a vision to improve Governance and increase citizen's participation in development, Government of Bihar (GoB) launched "Bihar Prashasanik Sudhar Mission Society" (BPSM). Having a goal to inform the additional way, the government works in order to deliver better quality services to its entire citizen. BPSM is committed to get positive change all around. The Department for International Development (DFID) is financing the administration of BPSM and is also providing resources to help Govt. Of Bihar to implement administrative reforms, modernize administrative Process, strengthen human resource management and increase accountability under Bihar Government and Administrative Reforms Program (BGARP).

The key challenge for BPSMS was to ensure that it converts itself from lean, flexible and agile Govt. Organization to an organization constantly evolving IT and administrative reform strategies. It required innovation in the areas of training, organizational development and work organization. The scale and scope of the challenge became apparent when the tasks of data collection from blocks were taken by the Bihar Prashasanik Sudhar Mission Society. One of the major hurdles in achieving success for BPSM was the proper monitoring of the daily works and achieves the different Govt. Funded schemes and projects. Scheme such a MNREGS, Scholarship Distributions, Indira Awas Yojna and distribution of dress/bicycle are needed to be closely monitored as they are directly concerned with the upliftment of poor and mostly excluded citizens.

The need of the new system was an output of highly centralized and orthodox processes of our administrative system. The wait for the report from the block level officers, prevents from quick reviews and actions against the defaulters. Delay in reporting results delay in taking decisions. Since, these schemes and projects are executed at the lowest administrative level of government, i.e. in blocks, and the infrastructure of our blocks is in pitiful status. To overcome this problem, our need was to establish a system whose requirements for successful implementation are lost but has a large coverage area. Due to improper monitoring the poor and needy people couldn't get the actual benefits of these schemes. Use of mobile phone technology was an innovative idea. It demanded less exploration and could provide quick result. It's simple and cheap technology. A plain simple text message was found capable of moving data from one end of the world to another. It also adheres many advantages like low cost monitoring and fastest mode for Information access. In, ten schemes/ projects were initially selected.

The block level officers of the different schemes viz. NREGS, Pension, Dress/Bicycle distribution, Scholarship distribution, ICDS, Health, Food, Indira Awas Yojana, Mutation, and rainfall status, send their daily progress report through a simple text SMS. Every Scheme is given a particular code, such as NREGS-BL1, BL denotes Block Level report and 1 is the scheme code for NREGS; similarly Pension - BL2, Dress/Bicycle - BL3 and so on. A particular reporting format was also designed for each monitored schemes. In NREGS, the daily progress of total expenses in block, no. of presently running schemes and count of today's beneficiary labors were required for the block. The following two character code format was designed for NREGS (BL1), EX - Expense (in Lacs), SC - No. of Schemes and NL - No. of Labors working today. A simple text message of BL1, EX2.24, SC10, NL123 from Program Officer of NREGS was sufficient for acquiring his per day work progress. The SMSs are sent to a centralized SMS server where it is decoded and on the basis of receiving data, different types of reports as well as Graphs are generated. The server keeps tracks of all the received SMSs. Reports are generated on the basis of the Report submitted by the Block Officer, therefore wrong information signed by them result in generation of wrong report.

Thus the responsibility of data rests upon the sender. "Just because that these SMSs are to be sent every day, the efficiency of the blocks has been surprisingly increased", as quoted by a District Magistrate. The reports are published on the internet for the public to bring transparency in the system. Thus, people can know how much dresses & bicycles were distributed in their blocks and the numbers of schemes currently being carried out by NREGA. Thus, the final achievement of this new system is that it generates a noticeable shift towards daily accountability that can enhance performance of Govt. Functioning.

Questions:

- a) Explain how big IT Companies are neglecting their focus from the basic technological use.
- b) Explain the role of strategy formulation in above case.



Total No. of Questions : 5]

SEAT No. :

**P1964**

[Total No. of Pages : 2

**[4770] - 3010**

**MBA (Semester - III)**

**(305-OPE) : PLANNING AND CONTROL OF OPERATIONS**

**Specialization : Operations Management**

**(2013 Pattern)**

*Time : 2.30 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Define Production Planning and Control. Write down Functions of Production Planning and Control. **[10]**

OR

- b) What functions of PPC can be exercised in constructing and controlling a time table for a bus service along a specified route in a city?

**Q2) a)** State and Explain various "Forecasting Time Horizon". **[10]**

OR

- b) With the help of diagram explain "Forecasting Logic."

**Q3) a)** What unit of measurement you will select to prepare Aggregate Production Plan for "Alloy Iron Casting"? Explain the need for Aggregate Production Plan. **[10]**

OR

- b) Explain basic strategies for Aggregate Production Plan.

**Q4) a)** What is the Bill of Materials (BOM)? Being a Design Engineer make a list of items required to prepare BOM for Bicycle. **[10]**

OR

- b) Explain MRP Logic. Being a Materials planner, how you will do Capacity Requirements planning by using the MRP system.

**P.T.O.**

**Q5) a)** Scheduling is a planning function and Expediting a control function. In a small firm, it was proposed to allocate both responsibilities to one person. Would you approve of such scheme? Give justification. **[10]**

OR

b) With the help of diagram explain the scheduling context wrt "A Job Shop with 7 machines and 3 Jobs".



Total No. of Questions : 5]

SEAT No. :

**P1965**

[Total No. of Pages : 2

**[4770] - 3011**

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

**OPERARTION MANAGEMENT (Specialization)**

**306 : Inventory Management (OPE)**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** What is the role of inventory in operations management? Explain with suitable examples the types of inventories in a manufacturing organisation.

OR

b) Explain the impact of different types of inventory costs on inventory management decisions.

**Q2) a)** "Continuous review system of Inventory Planning & Control is useful for B-class and C-class items of Inventory". Comment.

OR

b) How is the concept behind ABC classification useful for managing a manager's fine? Explain.

**Q3) a)** Explain the basic E.O.Q. Model. What is the utility of MS-Excel in different EOQ models?

OR

b) Discuss briefly the different EOQ models in an organization.

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



**Q4)** a) Explain the core logic of JIT. Also discuss the principles of JIT.

OR

b) "Kanban is a system that controls the movement of materials in a production process". Justify.

**Q5)** a) Discuss in detail about various factors in make or buy.

OR

b) How is the performance of material function evaluated in an organization.



Total No. of Questions : 5]

SEAT No. :

**P1966**

[Total No. of Pages : 2

**[4770] - 3012**

**MBA (Semester - III)**

**BOS - HUMAN RESOURCE MANAGEMENT (Specialization)**

**305 : Labour Laws (HR)**

**(2013 Pattern) (Theory)**

*Time : 2.30 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** What is the importance of Labour Laws? Write about the challenges in implementing labour laws in Indian perspective.

OR

b) Write about ILO. What role it plays in relation to labour laws.

**Q2) a)** Write about the Minimum Bonus & Maximum Bonus under Payment of Bonus Act 1965.

OR

b) Write any five authorized deductions under Payment of Wages Act, 1936. What are the legal consequences if unauthorized deductions are made from wages of the employees.

**Q3) a)** Discuss the provisions of working hours of Adult under the Factories Act, 1948.

OR

b) Discuss the provisions of welfare under Factories Act, 1948.

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

**Q4)** a) Who is an "Exempted Employee" under the Employee's Provident Fund Act, 1952. Explain about the contribution share under section 6.

OR

b) Discuss in brief Family Pension Scheme under Provident Fund & Misc. Provision Act.

**Q5)** a) Explain the various benefits under ESIC Act, 1948.

OR

b) Explain the amount of compensation under section 4 to be given to the employee in various disablement resulting from the injury.



Total No. of Questions : 5]

SEAT No. :

**P1967**

[Total No. of Pages : 2

**[4770] - 3013**

**MBA (Semester - III)**

**(306-HR) : PERFORMANCE MANAGEMENT (SPL)**

**(2013 Pattern)**

*Time : 2.30 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** In today's workplace arena management always wants to increase the productivity to have business progress. Comment and brief the process of managing performance. **[10]**

OR

- b) To improve worker's competencies through performance management system would lead the organisation to meet further business challenges- Elaborate the statement with scope of performance management.

**Q2) a)** Performance appraisal is a tool of formal thieraction between employee and the manager - comment. Also explain it with three types of performance appraisal. **[10]**

OR

- b) Performance management helps to align all the major organisational functions to achieve the organisational goals - Elaborate with few examples.

**Q3) a)** The inputs from the performance appraisals provide authentic information to identify the top leader talent is an organisation comment. Give your views for implementation of performance management. **[10]**

OR

- b) The performance management system helps to develop the worker's to achieve decided goals of organisation - comment. Elaborate the process of implementing performance management.

**P.T.O.**

**Q4) a)** To lead in the competitive business world the organisation need to adopt performance management effectively in the overall development of organisation - Comment. Elaborate it with the efficiencies of performance management. **[10]**

OR

b) Strategic reward system always boost company in all respect to earn more profit and become profit organisation - comment. Elaborate the necessary components of reward system.

**Q5) a)** While planning ethical performance management, the HR department is facing with a lot of ethical dilemmas. Give your own view on this statement. **[10]**

OR

b) Performance management is a challenge to multinational company. Elaborate with kind of strategies used in multinational corporations.



Total No. of Questions : 10]

SEAT No. :

**P1968**

[Total No. of Pages : 2

**[4770]-3014**

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

**INTERNATIONAL BUSINESS MGT. SPL.**

**IB - 305 : International Business Economics**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** What is International Business? Explain its significance in modern era.

OR

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

- a) The Globalisation Debate.
- b) Balance of Trade.
- c) Balance of Payment.

**Q3)** Discuss the doctrine of The Law of the comparative Advantage in International Trade.

OR

**Q4)** Write short notes on (any two) :

- a) Demand and supply of International Trade.
- b) Internal vs Foreign Trade.
- c) 'Ohlin Theory'.

**Q5)** What is Tariff? Explain Non-Tariff Trade barriers.

OR

**Q6)** Write short notes on (any two) :

- a) International Market Stability.
- b) Forward and futures Market Globally.
- c) Foreign currency options.

**P.T.O.**

**Q7)** What is foreign Exchange Market? Explain Exchange Rate Determination.

OR

**Q8)** What is 'FDI' and 'MNC'? How India is facing challenges after allowing FDI in open market in India?

**Q9)** Write short notes on (any two) :

- a) Special Drawing rights.
- b) International Lending Risk.
- c) International Debt and its problems.

OR

**Q10)** What is International monetary fund? Explain its role in International market Economy.



Total No. of Questions : 10]

SEAT No. :

**P1969**

[Total No. of Pages : 1

**[4770]-3015**

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

**IB - 306 : EXPORT DOCUMENTATION AND PROCEDURES**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

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

OR

*Q2)* Describe the procedures and documentation as trade barriers.

*Q3)* Explain

- a) Export contract and
- b) Export price quotations.

OR

*Q4)* Describe the custom balance of export and import cargo.

*Q5)* What is International Trade? Explain methods of payment in international trade.

OR

*Q6)* Explain provisions of RBI's Exchange control manual.

*Q7)* Discuss major export promotion schemes in India.

OR

*Q8)* Write short notes on (any two) :

- a) EPCGS
- b) DEPB scheme
- c) Duty exemption scheme

*Q9)* Explain the major regulations for International Trade.

OR

*Q10)* What is foreign Trade Act? Explain inspection and quality control Act, 1963.





Total No. of Questions : 5]

SEAT No. :

P1970

[Total No. of Pages :2

[4770]-3016

M.B.A. (Semester - III)

305: ESSENTIALS OF SUPPLY CHAIN MANAGEMENT

Supply Chain Management Specializaion

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

**Q1) A)** Discuss how supply chain management decisions impact the ability to excel in certain dimensions as given below: **[10]**

- i) Conformance to requirements.
- ii) Product selection
- iii) Value added services
- iv) Price

OR

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

**Q2) A) i)** Explain Financial sophistication. **[10]**

- ii) Explain Agile Supply chain

OR

**B)** What is Supply chain Management? Describe the concept 21<sup>st</sup> Century Supply chains.

**P.T.O.**

**Q3) A) Explain Total Supply chain impact of globalization and technological revolution. [10]**

OR

B) Discuss "Operational integration creates value in supply chain management".

**Q4) A) State the relation of customer service strategy with supply chain strategy. Suggest a framework for developing customer service strategy. [10]**

OR

B) i) Explain CRM

ii) Generalized Supply chain Module

**Q5) A) Define Inventory Management? Explain concept and types of inventory management in detail. [10]**

OR

B) Explain structure of a supply chain. Discuss the concept of Push based and Pull based Supply chain.



Total No. of Questions : 5]

SEAT No. :

**P1971**

[Total No. of Pages : 2

**[4770] - 3017**  
**M.B.A. (Semester - III)**  
**SUPPLY CHAIN MANAGEMENT SPECIALIZATION**  
**306 - SCM : Logistics Management**  
**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Explain the concept of Logistics management. Discuss activities of Logistics and value added role of logistics.

OR

Define logistics. Explain the role and importance of logistics in modern day economy.

**Q2)** Explain micro dimensions of logistics and its interface with operations and supply chain.

OR

Explain problems which are associated with organisation in integrating logistics?

**Q3)** Discuss materials management Vs physical distribution? Give relevant examples?

OR

What is short run of static analysis? Discuss long-run of dynamic analysis?

**Q4)** Explain types of logistics relationships?

OR

Explain the concept of 4PL and 3PL?

**Q5)** What is service organisation. Discuss service productivity and global service issues?

OR

Write short notes on (any two)

- a) Waiting time
- b) distribution channel
- c) Service delivery systems
- d) Service productivity.



Total No. of Questions : 10]

SEAT No. :

P1972

[Total No. of Pages : 2

[4770]-3018

M.B.A. (Semester - III)

RURAL AND AGRI.BUSINESS MANAGEMNT SPL.

305: Agriculture and Indian Economy

(2013 Pattern)

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** What is the concept of “Green Revolution”? Explain the place of agriculture in the national economy.

OR

**Q2)** Explain ‘Crop Pattern in India since 1951’.

**Q3)** What is the concept of food security? Explain food self sufficiency.

OR

**Q4)** What is the concept of Poverty and Poverty level? Explain the need for ‘Public distribution system’.

**Q5)** What is the irrigation for agriculture? “Multipurpose river valley project - a controversy” – Justify the statement.

OR

**Q6)** Write short notes on (any two) :

- a) Private sector participation in irrigation.
- b) Fertilizers and manures for agriculture.
- c) Soil conservation and reclamation.

**P.T.O.**

**Q7)** Write the concept of Land reforms. What is the need and scope for land reforms in a developing economy.

OR

**Q8)** What is the meaning of economic holding? Explain the changing pattern of ownership and operational holdings in India.

**Q9)** What is agriculture labour? Explain the present position of agricultural labour in India.

OR

**Q10)** What is the unorganised sector in Agriculture in India? What is the estimation of organised and unorganised workers in Agricultural sector.



Total No. of Questions : 5]

SEAT No. :

P1973

[Total No. of Pages : 2

[4770]-3019

M.B.A. (Semester - III)

**RURAL & AGRI. BUSINESS MGT. SPL.**

**306: Rural Marketing - 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) Discuss in detail Growth Model. [10]**

OR

- b) What is Rural Marketing? Differentiate between Rural versus Urban Marketing.

**Q2) a) Enumerate precisely the experiences and learnings from 'Case of ITC - e-Choupal'. [10]**

OR

- b) Enumerate, precisely the experiences and learnings from 'Case of Colgate - Education'.

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

OR

- b) Explain in detail buying decision process with example

**P.T.O.**

**Q4) a)** Discuss in detail challenges in rural marketing research. **[10]**

OR

b) Explain in detail sources of information in Rural marketing research.

**Q5) a)** Explain in detail emerging segments along with examples. **[10]**

OR

b) Explain the concept Targeting and Positioning with examples.

\* \* \*



Total No. of Questions : 7]

SEAT No. :

**P1723**

**[4770] - 302**

[Total No. of Pages :2

**M.B.A.**

**302 : MANAGEMENT CONTROL SYSTEMS**

**(Semester - III) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q.No.7 is Compulsory.*
- 2) *Attempt any 4 questions from Q. No. 1 to Q. No. 6.*
- 3) *All questions carry equal marks.*

**Q1)** What do you understand by MCS? Discuss the process of development of MCS in an organisation.

**Q2)** Define Strategic Planning. Discuss in detail the importance of strategic planning for any organisation.

**Q3)** What do you understand by Goal Congruence? With the help of examples explain problems of Goal Congruence faced by multidivisional companies at different levels.

**Q4)** State and discuss the various measures used to evaluate the performance of responsibility centres.

**Q5)** “Budgetary Control is one of the important tools for Controlling an organisation”. Discuss.

**Q6)** Write Short notes on (Any TWO):

- a) MCS in BPO organisation.
- b) Balanced Scorecard.
- c) Traditional Vs Modern Methods of Capital Budgeting.
- d) Financial Audit Vs Internal Audit.

**P.T.O.**

**Q7)** Supplying Division of a company has a production capacity of 60,000 units of a component and can sell 45,000 units to the external market. The following particulars of supplying Division are available:

Fixed Cost    Rs. 6,00,000/-

Variable Cost                                      Rs. 40 per unit

Assets Employed                                    Rs. 15,00,000/-

External selling prices are determined to get a return of 20% on assets employed. Receiving Division of the company can process 15,000 units and are willing to accept 15,000 units from Supplying Division at Rs. 50 only whereas Supplying Division wants to supply at Rs. 55 per unit.

If Div. P produces 45,000 units, the fixed cost reduce by Rs. 1,50,000 and employed assets by Rs. 3,00,000.

Suggest the manager of Supplying Division about the proposal, if the divisional performance is measured on the basis of rate of return on assets employed.



Total No. of Questions : 5]

SEAT No. :

P1974

[Total No. of Pages : 2

[4770]-3020

M.B.A. (Semester - III)

**FAMILY BUSINESS MANAGEMENT SPECIALIZATION**

**305: Essentials of Family Business Management - I  
(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) Define Family Business and explain the succession and continuity associated with it.

OR

b) What is the nature of Family business. Discuss uniqueness of family business.

**Q2)** a) Explain the concept of managing conflicts in Family firm and exploit how Business interaction is a resource in creation of inimitable competitive advantages.

OR

b) Explain Family culture and organisational culture in family business firms.

**Q3)** a) Explain ways of communication in Family business firms.

OR

b) What is “conflict” and explain with illustration creative and destructive conflicts.

**P.T.O.**

**Q4)** a) How will you apply HRM functions of Recruitment, Training and Performance appraisal in Family business and discuss issues related to it.

OR

b) Discuss the statement “To join or not to join” Family business in detail.

**Q5)** a) Explain the perspective of nonfamily managers and career opportunities for non family Managers.

OR

b) How non-family managers can be keep motivated to maintain healthy relationship in Family business.

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Total No. of Questions : 5]

SEAT No. :

P1975

[Total No. of Pages : 2

[4770]-3021

M.B.A. (Semester - III)

**FAMILY BUSINESS MANAGEMENT SPECIALIZATION**

**306-FBM: Managing Innovation - I**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) Why innovation is imperative in today's business scenario. Also define the concept of creativity, invention, innovation.

OR

- b) Define and explain the following :
- i) Business design.
  - ii) Innovation to Energize.
  - iii) Innovate for Growth.

**Q2)** a) Discuss incremental versus Radical innovation. Explain the Abernathy - Clark model.

OR

- b) Explain: Tushman - Rosen Kopf life cycle model.

**Q3)** a) Discuss the relationship between competencies and Assets. Also mention the sources of Assets and competencies.

OR

- b) Explain the concept of Value chain, Value Network, Value shop.

**P.T.O.**

**Q4)** a) Draw and explain the Pioneers-Migrators-Settlers Map.

OR

b) "Identifying Feelings and Needs is an important aspect in innovation. - Explain.

**Q5)** a) Discuss the functional sources of Innovation.

OR

b) Discuss the circumstantial sources of Innovation.



Total No. of Questions : 5]

SEAT No. :

P1976

[Total No. of Pages : 2

[4770]-3022

M.B.A. (Semester - III)

TECHNOLOGY MANAGEMENT SPECIALIZATION

305-TM: Fundamentals of Technology Management

(2013 Pattern)

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) Why organizations should be concerned about effective management of technology in present business scenario, discuss with examples?

OR

- b) Explain firm as a value chain and discuss industries as competitive domain, value creation and competitive advantage?

**Q2)** a) Explain role of technology in wealth creation?

OR

- b) Discuss production technology and product technology evolution with relevant example?

**Q3)** a) Explain link between science and technology in technology management.

OR

- b) What are the types of innovation. Discuss creativity and innovation.

**P.T.O.**

**Q4) a)** Explain MOT guiding principle for managing enterprises.

OR

b) What is structure and management of organization? Explain project planning and Management, management of human resources.

**Q5) a)** Define indicators of competitiveness? Explain the micro level competitiveness of India and China - A corporative analysis.

OR

b) Write short notes on (any two) :

- i) Competitiveness - The Game of Nations.
- ii) Patents.
- iii) Productivity and trade.
- iv) Global competitiveness.





Total No. of Questions : 5]

SEAT No. :

P1977

[Total No. of Pages : 2

[4770] - 3023

M.B.A. (Semester - III)

TECHNOLOGY MANAGEMENT SPECIALIZATION

306TM : Managing Innovations - I

(2013 Pattern)

*Time : 2½ Hours]*

*[Maximum Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** “Innovation is applied creativity”, Elaborate the statement by defining innovation with suitable examples. Differentiate between innovation and Creativity. **[10]**

OR

b) Explain circumstantial sources of Innovation in detail. **[10]**

**Q2) a)** Explain the Incremental Innovation and Radical Innovation with examples. **[10]**

OR

b) Explain the following models of Innovation **[10]**

- i) Abernathy - Clark Model
- ii) Technology Life Cycle Model

**Q3) a)** Explain the role of assets and competencies in acquiring competitive advantage through Innovations. **[10]**

OR

**P.T.O.**

- b) Explain the following three distinct value configurations required to understand and analyze firm level value creation logic across a broad range of industries and firms [10]
- i) The Value chain,
  - ii) The Value shop,
  - iii) The Value network.

**Q4)** a) What are the issues associated with innovators? How do organization search for Innovation opportunities? [10]

OR

- b) “Rather than hoping that their future will emerge from a collection of ad hoc efforts, smart firms manage for “total innovation.” Elaborate the statement in relation with managing innovation for established organization. [10]

**Q5)** a) Explain the innovator’s Dilemma for selecting the technologies for competitive advantage. [10]

OR

- b) Write short note on (Any Two) [10]
- i) Trajectories of market need versus technology improvement.
  - ii) Managerial decision making and disruptive technological change
  - iii) Resource allocation for Innovation.



Total No. of Questions : 7]

SEAT No. :

**P1724**

**[4770] - 303**

[Total No. of Pages :1

**M.B.A.**

**MARKETING MANAGEMENT (Specialisation - I)**

**303 A: Marketing Research  
(Semester - III) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any five questions.*
- 2) *All questions carry equal marks.*
- 3) *Use of electronic calculator is permitted.*

**Q1)** How does marketing research help marketing managers in making different marketing decisions?

**Q2)** It is known that the monthly telephone allowances given to sales person is Rs. 3000 with a standard deviation of Rs. 160. An economist took a random sample of 25 such sales people and found their monthly telephone allowances to be Rs. 3090. At 1% level of significance, can we conclude that the average monthly telephone allowances is equal to Rs. 3000? (Critical value is 2.797).

**Q3)** Design a questionnaire to measure the perception of FedEx delivery services.

**Q4)** What is stratified random sampling? How does it differs from a simple random sampling?

**Q5)** What is marketing research report? Discuss fundamentals of a good report.

**Q6)** Discuss focus group Discussion and Depth Interviews as a tool to collect primary data.

**Q7)** Write short notes: (Any Two):

- a) Ethics in marketing Research.
- b) Copy Testing.
- c) Cluster Analysis.



Total No. of Questions : 7]

SEAT No. :

**P1725**

**[4770] - 304**

[Total No. of Pages :3

**M.B.A.**

**FINANCIAL MANAGEMENT (Specialisation - I)**

**303 - B : Advanced Financial Management**

**(Semester - III) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Solve any 5 questions.*
- 2) *All questions carry equal marks.*
- 3) *Use of non programmable calculator is allowed.*

**Q1)** What is EVA? Explain in brief how it is calculated. On what factors EVA changes? **[14]**

**Q2)** Write a short note: **[14]**

- a) Net Income Approach of Capital Structure.
- b) Internal Rate of Return.
- c) Tandon Committee recommendations on Working Capital.

**Q3)** From the following particulars, Kaka limited wants you to prepare the Balance Sheet. **[14]**

Current Ratio	2
Working Capital	4,00,000
Capital Block to Current Assets	3:2
Fixed Assets to Turnover	1:3
Cash Sales to Credit Sales	1:2
Debentures / Share Capital	1:2
Stock velocity	2 months
Creditors' velocity	2 months
Debtors' velocity	3 months
Gross Profit Ratio	25% on sales
Net Profit	10% of Turnover
Reserve	2.5% of Turnover

**P.T.O.**

**Q4)** From the Balance Sheets of Mama Limited, prepare Funds Flow Statement.

Liabilities	31.03.13	31.03.14	Assets	31.03.13	31.03.14
Share Capital	3,00,000	4,00,000	Goodwill	1,00,000	80,000
8% Redeemable					
Pref. Share Cap.	1,50,000	1,00,000	L & B	2,00,000	1,70,000
Capital Reserve	-----	20,000	Plant	80,000	2,00,000
General Reserve	40,000	50,000	Investments	20,000	30,000
P & L Account	30,000	48,000	Debtors	1,40,000	1,70,000
Proposed Dividend	42,000	50,000	Stock	77,000	1,09,000
Creditors	25,000	47,000	BR	20,000	30,000
BP	20,000	16,000	Cash in hand	15,000	10,000
O/s Expenses	30,000	36,000	Cash in Bank	10,000	8,000
Taxation Provision	40,000	50,000	Preliminary Exps.	15,000	10,000
Total	6,77,000	8,17,000	Total	6,77,000	8,17,000

- A piece of land has been sold on 2013-14 and a profit on sale has been carried forward to the Reserve.
- Machine is sold in 2013-14 for 10,000 WDV of which was 12,000. Depreciation of 10,000 was charged on the same in 2013-14.
- Investments are Trade Investments. Dividend of 3000 is received including 1000 from preacquisition profit which is being credited to Investment Account.
- An Interim dividend of 20,000 has been paid in 2013-14.

[14]

**Q5)** Company has to make a choice from three mutually exclusive projects A, B & C. All three projects do not have any salvage value and the life of the project is 5 years, 4 years and 3 years respectively. Company's required rate of return is 10% and anticipated Cash Flows after Taxation are as under:

Project A --- 50,000, 50,000, 50,000, 50,000, 1,90,000

Project B --- 80,000, 80,000, 80,000, 80,000

Project C --- 1,00,000, 1,00,000, 10,000

Rank each project applying : Payback, Average Rate of Return, NPV and IRR.

What would be the profitability Index if the Internal Rate of Return equaled the required return on investment? What is the significance of the profitability Index less than 1?

Recommend the project to be adopted with reason. **[14]**

**Q6)** Explain in detailed manner the recommendations on Working Capital by Tandon Committee and Chore Committee. **[14]**

**Q7)** With regard to Accounting Standard 13- Accounting for Investments, explain the following: **[14]**

- a) Types of investments and its costs and accounting.
- b) Carrying amount of Investments.
- c) Disclosure requirements.



Total No. of Questions : 7]

SEAT No. :

**P1726**

**[4770] - 305**

[Total No. of Pages : 2

**M.B.A.**

**COMPUTER MANAGEMENT (Specialisation - I)**

**303 - C : Software Engineering**

**(Semester - III) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Question 1 & 7 are compulsory.*
- 2) *Answer any four questions from remaining.*
- 3) *Figures to the right side indicate full marks.*

**Q1)** A car rental agency has multiple offices/branches. The customer visits the agency for enquiry and booking a car with terms and condition while signing the booking form. The booking is also done through SMS, Telephone and E-mail, if customer is preregistered. Once booking is conformed the payment can be done by cash or cheque or credit/debit card. Advance payment is initially taken and final bill is completed after use of car. The billing is based on the type of vehicle used and distance traveled.

- a) Identify all entities. [6]
- b) Draw context level DFD. [7]
- c) Draw first level DFD. [7]

**Q2)** Why decision Tree and decision table is used. Explain with examples decision Tree and decision table. [10]

**Q3)** Draw report layout for : **Supplier wise pending purchase order.** [10]

**Q4)** Explain fact finding techniques in detail. What are its advantages? [10]

**Q5)** Why E-R diagram is used? What are the rules of drawing E-R diagram? Explain with example the E-R diagram. [10]

**P.T.O.**

**Q6)** Define quality. Why quality assurance is important? Explain quality assurance framework. **[10]**

**Q7)** Write short notes (any **TWO**): **[10]**

- a) Object oriented Methodology.
- b) Online and Real Time Processing.
- c) Spiral Model.
- d) Functional Decomposition diagram.





Total No. of Questions : 7]

SEAT No. :

**P1727**

**[4770] - 306**

[Total No. of Pages : 1

**M.B.A.**

**PRODUCTION & MATERIAL MANAGEMENT (Specialization - I)**  
**303 - D : Inventory Management & Material Requirements Planning**  
**(Semester - III) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) Attempt any Five Questions.*
- 2) All Questions Carry Equal Marks.*

**Q1)** What is Inventory? Explain the different types of Inventory with suitable Examples.

**Q2)** What kind of strategies are used in Inventory Management. Explain.

**Q3)** Explain the Inventory classification & its use in controlling the Inventory.

**Q4)** Explain Fixed Order Quantity Model & Fixed Order Interval Model with suitable Examples.

**Q5)** What are the different types of data required for MRP? Explain.

**Q6)** In any manufacturing industry, which are the factors that influence the industry for making the items In-house or to Buy from the Supplier? Explain.

**Q7)** Write Note on any Two:

- a) MRP II.
- b) Vendor Managed Inventory.
- c) Evaluation of Materials Function.
- d) Dependent Demand.



Total No. of Questions : 7]

SEAT No. :

**P1728**

**[4770] - 307**

**[Total No. of Pages : 1**

**M.B.A.**

**HUMAN RESOURCES MANAGEMENT**

**303 (E) : Labour Laws - I**

**(Semester - III) (2008 Pattern) (Specialisation - I)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Answer any five questions.*
- 2) *Figures to the right side indicate full marks.*

**Q1)** Define Wages. Explain the authorised deduction by an employer from the wages of worker under the payment of wages Act 1936. **[14]**

**Q2)** Define factories and discuss the provisions relating to 'health' under the factories Act 1948. **[14]**

**Q3)** When may gratuity be forfeited? Also explain the provisions of the nomination by the employee under the payment of gratuity Act 1972. **[14]**

**Q4)** Explain in detail the provisions for registration of establishment employing contract of Labour under the Contract Act 1970. **[14]**

**Q5)** Explain the provisions relating to minimum and maximum bonus under the payment of Bonus Act 1965. **[14]**

**Q6)** What is the objectives of the minimum wages Act? State the procedure laid down under the minimum wages Act 1948 for fixing & revising minimum wages. **[14]**

**Q7)** Write short notes on (Any two): **[14]**

- a) Continuous service.
- b) Welfare provision under factory Act 1948.
- c) Set on & set-off.
- d) Fixation of wage periods under payment of wages Act 1936.



Total No. of Questions : 7]

SEAT No. :

**P1729**

**[4770] - 308**

[Total No. of Pages :1

**M.B.A.**

**INTERNATIONAL BUSINESS (Specialisation - I)**

**303 F : International Marketing**

**(Semester - III) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

*Q1)* Discuss the various foreign entry strategies with relevant examples.

*Q2)* What is the procedure for registration of exporters? Also explain the steps to be taken to set up export trading business.

*Q3)* Discuss various promotion strategies for International markets.

*Q4)* Discuss various challenges & opportunities in International Marketing.

*Q5)* “Understanding Global Marketing Environment is very important” Comment.

*Q6)* Describe various commercial documents required for shipment of export goods.

*Q7)* Write short notes on any two:

- a) Limitation of Global Marketing.
- b) International marketing Research.
- c) Processing of Export orders.



Total No. of Questions : 7]

SEAT No. :

**P1730**

**[4770] - 309**

[Total No. of Pages : 1

**M.B.A.**

**(304 A) : MARKETING MANAGEMENT : INTEGRATED  
MARKETING COMMUNICATION**

**(Specialisation - II)**

**(Semester - III) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** What is Integrated Marketing Communication? Explain different elements of IMC with advantages and Disadvantages.

**Q2)** Define concept of Advertising. State its merits and Demerits and also explain the SMS of Advertising Management.

**Q3)** If you are Marketing Head of a company Manufacturing consumer Durables which media you will be select? Justify your answer.

**Q4)** Your Company is launching new health drink. Suggest different sales promotional techniques to be used.

**Q5)** Define advertising copy. Explain various elements of advertising copy in detail with examples.

**Q6)** What do you understand from outdoor Media? List down any 3 outdoor Media with its merits & demerits.

**Q7)** Write short note on (any two):

- a) Event Management.
- b) AIDA Model.
- c) Internet Marketing.
- d) Hoarding contractors.



Total No. of Questions : 7]

SEAT No. :

**P1731**

**[4770] - 310**

[Total No. of Pages : 4

**M.B.A.**

**FINANCE MANAGEMENT SPECIALISATION - II**

**304 - B : Direct Taxation**

**(Semester - III) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q. No. 1 is compulsory.*
- 2) *Attempt any four questions from the remaining.*
- 3) *Figures to the right indicate full marks.*
- 4) *Use of simple calculator is allowed.*
- 5) *Questions are set for Assessment year 2014-15.*

- Q1)** a) Write in detail the conditions applicable on 'Residential Status' of an Individual.
- b) Elaborate any five incomes which are exempted from Tax.

**[10]**

**Q2)** From the following particulars of Mr. Ashok an employee with Tata Motors Ltd., find out his Income from Salary for A.Y. 2014-15.

- a) Basic Salary Rs. 30,000 p.m.
- b) Dearness allowance Rs. 6,000 p.m. (Part of Salary).
- c) Bonus @20% p.a. of Salary (Basic + D.A.).
- d) Entertainment Allowance Rs. 9,000 p.m.
- e) Employer's contribution to RPF @13%.
- f) Interest credited on RPF balance @12% Rs. 24,000 p.a.
- g) Free furnished quarter was allotted to him by the employer at Pune w.e.f. 1/5/2013 which he could occupy on 1/6/2013 onwards. Fair rental value Rs. 5,000 p.m., cost of furniture Rs. 30,000/-.
- h) Gas, Electricity and water charges Rs. 5,000 p.a. paid by the employer.
- i) Reimbursement of his educational expenses Rs. 10,000.

**P.T.O.**

- j) Reimbursement of medical expenses Rs. 12,000 p.m.
- k) His contribution to R.P.F. Rs. 4,000 p.a.
- l) A motor car (cc of the engine 1.8 litres) is provided to Mr. Ashok. The motor is used both for the private and official expenses on maintenance of private use is borne by Mr. Ashok Rs. 900 p.m.
- m) Insurance premium on his own policy Rs. 4,200 (Four Thousand two hundred) p.a. and on his wife's policy Rs. 3,600 p.a. are paid by the employer. [15]

- Q3)**
- a) What is Capital Gain? Explain its types.
  - b) Define salary and explain the permissible deduction from salary Income u/s 17 of the Income Tax Act. 1971. [15]

- Q4)** Mr. Dinesh furnished the following information for A.Y. 2014-15. You are required to calculate his total Income from House property for House I & House II. [15]

Particulars	House I (Rs.)	House II (Rs.)
a) Property Income	75,000/-	85,000/-
b) Fair Rent	78,000/-	78,000/-
c) Municipal Valuation	76,000/-	75,000/-
d) Municipal Taxes (due)	13,000/-	14,000/-
e) Repairs	3,500/-	4,700/-
f) Insurance	2,000/-	3,000/-
g) Land Revenue (paid)	2,500/-	4,000/-
h) Ground Rent (due)	1,600/-	6,000/-
i) Interest on capital borrowed by mortgaging House I (Funds are used for construction of House II) interest will be applicable to House II	14,000/-	
j) Nature of residence of the house	Let out for Residence	Let out for Residence
k) Date of completion of construction	30.4.1990	7.4.1993

**Q5) Write short notes on (Any three):** **[15]**

- a) Types of assessment.
- b) Tax Evasion and Tax Avoidance.
- c) Carry forward & set off Losses.
- d) Deduction of tax at source.

**Q6) Mr. N a resident individual submits the following particulars of his income for the year ended 31-12-2013. Compute his income from other sources for A.Y. 2014-15.** **[15]**

- a) Royalty from stone quarry Rs. 4,00,000 p.a.
- b) Agricultural income from land situated in Pune Rs. 3,00,000 p.a.
- c) Salary as a member of parliament Rs. 5,20,000 p.a.
- d) Daily allowance as a member of parliament (M.P.) Rs. 60,000 p.a.
- e) Dividend received from an Indian Company Rs. 18,000 p.a.

**Q7) Following is the Profit and Loss A/c of a businessman for the F.Y. 2013-14. Compute his Income from Business / Profession for A.Y. 2014-15.**

Expenditure	Amt (Rs.)	Income	Amt (Rs.)
a) Rent	6,000	a) Gross Profit	52,300
b) Rates	600	b) Interest from Debtors	2,800
c) Salary	5,400	c) Rent from Property	2,400
d) Diwali Pooja	200	d) Sundry Income	1,600
e) Interest on loan	12,500	e) Commission	3,700
f) Sundry expenses	5,500		
g) Bad debts	600		
h) Charity	100		
i) RDD	200		
j) Entertainment	850		
k) Loss by theft	1,400		
l) Net Profit	29,450		
Total	<u>62,800</u>		<u>62,800</u>

- 1) Sundry expenses include Rs. 900/- for a trip personal to Haridwar.
- 2) Loss by theft Rs. 600/- has taken place in the shop whereas Rs. 800/- were stolen from home.
- 3) He has earned Rs. 4,000/- in gold smuggling not shown in books.
- 4) Rates include Rs. 400/- for the property given on rent.
- 5) Charity Rs. 100/- is a donation to Prime Minister's National Relief Fund.

[15]





Total No. of Questions : 7]

SEAT No. :

**P1732**

**[4770] - 311**

[Total No. of Pages : 2

**M.B.A. (Management Faculty)**

**(304 - C) : COMPUTER MANAGEMENT : RELATIONAL  
DATABASE MANAGEMENT SYSTEM**

**(Semester - III) (2008 Pattern) (Specialisation - II)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Question No. 1 & Question No. 7 are compulsory.*
- 2) *Solve any four Questions from the remaining.*
- 3) *Figures to the right indicate full marks.*

**Q1) a)** Study the following purchase order details and normalize the data up to 3NF. **[15]**

Purchase Order		P.O. No.		
		P.O. date:		
Supplier Name and Address:		Supplier quotation no:		
		Supplier quotation date:		
Sr. No.	Item No. Descriptions	Qty.	Rate	Amount
Terms & Conditions:				
Prepared by:			Approved by:	

b) Explain various users of RDBMS. **[5]**

**Q2)** Compare Network Hierarchical and Relational data model. **[10]**

**Q3)** Explain different types of Join operations with example. **[10]**

**P.T.O.**

**Q4)** Explain Object Data Model concepts in detail. **[10]**

**Q5)** Explain Codd's Rules. **[10]**

**Q6)** Solve the following queries (Any five): **[10]**

- a) ProductMaster(Prd\_code, Prd\_name, Prd\_rate, Prd\_OPbal, Prd\_CLBal, Prd\_reorder)
- b) CustomerMaster(Cust\_code, Cust\_name, City)
- c) InvoiceMaster(Inv\_no, Inv\_date, Cust\_code)
- d) InvoiceDetail (Inv\_no, Prd\_code, Qty)

Queries:

- i) Display the customers whose names start with alphabet 'S'.
- ii) List all products with balance less than reorder quantity.
- iii) Find out the customers who have purchased the products in the month of 'January 2014'
- iv) Find out product wise total quantities purchased by 'ABC trading Co.'
- v) Find out total sales of product 'A101'.
- vi) Find out the highest sale of product 'A101' in month January 2014.

**Q7)** Write A short Note (Any 2): **[10]**

- a) Null values.
- b) ERD.
- c) DDL and DML.
- d) Indexes.



Total No. of Questions : 7]

SEAT No. :

**P1733**

**[4770] - 312**

[Total No. of Pages : 1

**M.B.A.**

**PRODUCTION AND MATERIAL MANAGEMENT (Specialization - II)  
(304 D) - Modeling Techniques and IT for Operations Management  
(Semester - III) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** What is modeling? State the steps involved in modeling process for a managerial decision making.
- Q2)** Explain the role of IT in Production Planning and logistical operations giving examples.
- Q3)** Describe salient features of ERP systems offered by leading vendors. Also explain prerequisites for effective Implementation of ERP system in manufacturing organization.
- Q4)** a) What is simulation? Describe the simulation process.  
b) Explain dynamic programming. How is it different from linear programming?
- Q5)** Elaborate the concept of Decision Tree. State the various applications of decisions tree in the field of operations research.
- Q6)** Explain the processing of formulation of LPP. What are the applications of LPP in Operations Management?
- Q7)** Write short notes on: (Any **Two**):
- a) Goal Programming.
  - b) Dynamic Programming.
  - c) Simulation in operations management.
  - d) Importance of IT in operations.



Total No. of Questions : 7]

SEAT No. :

**P1734**

**[4770] - 313**

[Total No. of Pages : 1

**M.B.A.**

**HUMAN RESOURCE MANAGEMENT (Specialisation - II)**

**(304 E) Industrial Relations**

**(Semester - III) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Define the term Industrial Relation. Explain the Objectives and Importance of maintaining sound industrial relations.

**Q2)** Define Trade Union. Explain the functions and problems of Trade Unions.

**Q3)** Explain Industrial Dispute? What are the Machineries to Solve Industrial dispute under Industrial Dispute Act 1947?

**Q4)** What is Worker's Participation in Management? Explain the Forms and levels of Participation.

**Q5)** Define Collective Bargaining. Explain the characteristics and process of Collective Bargaining.

**Q6)** Write Role on Industrial Relations Managers in Promoting Industrial Relations.

**Q7)** Write short notes on: (Any two):

- a) Actors in IR.
- b) Grievance Handling Procedure.
- c) Causes for failure to Collective Bargaining.
- d) Role of Judiciary in Industrial Relation.



Total No. of Questions : 7]

SEAT No. :

**P1735**

**[4770] - 314**

[Total No. of Pages : 1

**M.B.A.**

**INTERNATIONAL BUSINESS MANAGEMENT (Specialization - II)**

**(304 F) International Logistics and Supply Chain Management**

**(Semester - III) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain the role, responsibility and key task of logistics and supply chain manager in MNC.

**Q2)** State the meaning of 3PL and 4PL service providers. Discuss consideration for hiring 3PL service providers.

**Q3)** Explain strategic importance of transport in global logistics. State salient features of air transportation.

**Q4)** Discuss approaches to inventory management in Global Supply Chain Management.

**Q5)** State importance of Network Design for global Supply Chain Management. Discuss the factors influencing Network Design Decisions.

**Q6)** Describe the impact of trade blocks/ FTZ on Global Supply Chain Management.

**Q7)** Short Notes on: (any two):

- a) Bench marking Supply Chain.
- b) Bull Whip Effect.
- c) Trends in International Supply Chain Management.
- d) Factors influencing mode selection decisions.



Total No. of Questions : 7]

SEAT No. :

**P1736**

**[4770] - 315**

[Total No. of Pages : 1

**M.B.A.**

**MARKETING MANAGEMENT (Specialization - III)**

**305 (A) : Distribution & Retail Management**

**(2008 Pattern) (Semester - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain the need and function of distribution channel. Compare the channel used for consumer goods with that of industrial goods with suitable examples. **[14]**

**Q2)** 'Many well known companies in India are expanding their retail business market through franchising.' Comment. **[14]**

**Q3)** List out and briefly explain the factors that affects in the decision of fixing a store location. **[14]**

**Q4)** Explain RFID and Bar-coding in detail with suitable example if necessary. **[14]**

**Q5)** List out various 'store retailing formats'. Explain them briefly. **[14]**

**Q6)** "The most successful distribution channel system is the one which operates at lowest cost." Illustrate your answer with example. **[14]**

**Q7)** Write short Notes on (any 2): **[14]**

- a) Multi-level Marketing System.
- b) Non-store Retailing.
- c) Marketing Channel Selection Criteria.
- d) Store Facade.



Total No. of Questions : 7]

SEAT No. :

**P1737**

**[4770] - 316**

[Total No. of Pages : 1

**M.B.A.**

**FINANCIAL MANAGEMENT (Specialization - III)**

**305 (B) : Advanced Financial Services**

**(Semester - III) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any five questions.*
- 2) *All questions carry equal marks.*
- 3) *Support your answers with diagram and Examples.*

**Q1)** There is lot of volatility in stock market. What are the current reforms in stock market support your answer with examples.

**Q2)** Define the concept of N.B.F.C. Explain their role and its importance in the current scenario.

**Q3)** Explain the concept of ADR and GDR and bringout its importance.

**Q4)** How Mutual Funds are operating? Write SEBI guidelines for Mutual Funds.

**Q5)** Outline the major difference between factoring and forfeiting.

**Q6)** Explain the Nature and Scope of Money Market. What role Money Market is playing in the development of Indian Economy.

**Q7)** Write a short note on any two of the following:

- a) Role of NSDL.
- b) Book Building.
- c) Treasury Bill.
- d) Sweat equities.



Total No. of Questions : 6]

SEAT No. :

**P1738**

[4770] - 317

[Total No. of Pages : 2

**M.B.A.**

**(Specialisation - III)**

**(305 C) COMPUTER MANAGEMENT : VISUAL BASIC AND ORACLE  
(2008 Pattern) (Semester - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Write your assumptions.*
- 3) *Figures to the right indicate full marks.*
- 4) *For solving queries, use exact column names.*

**Q1)** Consider the following table to solve the following queries (any 5): **[10]**

Doc (dno, dname, dob, gender, sal, deptno, designation, address)

Dept (deptno, dept\_name)

- a) Display total number of Male doctors in each department.
- b) Display list of doctors along with their dept\_name.
- c) Add 'specialist' column in the "Doc" table.
- d) Delete the record of doctors working in "Childrens" department.
- e) Display the list of doctors who are specialist in "Eye" or "Heart".
- f) Display total number of "Cancer" specialist doctors.

**Q2)** Write a PL/SQL program to accept a string and print it in reverse order. **[10]**

**Q3)** Write short notes on the following (Any 4): **[16]**

- a) Data types in Oracle.
- b) Views.
- c) Joins.
- d) Cursors.
- e) Stored Procedures.

**P.T.O.**



**Q4)** Explain the properties (any 5): **[10]**

- a) Auto size property of label.
- b) Value of Check box.
- c) Style property of Combo box.
- d) Interval of timer.
- e) BorderStyle of a Form.
- f) Max of vertical scroll bar.

**Q5)** Write a ADO code for doing the following operations in Employee Table.  
(Eno, Ename, Edept) Add, Edit, Delete, view first, view next, view last, view previous. **[12]**

**Q6)** Write short notes on following (any 3): **[12]**

- a) Data types in VB.
- b) Select case statement in VB.
- c) Dialog Boxes in VB.
- d) String Functions in VB.



Total No. of Questions : 7]

SEAT No. :

**P1739**

**[4770] - 318**

[Total No. of Pages : 1

**M.B.A.**

**PRODUCTION AND MATERIAL MANAGEMENT (Specialization - III)  
(305 D) Supply Chain & Logistics Management  
(Semester - III) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Identify and explain supply chain for any two of the following:

- a) Printed books.
- b) Wrist watches.
- c) Large milk dairy.
- d) An IPO.

**Q2)** Discuss with examples the merits and demerits of various transportation alternatives, railways, roads, air, waterways and pipelines.

**Q3)** Discuss the role of internet as an enabler in the evolution of world class supply chains.

**Q4)** What are the role of freight and insurance in logistics?

**Q5)** What are different types of material handling? What is the basis in selection of material handling facility?

**Q6)** Discuss and illustrate economic justification for establishing a warehouse. What is the role of warehouse in reverse logistics?

**Q7)** Write short note on (Any Two):

- a) Bullwhip effect.
- b) Packaging principles.
- c) Intra and inter organisation supply chain.
- d) E commerce advantages for supply chain management.



Total No. of Questions : 6]

SEAT No. :

**P1740**

**[4770] - 319**

[Total No. of Pages : 1

**M.B.A.**

**(305 E) HUMAN RESOURCE MANAGEMENT : PERSONNEL  
ADMINISTRATION - APPLICATION & PROCEDURE  
(Specialisation - III) (2008 Pattern) (Semester - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Question No. 1 is compulsory.*
- 2) *Attempt any three from remaining (Q2 to Q6)*

- Q1)** a) Define the term Personnel Administration and Explain the scope and objective of Personnel Administration in detail. **[15]**  
b) Draft an appointment letter for the post of “Graphic Designer” for an Advertising Company. The appointment letter must contain the details of salary and other terms and conditions of employment. **[10]**
- Q2)** Differentiate between job discription and job specification. **[15]**
- Q3)** Draft a memo to an employee who is constantly found coming late to office informing him about his mis conduct. **[15]**
- Q4)** Explain in detail the measure provisions under the Professional Tax. **[15]**
- Q5)** Explain the procedure of conducting domestic enquiry by observing principles of natural justice. **[15]**
- Q6)** Write Short Note (any Two): **[15]**  
a) Structure of Personnel Department.  
b) Job enlargement.  
c) Gratuity.  
d) Job notation.



Total No. of Questions : 6]

SEAT No. :

**P1741**

**[4770] - 320**

[Total No. of Pages : 1

**M.B.A.**

**INTERNATIONAL BUSINESS (Specialisation - III)**

**(305 - F) Environment & Global Competitiveness**

**(2008 Pattern) (Semester - III)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain in detail Absolute Advantage theory of International trade suggested by Adam Smith.

**Q2)** Briefly explain the different indicators of world competitiveness.

**Q3)** Elaborate various components of global business environment.

**Q4)** What is competitive advantage? Explain different competitive forces given by Michel Porter.

**Q5)** Write a detail essay on the concept of “borderless world”, given by Konichi Ohmae.

**Q6)** Short notes (any two):

- a) G8.
- b) Factor Endowment.
- c) WEF.
- d) Global Aspirations.



Total No. of Questions : 5]

SEAT No. :

**P1978**

[Total No. of Pages : 2

**[4770] - 4001**

**M.B.A. (Semester - IV)**

**401 : Managing for Sustainability  
(2013 Pattern)**

*Time : 2.½ Hours]*

*[Maximum Marks : 50*

*Instructions to the candidates:*

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

**Q1)** What is Social Responsibility? Explain it with respect to different stakeholders.

OR

What is the Bottom of the Pyramid opportunities? Explain economic potential of it.

**Q2)** What is the concept of sustainable Development? Explain its importance.

OR

Differentiate between sustainable development and Green development.

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

- a) CSR report.
- b) Understanding Ecological foot prints.
- c) Economic dimension of sustainable development.

OR

Explain Environmental Impact Assessment (EIA). Also explain EIA in India.

**Q4)** What is the concept of corporate Governance? Distinguish between Governance and Management.

OR

What is the Organisation for Economic Cooperation and Development (OECD)? Explain the OECD principles of Corporate Governance.

**P.T.O.**

**Q5)** Explain Business ethics with its nature and need.

OR

Write short notes on any two :

- a) Ethical values in different cultures.
- b) Code of Ethics.
- c) Ethics and corporate excellence.



Total No. of Questions : 5]

SEAT No. :

**P1979**

[Total No. of Pages : 1

**[4770] - 4002**

**M.B.A. (Semester - IV)**

**MARKETING MANAGEMENT SPECIALIZATION**

**403(MKT) : Services Marketing**

**(2013 Pattern)**

*Time : 2.30 Hours]*

*[Maximum Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Explain the extended marketing mix.

OR

Explain search, experience and credence attributes of services.

**Q2)** Explain the steps in SERVQUAL & GAP model.

OR

Discuss the concept of traditional marketing mix elements in services.

**Q3)** What is self service technologies (SST)? Explain its different types.

OR

Write short notes on (any two) :

- a) Services of Hotel
- b) Service delivery process.
- c) Service Design.

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

OR

What is services profit chain? Explain emotional labour in services.

**Q5)** Discuss the 7 p's involved in Air travel services.

OR

“Tourism business are experiences and hospitality and hence tourism is a service based industry”. Justify the statement.



Total No. of Questions : 5]

SEAT No. :

**P1980**

[Total No. of Pages : 2

**[4770] - 4003**

**M.B.A. (Semester - IV)**

**404 - MKT : SALES AND DISTRIBUTION MANAGEMENT**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Maximum Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** What is Sales Management? Discuss the nature & scope of the Sales Management.

OR

b) What are the causes for channel conflict? Explain the techniques to overcome the conflict.

**Q2) a)** What do you mean by selection of sales force? Discuss the process of selection of sales force.

OR

b) You have been appointed as a sales manager of FMCG company. How will you motivate and evaluate the performance of the sales force. (Make necessary assumptions)

**Q3) a)** What are the objectives of sales control. Explain the various types of sales reports.

OR

b) Write short notes on  
i) Sales Force productivity Indicators.  
ii) Online marketing.

**Q4) a)** What do you mean by wholesaling. Explain different types of wholesalers.

OR

b) What is Franchising? Describe Franchiser & Franchisee relationship.

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



**Q5) a)** What is Retailing? Describe the various factors affecting location and size of retail store.

OR

b) Assume you are store manager of Branded mens wear. How will you conduct promotional activities to boost up the sale of the store.



Total No. of Questions : 5]

SEAT No. :

**P1981**

[Total No. of Pages : 1

**[4770] - 4004**

**M.B.A. - II (Semester - IV)**

**403 FIN : INTERNATIONAL FINANCE**

**(2013 Pattern)**

*Time : 2.5 Hours]*

*[Maximum Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Define IMF. Explain the origin, objectives & operations of IMF. **[10]**

OR

'The relative inflation rates of different countries will have impact on their currency exchange rates'. Discuss the statement in view of purchasing power parity theorem.

**Q2)** Describe the role of Reserve Bank of India in management of foreign exchange. **[10]**

OR

Explain the hedging techniques of Foreign Exchange risk management.

**Q3)** Explain the various methods raising resources by borrowers in International markets. **[10]**

OR

Describe the following :

- a) Deregulation.
- b) Globalization.

**Q4)** Describe 'Floating - rate' Notes & Equity related bonds in detail. **[10]**

OR

What are the rights & duties of managing and Agents banks in 'International Bond markets'.

**Q5)** Explain the International Accounting Standards (IAS - 21) on foreign transactions. **[10]**

OR

What are the strategies used for International receivables management.



Total No. of Questions : 5]

SEAT No. :

P1982

[Total No. of Pages : 2

**[4770] - 4005**  
**M.B.A. (Semester - IV)**  
**FINANCE SPL.**  
**FIN - 404 : Corporate Finance**  
**(2013 Pattern)**

*Time : 2½ Hours]*

*[Maximum Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Describe the nature and significance of investment decision of a firm. **[10]**

OR

Define 'A corporation'. Explain the goals of corporation.

**Q2)** Suppose a firm has employed a total capital of Rs. 1,000 Lakh (Provided equally by 10 percent debt and 5 Lakh equity shares of Rs. 100 each), its cost of equity is 14 percent and it is subject to corporate tax of 40 percent. The projected free cash flows to all investors of the firm for 5 years are given in the table. **[10]**

Year	Rs. in Lakh
1	300
2	200
3	500
4	150
5	600

Compute :

- i) Valuation of firm.
- ii) Valuation from the perspective of equity holders. Assume 10 percent debt is repayable at the year - end 5 and interest is paid at each year - end.

OR

**P.T.O.**

Following is the condensed income statement of a firm for the current year

Particulars	Rs in Lakhs
Sales Revenue	500
less : Operating costs	300
less : Interest cost	12
Earning before taxes	188
Less taxes (0.40)	75.2
Earning after taxes	112.8

The firms existing capital consist of Rs. 150 Lakh equity funds, having 15 percent cost of Rs. 100 Lakh, 12 percent debt. Determine the economic value added during the year.

**Q3)** Describe the Markaov approach and mckinsey approach of value based management system. **[10]**

OR

Explain the models of corporate Governance.

**Q4)** The shares of a chemical company are selling at Rs. 20 per share. The firm has paid dividend @Rs. 2 per share last year. The estimated growth of the company is approximately 5% per year **[10]**

- a) Determine the cost of equity capital of the company.
- b) Determine the estimated market price of the equity share if the anticipated growth rate of the firm (a) rises to 8% and (b) fall to 3%.

OR

ABC Ltd. was started a year back with a paid up equity capital of Rs. 40,00,000. The other details are as under :

Earnings of the company	Rs. 4,00,000
Price - Earning Ratio	12.5
Dividend paid	Rs. 3,20,000
Number of shares	40,000

You are required to find out whether the company's dividend payout ratio as optimal, using walters formula.

**Q5)** What are the various strategies for corporate restructuring? **[10]**

OR

What are the constraints to corporate restructuring?



Total No. of Questions : 5]

SEAT No. :

**P1983**

[Total No. of Pages : 2

**[4770] - 4006**

**M.B.A. (Semester - IV)**

**COMPUTER MANAGEMENT (Theory)**

**403 (IT) : Software Project Management  
(2013 Pattern)**

*Time : 2½ Hours]*

*[Maximum Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Define Software Project Management. How software projects are differ from other type of project. **[10]**

OR

- b) What is a project management? Briefly describe the project management framework providing examples of stakeholders, knowledge areas, tools and techniques, and project success factors.

**Q2) a)** What are the software process models? Explain briefly the waterfall model of software development. **[10]**

OR

- b) What is Dynamic System Development. Explain in detail the process of Dynamic Systems Development.

**Q3) a)** Explain the different levels of CMM and its advantages. **[10]**

OR

- b) Explain COCOMO model with an example.

**Q4) a)** Explain different software risks and how to manage them. **[10]**

OR

- b) Describe risk management. Explain PERT a tool of risk management.

**P.T.O.**

**Q5) a)** Explain Ms - Project in detail and give the difference between CPM/  
PERT. **[10]**

OR

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



Total No. of Questions : 5]

SEAT No. :

**P1984**

[Total No. of Pages : 2

**[4770] - 4007**

**M.B.A. (Semester - IV)**

**404 IT : ENTERPRISE RESOURCE PLANNING**

**(2013 Pattern)**

*Time : 2.5 Hours]*

*[Maximum Marks : 50*

*Instructions to the candidates:*

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

**Q1)** What is ERP? Which are major reasons for adopting ERP? Discuss potential benefits of ERP.

OR

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

**Q2)** Explain ERP life cycle in detail & discuss different ERP projects.

OR

Explain the ERP implementation strategies. Which one is more suitable in a company with factories in multiple states of India?

**Q3)** Explain the modules in production planning & operations.

OR

What are the typical capabilities required in 'benefits & payroll' from an ERP? How do ERP solutions help in this?

**Q4)** What are different types of Portals? Discuss benefits of a Portal.

OR

What is analytics? How it differs from the business intelligence? Explain various segments of analytics in brief.

**Q5)** Consumer Goods Industry is not one industry and has several segments under this like : Food & Beverage, Apparel/Textile, Footware, Non - food FMCG products, consumer Electronics.

Again each of these segments can be divided into several sub - segments, each having their own specific requirements from an ERP solution. For an

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

example, 'Food & Beverage' segment can have several subsegments like : Fresh foods, Beverage, Dairy, Packaged food etc. Discuss above case with respect to 'Industry Requirements' and 'Expectation for ERP solutions' in this industry.

OR

Health care globally is one of the largest industry that affect almost every people around the globe. There are different players in the health care ecosystem starting with patient, healthcare providers (i.e. hospitals, nursing homes etc.) and players for health care services (ex - health care insurance agencies). Health care provider has need to manage typical process & information.

Discuss the process for a health care provider. Also, discuss above case with respect to 'Industry Requirements' and 'Expectation for ERP solutions, in this industry.





Total No. of Questions : 5]

SEAT No. :

**P1985**

[Total No. of Pages : 2

**[4770] - 4008**

**M.B.A. (Semester - IV)**

**403 (OPE) : OPERATIONS STRATEGY**

**Operation Management Specialization**

**(2013 Pattern)**

*Time : 2.5 Hours]*

*[Maximum Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Describe the concept of strategic fit with relation to Operations Strategy?[10]

OR

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

**Q2) a) i)** Write note on Progression and regression. [5]

ii) Explain Operations strategy implementation. [5]

OR

b) Define value chain? Explain its various core competencies & capabilities?[10]

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

OR

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

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

OR

b) i) Explain SRM Delivery Systems. [5]

ii) Explain Key Performance Indicator. [5]

**P.T.O.**

**Q5) a)** Enumerate the role of IT while framing an operation's strategy of any organization? **[10]**

OR

b) Describe the concept of SAP in detail. **[10]**



Total No. of Questions : 5]

SEAT No. :

**P1986**

[Total No. of Pages : 2

**[4770] - 4009**

**M.B.A. (Semester - IV)**

**404 (OPE) : Total Quality Management  
(2013 Pattern)**

*Time : 2½ Hours]*

*[Maximum Marks : 50*

*Instructions to the candidates:*

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

**Q1)** What is the concept of quality? Explain internal and external quality perspective.

OR

Discuss internal failure cost and external failure cost of quality and analyse prevention cost of it.

**Q2)** What is the concept of 'quality philosophy'? Discuss Demin's 14 point philosophy of quality?

OR

Discuss the quality philosophy given by Crosby and Taguchi.

**Q3)** Explain quality control tools are as (any two) :

- a) Cause and effect diagram.
- b) Pareto Analysis.
- c) Flow chart.
- d) Histodiagram.

OR

What is Quality Function Deployment (QFD)? Explain difficulties associated with it.

**P.T.O.**

**Q4)** Elaborate statistical quality control and its importance.

OR

Write short notes on (any two) :

- a) 'P' chart and 'C' chart.
- b) 'Six sigma' quality.
- c) Acceptance sampling.
- d) 'OC' - curves.

**Q5)** "Quality Management Awards is always influencing to maintain quality by the manufacturer or service provider" - Justify the statement with example.

OR

Explain ISO 9000 - 2000 and CII.



Total No. of Questions : 8]

SEAT No. :

**P1742**

**[4770] - 401**

[Total No. of Pages : 1

**M.B.A.**

**(401) Entrepreneurship Development and Project Management  
(2008 Pattern) (Semester - IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Answer any 5 questions.*
- 2) *All questions carry equal marks.*
- 3) *Figures to the right indicate full marks.*

**Q1)** Define an entrepreneur and explain the need for entrepreneurship development in a developing economy like India. **[14]**

**Q2)** Discuss Hagen's theory of social change and its relevance to entrepreneurship development. **[14]**

**Q3)** What is Entrepreneurship? Discuss the importance of Entrepreneurship for today's corporates. **[14]**

**Q4)** Discuss the challenges faced by women entrepreneurs and explain the measures for promoting entrepreneurship among women. **[14]**

**Q5)** What are the elements of a business plan? Prepare a business plan for a business of your choice. **[14]**

**Q6)** Define project management and explain various types of feasibility reports. **[14]**

**Q7)** Discuss the role of Government in promoting entrepreneurship in India. **[14]**

**Q8)** Write short notes on any two: **[14]**

- a) Entrepreneur and Manager.
- b) Entrepreneurial failures.
- c) Venture capital funding.
- d) D.I.C.



Total No. of Questions : 5]

SEAT No. :

P1987

[Total No. of Pages :2

[4770] - 4010

M.B.A. (Semester -IV)

Specialization :- Human Resource Management

IR (403) :- INDUSTRIAL RELATIONS

(2013 Pattern)

*Time :2: 30 Hours]*

*[Max. Marks :50*

*Instructions :*

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

**Q1) a)** Explain concept of Industrial relations with evaluation of Industrial relations. **[10]**

OR

b) Define Industrial relations. Explain Approaches to Industrial relations.

**Q2) a)** What are the authorities under Industrial dispute Act 1947? **[10]**

OR

b) What are the duties of labour courts Tribunals & national tribunals?

**Q3) a)** Discuss the rights & liabilites of registered trade union? **[10]**

OR

b) Define trade union. Explain the provisions for illegal strikes & lockouts under trade union Act.

**P.T.O.**

**Q4)** a) Explain the procedure for certification & submission of draft under Industrial Employment (Standing order) Act 1946. **[10]**

OR

b) Explain the provisions for welfare & Health of contract labour Act- 1970.

**Q5)** a) Define Workers Participation in management what are the challenges to the worker's participation in management? **[10]**

OR

b) Write short notes (Any Two)

- i) Gandhian approach of Industrial Relations.
- ii) Unfair labour practices under trade Union Act.
- iii) Collective Bargaining process.
- iv) Works committee.



Total No. of Questions : 5]

SEAT No. :

**P1988**

[Total No. of Pages :2

**[4770] - 4011**

**M.B.A. - (Semester - IV)**

**H.R.M. Spl.**

**HR - 404: Strategic Human Resource Management  
(2013 Pattern)**

*Time :2: 30 Hours]*

*[Max. Marks :50*

**Instructions :**

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

**Q1) a) Differentiate between traditional HRM and SHRM. [10]**

OR

b) Describe the Indian perspective on SHRM. How it differs from the western view of SHRM.

**Q2) a) Describe strategic partner model with the help of dawid ulrich model and business partnering. [10]**

OR

b) Elaborate the implementation of HR strategies.

**Q3) a) Explain the career planning perspective including organisational and individual centered career planning . [10]**

OR

b) Explain employee retention. What factors influencing retention of employees in today's individual and organisation level.

**P.T.O.**



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

**OR**

b) Elaborate the strategies for learning organisation.

**Q5) a) How do HR functions add value to the organisation? [10]**

**OR**

b) What do you understand by international compensation? Explain in detail factors influencing compensation policy.



Total No. of Questions : 5]

SEAT No. :

**P1989**

[Total No. of Pages :2

**[4770] - 4012**

**M.B.A. - (Semester - IV)**

**(403 - IB): INTERNATIONAL BUSINESS ENVIRONMENT  
(2013 Pattern) (Theory)**

*Time :2 . 30 Hours]*

*[Max. Marks :50*

*Instructions to the candidates :*

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

**Q1)** What do you understand International business environment? Explain the importance of the study of International Business.

OR

Discuss the trends & development in global trading environment.

**Q2)** Describe factors influencing interest rate movements & impact of movements in interest rate on trade & investment.

OR

Discuss the pattern & structure of foreign investment.

**Q3)** Explain in detail WTO with objectives & functions.

OR

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

**P.T.O.**

**Q4)** Explain the issues related to foreign investment involving technology transfer, Pricing & regulations.

OR

Examine the concept of international collaborative arrangement & strategic alliance.

**Q5)** Explain - Structure & Functioning of European commission (EC).

OR

Explain in detail North American Free Trade Agreement (NAFTA).



Total No. of Questions : 5]

SEAT No. :

**P1990**

[Total No. of Pages :2

**[4770] - 4013**

**M.B.A. (Semester - IV)**

**INTERNATIONAL BUSINESSNGT. SPL.**

**(404 - IB): Indian Economy And Trade Dependencies**

**(2013 Pattern)**

*Time :2 . 30 Hours]*

*[Max. Marks :50*

*Instructions :*

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

**Q1)** Explain the trends in national income and growth in Indian Economy since 1991.

OR

What is the concept of Human development ? Explain progress of Human development in India.

**Q2)** Explain Planning and Economic development of India.

OR

Describe Economic reforms and reduction of poverty in India.

**Q3)** Elaborate the review of Industrial growth of India under 11<sup>th</sup> five year plan.

OR

Explain the growth and present state of IT Industry in India.

**P.T.O.**

**Q4)** What is the concept of 'foreign trade'? Explain the trends of Export and imports of India.

OR

Explain the concept of foreign capital. Describe its need.

**Q5)** Explain liberalisation and integration of India with the global Economy.

OR

Write short notes on (any two).

- a) Role of WTO.
- b) Foreign Exchange reserves.
- c) Convertibility of the rupee.



Total No. of Questions : 5]

SEAT No. :

**P1991**

[Total No. of Pages :2

**[4770]-4014**

**M.B.A. (Semester - IV)**

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

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** What is the concept of SCM? Explain the strategic objectives of SCM.

OR

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

**Q2)** Explain the managing supply chain for strategic fit.

OR

What is the concept of strategic fit? Explain the steps in achieving fit.

**Q3)** Discuss expanding strategic scope based on minimise local cost perspective.

OR

Discuss expanding strategic scope based on minimise functional cost perspective.

**Q4)** Explain the strategic partnerships and alliance is needed and must in SCM, with example.

OR

Write short notes on (any two):

- a) 3 PL and LPL.
- b) Collaborative Advantages
- c) Advantages and disadvantages of outsourcing in SCM.

*Q5)* What are the challenges faced by the SCM? How to overcome?

OR

Explain mass customisation and Globalisation are the strategies of SCM.



Total No. of Questions : 5]

SEAT No. :

**P1992**

[4770] - 4015

[Total No. of Pages : 2

**M.B.A. (Semester - IV)**

**SUPPLY CHAINS MANAGEMENT (SPL.)**

**404 : knowledge management in supply chains**

**(2013 Pattern)**

*Time : 2.30 Hours]*

*[Max. Marks : 50*

**Instructions to the candidates:**

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

**Q1) A)** What is the difference between Supplier relationship management & customer relationship management **[10]**

OR

B) Explain in detail the framework of IT in supply chain?

**Q2) A) i)** Write note on Information for strategic SC decisions? **[5]**

ii) Explain the benefits of SC information Systems **[5]**

OR

B) Explain briefly describes various strategic issues associated with manufacturing?

**Q3) A)** Explain web enabled supply chains & the use of technology applications in supply chain? **[10]**

OR

B) What do you mean by digital markets & efficient supply chain?

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



- Q4) A) i) Write note on Digital Markets [5]**  
ii) Explain collaborative Demand Planning [5]

OR

- B) What is the impact of E - Business on supply chain management?

- Q5) A) Explain the concept of ERP in brief? [10]**

OR

- B) Write Short Note on (Any Two)

- i) Image Processing  
ii) Global Data Synchronization  
iii) GPRS



Total No. of Questions : 5]

SEAT No. :

**P1993**

[4770] - 4016

[Total No. of Pages : 1

**M.B.A. (Semester - IV)**

**403 RABM: RURAL CREDIT & FINANCE (Specialization)  
(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

**Instructions to the candidates:**

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

**Q1)** a) 'Indian economy is predominantly dependent upon agriculture'. Explain this statement in view of role played by agriculture in the economic development of India.

OR

b) Explain the importance and characteristics of Indian agriculture.

**Q2)** a) Explain various financial intermediaries in agriculture with their respective functions.

OR

b) Illustrate the role of credit in agriculture and also various sources of agriculture finance in India.

**Q3)** a) What is cooperative banking. Explain its features and also explain structure of cooperative credit system in India.

OR

b) Explain Apen cooperative Banks structure and functions with example.

**Q4)** a) State various theories of agriculture finance and their contribution in the development of agriculture finance in India.

OR

b) Explain the concept of 3 C's, 7 P's and 3 R,s of credit

**Q5)** a) Explain various players and approaches in the area of rural finance and micro finance.

OR

b) What is triangle of Micro finance. Illustrate the role of BDS in rural finance.



Total No. of Questions : 5]

SEAT No. :

**P1994**

[4770] - 4017

[Total No. of Pages : 1

**M.B.A. (Semester - IV)**

**404 - RABM : RURAL MARKETING - II**

**(2013 Pattern)**

*Time : 2.½ Hours]*

*[Max. Marks : 50*

Instructions to the candidates:

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

**Q1)** Explain the meaning & significance of product strategy? Explain customer value strategies.

OR

What are product identify strategies? Explain their types.

**Q2)** Discuss the concept & significance of pricing strategy with relevant examples.

OR

Discuss the factors responsible for pricing strategy.

**Q3)** What is distribution strategy. Discuss distribution decision.

OR

State the distribution practices and explain its trends.

**Q4)** What is E- Tailing & PPP models.

OR

Discuss Rural retailing with examples.

**Q5)** Explain promotion strategy with examples.

OR

Discuss IMC strategy & Rural Advertising.



Total No. of Questions : 5]

SEAT No. :

**P1995**

[4770] - 4018

[Total No. of Pages : 2

**M.B.A. (Semester - IV)**

**403 FBM : ESSENTIALS OF FAMILY BUSINESS**

**MANAGEMENT - II**

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

**Q1)** A) Discuss responsibilities of shareholders to the company and effective governance of shareholders in family business.

OR

B) “The success of family Business in reflection of good family business governance”. Discuss this statement.

**Q2)** A) Explain the various complexities faced by cousin companies.

OR

B) What is family governance and discuss setting up family governance process.

**Q3)** A) Discuss the responsibilities of a leader of family business to face challenges in transition.

OR

B) What are the next generation attributes, interests and abilities.

**Q4)** A) Explain the term CEO exit style and the term transfer of power.

OR

B) Write short notes on

- a) Life insurance
- b) Role of CEO spouse

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

**Q5)** A) What do you mean by changing the culture and raw material of a new culture.

OR

B) Discuss the intergenerational growth in entrepreneurial families with suitable examples.



Total No. of Questions : 5]

SEAT No. :

**P1996**

[4770] - 4019

[Total No. of Pages : 1

**M.B.A. (Semester - IV)**

**FAMILY BUSINESS MANAGEMENT SPECIALI TATION**

**(404) Managing Innovation - II**

**(2013 Pattern)**

*Time : 2.½ 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)** Explain how technological uncertainty and market uncertainty affect innovation? **[10]**

OR

Describe the role of complementary technologies in innovation.

**Q2)** What are the techno-economic factors that help the emerging economies innovation? **[10]**

OR

‘Emerging economies lead the way for sustainable innovation’. Explain.

**Q3)** What are the Government actions that assist the organizations in innovation? **[10]**

OR

Describe the role of Government as Information centre and provider of political stability.

**Q4)** Does a service organization innovate? Explain. **[10]**

OR

Define the CI-3 Framework. Explain the benefits of the CI-3 Framework.

**Q5)** Discuss the effect of social innovations and organizational innovations. **[10]**

OR

Give an overview of national innovation system of Singapore.



Total No. of Questions : 6]

SEAT No. :

**P1743**

**[4770] - 402**

**[Total No. of Pages : 4**

**M.B.A.**

**(402) INTERNATIONAL BUSINESS MANAGEMENT**

**(Semester - IV) (2008 Pattern)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Both Section I and II are compulsory.*
- 2) *Figures to the right side indicate full marks.*
- 3) *Attempt any Three Questions from Section I.*

**SECTION - I**

**Q1)** “Trade blocks have been crucial in deciding the economic and social development of the given area”. Explain the above statement with reference to any of the trade blocks prevalent in the world. **[15]**

**Q2)** Analyze the trade relations between India and UAE in respect of trade of rice and date. Through the Comparative cost advantage theory. **[15]**

**Q3)** “India’s capital account deficit is increasing every year”. Critically analyse this statement and provide the meaning of the term Balance of Payment and Balance of Trade. **[15]**

**Q4)** ABC Ltd is an international garment manufacturing firm which is planning to invest in India and introduce its product line in Indian market. As a student of International Business, guide the management of ABC Ltd regarding their decision through Hofstede Model. **[15]**

**Q5)** What is globalization? Explain the term in context of forces which drive it, with an example of India as one of the beneficiaries. **[15]**

**P.T.O.**

## SECTION - II

**Q6) Case Study**

**[25]**

### **Retail Sector**

Look East to find out what happens when foreign retailers setup shop. Asia's recent economic history is one of the epic battles between big international retailers and small traders. Across the region, Governments that opened the door to big stores as they restructured their economies or sought better ties with the West, had to eventually step in to prevent their own small trade from being swallowed up.

Japan, which registered retail sales of more than \$1,500 billion, has legislation to protect small and medium stores from the impact of large stores. Small traders comprise a large portion of the Liberal Democratic Party's support base. In 1973, Yasuhiro Nakasone, then the Trade Minister assured them that the Government would "nature" small and medium sized companies and "increase resistance" to foreign capital. He introduced a new large stores law that gave powers to local authorities to regulate retail outlets sized between 500 and 1050 sqmtrs. The authorities could insist on the changing the size of the store working hours and even the no. of holidays in deference to small stores.

### **Tough Regulations**

American companies such as Kodak and Toys "R" US, which were trying to enter the Japanese market found these regulation stifling. The US govt. through the US, Japan Structural Impediments Initiative, put pressure on their behalf and even took the matter to the WTO in 1995. Buckling under pressure, the Japanese Govt. repealed the large stores laws.

The gates open, upwards of \$1 billion of American Investments flowed in but not without consequences. Between 1997 and 2004, the no. of large stores grew at the rate of about 3% on average. In the same period, the no. of small stores declined at the rate of 2% on an average (Research Institute of Economy, Trade and Industry, Tokyo, 2009). The loss of livelihood became an important political issue. In 2007, the Govt. revised three pieces of legislation-the City Planning Law, the Large scale Retail location Law and the City Centre Revitalization Act-to control the expansion of large scale stores. The country had come full circle in about 10 years. In today's Japan, small stores exist alongside big stores, not because of benign large store culture due to Govt. Regulations.



## Lessons from Indonesia

Indonesia which registered retail sales of more than \$290 billion also learnt the lessons the hard way. As part of IMF's \$ 43 BILLION RESCUE PACKAGE FOR THE COUNTRY AFTER its 1997 financial crisis the government agreed to implement a series of reforms including opening of the retail market lifting restrictions that had until then prevented foreign retailers from operating in provincial capitals and other large cities. Biggies such as Carefour arrived and large scale stores spread through the country. A study conducted in 2007 found that the sales in supermarkets grew an average of 15 percent while sales in small stores declined by 2% a year between 1999 and 2004 (SMERU 2007). The negative impact continued in 2009, Jakarta Post quoting the Indonesian Market Traders Association reported that the turnover and occupancy rates of traditional markets dropped by 60 percent and 40 percent respectively between 2005 and 2009.

This compelled the government to pass two major regulations one in 2007 and the other in 2008- to protect small traders. The new rules established categories of stores based on sizes stipulated a minimum distance between large and small stores, permitted hypermarkets only on arterial roads, prevented supermarkets in local neighbourhoods and regulated their working hours. Another important rule prevented large stores from selling select goods at prices lower than in the nearest traditional market. Reports of poor implementation of rules abound, but the fact is that Indonesian learnt that large stores had to be overseen.

### Rules on size:

The question to ask is why these Asian countries which invited foreign retail under duress or otherwise have regulations on size location working hours pricing and other aspects of large retailers. Evidently that is because they poach on the clientele of the small and medium stores. Their deeper pockets gave them an unfair advantage to mobilize resources and acquire prime space for their high-volume, low-margins business model. Forced by political circumstances, Asian government tried to provide a level playing field, framing regulations to balance everyone's interests. Even though the results have been mixed the fact remains that foreign or even local investment in large retails is a real issue for those who are disadvantaged by it.

Questions:

- a) What are Tariff and Non Tariff barriers explained through the above case?
- b) State various problems and potential that various multinational enterprises face while entering a new international market by referring the above case.
- c) What do you understand by EXIM policy. Elaborate EXIM policy of nation mentioned above.
- d) Explain the country risk analysis a firm has to do while entering the retail market.



Total No. of Questions : 5]

SEAT No. :

**P1997**

[4770] - 4020

[Total No. of Pages : 2

**M.B.A. (Semester - IV)**

**SPECIALIZATION : TECHNOLOGY MANAGEMENT**

**Technology Competition and Strategy (403 TM)**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

**Instructions to the candidates:**

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

**Q1) A)** Joseph Schumpter described technological change as “Creative destruction’. Elaborate this by discussing competitive consequences of technological change. **[10]**

OR

**B)** Explain the term ‘Competitive Domains’. How do competitive domains evolve due to technological change?

**Q2) A)** How does technology intelligence will help organization to compete with their rival? Give appropriate examples. **[10]**

OR

**B)** Distinguish between external and internal technology intelligence? Explain role of organizational arrangements for gathering data.

**Q3) A)** What is meant by Strategy? Explain the business strategy and technology strategy. Explain one of the following methods for strategic analysis and decision making of business.

- i) Product Evaluation Matrix used by 3M
- ii) Market Growth-Market Share Analysis Matrix (BCG Matrix) **[10]**

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

OR

- B) Microsoft has developed GUI OS applications over DOS based applications as windows and then Internet based applications for Personal Computers and also acquired Mobile manufacturing company 'Nokia'. Explain the core competency of Microsoft. How do they link the technology strategies with business strategies?

**Q4)** A) What are the key principles underlying the formulation of Technology Strategy? [10]

OR

- B) What are the different types of Technology Strategy? Explain the types with appropriate examples.

**Q5)** A) What is a collaborative arrangement? What are the different advantages of Inter-Firm collaboration for small and large firms? [10]

OR

- B) What are the different risks of collaborative activity for the firms involved in technology collaborative mode?



Total No. of Questions : 5]

SEAT No. :

**P1998**

[4770] - 4021

[Total No. of Pages : 1

**M.B.A. (Semester - IV)**

**404 TM: MANAGING INNOVATION - II (Specialization)**

**(2013 Pattern)**

*Time : 2.30 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)** Does globalization lead to innovation? Explain. **[10]**

OR

Explain the generic strategies for worldwide innovation.

**Q2)** Explain the future of innovation in emerging markets. **[10]**

OR

‘Emerging economies lead the way for sustainable innovation’. Explain.

**Q3)** What is the role of National government in Businesses? **[10]**

OR

Explain the role of Government as Information centre and provider of political stability.

**Q4)** Does service organization need innovation? Explain. **[10]**

OR

What are the benefits of the CI-3 framework?

**Q5)** Explain the business / process innovation of India. **[10]**

OR

Give an overview of national innovation system of Brazil.



Total No. of Questions : 8]

SEAT No. :

**P1744**

[4770] - 403

[Total No. of Pages : 1

**M.B.A.**

**403 : CURRENT TRENDS IN MANAGEMENT  
(2008 Pattern) (Semester - IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Answer any five questions.*
- 2) *All questions carry equal marks (14 Each).*

- Q1)** What do you understand by knowledge Management. Discuss its importance and limitations in implementation.
- Q2)** Explain E-Commerce and e-business concepts and discuss importance of it in Indian Industry.
- Q3)** Explain the terms TPM and TQM with its importance towards increasing productivity.
- Q4)** What is corporate Governance. Explain the need of corporate Governance in Indian Industry.
- Q5)** Define six sigma and explain the infrastructure of six sigma.
- Q6)** Define Merger and acquisitions. Discuss Merger and acquisitions that took place in Indian Business.
- Q7)** Write short notes (Any Two):
- a) E-learning.
  - b) BPO & KPO.
  - c) CSR.
- Q8)** Which are the manufacturing activities integrated through computer. Explain with reference is supply chain Management.



Total No. of Questions : 7]

SEAT No. :

**P1745**

**[4770]-404**

[Total No. of Pages : 1

**M.B.A.**

**MARKETING MANAGEMENT SPECIALIZATION-IV**

**404-A : Services Marketing  
(2008 Pattern) (Semester-IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain the nature of services and characteristics of services.

**Q2)** Explain extended 3 Ps of services marketing with specific reference to

- a) Hotel Industry.
- b) Banks in India.

**Q3)** “Relationship marketing plays an important role in promoting the services”, explain with examples.

**Q4)** What do you mean by service encounter? Explain its importance along with types of service encounters.

**Q5)** Explain how inconsistency in service issues are addressed. Explain self service technologies.

**Q6)** Explain the role of Internet in services marketing. Give suitable examples to justify the role.

**Q7)** Write short notes (Any Two):

- a) Services Marketing Triangle.
- b) Service Blueprinting.
- c) Product-service continuum.
- d) Motivation and Empowerment.



Total No. of Questions : 7]

SEAT No. :

**P1746**

**[4770]-405**

[Total No. of Pages : 2

**M.B.A.**

**FINANCIAL MANAGEMENT (Specialization-IV)**

**404-B : Indirect Taxation**

**(2008 Pattern) (Semester-IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any five questions.*
- 2) *All questions carry equal marks.*
- 3) *Figures to the right side indicate full marks.*

**Q1)** Define the following terms under Central Excise Act 1944.

- a) Excisable Goods. **[3]**
- b) Factory. **[4]**
- c) Manufacture. **[7]**

**Q2)** Discuss negative list of services under section 66D of service tax provisions. **[14]**

**Q3)** Explain the procedure of registration under Maharashtra Value Added Tax Act, 2005. **[14]**

**Q4)** Elaborate the valuation rule 4, 5 & 8 of the Central Excise (Determination of price of Excisable goods) valuation rule 2000. **[14]**

**Q5)** Elucidate rule 3 & 4 of the point of Taxation Rules 2011. **[14]**

**Q6)** Describe the following terms under VAT.

- a) Business. **[4]**
- b) Dealer. **[4]**
- c) Sale Price & Purchase Price. **[6]**

**P.T.O.**



**Q7)** Write short notes on Any Two from the following.

- a) Reverse charge. [7]
- b) CENVAT CREDIT. [7]
- c) VAT AUDIT. [7]
- d) Input Tax Credit. [7]



Total No. of Questions : 6]

SEAT No. :

**P1747**

**[4770]-406**

[Total No. of Pages : 1

**M.B.A.**

**COMPUTER MANAGEMENT SPECIALIZATION-IV**

**404-C : Emerging Trends in Information Technology**

**(2008 Pattern) (Semester-IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q. No. 6 is compulsory.*
- 2) *Solve any four from Q. No. 1 to Q. No. 5.*
- 3) *Figures at right indicate full marks.*

**Q1)** Explain E-banking Transactions: Inter Banking, Intra Banking and Electronic Payments. **[15]**

**Q2)** Explain Knowledge Management Architecture and Knowledge Building models. **[15]**

**Q3)** Explain Learning Management System (LMS) Features. How LMS will be useful for management institutes? **[15]**

**Q4)** Explain various E-Governance Models and its implementations in India. **[15]**

**Q5)** Explain functioning and technology wise perspective of BPO. **[15]**

**Q6)** Write short notes (Any Two): **[10]**

- a) GIS.
- b) Network security.
- c) e-shop.
- d) E-Logistics.



Total No. of Questions : 7]

SEAT No. :

**P1748**

**[4770]-407**

[Total No. of Pages : 1

**M.B.A.**

**PRODUCTION AND MATERIAL MANAGEMENT (Specialization-IV)**

**404-D : Operations Strategy**

**(2008 Pattern) (Semester-IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** What is meant by a process? List its important components. What does a product process matrix tell us? Where would you place a “two-wheeler service centre” on that matrix?

**Q2)** What is value from an operations perspective? Explain with examples how inventory, Capacity, facilities and workforce can contribute to value.

**Q3)** Discuss the product design philosophy behind industrial design and design for manufacture and assembly. Which one do you think is more important in a customer focused product development?

**Q4)** What is meant by the term Life Cycle? Why would this be a consideration in investments?

**Q5)** What capabilities can be achieved by combining process and product oriented layouts in a cellular layout?

**Q6)** What are porter’s generic strategies? How do they affect operations decisions?

**Q7)** Explain in brief (Any Two):

- a) World of operations in 2020.
- b) CIM.
- c) Operation Management in the organizational chart.
- d) Role of technology in operations strategy.



Total No. of Questions : 7]

SEAT No. :

**P1749**

**[4770]-408**

[Total No. of Pages : 1

**M.B.A.**

**HRM (Specialization-IV)**

**404-E : Labour Welfare**

**(2008 Pattern) (Semester-IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q. No. 1 is compulsory.*
- 2) *Answer any three from the remaining questions.*
- 3) *Figures to right indicate full marks.*

**Q1) a)** Define labour welfare. Explain the objectives and scope of labour welfare. **[15]**

b) “Welfare work, intelligently conceived and generously administrated, repays the employer in long run”. Justify the statement. **[10]**

**Q2)** What are the various non statutory welfare amenities extended to workers? What could be the role of the government in this behalf? **[15]**

**Q3)** Discuss the impact of welfare measures on productivity. **[15]**

**Q4)** Describe the health and welfare provisions under Factories Act, 1948. **[15]**

**Q5)** What is meant by workers participation in management? Discuss its role in Industrial Hygiene. **[15]**

**Q6)** Discuss in detail the role of corporate social responsibility in promoting industrial development. **[15]**

**Q7)** Write short note on (Any Three): **[15]**

- a) ILC.
- b) Local self Government.
- c) Workers Education.
- d) Industrial social work.
- e) Role of Trade union in labour welfare.



Total No. of Questions : 7]

SEAT No. :

**P1750**

**[4770]-409**

[Total No. of Pages : 1

**M.B.A.**

**INTERNATIONAL BUSINESS (Specialization-IV)**

**404-F : International Business Operations**

**(2008 Pattern) (Semester-IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain various issues involved in Make or Buy decisions in International operations.

**Q2)** Discuss various factors considered for facility location and layout in International Business.

**Q3)** Explain concepts involved in Toyota Production System.

**Q4)** 'Internationalization of Technology has played a vital role in International Business Operations'. Discuss.

**Q5)** Discuss the interface of International Business Operations with other departments of the organization.

**Q6)** Discuss, with examples, various options in strategic alliances in International Business Operations.

**Q7)** Write short note on Any Two:

- a) International HR Practices.
- b) Benchmarking in International Operations.
- c) Management of Global Products.
- d) Global Sourcing.



Total No. of Questions : 7]

SEAT No. :

**P1751**

**[4770]-410**

[Total No. of Pages : 1

**M.B.A.**

**MARKETING MANAGEMENT (Specialization-V)**  
**405-A : Marketing Strategy and Relationship Marketing**  
**(2008 Pattern) (Semester-IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Why new products are developed? How would you organize new product development? What are the steps involved? **[14]**

**Q2)** Explain in detail how strategic intent-vision and mission influence marketing strategy. **[14]**

**Q3)** What is marketing strategy used at various stages of Industry life cycle? **[14]**

**Q4)** Explain the concept of e-marketing and explain the impact of e-marketing on marketing strategy. **[14]**

**Q5)** Discuss customer lifecycle and customer life time value in details. **[14]**

**Q6)** What is database marketing? What are its advantages? State the limitations of database marketing in Indian environment. **[14]**

**Q7)** Write short notes on (Any Two): **[14]**

- a) Identification of attractive markets.
- b) Harvesting strategies.
- c) Sustaining competitive advantage.
- d) Customer detection.



Total No. of Questions : 7]

SEAT No. :

**P1752**

**[4770]-411**

[Total No. of Pages : 2

**M.B.A.**

**FINANCIAL MANAGEMENT (Specialisation-V)**

**405-B : International Finance**

**(2008 Pattern) (Semester-IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any Five questions.*
- 2) *All questions carry equal marks.*
- 3) *Draw suitable diagrams wherever necessary.*

**Q1)** Explain the role of world Banks and IMF.

**Q2)** Briefly explain about liberalisation, privatisation and globalisation policy adopted by India.

**Q3)** Explain in short (Any seven) with suitable examples:

- |                      |                       |
|----------------------|-----------------------|
| a) Foreign currency; | b) Domestic currency; |
| c) Direct Quote;     | d) Indirect Quote;    |
| e) Bid;              | f) Ask;               |
| g) Swap point;       | h) Forward;           |
| i) Future;           | j) Options.           |

**Q4)** How FEMA is more practical than FERA?

**Q5)** What are the trade settlement methods applied in the international business?

**Q6)** Write short notes on (Any Two):

- |                            |                 |
|----------------------------|-----------------|
| a) ADR;                    | b) FCCB;        |
| c) Internal Hedging Tools; | d) Syndication. |

**P.T.O.**

**Q7)** The following quotes are available in Amsterdam:

\$/DG Spot	0.5875/85
------------	-----------

1 month	12-18
---------	-------

2 months	15-25
----------	-------

3 months	20-30
----------	-------

- a) Calculate the outright forward rates.
- b) Indicate their spreads in percentage.





Total No. of Questions : 7]

SEAT No. :

**P1753**

**[4770]-412**

[Total No. of Pages : 1

**M.B.A.**

**COMPUTER MANAGEMENT (Specialization-V)**

**405-C : Software Project Management**

**(2008 Pattern) (Semester-IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q. No. 1 & 7 are compulsory.*
- 2) *Solve any four from remaining.*

- Q1)** a) Explain in brief phases of PMLL. **[10]**  
b) Explain Gantt chart. **[5]**
- Q2)** Explain contents of project plan. **[10]**
- Q3)** Explain & differentiate between open team & closed team. **[10]**
- Q4)** Explain & differentiate between ISO & CMM. **[10]**
- Q5)** Explain various techniques of checking quality of software product. **[10]**
- Q6)** Explain need of version control. Also explain release management. **[10]**
- Q7)** Write short note on Any Three: **[15]**  
a) Work break down structure.  
b) Role of business manager in SPM.  
c) Risk exposure.  
d) Earned value analysis.



Total No. of Questions : 7]

SEAT No. :

**P1754**

**[4770]-413**

[Total No. of Pages : 2

**M.B.A.**

**PRODUCTION & MATERIALS MANAGEMENT  
SPECIALIZATION**

**405-D : Technology Management  
(2008 Pattern) (Semester-IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** “We could use technology to help achieve universal health care, to reach for a clean energy future, and to ensure that young Americans can compete -- and win --- in the global economy ---” - Barak Obama, President, USA. Elucidate this statement in relation with impact of technology on society and business. **[14]**

**Q2)** How do companies achieve competitive advantages through new technology? Elaborate with relevant examples. **[14]**

**Q3)** Discuss Growth Curves and Morphological Analysis with reference to technology forecasting. **[14]**

**Q4)** a) What do you understand by the term ‘Technology Leadership’? **[7]**  
b) Define and explain innovation with suitable examples. **[7]**

**Q5)** Explain the concept of technology strategy. Discuss the types of technology strategies available to firms based on technology leadership and scope. **[14]**

**Q6)** Explain the process of technology transfer.

Technology Transfer is the suite of processes encompassing all dimensions of the origins and uptake of know-how, experience and equipment amongst, across and within countries, organizations and institutions. **[14]**

**P.T.O.**

**Q7)** Write short notes on Any Two:

**[14]**

- a) IPR (intellectual property rights) in context of Technology management.
- b) Process technology.
- c) Social issues in Technology Management.
- d) Organization structure and Role of Technology Management.



Total No. of Questions : 7]

SEAT No. :

**P1755**

**[4770] - 414**

[Total No. of Pages :1

**M.B.A.**

**HUMAN RESOURCE MANAGEMENT SPECIALIZATION - V**

**405 - E : Labour Laws - II**

**(2008 Pattern) (Semester - IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Define the term 'Industry' under the Industrial Dispute Act. "Lock out is a weapon in the hands of the employer and strikes is the armoury of workmen" Critically comment the statement in the light of various provisions relating to strikes and lock out.

**Q2)** What is the purpose of standing orders? Explain in detail concept of Natural Justice and its principles.

**Q3)** "An employer is not always liable to pay compensation under the Workmen's Compensation Act" Comment.

**Q4)** Enumerate the various unfair labour practices on the part of employers and trade unions under the Maharashtra Recognition of trade unions and prevention of unfair labour practices Act 1971.

**Q5)** Discuss employees family pension scheme and employees deposit linked insurance scheme.

**Q6)** Summarise the provisions of the Employees State Insurance Act 1948 for the various benefits.

**Q7)** Write short notes on any two:

- a) Maternity benefit under ESI Act.
- b) Contribution rates for P.F. & pension fund.
- c) Temporary & permanent disablement.
- d) Retrenchment.



Total No. of Questions : 7]

SEAT No. :

**P1756**

**[4770] - 415**

[Total No. of Pages :1

**M.B.A.**

**INTERNATIONAL BUSINESS SPECIALISATION - V**

**405 - F : Foreign Exchange Management**

**(2008 Pattern) (Semester - IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain the concept of Fixed and Flexible Exchange Rates. Explain the advantages and disadvantages of Fixed Exchange Rate.

**Q2)** What do you mean by 'Non Resident Accounts'? Explain the types of 'Non Resident Accounts' and their significance.

**Q3)** a) Explain in detail the 'Country Risk Monitoring Model'.  
b) Discuss 'BoP Crises of 1990'.

**Q4)** State and explain the various methods of trade settlement in international trade.

**Q5)** Elaborate the process of payment mechanism by using letter of credit as a medium of settlement of debts in international trade.

**Q6)** What are the major INCOTERMS used in foreign exchange management. Explain each of them in detail.

**Q7)** Write notes on (Any 2):

- a) Financial Institutions in international trade.
- b) Gold Standard.
- c) Futures & Options.
- d) Guarantees in Trade.



Total No. of Questions : 7]

SEAT No. :

**P1757**

**[4770] - 416**

[Total No. of Pages :1

**M.B.A.**

**MARKETING MANAGEMENT SPECIALIZATION - VI**

**406 - A : Product and Brand Management**

**(2008 Pattern) (Semester - IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) Attempt any five questions.*
- 2) All questions carry equal marks.*
- 3) Suitable examples and models will be appreciated.*
- 4) Figures to the right side indicate full marks.*

**Q1)** What are the factors that affect product management decisions? **[14]**

**Q2)** Explain different strategies for different Product Life Cycle stages with examples. **[14]**

**Q3)** Explain celebrity endorsement with suitable examples. How does it help in brand performance? **[14]**

**Q4)** Explain different factors influencing design of the product. **[14]**

**Q5)** Explain the concepts of Brand extension and brand transfer. **[14]**

**Q6)** Explain the concept of Brand Equity and describe any two Brand Equity Models. **[14]**

**Q7)** Write short notes on any two: **[14]**

- a) Brand Audit.
- b) Brand Resonance.
- c) Importance of Sales Forecasting.
- d) Brand Portfolio.



Total No. of Questions : 7]

SEAT No. :

**P1758**

[4770] - 417

[Total No. of Pages :1

**M.B.A.**

**FINANCIAL MANAGEMENT SPECIALISATION - VI**

**406 B : Strategic Financial Management**

**(2008 Pattern) (Semester - IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain the need of strategic management of business finance in present economic conditions Elucidate nine references for SFM.

**Q2)** What are the reasons for managing wages strategically? Discuss strategies for implementation of voluntary retirement scheme.

**Q3)** Describe any two strategic approaches to supply chain management from the following:

- a) Captive Buying and Captive Funding.
- b) Vertical integration through the internal vendors.
- c) Opportunist relationship in volatile markets.

**Q4)** Discuss the reasons for business valuation. What are the value drivers in the McKinsey approach?

**Q5)** Discuss any three innovative fund raising instruments from the followings print of view.

- a) Project Finance.
- b) Vendor Finance.
- c) Dealer Finance.
- d) Special Purpose Vehicles (SPV).

**Q6)** What is the difference between acquisition and takeover? What are the different forms of merges?

**Q7)** What is corporate Governance? Emphasise corporate Governance in current business environment.



Total No. of Questions : 6]

SEAT No. :

**P1759**

**[4770] - 418**

[Total No. of Pages :1

**M.B.A.**

**SYSTEM SPECIALISATION - VI**

**Computer Management : Business Application**

**(2008 Pattern) (Semester - IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q.1 and Q.6 are compulsory.*
- 2) *Attempt any three from remaining questions.*
- 3) *Draw neat diagrams.*
- 4) *State assumptions clearly wherever necessary.*

**Q1)** Explain Customer order processing for a trading firm with the help of [20]

- a) ERD.
- b) CLD.
- c) Table design.
- d) Bill format.

**Q2)** What is Profit and Loss account? Explain in detail. [10]

**Q3)** Explain various types of leaves in detail. [10]

**Q4)** What is Internet banking? Explain various security issues (threats) to internet banking. [10]

**Q5)** Explain screen for patient information in hospital Management system with proper validations. [10]

**Q6)** Write notes on (Any Four): [20]

- a) Bill of Material.
- b) Sub contracting.
- c) Sales analysis.
- d) Inventory of Food items & consumables in hotel.
- e) Trial balance.





Total No. of Questions : 8]

SEAT No. :

**P1760**

**[4770] - 419**

[Total No. of Pages :1

**M.B.A.**

**PRODUCTION & MATERIALS MANAGEMENT SPECIALIZATION - VI**

**406 - D : Quality Management**

**(2008 Pattern) (Semester - IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Explain the concept and role of quality in Manufacturing and Service systems with suitable examples. Explain the Taguchi Loss Function. **[14]**

**Q2)** Explain the Deming Management Philosophy of profound knowledge and its relevance in Total Quality Management. **[14]**

**Q3)** Explain the term 'Quality Function Deployment'. Explain the process of Quality Function Deployment. **[14]**

**Q4)** State the concept of Quality Control. Explain how acceptance sampling and control charts help in controlling quality. **[14]**

**Q5)** How are employees involved in quality management? How can they contribute to improve quality? Explain with examples. **[14]**

**Q6)** a) Explain the concept of reliability. How reliability is related to quality? **[7]**  
b) Describe the methods of achieving higher reliability. **[7]**

**Q7)** Explain the Juran's Philosophy. Compare the Juran's Philosophy with the Crosby philosophy. **[14]**

**Q8)** Write short note on ANY TWO: **[14]**

- a) Customer Relationship Management Techniques.
- b) Fishbone diagram.
- c) The ISO 9001:2000 Quality Management System Standard.
- d) Elements of TQM.



Total No. of Questions : 7]

SEAT No. :

**P1761**

**[4770] - 420**

[Total No. of Pages :1

**M.B.A.**

**HUMAN RESOURCE MANAGEMENT**

**406 - E : Strategic Human Resource Management**

**(2008 Pattern) (Semester - IV) (Specialization - VI)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Solve any five questions.*
- 2) *All questions carry equal marks.*
- 3) *Figures to the right side indicate full marks.*

**Q1)** Define 'Strategic HRM' along with objectives and importance. **[14]**

**Q2)** Define 'Competency Mapping'. Explain the usefulness of it with suitable example. **[14]**

**Q3)** Explain 'Multi-Skilling' along with its need and importance in today's world. **[14]**

**Q4)** Explain the cultural issues in mergers and acquisitions, along with effects on performance of the organisation. **[14]**

**Q5)** Explain any two retrenchment strategies in detail. **[14]**

**Q6)** Explain any two performance management strategies in detail. **[14]**

**Q7)** Short Notes (Any 2): **[14]**

- a) HR outsourcing.
- b) Workforce diversity.
- c) Merit based promotions.
- d) HR as a value added function.



Total No. of Questions : 7]

SEAT No. :

**P1762**

[4770] - 421

[Total No. of Pages :1

**M.B.A.**

**INTERNATIONAL BUSINESS (Specialisation - VI)**

**406 - F : International Financial Management**

**(2008 Pattern) (Semester - IV)**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** “International Financial Management is more complex as compared to Domestic Financial Management”- Elucidate.

**Q2)** Differentiate between Spot and Forward Exchange Market. State and discuss the features of Forward Contract.

**Q3)** Explain the concept of ‘Hedging’. State and discuss the internal techniques of hedging in international finance.

**Q4)** What is Interest Rate Parity Principle? Elaborate your answer with suitable examples.

**Q5)** State and elaborate various long term financial instruments in international financing.

**Q6)** Write a detailed note on ‘Capital Market Theory’ in international context.

**Q7)** Write notes on (Any 2):

- a) Efficiency of foreign exchange markets.
- b) Currency futures and options.
- c) FDI.
- d) Fixed and flexible exchange rates.

