

Total No. of Questions : 5]

SEAT No. :

P2578

[Total No. of Pages : 2

[4974]-1001

M.B.S. (Semester - I)

101 : STRATEGIC MANAGEMENT

(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What is Strategy? Explain with suitable diagram Strategic Management Process. [10]

OR

- b) Explain Porters five forces model and analyze any one industry given bellow by using Porters Five Forces Model. [10]
- i) Pharmaceutical Industry ii) Life Insurance Industry

Q2) a) “Value Chain analysis, which was devided by Porter, is a technique which helps Organization to assess its resources and identifies the series of activities”. Discuss with suitable diagram. [10]

OR

- b) What is Portfolio Analysis? Explain BCG matrix and GE9 cell model.[10]

Q3) a) What is Internal analysis? Explain the steps in internal analysis. [10]

OR

- b) Explain the term Joint Venture with its advantages and disadvantages and state the reason for joint venture. [10]

P.T.O.

- Q4)** a) Short notes on:
- i) Importance of Strategic Evaluation. [5]
 - ii) MBO. [5]

OR

- b) Short notes on:
- i) Explain Mintzberg's 5 Ps. [5]
 - ii) Explain McKinsey's 7s frame work. [5]

Q5) Short notes on:

- a) Blue Ocean Strategy and its characteristics. [5]
- b) Red Ocean Strategy and its characteristics. [5]

OR

Discuss in detail the issues in strategic management with respect to social and environmental sustainability. [10]



Total No. of Questions : 5]

SEAT No. :

P2579

[Total No. of Pages : 2

[4974]-1002

M.B.S. (Semester - I)

102 : ENTERPRISE PERFORMANCE MANAGEMENT

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.
- 2) All questions carry equal marks.
- 3) Use of Non Programmable calculators is allowed.

Q1) “Strategic Planning, Management Control and Operational Control are linked with performance management of an organisation”. Elaborate this statement with the help of suitable example.

OR

Mr. Ramanlal & Sons has two divisions P & Q. Division P sales two third of its produce to Division Q and rest in the open market. Cost and revenue of these divisions and that of company is given as under:

Amount in Rs.	P	Q	Company
Sales (Open Mkt.)	24,000	64,000	88,000
Cost of Manufacturing (Internal + outside sales)	36,000	28,000	64,000
	Profit		24,000

There is no opening or closing stock. You are required to find out profit of each division and that of company under following options of transfer prices -

- a) at cost
- b) at cost plus a margin of 20%
- c) at cost plus a margin of 20%; but there is overspending in division M by Rs. 6,000/-
- d) at market price

P.T.O.

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

OR

What do you understand by Capital Expenditure Control? Explain the process of capital budgeting in detail.

Q3) Discuss the following performance evaluation parameters for a Commercial Bank:

- a) Customer Base
- b) NPAs
- c) Credit Appraisal
- d) RoI

OR

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

- a) Sell Through Analysis
- b) Multiple Attribute Method

Q4) 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) Fund Accounting
- b) Strategic Planning & budget preparation

Q5) Explain auditing as a Performance Measurement tool in the light of Financial Audit and Management Audit.

OR

Write a detailed note on : "Internal Audit Vs Cost Audit".



Total No. of Questions : 5]

SEAT No. :

P2580

[Total No. of Pages : 1

[4974]-1003

M.B.S. (Semester - I)

MKT - 103 : SERVICES MARKETING

(2013 Pattern)

Time : 3 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Explain what steps a marketing manager can take to overcome the challenges imposed by 4 J's of services with suitable example. [10]

OR

Write short note on:

- a) Financial and economic impact of services on Indian economy. [5]
- b) Classification of services. [5]

Q2) a) Explain gap model with suitable example. [10]

OR

- b) Explain three types of pricing with proper example. [10]

Q3) a) Design a promotion mix for a low cost airline. [10]

OR

- b) Design and explain various techniques used for demand and capacity management by a hotel at Mahabaleshwar. [10]

Q4) a) Why "People" is considered as additional "P" of services marketing. Explain with example. [10]

OR

- b) Explain importance of "Physical Evidence" with example. [10]

Q5) a) Develop a marketing mix for Motilal Oswal a share broking company. [10]

OR

- b) Develop a marketing plan for "Maharashtra Tourism". [10]



Total No. of Questions : 5]

SEAT No. :

P2581

[Total No. of Pages : 2

[4974]-1004

M.B.S.

FINANCIAL MANAGEMENT

103 - FIN : INDIRECT TAXATION

(2013 Pattern)

Time : 2½ Hour]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Explain the features and constitutional validity of Indirect Tax.

OR

b) Elaborate administration and relevant procedures of Indirect Taxes.

Q2) a) State briefly how the value of excisable goods is determined for the purpose of charging excise duty.

OR

b) Write the procedures involved in central Excise Audit and Special Audit under 14 A and 14 AA of Central Excise Act.

Q3) a) Explain the following: (Any Two)

- i) Customs Procedure.
- ii) Import Export Procedure.
- iii) Baggage exemption.
- iv) Warehousing.

OR

b) Write the Basic concepts of customs law and the types of customs duty under the customs laws.

P.T.O

Q4) a) Detail the Registration process under service Tax for service procedure and the procedure for maintenance of records for service Tax.

OR

b) Define the term 'service' under the service Tax Act 1994 and give the List of taxable services at least 24 services under this Act.

Q5) a) Explain with suitable example how VAT operates.

OR

b) What is the definition of 'sale' under central sales Tax Act and enumerate the various forms for filing of sales tax returns under CST.



Total No. of Questions : 5]

SEAT No. :

P2582

[Total No. of Pages : 2

[4974]-1005

M.B.S. (Semester - I)

INFORMATION TECHNOLOGY MANAGEMENT

103 - IT : Software Project Management

(2013 Pattern) (Specialization - I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Define Software Project Management. How software projects are differ from other type of project. **[10]**

OR

What is Software Project Management? Explain the various activities under the technical project management.

Q2) Explain various steps involved in Project Planning and Evaluation. **[10]**

OR

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

Q3) What are different cost estimation techniques? Explain COCOMO Model in detail. **[10]**

OR

What are different cost estimation techniques? Explain in brief.

P.T.O

Q4) What is Risk Management? Various Risks involved in Software Projects.[10]

OR

Explain Resource Monitoring and Control.

Q5) Explain features of MS Project in detail. [10]

OR

Explain the importance of using a Project Management Software.



Total No. of Questions : 5]

SEAT No. :

P2583

[Total No. of Pages : 2

[4974]-1006

M.B.S. (Semester - I)

OPERATION MANAGEMENT SPECIALISATION

Operations Strategy

(2013 Pattern)

Time : 2½ Hour]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What is operations strategy? Discuss correlation of operations strategy and competitive dimensions of business. **[10]**

OR

b) Define corporate strategy? Discuss the Role of operations strategy in corporate strategy. **[10]**

Q2) a) Discuss Linkage of Business objective and functional strategies through markets. **[10]**

OR

b) Short note on:

- i) Out come of Market debate. **[5]**
- ii) Order Winner and order qualifier. **[5]**

Q3) a) Explain various factors affecting make or Buy decision. **[10]**

OR

b) Short note on:

- i) Lean Manufacturing. **[5]**
- ii) Just in Time. **[5]**

P.T.O

Q4) a) Explain the importance of strategic resource Management. **[10]**

OR

b) Explain in detail the key performance indicators for controlling operations. **[10]**

Q5) a) Explain use of Information Technology in operations strategy. **[10]**

OR

b) Short note on:

i) Role of Technology in operations strategy. **[5]**

ii) ERP for decision making. **[5]**



Total No. of Questions : 5]

SEAT No. :

P2584

[Total No. of Pages : 1

[4974]-1007

M.B.S. (Semester - I)

STRATEGIC HUMAN RESOURCE MANAGEMENT

(2013 Pattern)

Time : 2.30 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) What is strategic Human Resource Management. Describe the challenges before SHRM.

OR

What has been Indian Approach to Strategic HRM? Does it differ significantly from western approach to SHRM.

Q2) Define HR strategy and Describe types of HR strategies.

OR

Explain impact of HR strategies on Organisational performance and Explain Strategic role of line management.

Q3) Explain in detail the process of career planning.

OR

What is mean by competency and potential Development. Describe competency based HR practices.

Q4) Explain cross border mergers and Acquisitions.

OR

What is employee engagement strategy & Explain learning organization strategy.

Q5) Describe in brief performance management issues & compensation issues.

OR

Explain Global Dimensions HR strategy in International context.



Total No. of Questions : 5]

SEAT No. :

P2585

[Total No. of Pages : 2

[4974]-1008

M.B.S. (Semester - I)

INTERNATIONAL BUSINESS ENVIRONMENT

(2013 Pattern) (CBCS)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Define environment in the context of international business. Discuss the impact of domestic, foreign and global environment on an international business decision with relevant examples. **[2 + 8 = 10]**

OR

Explain in brief the functions of WTO as part of global trading environment. Illustrate the impact of tariff and non-tariff barriers. **[2 + 8 = 10]**

Q2) Distinguish between national financial environment and international financial environment. Discuss with relevant examples the effect of foreign investment on country's economy. **[4 + 6 = 10]**

OR

Discuss the concept of exchange rate with a numerical example. Illustrate how does the movement in foreign exchange reserves affect country's economic development? **[3 + 7 = 10]**

P.T.O

Q3) Discuss in detail the contribution of any international economic institute towards growth and development of global trade. **[10]**

OR

Define the term commodity trading with real life examples. Discuss in detail the issues related to textile & clothing (ATC) by using India as an example. **[3 + 7 = 10]**

Q4) Discuss with examples the role of multinational corporations in promoting international business. **[10]**

OR

Define the term 'strategic alliance'. Illustrate with examples the relative significance of select international collaborative arrangements for the growth of international business. **[2 + 8 = 10]**

Q5) Define the term 'trading block.' Do you think global 'economic integration' overcomes the problem of excessive regionalism and promotes multilateralism? Analyze with relevant examples. **[2 + 8 = 10]**

OR

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

- a) The role of NAFTA.
- b) The significance of IT in international business.
- c) The need for regional economic cooperation.
- d) Advantages of multilateralism.



Total No. of Questions : 5]

SEAT No. :

P2586

[Total No. of Pages : 1

[4974]-1009

M.B.S. (Semester - I)

STRATEGIC SUPPLY CHAIN MANAGEMENT

(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Describe Sustainable competitive advantage works through supply chain. **[10]**

OR

b) Define Supply Chain Managemnt. Explain objectives of SCM. **[10]**

Q2) a) Write a short note on the Concept of Strategic fit and its steps. **[10]**

OR

b) What is the impact of customer needs on Supply Chain? **[10]**

Q3) a) Write a short note on Strategic Scope. **[10]**

OR

b) What is a 'Maximize Supply Chain Surplus Perspective'? **[10]**

Q4) a) Explain 3PL and Outsourcing in detail. **[10]**

OR

b) What is Framework for Strategic Alliance? Explain in detail. **[10]**

Q5) a) Write a short note on Mass customization and globalization for supply chain strategies. **[10]**

OR

b) How Supply Chain Challenges are overcome by various strategies?[10]



Total No. of Questions : 5]

SEAT No. :

P2587

[Total No. of Pages : 2

[4974]-1010

M.B.S. (Semester - I)

SPECIAL AREAS IN RURAL MARKETING

(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Describe rural marketing in FMCG sector with its characteristics. [10]

OR

- b) Explain different challenges faced by FMCG industry from rural perspective in India. [10]

Q2) a) What are the various issues related to marketing consumer durables in rural market? [10]

OR

- b) How will you differentiate, Marketing of consumer durables with respect to FMCG? [10]

Q3) a) What are the essential factors considered while marketing of Micro SIP's in rural market? [10]

OR

- b) Write a short note on Rural Banking in India. [10]

P.T.O.

Q4) a) Describe Global Agrochemical Market. [10]

OR

b) Describe fertilizer industry in India. [10]

Q5) a) What are the various characteristics of Indian Handicraft Industry and its role in Indian economy? [10]

OR

b) What are the various challenges faced by rural cottage industries in India? [10]



Total No. of Questions : 5]

SEAT No. :

P2588

[Total No. of Pages : 4

[4974]-1011

M.B.S. (Semester - I)

103 - FBM : STARTUP AND NEW VENTURE MANAGEMENT

Specialization : Family Business Management

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Explain the theory of High Achievement by McClelland to promote entrepreneurship.

OR

Discuss in detail the external factors that influence entrepreneurship development.

Q2) What do you mean by Entry strategies? Explain it with reference to New product and Franchising.

OR

Describe with suitable example Entrepreneurial Opportunity Search and Identification and give criteria to select products.

Q3) What are the features and qualities to be consider while preparing economic viability and market feasibility.

OR

Define Small Scale. Explain Rationale, objective and Scope of small scale.

Q4) Write short notes on any two:

- a) DIC
- b) Liabilities under the Factories Act

P.T.O.

- c) Khadi & Village Industries Corporation/Board.
- d) NSIC

OR

Write short notes on any two:

- a) NISBUED
- b) Environment Protection Act
- c) SIDO
- d) State Financial Corporation (SFC)

Q5) Solve following case:

Rob Kramer: Bounced Back After Failure:

Rob Kramer, co-founder and CEO of HipSwap, a Santa Monica, Calif., developer of a mobile and web peer-to-peer marketplace for used goods.

In 2008 Kramer started a politically minded social network called PopRule. A startup veteran with several successes under his belt, he and his business partner sank their own money into the venture, built the product and put together a talented advisory board. Things promptly went downhill. The social media team behind Barack Obama's presidential campaign built a popular social network of their own, and Facebook's star was rising in the political sphere. Investors began to grumble.

Around the time of the '08 presidential election, Kramer put PopRule on hold. "The idea wasn't getting enough support. There was too much diffusion and fragmentation in the market," he says. Kramer's outside investments were taking a hit, too. He did the math and realized it would take far more money than they had to get the user numbers they needed to succeed. "Entrepreneurs need to get really comfortable with discomfort, but with PopRule. I didn't want to throw good money after bad. Everywhere I looked, it was clear I needed to end this as elegantly and quietly as possible," he says.

Kramer regrouped in January 2009 to try morphing PopRule into a "Digg for politics," but that lasted just a couple of months. "We had such a bad taste for the scene that we ended up shuttering that, too," he says. "It was the right decision but one of the most painful, because I had always been able to give investors a return".

Kramer did contract work while he and his partner came up with their next project. “Building companies is all I know how to do, and I love the process,” he says. “If this is what you do for a living, you take the knocks and say, ‘On to the next one.’” The answer came to them in 2011: a business that could address the problems of secondhand and peer-to-peer marketplaces.

HipSwap has some 2,00,000 registered users, \$2,50,000 in sales and has partnered with celebs and small businesses to drive traffic. The average sale price of an item on the network is an industrytopping \$75. HipSwap has closed on a \$1.1 million round of seed funding.

Questions:

- a) Describe the difficulties of Mr. Rob Kramer in his startup.
- b) Discuss how he bounces back after so many difficulties?

OR

Solve following case:

Kathryn Minshew

Kathryn Minshew, CEO and co-founder of New York-based The Muse, a career-development platform with original content, interactive job boards and comprehensive company profiles.

In December 2010 Minshew quit her job at the Clinton Health Access Initiative to run Pretty Young Professionals (PYP), a women’s networking site she had started with three co-workers a couple of months before. She bootstrapped the company and guaranteed a small payroll with personal savings, working as an unpaid CEO and editor in chief. By spring 2011 she’d managed to attract only 9,000 users. Then, a redesign increased users to 20,000, and the other members of the founding team began to get more involved.

The group splintered in half after an argument about how best to run the company, and the threat of a lawsuit loomed. “We split our equity on a piece of notebook paper. We didn’t have lawyers; I didn’t think we needed them,” Minshew recalls. “I spent three weeks alternating between the fetal position and the whiteboard trying to figure out how strongly I wanted to fight for the existing company vs. how prepared I was to strike out and do it over”.

Minshew decided on a do-over, watching PYP's rebranding from the sidelines. In September 2011 she launched The Daily Muse (now called The Muse), and PYP's entire staff, plus another co-founder, joined her. The Huffington Post and TechCrunch covered the launch; the site drew more visitors in its first month than PYP had in its best. "The community knew what happened and stood behind us with tweets and shares," Minshew says. "It was painful, but being forced to start over was a unique sort of gift, because having been through a lot together, the team comes out of it with the confidence that nothing is going to stop us."

In November, she was accepted into the prestigious Y Combinator accelerator program. She added mobile, local and social media functionality to her platform to look more like a "billion-dollar" startup.

She's still out \$20,000 in savings, but by the end of 2012 the website had nearly 2 million users in more than 160 countries, increasing at a rate of 30 percent every month. The Muse, now with eight employees, has partnerships with 60-plus companies, including Intel, Sephora, NPR, Pinterest, Twitter and foursquare.

Questions:

- a) Identify the problems and prospects Ms. Kathryn Minshew in her startup.
- b) How you correlate theoretical framework of startup to bounces back after so many difficulties? Discuss in detail.



Total No. of Questions : 5]

SEAT No. :

P2589

[Total No. of Pages : 2

[4974]-1012

M.B.S. (Semester - I)

TECHNOLOGY MANAGEMENT SPECIALIZATION

103 - TM : System & Technologies For Knowledge Management

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Explain the terms Artificial Intelligence (AI)? Explain the importance of AI in details.

OR

Explain Model-based reasoning and Constraint-based reasoning in AI.

Q2) What is a 'Knowledge Engineering? Discuss its concept with practical applications.

OR

Explain the Case based Reasoning System in details with its advantages & disadvantages.

Q3) Explain Knowledge Elicitation and Knowledge Capture in detail.

OR

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

P.T.O

Q4) Explain the term Decision Tree and Induction Trees Give suitable example.

OR

Describe Artificial Neural Network and Basic Feed Forward Neural Network with supervised learning in detail.

Q5) Explain in Organisational Memory in Knowledge Sharing & Application Systems.

OR

What are the types of Knowledge Sharing System. Explain in detail.



Total No. of Questions : 5]

SEAT No. :

P2590

[Total No. of Pages : 1

[4974]-1013

M.B.S. (Semester - I)

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

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Describe Strategic role of sales management in an organization. **[10]**

OR

b) Describe Vertical and Horizontal Marketing Channels with good examples.

Q2) a) What do you mean by sales organization? Explain basic types of sales organisation structures. **[10]**

OR

b) How Sales force team is selected and trained in a good organisation.

Q3) a) What are the specialized techniques in Selling? **[10]**

OR

b) What is a role of 'Sales Control with Daily and Monthly reports'?

Q4) a) Write a short note on Franchising with good examples. **[10]**

OR

b) What are the types of wholesalers in Marketing?

Q5) a) Write a short note on retailing and its importance in Marketing. **[10]**

OR

b) Describe Role and Significance of Multi-Level Marketing.



Total No. of Questions : 5]

SEAT No. :

P2591

[Total No. of Pages : 2

[4974]-1014

M.B.S. (Semester - I)

104 - FIN : STRATEGIC COST MANAGEMENT

(2013 Pattern) (CBCS)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) How does strategic cost management helps company in strategic positioning? Explain with suitable examples. **[10]**

OR

b) Differentiate between cost management and cost reduction.

Q2) a) Write a detailed note on life cycle costing. **[10]**

OR

b) How does target cost helps company in controlling and reducing cost? Explain.

Q3) a) Activity based costing helps companies in making right costing and pricing decisions. Support your answer with suitable examples. **[10]**

OR

b) What is activity based management? Give its importance.

P.T.O.

Q4) a) Explain the concept of value chain costing. How can it be implemented in the business organisation? **[10]**

OR

b) Design a balance score card for the company of your choice.

Q5) a) Discuss the application areas of learning curve in a firm. What are its benefits? **[10]**

OR

b) Write a comprehensive note on Lean Management.



Total No. of Questions : 5]

SEAT No. :

P2592

[Total No. of Pages : 2

[4974]-1015

M.B.S. (Semester - I)

ENTERPRISE RESOURCE PLANNING (ERP)

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Microsoft company provides supply and demand software planning system. They have huge inventory problems like purchase order, supply chain management problem, make-to-sell and make-to-order problem, overdue deliveries. As an ERP consultant suggest suitable ERP module for this organization. **[10]**

Q2) Attempt the following questions: (any two) **[2 × 5 = 10]**

- a) Explain ERP architecture in detail.
- b) Explain need of ERP vendors in detail.
- c) Explain ERP module for Human Resource management.

Q3) Attempt the following questions: (any two) **[2 × 5 = 10]**

- a) What is ERP? Explain the features of ERP in detail.
- b) What is BPR? Explain in detail.
- c) Explain methods of ERP vendor selection.

Q4) Attempt the following questions: (any two) **[2 × 5 = 10]**

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

P.T.O.

Q5) Write short notes on: (any two)

[2 × 5 = 10]

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



Total No. of Questions : 5]

SEAT No. :

P2593

[Total No. of Pages : 1

[4974]-1016

M.B.S. (Semester - I)

104 - OPE : TOTAL QUALITY MANAGEMENT

(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

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

OR

b) Write a detail note on internal and external failure cost.

Q2) a) Discuss Deming's 14 point philosophy. **[10]**

OR

b) How Juran's concepts can be used to establish a traditional quality system, as well as to support Strategic Quality Management?

Q3) a) What are the difficulties associated with QFD? **[10]**

OR

b) Explain in detail Pareto Analysis and its significance.

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

OR

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

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

OR

b) Discuss in detail Malcolm Baldrige National quality award.



Total No. of Questions : 5]

SEAT No. :

P2594

[Total No. of Pages : 2

[4974]-1017

M.B.S. (Semester - I)

**104 - HR : ORGANIZATIONAL DESIGN & DEVELOPMENT
(2013 Pattern) (CBCS)**

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Describe in detail the difference between Modern Organization theory and Neo-Classical theory of organization? **[10]**

OR

b) “Implementation of strategic plan helps organization to enhances it’s effectiveness”. Comment.

Q2) a) Discuss the impact of ‘Span of control’ on the management and give suitable examples. **[10]**

OR

b) Discuss the contemporary changes in the manufacturing technologies and how they affect organizational design.

Q3) a) “Every organization develops the culture of its own”. Discuss this statement in the backdrop of four commonly occurring steps in the process. **[10]**

OR

b) Examine the method for creating a learning organization.

PTO.

Q4) a) “Identify and discuss the issues encountered while dealing with the individual and interpersonal interventions in OD process. [10]

OR

b) Discuss any two inter-group or techno-structural interventions.

Q5) a) “Organizational transformation is a top-down approach”. Comment and elaborate. [10]

OR

b) Describe in detail the linkage between organizational culture and performance.



Total No. of Questions : 5]

SEAT No. :

P2595

[Total No. of Pages : 2

[4974]-1018

M.B.S. (Semester - I)

INTERNATIONAL BUSINESS MANAGEMENT

International Financial 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) Discuss with suitable example 'Green field investment' Vs ' Acquisition & Mergers' in context with investment mode strategy.

OR

'Cross border investment decisions are influenced by political risk, currency risk and inflation risk.' Justify.

Q2) Distinguish between foreign projects and domestic projects in terms of cash flows.

OR

What are the steps involved in political risk management by MNC?

Q3) What are the factoring services? How is factoring different from forfaiting?

OR

What are the objectives of receivables management? How does an MNC determine its credit policy?

Q4) Discuss the concept of foreign exchange exposure and foreign exchange risk, and explain how they are measured.

OR

What is transaction exposure? How is it different from translation exposure and from real operating exposure?

P.T.O.

Q5) Explain in detail the international Accounting standards on foreign transactions.

OR

Explain the implications of foreign currency transactions and treatment of translation gains or losses.



Total No. of Questions : 5]

SEAT No. :

P2596

[Total No. of Pages : 2

[4974]-1019

M.B.S. (Semester - I)

104 - SCM : KNOWLEDGE MANAGEMENT IN SUPPLY
CHAINS

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What is concept of integrated supply chain management? Describe customer relationship management as integral part of SCM. [10]

OR

b) Explain the need of Customer Relationship Management in SCM.

Q2) a) Write down Benefits of SC Information Systems. [10]

OR

b) Discuss in detail risks, challenges and benefits of supply chain information systems.

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

OR

b) Write and explain about "Pure technology applications in SC."

P.T.O.

Q4) a) Explain the term e-Commerce in SCM. **[10]**

OR

b) Write in brief about:

i) E-procurement

ii) Reverse Auctions

Q5) a) "Application of bar-codes and scanning has redefined businesses like retailing and warehousing completely". Discuss with help of appropriate examples. **[10]**

OR

b) State and explain the reasons behind ERP implementation.



Total No. of Questions : 5]

SEAT No. :

P2597

[Total No. of Pages : 2

[4974]-1020

M.B.S.

104 - RABM : AGRI SUPPLY CHAINS 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) Discuss the conceptual model of Supply chain management.

OR

b) Explain the elements in SCM.

Q2) a) Explain the basic principles of manufacturing management.

OR

b) Enumerate the different types of Demand.

Q3) a) Explain :- Just in Time (JIT) and vendor managed Inventory (VMI).

OR

b) What is purchasing cycle. Explain the types of Purchases.

Q4) a) Give the history and evolution of Logistics. Also mention the elements of Logistics.

OR

b) Explain Third- Party Logistics. Quote appropriate example.

P.T.O.

Q5) a) Discuss the application of IT in SCM.

OR

b) What is 'benchmarking'. Discuss the forms of benchmarking.



Total No. of Questions : 5]

SEAT No. :

P2598

[Total No. of Pages : 2

[4974]-1021

M.B.S. (Semester - I)

104 - FBM : PROJECT MANAGEMENT

(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What are the important phases of project life cycle? Discuss each phase briefly with key issues involved in it? **[10]**

OR

- b) A project is different from routine and regular activities. Draw a list of characteristics and distinguish the project from other activities.

Q2) a) How the financial feasibility study of a project is carried out? **[10]**

OR

- b) What are the various steps involved in project planning?

Q3) a) What are the commonly used time planning and scheduling techniques?**[10]**

OR

- b) Discuss in detail the cost budgeting process of a housing unit project contractor?

Q4) a) Explain the following key elements while controlling the project. **[10]**

- i) Establishing the standards.
- ii) Measuring the performance against standards.
- iii) Correcting the variation from standards.

OR

- b) What is the role of project Manager in Managing the risk?

P.T.O.

Q5) a) How project Management Information system (PMIS) will help project manager in smoothly completing the project? **[10]**

OR

b) Outline the various areas to be covered while preparing the checklist that the project team must execute before project ending?



Total No. of Questions : 5]

SEAT No. :

P2599

[Total No. of Pages : 2

[4974]-1022

M.B.S. (Semester - I)

TECHNOLOGY MANAGEMENT (Specialization)

104 - TM : Innovation, Product Development and Commercialization
(2013 Pattern) (CBCS)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) 'Continuous improvement of product is essential to sustain in the market. Justify the statement with suitable example. [10]

OR

b) Explain Product Life Cycle with suitable example.

Q2) a) Explain in detail the 'New product development and Commercialization process'. [10]

OR

b) Discuss the various activities to be carried out in product release phase and post product release phase.

Q3) a) What is design for excellence. Explain its features in detail. [10]

OR

b) Explain the concept of Fault tree analysis. How it is useful in product design?

P.T.O.

Q4) a) What are the various challenges faced by organizations in Development and commercialization of High tech products? **[10]**

OR

b) What are the common innovation problems in the large companies?

Q5) a) Explain the various steps involved in Product portfolio planning. **[10]**

OR

b) Explain various factors considered while constructing new product development teams.



Total No. of Questions : 5]

SEAT No. :

P4516

[Total No. of Pages : 2

[4974]-1023
M.B.S. (Semester - I)
105 MKT : PRODUCT MANAGEMENT
(Marketing Mgt. Spl. - III)
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:-

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

Q1) Define product management. How is it different in consumer product industry and industrial product industry. **[10]**

OR

Elaborate the product level marketing plan with diagram.

Q2) What is competition analysis? Explain the sources of competitors information. **[10]**

OR

Analyse category attractiveness through aggregate market factors and category factors.

Q3) Define quality function deployment. Explain the use of QFD for new Product development with an example. **[10]**

OR

Discuss major reasons for new product failures.

P.T.O.

Q4) What is customer target and competitors target strategy?

[10]

OR

Define product strategy and explain the elements of product strategy.

Q5) What do you mean by marketing metrics? Explain customer based metrics and web metrics.

[10]

OR

What is sales analysis? Explain in detail the value of sales analysis.



Total No. of Questions : 5]

SEAT No. :

P2600

[Total No. of Pages : 2

[4974]-1024
M.B.S. (Semester - I)
105 - FIN : INCOME TAX PART - I
(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Explain the difference between direct tax and indirect tax. **[10]**

OR

b) Explain the concept of Agricultural Income in detail.

Q2) a) Explain the concept of Taxability of Gratuity. **[10]**

OR

b) Mr. Z was assistant manager of M/S ABC Co Ltd, during the financial year 2015-16. She got the following emoluments.

Sr.No.	Particulars
i)	Basic Salary Rs. 25000 per month
ii)	Dearness Allowance Rs. 2500 per month
iii)	Transport Allowance Rs. 2200 per month
iv)	Contribution of RPF was 15% of basic salary
v)	Children education allowance for two children was Rs. 500 per month
vi)	City Compensatory allowance Rs. 300 per month
vii)	Hostel expenses allowance for two children was Rs. 700 per month
viii)	Tax paid on employment Rs. 2500

Compute the taxable salary of Mr. Z for the financial Year 2015-16.

P.T.O.

Q3) a) Explain the Income from other sources and any five examples for Income from other sources. **[10]**

OR

b) Mr. Ramesh is the owner of the house property. The particulars are as follows for FY 2015-16.

a) Municipal Valuation	Rs.3,18,000
b) Fair Rent	Rs.3,20,000
c) Standard Rent	Rs.3,30,000
d) Rent Received	Rs.3,35,000

Expenses Incurred by Mr. Ramesh are:

e) Municipal Taxes paid	Rs.30,000
f) Repairs	Rs.12,400
g) Interest on borrowed capital	Rs.35,000

Calculate income from house property of Mr. Ramesh.

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

OR

b) Explain the Deductions applicable to Individual and HUF.

Q5) a) What are rates of income tax for AY 2015-2016? **[10]**

OR

b) How tax planning is relates to Financial Management Decisions.



Total No. of Questions : 5]

SEAT No. :

P2654

[Total No. of Pages : 2

[4974]-1025

M.B.S.

105 - IT : RDBMS WITH ORACLE

(2013 Pattern) (Semester - I)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Explain the Various Constraint in DBMS. **[10]**

OR

Define DBMS? Explain the Data Model. **[10]**

Q2) Explain Relational Algebra. **[10]**

OR

Explain Views in SQL. **[10]**

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

OR

Explain SQL Numeric Function. **[10]**

Q4) Explain SQL Joins. **[10]**

OR

Consider the following table to solve the following queries (any 5): **[10]**

Book (book_no, book_name, subject, publisher, price, author_id)

Author (author_id, author_name)

Supplier (sup_id_sup_name, sup_city)

P.T.O.

- a) Delete the records of all the books whose publisher name is start with 'Him'.
- b) Modify the price of book 'Marketing Mgmt' and set it as Rs. 500.
- c) Display total number of books of 'MIS' subject.
- d) Display Name of books whose author is 'Evon Barrows'.
- e) Display the list of books along with their author name.
- f) Display supplier name who live in Pune, Thane or Lonawala.

Q5) Discusses different types of Object in Oracle. **[10]**

OR

Explain Sequence and Synonyms. **[10]**



Total No. of Questions : 5]

SEAT No. :

P2601

[Total No. of Pages : 2

[4974]-1026

M.B.S. (Semester - I)

105 - OPE : PRODUCTIVITY 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.*

Q1) a) Discuss productivity. Explain productivity with macro and micro factors.

OR

b) State the scope and significance of productivity with examples.

Q2) a) Explain the concept of value analysis & value engineering with examples.

OR

b) What is the procedure, application of value analysis? With well labelled diagram.

Q3) a) Explain motion study & Discuss its importance.

OR

b) Discuss in detail about method study and work measurement.

Q4) a) Write a note on time study. What is allowances and performance rating?

OR

b) What is work measurement? Discuss its techniques to measure it.

P.T.O.

Q5) a) Discuss on advanced methods of productivity and service level measurements.

OR

b) What is six sigma and lean in productivity with live examples.



Total No. of Questions : 5]

SEAT No. :

P2602

[Total No. of Pages : 2

[4974]-1027

M.B.S. (Semester - I)

105 - HR : H.R. AUDIT

(2013 Pattern) (CBCS)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define HRD Audit. Explain the objectives of HRD Audit in brief. [10]

OR

- b) Explain the importance of HRD Audit for the business with suitable examples.

Q2) a) Define and explain HRD Structure in detail. [10]

OR

- b) Define and explain HRD Competencies in detail.

Q3) a) Define and explain HRD Audit methodology in detail. [10]

OR

- b) Define HRD Score card. Explain the different steps involved in designing the HRD Score card.

P.T.O.

Q4) a) Enumerate the effectiveness of HRD Audit as an intervention. **[10]**

OR

b) What variables should be used to increase the effectiveness of HRD Audit?

Q5) a) What is the present status of HRD Audit in India? **[10]**

OR

b) Explain the various tools of data collection used in HRD Audit.



Total No. of Questions : 5]

SEAT No. :

P2603

[Total No. of Pages : 2

[4974]-1028
M.B.S. (Semester - I)
INTERNATIONAL MARKETING
(2013 Pattern) (CBCS)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Which are the essential factors need to be considered to achieve global awareness? Explain any four of them in detail. **[10]**

OR

b) How global marketing management differs from international marketing management? **[10]**

Q2) a) Support or refute (prove to be wrong or false) each of the various arguments commonly used in support of tariffs. **[10]**

OR

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

Q3) a) What is the price-quality relationship? How does this affect an Indian firm's comparative position in world markets? **[10]**

OR

b) "A company cannot sell goods below cost of production and remain in business, nor can it sell goods at a price unacceptable in the marketplaces." Explain the above statement in the light of different approaches to international pricing. **[10]**

P.T.O.

Q4) a) "One of the first things companies discover about international patterns of channels of distribution is that in most countries it is nearly impossible to gain adequate market coverage through a simple channel - of distribution plan. "Discuss. **[10]**

OR

b) Assume you are deciding to "Go International". Review the key variables that affect the marketer's choice of distribution channels. **[10]**

Q5) a) "In many world marketplaces, a wide variety of media must be used to reach majority of the market." Explain. **[10]**

OR

b) Someone once commented that advertising is America's greatest export. Discuss. **[10]**



Total No. of Questions : 5]

SEAT No. :

P2604

[Total No. of Pages : 2

[4974]-1029

M.B.S. (Semester - I)

SUPPLY CHAIN MANAGEMENT (Specialization)

**105 - SCM : Purchasing and Supplier Relationship Management
(2013 Pattern) (CBCS)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

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

OR

b) Explain various responsibilities performed by Purchasing Function in Supply Chain Management.

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

OR

b) Enlist and describe various functions performed by Purchasing department of an organization.

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

OR

b) What is need of Supplier Selection? Explain the process of Key supplier selection.

P.T.O.

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

OR

b) Explain and Describe the total process of supplier Quality Management.

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

OR

b) What do you mean by Negotiation. Explain different negotiation techniques with suitable examples.



Total No. of Questions : 5]

SEAT No. :

P2605

[Total No. of Pages : 1

[4974]-1030
M.B.S. (RABM)
COMMODITY MARKET
(2013 Pattern) (Semester - I)

Time : 2.30 Hours]

[Max. Marks : 50

Instructions to the candidates:-

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

Q1) a) What can be termed as a commodity? [3]

b) What is a commodity market? [7]

Q2) What are geopolitical risk, speculative risk and governance risk in commodity market? [10]

Q3) Briefly write down history of commodity exchanges in India. [10]

Q4) Define a spot exchange. And state its advantages. [10]

Q5) How Financial Technologies survived the National Spot Exchanges Scam?[10]



Total No. of Questions : 5]

SEAT No. :

P2606

[Total No. of Pages : 2

[4974]-1031
M.B.S. (Semester - I)
Business Plans
(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) How does Business Plan act as a Changing Agent? **[10]**

OR

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

Q2) Discuss the financial factors of Business Plan. **[10]**

OR

Explain the trends in industry analysis and competitive analysis.

Q3) Describe the process of evaluating of data before preparing research plan. **[10]**

OR

“Business plan is the basic step to start a Company” Elaborate with suitable examples.

P.T.O.

Q4) Explain the following factors while evaluating a business plan. **[10]**

- a) Acceptance
- b) Competition
- c) Time
- d) Speed

OR

Evaluate the components of the business plan from the investors' perspective.

Q5) Which are the uncertainties that can be managed so that the outcome is more likely to be favorable? **[10]**

OR

What are the various types of risk involved in any type of business?



Total No. of Questions : 5]

SEAT No. :

P2607

[Total No. of Pages : 2

[4974]-1032

M.B.S. (Semester - I)

**TM - 105 : Managing Innovation - I
(2013 Pattern) (CBCS)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) A) “We need to constantly Innovate to stay in this world of changing business scenario”. Explain this statement with illustrations. **[10]**

OR

B) Write a note on :

- i) Managing Change **[5]**
- ii) Innovation for Growth **[5]**

Q2) A) Explain Incremental versus Radical Innovation as a part of Static Model. **[10]**

OR

B) Explain Disruptive Technological change Model with examples. **[10]**

Q3) A) Explain the concept of Core Competencies. **[10]**

OR

B) Differentiate between Value Chain & Value Network. **[10]**

P.T.O.

Q4) A) Psychology Explain the Concepts of Pioneers, Migrators & Settlers.[10]

OR

B) Explain the concept of Innovation Portfolio in detail. [10]

Q5) A) Explain Sustaining Versus Disruptive Technologies with examples. [10]

OR

B) Explain the concept Resource Allocation & Upward Migration. [10]



Total No. of Questions : 5]

SEAT No. :

P2608

[Total No. of Pages : 2

[4974]-2001
M.B.S. (Semester - II)
Managing For Sustainability
(2013 Pattern)

Time : 2.30 Hours]

[Max. Marks : 50

Instructions to the candidates:-

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

Q1) A) Define corporate social Responsibility & explain the relevance of CSR in present business environment. **[10]**

OR

B) Explain the importance of 'concentrating on bottom of pyramid' for the growth of business. Also state the opportunities associated with it. **[10]**

Q2) A) What do you mean by 'Sustainable Development' state the need & importance of Sustainable Development. **[10]**

OR

B) State the difference between 'Sustainable Development & Green Development' in detail. **[10]**

Q3) A) Explain in detail three dimensions of sustainable development with examples. **[10]**

OR

B) Explain following concepts : **[10]**

- i) Triple Bottomline Report
- ii) Life cycle Analysis

P.T.O.

Q4) A) What is Corporate Governance? State the potential consequences of Poor Corporate Governance. **[10]**

OR

B) State various key issues in Corporate Governance in detail. **[10]**

Q5) A) State the meaning & importance of value systems. Briefly state Indian values & ethics. **[10]**

OR

B) Explain meaning & characteristics of 'Business Ethics' Enumerate various ethical practices in management. **[10]**



Total No. of Questions : 5]

SEAT No. :

P2609

[Total No. of Pages : 2

[4974]-2002
M.B.S. (Semester - II)
202 : Startup and New Venture 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.*

Q1) “Entrepreneurs can be created”. Describe the role of Entrepreneur Development Programme. **[10]**

OR

Describe in detail various steps involved in entrepreneurial process.

Q2) Discuss the criteria's for product selection. **[10]**

OR

Is feasibility study is important while finalization of project? Describe types of feasibility study.

Q3) What do you understand about project report preparation? Explain the contains of good project report. **[10]**

OR

What are the characteristics of small scale enterprise? Explain the scope of small scale enterprise.

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

- a) NSIC
- b) DIC

OR

Explain the role of information assistance from different organizations for setting up new venture.

P.T.O.

Q5) Anu Aga is an Indian businesswoman and social worker, who led Thermax Ltd., the energy and environment engineering business, as its chairperson from the time period 1996 - 2004. She had figured among the eight richest Indian Women, and in 2007 was part of 40 Richest Indians by net worth according to Forbes magazine.

Thermax was set up by her father A.S Bathena in 1966 as Wanson (India) to provide a range of engineering solutions. The company was renamed Thermax in 1980 after her father retired. Her husband, Rohinton, headed until 1996, when he died of a massive stroke. While Ms Aga was still finding her feet as the head of Thermax, she suffered a second tragedy her 25-year-old son Kurush was killed in a road accident. Thermax's growth had nose-dived at the time, with share prices plummeting from Rs. 400 to Rs. 36 because of the market downturn. Anu started her career in Thermax in 1985 and later headed its human resources division from 1991 to 1996. After the death of husband, Rohinton Aga, she took over as Chairperson of Thermax, retiring in 2004 and succeeded by her daughter and company vice-chairperson, Meher Pudumjee. Anu has since remained on company's Board of Directors, and involved with social work. In 2011, Aga was ranked No. 79 on Forbes magazine's Richest Indians list with a net worth of \$ 655 million (Rs. 3,440.7 crore, at current rates).

Q) Explain various entrepreneur qualities with reference of above case. **[10]**

OR

JRD Tata :

He was India's first pilot. He has established Air India International, the first international airline in India. He was the Chairman of Tata and Sons for 50 years. He was the pioneer and driven by the spirit of the skies. He had become fourth Chairman of the Tata Group at the age of 34. He has placed Tata Group on the international map.

He was the one who brought commercial aviation to India. He had established Air-India International in 1948 and within 10 years became the President of International Air Transport Association. He remained at the helm of Air India till 1978 and made it one of the most efficient airline in the world.

Q) Discuss the achievements of JRD Tata as a entrepreneur with reference to above case. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3925

[Total No. of Pages : 2

[4974]-2003

M.B.S. (Semester - II)

203 MKT: INTERNATIONAL MARKETING

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Explain International Marketing Research and Information System.

OR

Discuss Global Marketing Operations and Strategies.

Q2) Illustrate the Product Designing and Product standardisation.

OR

Explain International Trade Product Life Cycle.

Q3) Discuss Price Quotations and terms of sale.

OR

What is the concept of Pricing Strategy? Explain International dumping.

Q4) Discuss Selection and Management of Overseas Agents.

OR

Explain the International distribution for competitive advantage.

P.T.O.

Q5) Illustrate the advertising and other modes of communication globally.

OR

Write short notes on (any two) :

- a) International Advertising
- b) International Promotional Mix
- c) Aspects of International Sales
- d) Global Media Strategy



Total No. of Questions : 5]

SEAT No. :

P2610

[Total No. of Pages : 2

[4974]-2004

M.B.S.

FINANCIAL MANAGEMENT

International Finance

(2013 Pattern)

Time : 2.30 Hours]

[Max. Marks : 50

Instructions to the candidates:-

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

Q1) A) Explain in detail the role of Information technology in a globalised economy & its significance in International Finance?

OR

B) What is International Monetary Fund (IMF)? Discuss the importance of IMF in global economy?

Q2) A) Define Hedging? Explain the various techniques of hedging?

OR

B) Describe the role of major participants in forex market?

Q3) A) What are the various challenges faced by a finance manager due to financial meltdown in the globalized era?

OR

B) Briefly explain the major types of international bond market instruments & their characteristics?

P.T.O.

Q4) A) Explain the concept of loan syndication with its merits & demerits?

OR

B) Describe the process of bringing a new international bond issue to market?

Q5) A) Differentiate between IFRS & IAS?

OR

B) Explain the term International receivables & cash management & its functions with one example?



Total No. of Questions : 5]

SEAT No. :

P2611

[Total No. of Pages : 2

[4974]-2005
M.B.S. (Semester - II)
INFORMATION TECHNOLOGY MANAGEMENT
(Specialization - IV)
203 : Software Quality Assurance
(2013 Pattern)

Time : 2½Hours]

[Max. Marks : 50

Instructions to the candidates:-

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

Q1) Attempt the following question (any one) : **[10]**

- a) Define the term Software Quality. Distinguish between Software Quality Assurance and Software Quality Control.
- b) What is software testing? Explain verification and validation.

Q2) Attempt the following question (any one) : **[10]**

- a) What is Review? What is its purpose? Explain different types of review.
- b) Explain the content of Software Quality Assurance Plan.

Q3) Attempt the following question (any one) : **[10]**

- a) Explain Pre-project SQA components.
- b) Explain Software Quality Factors in detail.

Q4) Attempt the following question (any one) : **[10]**

- a) Explain McCall's Quality Model in detail.
- b) What is CASE tools? Explain impact of CASE tools on quality assurance.

P.T.O.

Q5) Write short notes on (any one) :

[10]

- a) Software errors, Software faults and Software Failure.
- b) ISO / IEC 12207 standard
- c) SEI CMM



Total No. of Questions : 5]

SEAT No. :

P2612

[Total No. of Pages : 2

[4974]-2006
M.B.S. (Semester - II)
OPERATIONS MANAGEMENT SPECIALIZATION - IV
203 - OPE : Toyota Production System
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:-

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

Q1) a) Define Toyota Production System. Explain benefits of TPS to the organization.

OR

- b) Write short notes on any two:
- i) One piece flow
 - ii) Continuous Flow
 - iii) Development of TPS

Q2) a) Explain the concept of 'Heijunka'. State its objectives and benefits.

OR

- b) Explain Pull System. How it implemented to avoid overproduction in TPS.

Q3) a) 'Use Visual Control so no problems are hidden'. Do you agree to the statement? Why?

OR

- b) How standardize tasks and processes are foundation of continuous improvement? Will it result employee empowerment?

P.T.O.

Q4) a) What is extended network of Partners and Suppliers. What is their role in TPS?

OR

b) Explain the nature of Leader for TPS implementation.

Q5) a) TPS emphasis on slow decision making but rapid implementation. Comment and explain with an example.

OR

b) State importance of Hansei and Kaizen in a learning organization.



Total No. of Questions : 5]

SEAT No. :

P2613

[Total No. of Pages : 2

[4974]-2007
M.B.S. (Semester - II)
203 - HR : GLOBAL H.R.
(Specialization - III) (2013 Pattern) (CBCS)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:-

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

Q1) a) Define international HR. Distinguish between domestic and international HR. **[10]**

OR

b) Discuss the role of Human Resource Management in managing international business ethics. **[10]**

Q2) a) What are the challenges faced in staffing for international assignments? **[10]**

OR

b) Enumerate the selection criteria for international appointments. **[10]**

Q3) a) What role does the pre departure training play in international jobs? **[10]**

OR

b) How is the performance management handled in multinational companies? **[10]**

P.T.O.

Q4) a) Discuss role played by the Trade Union in multinationals. **[10]**

OR

b) How is the management of international HR influenced by trade union?[10]

Q5) a) How are the underdeveloped nations prey to social dumping? **[10]**

OR

b) How does digital economy influence international HR? **[10]**



Total No. of Questions : 5]

SEAT No. :

P2614

[Total No. of Pages : 2

[4974]-2008
M.B.S. (Semester - II)
INTERNATIONAL BUSINESS MANAGEMENT
SPECIALIZATION - I
203 - IB : Global Logistics and Supply Chain
(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 Global Logistics? Explain various documentations in Global Logistics.

OR

b) Explain various modes of transportation with suitable example. Write a note on transportation Infrastructure.

Q2) a) Explain in detail currency adjustment factor and Bunker adjustment factor.

OR

b) What are the various types of ships in global logistics? Explain freight rate terminology used in international shipment.

Q3) a) Explain the role of shipping agent in shipping transportation. What is bulk carriers in shipping?

OR

b) Write detailed note on Shipping Corporation of India.

P.T.O.

Q4) a) What are the major ports in India? Explain most importance any two in detail.

OR

b) What is International Chamber of Shipping? Explain in brief major seaports of the World.

Q5) a) What are the functions, benefits and requirements of Inland Container Depots and Container Freight Depots.

OR

b) What is Containerization? Explain recent developments in containerization.



Total No. of Questions : 5]

SEAT No. :

P2615

[Total No. of Pages : 2

[4974]-2009

M.B.S. (Semester - II)

SUPPLY CHAIN MANAGEMENT SPECIALIZATION - IV

203-SCM: Supply Chain Planning

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

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

OR

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

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

OR

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

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

OR

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

P.T.O.

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

OR

b) “Supply chain is one of most critical part of dynamic decision making”. Comment.

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

OR

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



Total No. of Questions : 5]

SEAT No. :

P2616

[Total No. of Pages : 2

[4974]-2010

M.B.S. (Semester - II)

**203-RABM: SPECIAL AREAS IN RURAL MARKETING
(2013 Pattern)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Explain various challenges and opportunities to FMCG industry from a rural perspective. **[10]**

OR

b) What are the characteristics of FMCG for rural markets? **[10]**

Q2) a) What is the Scenario of Consumer durables in rural market? **[10]**

OR

b) What are the issues related to marketing of consumer durables in rural market? **[10]**

Q3) a) What are the challenges and opportunities for banking in rural areas?[**10]**

OR

b) Describe role of Marketing of Mutual fund in rural markets. **[10]**

P.T.O.

Q4) a) Describe Global agrochemical market scenario in detail. [10]

OR

b) Describe 'Indian Agrochemical market'. [10]

Q5) a) Write a short note on nature of India's Handicrafts industry. [10]

OR

b) What are Characteristics of 'Indian Handicraft industry'? [10]



Total No. of Questions : 5]

SEAT No. :

P2617

[Total No. of Pages : 2

[4974]-2011
M.B.S. (Semester - II)
FAMILY BUSINESS MANAGEMENT
203-FBM: Intrapreneurship
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) What is an intrapreneur? What are the risks to be an intrapreneur? Discuss in details. **[10]**

OR

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

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

OR

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

Q3) What is idea screening? What is idea advocacy from organization perspective? Discuss with suitable examples. **[10]**

OR

What is the process of 'Design Considerations for Idea Advocacy and Screening'? Discuss in details.

P.T.O.

Q4) How an intrapreneur creates the commercialization team? Is working with the commercialization team very difficult? Discuss in details. **[10]**

OR

What is the process of idea commercialization? Discuss in details with suitable examples.

Q5) How practice of intrapreneurship gives competitive advantage to organization? Discuss with suitable examples. **[10]**

OR

How the intrapreneurship processes can be linked to business value? Discuss with examples.



Total No. of Questions : 5]

SEAT No. :

P3926

[Total No. of Pages : 2

[4974]-2012

M.B.S. (Semester - II)

TECHNOLOGY MANAGEMENT SPECIALIZATION - IV

203(TM): Technology Transfer and Commercialization

(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) Explain steps in Technology Commercialization process. [10]

OR

Explain role of Intellectual Property in protecting innovations. [10]

Q2) Elaborate on Market Assessment and Alignment of Technology. [10]

OR

Describe how technology valuation and impact analysis is done. [10]

Q3) “Marketing Strategies Plan, Technology Plans and Financial Plans are part of Business Plan”. Comment. [10]

OR

Explain the points considered while evaluating company’s current business position. [10]

P.T.O.

Q4) Describe Start-up, Spin-Off Companies and Joint Ventures. **[10]**

OR

Elaborate relevance of Science and Technology Policy while formulating business plan. **[10]**

Q5) A company has planned to introduce heavy engineering products. Elaborate on various financial factors a company has to consider before starting a venture. **[10]**

OR

A software company in Bangalore want to enter into license with company in Mumbai. Elaborate on how Principle Company should Negotiate and Monitor Licensing Agreement. **[10]**



Total No. of Questions : 5]

SEAT No. :

P2618

[Total No. of Pages : 2

[4974]-2013

M.B.S. (Semester - II)

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

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Discuss the linkage between Customer satisfaction, loyalty and business performance.

OR

b) Explain CRM with commercial and not-for-profit content.

Q2) a) Explain Customer value. Discuss the sources of Customer value.

OR

b) Describe KPI for a Customer Retention Programme. Also elaborate on the economics of Customer Retention.

Q3) a) Elaborate on the concepts of Data Integration and Data Warehousing.

OR

b) Explain the meaning of the term 'Customer Experience'. Discuss the Experimental Marketing strategies and Tactics.

P.T.O.

Q4) a) In the content of CRM explain the concept of Network. Also explain Supplier Networks and Distribution Networks.

OR

b) Elaborate on the importance of Alliance between non-competing firms and Alliance between competing firms.

Q5) a) Describe the importance of employee relationship management in the content of CRM.

OR

b) Elaborate on the relationship between Organizational roles and CRM.



Total No. of Questions : 5]

SEAT No. :

P2619

[Total No. of Pages : 2

[4974]-2014

M.B.S. (Semester - II)

FINANCIAL MANAGEMENT (Specialisation - V)

204-FIN: Income Tax (Part - II)

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Define the following terms as per Income Tax Act, 1961:

- a) Assessee
- b) Income & Gross Total Income

OR

Differentiate between Direct tax & Indirect tax with an example.

Q2) From the following P & L A/c for the year ending 31st March, 2015 compute the business income of Rajmal & Sons for the A.Y. 2015-16.

Profit & Loss A/c

Particulars	Amount	Particulars	Amount
To Office Salary	5,500	By Gross Profit	1,91,500
To General expenses	3,500	By Commission	11,000
To Fire Insurance premium	400	By Discount	950
To Advertisement	12,200	By Sundry receipts	300
To Rent & Taxes	6,000	By Bad debts recovered	1,200
To Interest on capital	1,200	By Dividend on shares	800
To Bad debts reserve	1,500	By Interest on	2,200
To Depreciation reserve	2,000	Bank Fixed deposit	
To Income Tax Reserve	1,000		
To Interest on Bank loan	1,200		
To Loss on sale of furniture	2,000		
To Sales Tax	1,300		
To Post & Telegraph	200		
To Rebate & discounts	400		
To Net Profit	1,69,550		
	2,07,950		2,07,950

P.T.O.

Additional Information :

- a) General expenses include donations to recognised educational institutions Rs. 500 & Personal expenses Rs. 1,200. Actual bad debts of the year Rs. 800. Advertisement expenses include Rs. 10,200 cost a sign board & Rs. 500 for advertisement to Congress Party Souvenir.
- b) Mr. Rajmal carries on his business from a rented house 1/3 of which is used as his self residence. Rent & taxes include Rs. 3,600 paid as rent of the house.
- c) Allowed depreciation for other business assets is Rs. 3,450

OR

Explain the basic principles governing deductibility of expenses under Sec. 30 to 44DB?

- Q3)** Mr. Rajendra sold a house for Rs. 12 lakh on 1st December 2014. The house was constructed by him in 1980 at the cost of Rs. 1.5 lakh & being used for own residence. Besides, he has two more houses. On 1st May, 2015 he invested Rs. 1,00,000 to specified Bonds of National Highway Authority of India. After construction he spent Rs. 14,000 in 1996-97 on improvement of the house. Besides he spent Rs. 2,000 per year on average for normal repairs & painting of the house. Compute his taxable capital gains. On 1st April, 1981 the fair market value of the house was Rs. 1.2 lakh.

OR

Explain the steps to determine the Annual value of let out house under Sec. 23?

- Q4)** Write Short Notes on (any Two) :

- a) Minimum Alternate Tax (MAT)
- b) Deferred Tax
- c) Set off of losses

OR

Explain with the help of an example computation of gross total income & tax liability?

- Q5)** Describe the procedure of Tax planning for financial management decisions?

OR

Explain in detail the tax planning for setting up of a new unit?



Total No. of Questions : 5]

SEAT No. :

P3927

[Total No. of Pages : 2

[4974]-2015

M.B.S. (Semester - II)

INFORMATION TECHNOLOGY MANAGEMENT

Information Security and Audit

(2013 Pattern) (Specialization - V)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Explain different available biometric control for protecting information security assets? **[10]**

OR

Explain importance of physical security. **[10]**

Q2) Explain network security perspective in detail. **[10]**

OR

Explain different way to secure wireless networks. **[10]**

Q3) What are different cryptographic techniques available. Explain in detail. **[10]**

OR

How do we take security of virtual private networks? **[10]**

P.T.O.

Q4) Discuss Auditing techniques in detail. [10]

OR

Explain need, standards and performance of audit. [10]

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

- a) Encryption
- b) Audit Methodologies
- c) Audit Concepts

OR

What do you understand by control? Explain different types of controls?[10]



Total No. of Questions : 5]

SEAT No. :

P2620

[Total No. of Pages : 2

[4974]-2016

M.B.S. (Semester - II)

**204-OPE: QUALITY MANAGEMENT STANDARDS
(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) What is C.M.M.I (Capability Maturity Model Integration)? Explain its levels.

OR

b) Compare and explain the features of C.M.M.I and I.S.O.

Q2) a) Explain the main clauses of Q.M.S. standard.

OR

b) What do you understand by the clause “Process Control from Contract Review to Calibration”?

Q3) a) What are the Key clauses of E.M.S (Environmental Management System Standards)?

OR

b) Explain the general requirement for E.M.S. standards.

P.T.O.

Q4) a) Explain the general requirement for O.H.S.A.S 18001: 2007 standard.

OR

b) Explain the process of implementation and operation of O.H.S.A.S 18001: 2007 standard.

Q5) a) Explain the contents of APEX MANUAL of Quality Management System.

OR

b) Explain the contents of Procedural Manual for E.O.H.S. (ENVIRONMENTAL AND OCCUPATIONAL HEALTH AND SAFETY.)

Total No. of Questions : 5]

SEAT No. :

P2655

[Total No. of Pages : 2

[4974]-2017

M.B.S. (Semester - II)

EMPLOYEE REWARD MANAGEMENT

(2013 Pattern) (HRM, Elective Core)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) "Reward system can achieve the aims of reward management effectively"
Discuss. **[10]**

OR

b) Define Reward System and discuss how Environment has it's impact on
Reward System. **[10]**

Q2) a) Define 'Grade and pay Structure'? Explain the process of developing
grade and pay structure. **[10]**

OR

b) Discuss in details-Grade & pay structure and it's importance in today's
era. **[10]**

Q3) a) Write short notes on:
i) Reward Management for special group. **[5]**
ii) Rewarding sales and customer service staff. **[5]**

OR

b) Write a short notes on:
i) Rewarding knowledge worker. **[5]**
ii) Rewarding Directors and Senior executives. **[5]**

P.T.O.

Q4) a) “Union plays vital role in Reward Management”. Discuss with suitable example. **[10]**

OR

b) Explain in detail the Reward System in India. **[10]**

Q5) a) “Effective rewards management system is a key to enhance the performance of employee” Discuss with suitable examples. **[10]**

OR

b) Write a detail note on, “Reward Management System practiced by NGO’s. **[10]**



Total No. of Questions : 5]

SEAT No. :

P2621

[Total No. of Pages : 2

[4974]-2018
M.B.S. (Semester - II)
FOREIGN EXCHANGE 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 'Foreign Exchange Management'? Explain its importance.

OR

Write short notes on (any two) :

- a) Euro Market
- b) Gold Standard
- c) Exchange Control
- d) Exchange Rate

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

OR

Explain Nominal, Real and Effective Exchange rates.

Q3) What is the 'Exchange rate fluctuations'? Explain the factors cause of it.

OR

What is 'Trade Balance'? Explain the effect of depreciation on 'Trade Balance'.

P.T.O.

Q4) Explain the nature, functions and participants of Foreign Exchange Market.

OR

Explain :

- a) Spot and Forward Markets and
- b) Methods of quoting exchange rates.

Q5) Explain Euro currency market and its instruments.

OR

Give the idea of Foreign Exchange Regulation in India.



Total No. of Questions : 5]

SEAT No. :

P2622

[Total No. of Pages : 2

[4974]-2019

M.B.S. (Semester - II)

204 SCM: SUPPLY CHAIN COORDINATION

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What are the adverse effects of lack of coordination between sales function and Supply chain function? **[10]**

OR

b) What is the importance of Coordination of Supply chain with Retail functions for market expansions?

Q2) a) Discuss in detail role of IT in supply chain Coordination. **[10]**

OR

b) What is Bull Whip effect impact on manufacturing cost and inventory cost?

Q3) a) How is building strategic partnerships and Trust valuable within a supply chain? **[10]**

OR

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

P.T.O.

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

OR

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

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

OR

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



Total No. of Questions : 5]

SEAT No. :

P2656

[Total No. of Pages : 1

[4974]-2020

M.B.S.

204 - RABM : RURAL AND AGRIBUSINESS MANAGEMENT

ICT For Agriculture Management

(2013 Pattern) (Semester - II)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) What is Village Resource Center? Explain various ICT enabled rural service related to Micro Credit and Marketing. **[10]**

OR

Explain various ICT enabled rural service related to land and Education.

Q2) Explain ICT productoin system management. What are different types of ICT information services? **[10]**

OR

What is ICT for market access? Explain different type of market access ICT service.

Q3) Explain the Downstream and upstream administration. **[10]**

OR

Explain the issues and challenges for market access ICT services.

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

OR

Explain the ICT for financial inclusion and type of financial inclusion.

Q5) What are issues and concerns in Land and water management. **[10]**

OR

What are issues and concerns in Land and water management.



Total No. of Questions : 5]

SEAT No. :

P2623

[Total No. of Pages : 2

[4974]-2021

M.B.S. (Semester - II)

FAMILY BUSINESS MGT: Specialisation V

**204 FBM: Managing, Growing and Exiting the New Venture
(2013 Pattern)**

Time : 2.30 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What is new entry generation? How new entry can be resource of source of competitive advantage?

OR

b) Discuss the risk reduction strategies in exploiting new entry.

Q2) a) Explain any two growth strategies with suitable examples.

OR

b) Discuss overcoming pressures of existing financial resources in implementation of Growth strategies.

Q3) a) Discuss the term “Franchising” and the different types of Franchising.

OR

b) Write short note on :

- i) Joint Venture
- ii) Acquisition

P.T.O.

Q4) a) What do you mean by “Going Public”? Explain its advantages & disadvantages.

OR

b) Explain the terms :

- i) Myths concerning going with public
- ii) Timing of going public

Q5) a) What do you mean by reorganisation? Explain strategy during reorganisation.

OR

b) Write short note on :

- i) Exit strategy
- ii) Liquidation



Total No. of Questions : 5]

SEAT No. :

P2624

[Total No. of Pages : 2

[4974]-2022

M.B.S. (Semester - II)

204-TM: TECHNOLOGY MANAGEMENT SPECIALIZATION - V

Technology Use and Assessment

(2013 Pattern)

Time : 2.30 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define Technology Assessment and describe the scope of Technology Assessment. **[10]**

OR

b) Discuss the importance of Technology Assessment in Decision Making. **[10]**

Q2) a) Discuss the Technology and its influence on society. **[10]**

OR

b) Explain the relevance of Technology in Education. **[10]**

Q3) a) Describe the Environment Impact Assessment for the selected technology. **[10]**

OR

P.T.O.

- b) Write short notes on : [10]
i) Cost Benefit Analysis
ii) Sensitivity Analysis.

Q4) a) Explain the Usability Engineering Life Cycle, with different stages in it.[10]

OR

- b) Describe various Usability Research Methods. [10]

Q5) a) Explain the stages in conducting Research on technology use. [10]

OR

- b) Discuss the importance of conducting Research on Technology use.[10]



Total No. of Questions : 5]

SEAT No. :

P2625

[Total No. of Pages : 2

[4974]-2023
M.B.S. (Semester - II)
RETAIL MARKETING
(2013 Pattern) (CBCS)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define Retailing. Discuss the drivers of growth of retail in the country. **[10]**

OR

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

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

OR

b) Explain the strategic retail planning process in detail. **[10]**

Q3) a) Explain in detail Retail Administration along with suitable examples. **[10]**

OR

b) What is Sales Forecasting and Assortment planning process. **[10]**

P.T.O.

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

OR

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

Q5) a) Explain the impact of FDI in overcoming the challenges in Indian retail market. **[10]**

OR

b) Discuss the different challenges in Indian Retail Sector & measures to overcome it. **[10]**



Total No. of Questions : 5]

SEAT No. :

P2626

[Total No. of Pages : 1

[4974]-2024
M.B.S. (Semester - II)
205 - FIN : FINANCIAL RISK MANAGEMENT
(2013 Pattern)

Time : 2.30 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

- Q1)** a) Explain the concept of Financial risk in details. [10]
OR
b) What is market data analysis and why it is necessary. [10]
- Q2)** a) “The risk and volatility measurement is one of the important managerial function.” Explain. [10]
OR
b) Explain the Monte Carlo simulation and its use. [10]
- Q3)** a) “Currency risk analysis is necessary while investing globally.” Explain. [10]
OR
b) What is cross currency analysis and why it is necessary? [10]
- Q4)** a) Explain the credit ratings and transition matrix analysis. [10]
OR
b) Explain the various RBI guidelines for credit and market risk management. [10]
- Q5)** a) Explain various integrated approaches to risk management. [10]
OR
b) Write short notes on: [10]
i) Stop loss and Var based limits.
ii) Risk Budgeting.



Total No. of Questions : 5]

SEAT No. :

P2627

[Total No. of Pages : 1

[4974]-2025

M.B.S. (Semester - II)

205 - IT : INFORMATION TECHNOLOGY MANAGEMENT
SPECIALIZATION - VI

Data Warehousing and Data Mining

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) What is data mining? Explain data mining functionalities in detail. **[10]**

OR

What is OLAP? What are the 3 types of OLAP servers.

Q2) Explain data cleaning and Data Compression. **[10]**

OR

What is Data Warehousing? Explain Data Warehousing Architecture in detail.

Q3) What is data processing? Explain major task related with it. **[10]**

OR

Define dimension modeling. Explain various types with example.

Q4) What is Data Cube? Explain OLAP data indexing. **[10]**

OR

Explain queries processed using OLAP.

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

- a) Cluster Analysis.
- b) Schemas.
- c) Data Mining for telecommunication industry.
- d) Current trends in Data Mining.



Total No. of Questions : 5]

SEAT No. :

P2628

[Total No. of Pages : 1

[4974]-2026

M.B.S. (Semester - II)

205 - OPE : WORLD CLASS MANUFACTURING

(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 world class Manufacturing? Explain the Business challenges of the Information Age.

OR

Explain India's global competitiveness and Manufacturing excellence.

Q2) Discuss Schonberger's framework of world class Manufacturing.

OR

Discuss 'Gunn's' model of world class Manufacturing.

Q3) Explain Information Management tools in world class Manufacturing.

OR

Explain Product and Process Design tools in world class Manufacturing.

Q4) Discuss Performance and Planned strategies of Indian Manufacturing firms.

OR

Explain usage of management tools and technologies.

Q5) Justify the statement : "Leading India towards world class Manufacturing".

OR

Write short notes on: (any two)

- a) Quality performance
- b) Delivery performance and customer service
- c) The balance Sure Card
- d) Morale and Teamwork



Total No. of Questions : 5]

SEAT No. :

P2629

[Total No. of Pages : 1

[4974]-2027
M.B.S. (Semester - II)
CHANGE MANAGEMENT
Human Resource Management
(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Define change. Discuss how people encounter with various phases of change.

OR

Which is the most critical phase according to you in incorporating change in any organisation. Justify.

Q2) Explain the role of manager in implementing change.

OR

Do men & women have different approach towards accepting change. Explain it in the light of managing change from gender perspective.

Q3) What do you mean by people management? What is the role of organizational politics in implementing change?

OR

What is learning organisation? Learning organisations are the successful organisations comment.

Q4) Write in detail about any leader, CEO, who has efficiently lead the change in his organisation.

OR

Explain the Role of leaders in change Management.

Q5) Explain the reasons why changes succeed or fail.

OR

What are the major challenges involved in executing change in any organisation.



Total No. of Questions : 5]

SEAT No. :

P2630

[Total No. of Pages : 2

[4974]-2028

M.B.S. (Semester - II)

INTERNATIONAL BUSINESS MANAGEMENT (Spl. - VI)

205 - IB : Global Competitiveness and Strategic Alliance

(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) What are the overall strength, weakness, opportunities and threats faced by Indian Company in present International Environment?

OR

Explain macroeconomic and business strategy perspective for Indian Market.

Q2) Describe the importance of information in building Competitiveness study.

OR

Explain role of Government in attaining Competitiveness through Integrated Process Management.

Q3) How to build Competitiveness of Indian Mobile Manufacturer?

OR

Explain various causes for lack of competitiveness of Indian firms with suitable example.

P.T.O.

Q4) A leading two-wheeler company in India has broken its alliance with its foreign partner. Analyse overall business scenario and how its competitors would react to the break up?

OR

State various forms of strategic Alliance with its benefits & scope. Give suitable example.

Q5) International sports bike would intent to launch a renowned brand in Indian market. How do you think it would be placed over a period of 5 years?

OR

A mobile handset company from china specialized in low cost-handset would like to enter Indian Market. Which is best suitable mode of entry in present business environment?



Total No. of Questions : 5]

SEAT No. :

P4585

[Total No. of Pages : 2

[4974]-2029

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

205 SCM : SUPPLY CHAIN PERFORMANCE MANAGEMENT

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:-

- 1) Attempt all questions.*
- 2) Each question carry equal marks of 10.*

Q1) Discuss the relationship between company strategy and supply chain metrics.

OR

Explain various decision areas in the supply chain.

Q2) Customer satisfaction is a vital performance measure which has several dimensions and with internal and external implications. Why do we say so? Elaborate your answer using the example of an automobile manufacturing company and identify at least 6 different metrics to assess its quality performance.

OR

Emphasize the importance of customer service and set out the elements of Customer service.

Q3) Explain Activity based Costing system? How can you use ABC system and balanced scorecard in a complementary fashion?

OR

Compare and contrast Activity - Based costing and target - Based costing Methods as tools for cost-reduction. Illustrate your answer with suitable examples.

P.T.O.

Q4) What do you understand by EFQM Excellence model?

OR

What are the advantages and disadvantages of EFQM model.

Q5) A large nationally dispersed firm wishes to select a logistics services provider amongst several contenders. Prepare a detailed list of background information and performance indicators / metrics that you would seek from all prospective service providers to assist in your vendor assessment and selection.

OR

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



Total No. of Questions : 5]

SEAT No. :

P4586

[Total No. of Pages : 2

[4974]-2030

M.B.S. (Semester - II)

205 CNO : RABM SPECIALIZATION - VI

Millennium Development Goals

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:-

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

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

OR

Explain in detail the eight Millennium Development Goals. Explain the issues involved in Indian Agriculture with respect to Millennium Development Goals.**[10]**

Q2) Explain the importance of role of agriculture in meeting Millennium Development Goals. What is marginalization of agriculture - explain in details. **[10]**

OR

Explain what is marginalization of poverty under structural adjustment. Discuss the prospects of reducing poverty with the help of Millennium Development Goals. **[10]**

Q3) What is Nutrition Security? Explain in detail importance of agriculture led economic growth under Millennium Development Goals. **[10]**

OR

Explain in detail how poverty and hunger could be eradicated with the help of Millennium Development Goals. **[10]**

P.T.O.

Q4) What are the emerging issues involved in implementation of Millennium Development Goals. Discuss in detail how macroeconomic reforms would help in rural and agriculture Development? **[10]**

OR

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

Q5) Explain with relevant examples how foreign private direct investment would contribute to rural infrastructure development. Discuss the role of governance structures in agriculture for achieving the Millennium Development Goals. **[10]**

OR

Explain the role of private sector in supporting agriculture in achieving Millennium Development Goals. **[10]**



Total No. of Questions : 5]

SEAT No. :

P2631

[Total No. of Pages : 1

[4974]-2031
M.B.S. (Semester - II)
205 - FBM : Private Equity
(2013 Pattern)

Time : 2½ 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 the role of private equity and venture capital in economic development. **[10]**

OR

Discuss the issues of Private equity in Emerging Markets.

Q2) Discuss the approaches to inventorying base of opportunities in PE. **[10]**

OR

What is the role of Government in building of a venture capital base in emerging markets?

Q3) Describe the special issues in setting up a system for deal processing of private equity. **[10]**

OR

Explain the special diligence factors in emerging markets and approaches to analyze these factors.

Q4) Explain the basic universal PE/VC valuation methods. **[10]**

OR

What are the special considerations short term sheet provisions in PEEM-IFC's?

Q5) Discuss the strategies for domestic and offshore trade sales of PE. **[10]**

OR

Explain the role and risks of local listing. List the information resources for offshore listing.



Total No. of Questions : 5]

SEAT No. :

P2632

[Total No. of Pages : 1

[4974]-2032

M.B.S.

205 - TM : MANAGING INNOVATION - II

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Discuss and explain the Genetic strategies for world wide innovation.

OR

- b) Discuss the following two methods of Globalization
- i) Acquisitions and Mergers
 - ii) Licensing

Q2) a) Explain the various entry strategies for innovation.

OR

- b) Elaborate on the aspects of 'Technology transfer' and 'Commercialization' with respect to implementation of innovation.

Q3) a) Discuss the role of National Governments in Innovation.

OR

- b) Discuss the various Government actions which are related to innovation.

Q4) a) Explain the concept of Innovation in services. Also discuss the type of Innovation in services.

OR

- b) Discuss the 'CI-3' framework. Explain the benefits of this framework.

Q5) a) Elaborate on the differences between Social innovations and Organizational innovations.

OR

- b) Give the overview of National Innovation systems in Singapore and USA.

