

Total No. of Questions : 5]

SEAT No. :

**PC3006**

[Total No. of Pages : 4

**[6380]-1001**

**First Year M.B.A.**

**101GC-01 : MANAGERIAL ACCOUNTING**

**(2019 Pattern) (Revised) (Semester - I)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Solve any five questions :

**[10]**

- a) Define convention of consistency.
- b) What is margin of safety?
- c) What is variance analysis?
- d) Describe Break-even point.
- e) Define objectives of financial statements.
- f) Match the followings :

Column A

Column B

Margin of safety

Fixed cost/contribution per unit

P/V ratio

Fixed cost/P/V ratio

BEP (In quantity)

Total contribution/total sales  $\times$  100

BEP (In value)

Total sales less BEP sales

- g) Define opportunity cost.
- h) Describe elements of cost.

**P.T.O.**

**Q2)** Answers any two questions.

**[10]**

- a) Illustrate any two accounting concepts with suitable example.
- b) Explain standard costing with advantages.
- c) Functional budget.

**Q3) a)** The following trial balance has been extracted from the books of Avinash on 31<sup>st</sup> March 2022.

**[10]**

|                                | Debit            | Credit           |
|--------------------------------|------------------|------------------|
| Opening stock                  | 6,00,000         |                  |
| Drawings                       | 2,20,000         |                  |
| General expenses               | 13,500           |                  |
| Salaries                       | 1,12,000         |                  |
| Advertizing                    | 8,400            |                  |
| Discount                       | 6,000            |                  |
| Bad debts                      | 8,000            |                  |
| Business premises              | 1,20,000         |                  |
| Furniture & fixtures           | 1,00,000         |                  |
| Cash in hand                   | 20,600           |                  |
| Capital                        |                  | 7,00,000         |
| Purchase return                |                  | 26,000           |
| Sales return                   | 54,000           |                  |
| Purchases                      | 15,00,000        |                  |
| Wages                          | 70,000           |                  |
| General expenses               | 13,200           |                  |
| Rent, rates, taxes & insurance | 56,000           |                  |
| Interest                       | 4,300            |                  |
| Plant & machinery              | 2,00,000         |                  |
| Sundry debtors                 | 9,20,000         |                  |
| Sales                          |                  | 25,00,000        |
| Sundry creditors               |                  | 6,00,000         |
| Bank over draft                |                  | 2,00,000         |
|                                | <u>40,26,000</u> | <u>40,26,000</u> |

Adjustments :-

- i) Stock at end was 9,00,000.
- ii) Outstanding rent was ₹5,000 and wages ₹4,000.
- iii) Prepaid insurance ₹3,000 and salaries ₹7,000.
- iv) Provide doubtful debts at 5% on sundry debtors.
- v) Depreciation on plant and machinery 10%, furniture and fixtures 15% and premises at 5%.

OR

- b) As a cost accountant you are required to prepare a statement of cost from the following information relating to Aadesh Enterprises, Pune for the year ended 31<sup>st</sup>, March 2022. [10]

|                              | ₹ (Amt.) |
|------------------------------|----------|
| Cost of direct materials     | 2,00,000 |
| Sales                        | 5,00,000 |
| Direct wages                 | 1,00,000 |
| Office indirect materials    | 5,000    |
| Cost of special patterns     | 40,000   |
| Postage and telegrams        | 2,000    |
| Factory rent & Insurance     | 5,000    |
| Chargeable direct expenses   | 2,000    |
| Carriage outward             | 2,500    |
| Interest on loan             | 2,150    |
| Printing and stationary      | 5,000    |
| Factory indirect wages       | 6,500    |
| Selling on cost              | 4,000    |
| Travelling salesman's salary | 4,000    |
| Factory indirect material    | 1,000    |
| Donations                    | 8,000    |
| General works overheads      | 2,000    |
| Bad debts written off        | 1,000    |

- Q4) a) Mr. Nadeem gives the following information of his company. [10]

|                            | Product<br>A (₹) | Product<br>B (₹) |
|----------------------------|------------------|------------------|
| Direct materials           | 20               | 25               |
| Direct labour @₹1 per hour | 10               | 15               |
| Selling price              | 60               | 100              |

Variable overheads

(100% of direct labour)

Fixed overhead ₹10,000 p.a.

As a finance executive you are required to present a statement showing the marginal cost of each product and recommend which of the following sales mix should be adopted :

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

OR

- b) The following results of a company for the last two years are as follows : [10]

| Year | Sales     | Profit   |
|------|-----------|----------|
| 2022 | 15,00,000 | 2,00,000 |
| 2023 | 17,00,000 | 2,50,000 |

As a cost accountant from the above information you are required to calculate :

- i) P/V ratio
- ii) BEP
- iii) The sales required to earn a profit of ₹4,00,000.
- iv) Profit when sales are ₹25,00,000.

- Q5) a)** As a finance executive prepare a flexible budget for overhead expenses on the basis of the following data and determine the overhead rates at 70%, 80% and 90%. [10]

|                           |                |
|---------------------------|----------------|
| Plant capacity            | at 80% Amt (₹) |
| Variable overheads :      |                |
| Indirect labour           | 12,000         |
| stores including spares   | 4,000          |
| Semi variable overheads : |                |
| Power (30% fixed)         | 20,000         |
| Repairs (40% variable)    | 2,000          |
| Fixed overheads :         |                |
| Depreciation              | 11,000         |
| Salaries                  | 10,000         |
| Insurance                 | 3,000          |
| Total overheads           | 62,000         |

OR

- b) As a finance executive you are required to evaluate labour cost variance, labour rate variance, labour efficiency variance and idle time variance from the given information : [10]

|  |      |
|--|------|
| Standard hours   | 4000 |
| Actual hours   | 5000 |
| Idle time on account of machinery<br>breakdown - 200 hours |      |
| Standard rate ₹3 per hour                                  |      |
| Actual rate ₹2.50 per hour                                 |      |



Total No. of Questions : 5]

SEAT No. :

**PC3007**

**[6380]-1002**

[Total No. of Pages :2

**First Year M.B.A.**

**102-GC-02 : ORGANIZATIONAL BEHAVIOR**

**(Revised 2019 Pattern) (Semester- I)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) Answer any 5 (2 marks each):**

**[10]**

- a) Name any four challenges of O.B.
- b) What are the components of attitude?
- c) What is Personality?
- d) What is Perception?
- e) Name any two types of informal groups.
- f) What is destructive conflict?
- g) List the ego states in Transactional Analysis.
- h) Who have created the Johari Window?

**Q2) Answer any 2 (5 Marks each):**

**[10]**

- a) Explain the five stages of group formation.
- b) Explain Herzberg's two factor theory.
- c) Compare & contrast strong & weak culture.

**Q3) a) How will selective perception affect the selection process?**

**[10]**

**OR**

- b) As a leader, how could you make teams more effective?

**P.T.O.**

**Q4) a)** Explain Managerial Grid & how it will lead to leadership effectively?[10]

OR

b) Explain supportive Model of O.B and discuss where it can be used?

**Q5) a)** Analyse the five components of Big Five personality Model. For a recruiter job, draw/Design the profile. [10]

OR

b) What strategies HR Managers are using to manage stress of employees in corporate sector?



Total No. of Questions : 5]

SEAT No. :

PC-3008

[Total No. of Pages : 2

[6380]-1003

M.B.A.

**103 - GC - 03 : ECONOMIC ANALYSIS FOR BUSINESS DECISIONS**

**(Revised 2019 Pattern) (Semester - I)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate marks.*
- 3) *Draw diagrams wherever necessary.*

**Q1)** Attempt any 5 questions 2 marks each.

**[10]**

- a) Define Managerial Economics.
- b) Explain Social Cost.
- c) Write down the features of monopoly.
- d) Define penetration pricing.
- e) Give the formula for income elasticity.
- f) Write any 2 determinants of demand.
- g) In the \_\_\_\_\_ period of business cycle GDP reaches maximum.
- h) In law of variable proportions stage II is up to the point where marginal product touches the 'x' axis. True / False.

**Q2)** Attempt any two questions 5 marks each.

**[10]**

- a) What are the factors determining elasticity of supply.
- b) Explain the importance of demand forecasting.
- c) Explain the methods of Government Intervention.

**P.T.O.**

**Q3) a)** Discuss production function in long run. **[10]**

OR

b) Explain the relationship between total cost, marginal cost and average cost.

**Q4) a)** How pricing is determined under monopolistic competition in long run. **[10]**

OR

b) Elaborate the concept of law of marginal utility and its practical importance.

**Q5) a)** The role and importance of accelerator for any economy. **[10]**

OR

b) Discuss the features of each stages of business cycle.





Total No. of Questions : 5]

SEAT No. :

PC-3009

[Total No. of Pages : 2

[6380]-1004

First Year M.B.A.

**104-GC-04 : BUSINESS RESEARCH METHODS**

**(Revised 2019 Pattern) (Semester-I)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory*
- 2) *Figures to the right indicate marks.*
- 3) *Answers to the questions should be specific & to the point.*
- 4) *Draw sketches wherever necessary with pencils.*
- 5) *Graph paper will not be provided.*

**Q1) Attempt any Five :**

**[10]**

- a) Define Hypothesis.
- b) List the Parametric tests
- c) Define Research Design
- d) List the types of Hypothesis
- e) List the attitude scaling techniques.
- f) List the types of Probability Sampling
- g) Describe the characteristics of good research report.
- h) Define Reliability.

**Q2) Attempt any Two :**

**[10]**

- a) Differentiate between Probability and Non-Probability sampling.
- b) Differentiate between Null and Alternate Hypothesis
- c) Describe the statistical tools used in Business Research. Explain any one in detail.

**Q3) Attempt any One :**

**[10]**

- a) Design a questionnaire to find the effectiveness hybrid work mode on employee productivity.
- b) Develop a suitable sample design to assess the customer satisfaction w.r.t four-wheeler brand of a company.

**P.T.O.**

**Q4) Attempt any One :****[10]**

- a) Prepare an hypothesis (null & alternate) for following situations.
  - i) Researcher wants to understand the effects of pandemic on stress level of employees in IT sector.
  - ii) Researcher wants to understand the impact of GST on Indian economy.
- b) The frequency distribution is given in the table. Construct a histogram and determine the mode.

| Marks         | 20-25 | 25-30 | 30-35 | 35-40 | 40-45 | 45-50 | 50-55 | 55-60 |
|---------------|-------|-------|-------|-------|-------|-------|-------|-------|
| No of Persons | 50    | 70    | 80    | 180   | 150   | 120   | 70    | 50    |

**Q5) Attempt any One :****[10]**

- a) Develop a research proposal to Assessing the Effectiveness of Employee Training and Development Programs on Organizational Performance.
- b) Develop a research proposal to examine the effects of Work-Life Balance Policies on Employee Satisfaction and Retention.



Total No. of Questions : 5]

SEAT No. :

**PC3010**

**[6380]-1005**

[Total No. of Pages : 2

**First Year M.B.A.**

**105-GC-05 : BASICS OF MARKETING**

**(2019 Revised Pattern) (Semester - I)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) All questions are compulsory.*
- 2) Figures to the right indicate full marks.*
- 3) Draw neat labelled diagram to support the answers.*
- 4) Make necessary assumptions wherever required.*

**Q1) Solve any 5 :**

**[5×2=10]**

- a) Define Zero moment of truth
- b) Define the Core Concepts of Marketing (any 4)
- c) Enlist the components of micro environment.
- d) The target group for a new camping site which is near a lake
  - i) Students
  - ii) School which organize excursions.
  - iii) Corporates which book such places for employees' get together.
  - iv) (i), (ii) and (iii)
- e) Enumerate the various demographic variables.
- f) If an organization follows the relational and societal approach it wins good will of customers.
  - i) True
  - ii) False
- g) Enlist the key customer markets.
- h) Differentiate between Selling and marketing.

**Q2) Solve any 2.**

**[2×5=10]**

- a) Unique Selling proposition helps in building a good customer base. Explain
- b) Discuss key motivational factors influencing customers for buying online.
- c) Brick and Click Model is the new trend for reaching the customers. Explain.

**P.T.O.**

**Q3) Solve any 1.**

**[10]**

- a) Enlist and apply the steps involved in the buying decision process for 'i'phone'.

**OR**

- b) Choose the bases for segmentation that might be used in segmenting consumer markets. Demonstrate segmenting variables you think 'Godrej' is using for 'Easy liquid detergent'.

**Q4) Solve any 1.**

**[10]**

- a) Appraise the concept of PLC? Point out the characteristics of PLC stages with reference to model upgradation of refrigerators.

**OR**

- b) 'Mom's Exclusive', a MNC Retail Company dealing in kids' items in planning to enter India. Identify macro environmental factor study relevant with the products will help the organization?

**Q5) Solve any 1.**

**[10]**

- a) Considering various geographical terrain of India develop Marketing mix for a Sports Bike which will be introduced by a MNC.

**OR**

- b) For FMCG sector and the product of your choice, categorize whether the companies should focus on rural, urban or both the markets. Justify your answer based on Company capabilities and consumer capabilities.

**x x x**

Total No. of Questions : 5]

SEAT No. :

**PC3011**

**[6380]-1006**

[Total No. of Pages : 2

**First Year M.B.A.**

**106 GC-06 : DIGITAL BUSINESS**

**(Revised 2019 Pattern) (Semester-I)**

*Time : 2 ½Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Answer the following questions. (Any 5)

**[10]**

- a) Define the term 'Digital Economy'.
- b) Recall L-Commerce.
- c) Name any 4 web 2.0 tools.
- d) Explain any 2 drivers of e-commerce.
- e) What do you mean by virtual communities?
- f) Name any 4 e-health apps.
- g) Describe the term EMR.
- h) Write about social commerce.

**Q2)** Solve any two.

**[10]**

- a) Compare and Contrast traditional auctions versus e-auctions.
- b) Explain security, ethical, legal, privacy and technology issues of digital payment. (One issue of each)
- c) What is e-learning? Enlist characteristics, advantages, limitations of e-learning.

**P.T.O.**

**Q3) Solve any one.**

**[10]**

- a) What is Smart Home? Explain any 4 smart home automation systems in detail.

OR

- b) Design a suitable business model for designing an 'online travel & tourism portal' covering the various components of Business model.

**Q4) Solve any one.**

**[10]**

- a) Fintech is utilized to help companies, business owners and consumers better manage their financial operations, processes and lives by using smart phones. Analyze the statement.

OR

- b) 'Social collaboratrion refers to people's collaboration within and between communities enabled by social media tools and platforms'. Analyze the statement.

**Q5) Solve any one.**

**[10]**

- a) You are appointed as a consultant. As a consultant you have to design a suitable business model for starting an 'Online Real Estate Portal'. The portal will be an interface between the sellers and the prospective buyers in India.

OR

- b) You are appointed as a consultant. As a consultant you have to design suitable business model for starting an 'Online Job Portal'. The portal will be an interface between the recruiting companies and the prospective candidates looking for job in India.



Total No. of Questions : 5]

SEAT No. :

PC-3012

[Total No. of Pages : 2

[6380]-1007

M.B.A.

**107-GE-UL-01: MANAGEMENT FUNDAMENTALS**

**( Revised 2019 Pattern) (Semester - I)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *Attempt all questions. all questions carry marks.*
- 2) *Draw diagram and state examples wherever necessary.*

**Q1) Answer any 5 out of 8:**

**[5 × 2 = 10]**

- a) State any two difference between centralization and decentralization.
- b) Define planning.
- c) What are the types of goals.
- d) What is bench marking.
- e) List any two managerial competencies.
- f) What is controlling.
- g) Discuss span of control.
- h) What is Decision making.

**Q2) Answer any 2 out of 3:**

**[2 × 5 = 10]**

- a) Illustrate Hawthorne experiment of HR approach.
- b) Explain any four types of organisation structure.
- c) "Bounded rationality encourages taking ethical decisions: Elaborate the statement with suitable example.

**P.T.O.**

**Q3) Answer any 1 out of 2:**

**[1 × 10 = 10]**

- a) What do you mean by managerial skills? How do skill requirements differ at various levels of management?

OR

- b) Controlling is fundamental functions that ensures, work accomplishment according to plan analyze this statement and outline the steps involved in controlling.

**Q4) Answer any 1 out of 2:**

**[1 × 10 = 10]**

- a) How can a manager effectively apply planning to address a company's declining market share? Provide specific steps and analyse potential challenges in implementing the plan.

OR

- b) Evaluate the effect of implementing boundaryless organisation among the employees in today's contemporary organisation.

**Q5) Answer any 1 out of 2:**

**[1 × 10 = 10]**

- a) Assume you as a zonal manager in a electric vehicle division. Due to more demand you need to increase your 'production Which decision making process you will adopt and why? Elaborate it?

OR

- b) "Define MBO. Also discuss its importance and role in today's competitive business environment.





Total No. of Questions : 5]

SEAT No. :

PC-3013

[Total No. of Pages : 2

[6380]-1008

First Year M.B.A.

**108-GE-UL-02: INDIAN ECONOMY  
(2019 Pattern Revised) (Semester - I)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) Answer any Five (2 marks each):**

**[10]**

- a) What is financial inclusion?
- b) What is sectoral composition of Indian economy?
- c) Define unicorns.
- d) What is unemployment.
- e) What is merger's & Acquisitions.
- f) Define 'special economic zones'. with an example.
- g) Define inflation. explain the two types of inflation.
- h) What is an angel investors.

**Q2) Answer any Two (5 marks each):**

**[10]**

- a) Write a not on unorganized credit system.
- b) Write a note on 'Green Revolution.'
- c) Write a difference between planning commission & NITI Aayog.

**P.T.O.**

**Q3) Answer any One (10 marks each):**

**[10]**

- a) Examine the role of monetary policy.

OR

- b) Differentiate between secondary and tertiary sectors. with suitable examples.

**Q4) Answer any One (10 marks each):**

**[10]**

- a) How do you differentiate between private & public sector.

OR

- b) "Pm Jan Dhan Yojana and MUDRA Yojana are initiated with which objectives.

**Q5) Answer any One (10 marks each):**

**[10]**

- a) Critically Assess the reasons for the deficit in current account and capital account.

OR

- b) "Budget sets the direction of growth of India"- Discuss.



Total No. of Questions : 5]

SEAT No. :

PC-3014

[Total No. of Pages : 2

[6380]-1009

M.B.A.

**GE-UL-03: ENTREPRENEURSHIP DEVELOPMENT**  
**(2019 Pattern) (Revised) (Semester - I) (109)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*
- 3) *Each question has an internal option.*
- 4) *Each question carries 10 marks.*

**Q1) Answer any Five out of Eight:**

**[5 × 2 = 10]**

- a) List out the Entrepreneurial Competencies
- b) Define the term “Entrepreneurial change”?
- c) What is Mobility of Entrepreneurs?
- d) List the four problems of Entrepreneurs?
- e) Define the concept “Entrepreneurship”?
- f) Define Innovative Entrepreneur?
- g) List any four objectives of Training
- h) State any four functions of DIC?

**Q2) Answer any Two out of Three:**

**[2 × 5 = 10]**

- a) Write in your own words “Entrepreneurial Competencies”.
- b) How would you clarify the meaning “Mobility of Entrepreneurs”?
- c) Discuss the Functions of DIC for Entrepreneurship Development.

**P.T.O.**

**Q3) a)** Illustrate the Role of NIESBUD for Entrepreneurship Development.[10]

OR

b) Why DIC is important for the Entrepreneurship Development of any country?

**Q4) a)** Analyze the ‘Innovation and Entrepreneurship’ will lead to better success. [10]

OR

b) What do you think about Innovation and Entrepreneur?

**Q5) a)** As a Young Entrepreneur, how will you start a new Food Processing unit in the backward region of Maharashtra. [10]

OR

b) Entrepreneurship is the process of Creating Wealth-Discuss.



Total No. of Questions : 5]

SEAT No. :

PC-3015

[Total No. of Pages : 2

[6380] - 1010

First Year M.B.A. (Project Management)

**110-GE-UL-04: ESSENTIALS OF PSYCHOLOGY FOR MANAGERS**

(Pattern Rev. 2019) (Semester - I)

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Figures to the right indicate full marks.*
- 4) *Answer should be specific and to the point.*

**Q1) Answer any 5 out of 8 (2 marks each) :**

- a) When we select few stimuli from the environment and bring them into the center of our awareness, it is called \_\_\_\_ (attention, perception, thinking)
- b) When we organize the information from the environment, group them and give some meaning, that process is called \_\_\_\_\_ (attention, perception, thinking)
- c) Which of the following is a gestalt principle?
  - i) intensity
  - ii) density
  - iii) proximity
  - iv) frequency
- d) The \_\_\_\_\_ is the basic building block of the nervous system.
  - i) Soma ii) Neuron iii) Axon, iv) Terminal Branch v) Reflexes
- e) Who proposed observational learning?
  - i) Ivan Pavlov
  - ii) John Watson
  - iii) Albert Bandura
  - iv) F. Skinner

**P.T.O.**

- f) The dendrites of a neuron pass messages away from the cell body. Is this statement -True or False
- g) Psychology is a \_\_\_\_\_ science. (natural, social, biological)
- h) What is Hereditary.?

**Q2) Answer any two out of three (5 marks each) :**

- a) Explain any two challenges in establishing psychology as a science.
- b) Describe Three Stage Processing Model of Memory.
- c) Distinguish between sensation and perception.

**Q3) Answer 3 (a) or 3 (b) (10 marks each) :**

- a) What are the characteristics of consciousness in psychology.
- b) Identify three nonverbal cues and give an example of how each can be used to communicate emotion,

**Q4) Answer 4 (a) or 4 (b) (10 marks each)**

- a) Describe how Pavlov's early work in classical conditioning influenced the understanding of learning.
- b) Explain -During which stage of memory, does memory recall happen?

**Q5) Answer 5 (a) or 5 (b) (10 marks each)**

- a) Which of the career options in the field of psychology is most appealing to you? Why.
- b) "The study of Psychology is essential for Managers" -Justify with examples



Total No. of Questions : 5]

SEAT No. :

PC-3016

[Total No. of Pages : 2

[6380]-1111

M.B.A.

111-GE-UL-05: LEGAL ASPECTS OF BUSINESS

(2019 Pattern) (Revised) (Semester - I)

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) Define any 5:**

**[5 × 2 = 10]**

- a) Contract
- b) Consumer
- c) One person company
- d) Proposal
- e) Warranty
- f) Restrictive Trade Practices
- g) Bill of Exchange
- h) Cheque
- i) Caveat Emptor
- j) Noting

**Q2) Attempt any 2**

**[2 × 5 = 10]**

- a) Difference between sale and Agreement to sale
- b) Difference between Private and Public Company
- c) Difference between Indemnity kind Guarantee

**P.T.O.**

**Q3)** “Free consent is one of the essentials of a valid contract”. State the provisions as to it under the Indian Contract Act, 1872. Give illustrations. **[10]**

OR

- a) “State the provisions regarding the consumer dispute redressal agencies as per Consumer Protection Act 1986”
- b) “Do you think there is a requirement of amendment in this Act”- Justify your Suggestion.

**Q4)** Sunil is engaged in a medical profession and running a nursing home and clinic. He has purchased from XYZ company the equipment at price of 7,00,000/- with a warranty. The machine started having problems as a result Sunil asked XYZ Company to rectify’ the problem in the machine. However, the problem in machine could not be rectified. Consequently, Sunil served a notice on the XYZ Company and also filed a complaint with the consumer forum.

- a) What are Sunil’ s right as a consumer against the XYZ Company?
- b) What procedure Sunil must have followed to filed the complaint against XYZ Company? **[10]**

OR

What are the Rights, duties and liabilities of an agent and principal and how and when the Agency can be terminated.

- Q5)** a) A bill is drawn on X payable to ‘Y or order’. It is stolen by Z from Y and Z forges X signature and endorses to B who takes the same as holder-in-due-course. Discuss the entitlement of B.
- b) The promoters of a company, before its incorporation enter into an agreement with P to buy a plot of land on behalf of the company. After incorporation the company refuses to buy the said plot of land. Whether P has any remedy either against the promoter or against the company?

OR

Who is a Holder in Due course as per Negotiable Instruments Act 1881? What are the Special Privileges available to him? **[10]**





Total No. of Questions : 5]

SEAT No. :

**PC3017**

**[6380]-1112**

[Total No. of Pages : 2

**First Year M.B.A.**

**112 - GE-UL-6 : DEMAND ANALYSIS & FORECASTING**  
**(Revised 2019 Pattern) (Semester - I)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Answer any Five (2 marks each).

**[10]**

- a) Explain the significance of Demand Forecasting?
- b) What are random fluctuations in time series analysis?
- c) Describe Expert Opinion Method.
- d) Write names of four Qualitative Forecasting Methods.
- e) What is trend Analysis?
- f) Explain Income Elasticity of Demand.
- g) Define Evolutionary and Revolutionary New Product.
- h) Describe a simple moving average.

**Q2)** Answer any Two (5 mark each):

**[10]**

- a) What is Time Series and Cross Sectional Data Collection? Differentiate.
- b) Explain how time series analysis is used by Operations manager with real life examples.
- c) Outline the steps involved in New Product Forecasting.

**Q3)** Answer any one (10 mark each):

**[10]**

- a) What are the strengths and weaknesses of cross impact analysis? Justify with appropriate example.
- b) Explain five techniques of Qualitative research with appropriate examples.

**P.T.O.**

**Q4) Answer any one (10 mark each) [10]**

- a) List different Exponential Smoothing Methods and elaborate it with appropriate examples.

OR

- b) Auto sales at Carmen's Chevrolet are shown below.

| Week | Auto Sales |
|------|------------|
| 1    | 8          |
| 2    | 10         |
| 3    | 9          |
| 4    | 11         |
| 5    | 10         |
| 6    | 13         |
| 7    | -          |

Calculate forecast for 7th Month using 3-week moving average.

**Q5) Answer any One (10 mark each): [10]**

- a) Historical demand for a product is:

| Month    | Demand |
|----------|--------|
| January  | 13     |
| February | 12     |
| March    | 16     |
| April    | 13     |
| May      | 17     |
| June     | 16     |

Using a simple three-month moving average method, find the July forecast.

OR

- b) The housing sector has a direct correlation to employment creation and job security. Cash conservation is the order of the day in a country where citizens are unsure of getting jobs, or job continuity, and the housing sector has witnessed the wrath. In the light of current slowdown in the housing sector identify various components of time series.

\* \* \*

Total No. of Questions : 5]

SEAT No. :

**PC3018**

[Total No. of Pages : 2

**[6380]-2001**

**First Year M.B.A.**

**GC - 07-201 : MARKETING MANAGEMENT**

**(2019 Revised Pattern) (Semester - II)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) Draw neat labeled diagrams wherever necessary.*
- 2) All questions carry equal marks.*
- 3) Attempt all questions.*

**Q 1)** Solve any five of the following :

**[10]**

- a) \_\_\_\_\_ only element in the marketing mix that brings in revenue.
- b) Bank of Mathura is offering higher interest-ratio on fixed deposit to senior citizens of 60 years and above it is.

Practicing -

- i) Promotional pricing
- ii) Psychological pricing
- iii) Segmental pricing
- iv) Product mix pricing
- c) Define 'Convenience Goods' with example.
- d) Re call - definition of 'Promotional Pricing'.
- e) Reproduce the definition of 'Annual Plan Control'.
- f) State the meaning of "Logistics".
- g) Define 'Business Analysis' Stage in new product development.
- h) Define 'Umbrella branding' with two examples.

**Q2)** Solve any two of the following :

**[10]**

- a) Differentiate between Consumer products vs Industrial products?
- b) Summaries the concept of 'Marketing Audit'.
- c) Differentiate between 'Intensive distribution vs selective distribution'.

**P.T.O.**

**Q3) Solve any one : [10]**

- a) You are appointed as a Marketing Manager of a large Dairy design suitable channels of distribution for the Milk & Milk products to be launched by the company.

OR

- b) A famous Indian software company is planning to launch a 'new software product'. Design suitable distribution channel for the product.

**Q4) Solve any one : [10]**

- a) Develop an 'Integrated Marketing Communication Plan' for 'Athletics Sports shoes in India'.

OR

- b) Enterprises are sensing the need to become more integrated in their 'Marketing Communication Efforts'. Discuss with an example where you have been a part of the integration. Process of may have come across the said Integration Marketing Communication (IMC).

**Q5) Solve any one : [10]**

- a) A leading "Health Drink Company" is planning to form a new brand of "Health Drink" you are appointed as a marketing consultant by the company prepare a detailed marketing plan and make suitable assumptions.

OR

- b) According to a report by avendus capital, Indian households are likely to double their spending on health-focused foods and beverage in the next five years, as consumers increasingly shift to healthier alternatives and buy foods with better ingredients more and more brands are making their way into the category. Brands like Auric, Nuttyfox, Pink Harvest, Lil Goodness, Yoga Bar, Design Marketing plan for a brand named 'Green Harvest' to offer its healthy food products in Indian Market.



Total No. of Questions : 5]

SEAT No. :

**PC3019**

**[6380]-2002**

[Total No. of Pages :4

**First Year M.B.A.**

**202-GC-08 : FINANCIAL MANAGEMENT**

**(Revised 2019 Pattern) (Semester- II)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*
- 3) *Use of simple calculator is allowed.*
- 4) *All questions carry equal marks.*

**Q1)** Solve any Five.

**[5×2=10]**

- a) Dividend decision is related to \_\_\_\_\_.
  - i) Right issue of shares
  - ii) Distribution of profit
  - iii) Cash flow statement
  - iv) Capital expenditure
- b) State true or false
  - i) Capital budgeting decisions are reversible in nature
  - ii) In NPV technique only the future inflows are discounted
- c) Ratio of Net income to Number of equity shares is known as \_\_\_\_\_.
  - i) Price-Earnings Ratio
  - ii) Net Profit Ratio
  - iii) Earnings per Share
  - iv) Dividend per share
- d) Define financial management.
- e) Ratio analysis can be used to study liquidity, turnover, profitability etc. of a firm. What does Debt equity ratio help to study?
- f) In case of mutually exclusive proposals
  - i) Only the best project is selected
  - ii) All project with positive NPV are selected
  - iii) Even negative NPV projects may be selected
  - iv) At least two proposals are selected
- g) List the uses of comparative financial statements.
- h) What is Time value of Money?

**P.T.O.**

**Q2) Answer any two:**

**[10]**

- a) What are the analytical methods and techniques used in analysing financial statements?
- b) Discuss the functions of Chief Financial Officer.
- c) Explain the discounted techniques of capital budgeting.

**Q3) a) AQ Ltd. has the following Balance Sheet and Income statement. [10]**

**Balance Sheet**

| Liabilities               | Amount<br>₹     | Assets               | Amount<br>₹     |
|---------------------------|-----------------|----------------------|-----------------|
| Accounts payable          | 80,000          | Cash                 | 25,000          |
| Other current liabilities | 20,000          | Accounts receivables | 60,000          |
| Long term debt            | 1,00,000        | Inventory            | 65,000          |
| Shareholders equity       | 3,00,000        | Long term assets     | 3,50,000        |
| (50,000 shares)           |                 |                      |                 |
|                           | <u>5,00,000</u> |                      | <u>5,00,000</u> |

**Income Statement**

| Particulars                                  | Amount (₹) |
|--|------------|
| Sales  | 9,00,000   |
| Less: Cost of goods sold                     | (4,00,000) |
| Gross Profit                                 | 5,00,000   |
| Less: 1) General and administration expenses | (1,00,000) |
| 2) All other expenses                        | (2,50,000) |
| Net Income                                   | 1,50,000   |

You are required to determine -

- i) Current Ratio.
- ii) Working capital Turnover Ratio.
- iii) Average collection period.
- iv) Inventory Holding period.
- v) Return on Capital Employed.

**OR**

- b) The Balance Sheet of a company is as follows -

| Liabilities          | Amount (₹)      | Assets         | Amount (₹)      |
|----------------------|-----------------|----------------|-----------------|
| Equity Share Capital | 60,000          | Fixed Assets   | 1,50,000        |
| Retained earnings    | 20,000          | Current Assets | 50,000          |
| 10% long term debt   | 80,000          |                |                 |
| Current liabilities  | 40,000          |                |                 |
|                      | <u>2,00,000</u> |                | <u>2,00,000</u> |

The company's total asset turnover ratio is 3, its fixed operating costs are ₹1,00,000 and its variable cost ratio is 40% of sales. The income tax is 30% calculate for the company, different types of leverages given that the face value of shares is ₹10 per share.

- Q4) a)** Determine the duration of Net operating cycle for each of the two years and comment on increase or decrease. [10]

| Particulars               | Year 1   | Year 2   |
|---------------------------|----------|----------|
| Stock of raw material     | 40,000   | 54,000   |
| Stock of work in process  | 28,000   | 36,000   |
| Stock of finished goods   | 42,000   | 48,000   |
| Purchases                 | 1,92,000 | 2,70,000 |
| Cost of Goods Sold        | 2,80,000 | 3,60,000 |
| Sales                     | 3,20,000 | 4,00,000 |
| Debtors                   | 64,000   | 1,00,000 |
| Creditors                 | 32,000   | 36,000   |
| Assume 360 days in a year |          |          |

OR

- b) A fast growing company has currently an ordinary share capital of ₹250 lakhs consisting of equity shares of ₹100 each. The company is planning to raise another ₹200 lakhs for financing a major expansion programme. The following four options are available.
- Entirely through ordinary shares.
  - ₹100 Lakhs through ordinary shares and balance by 15% term loan.
  - ₹50 Lakhs through ordinary shares, ₹150 Lakhs through long term borrowing at 15%.
  - ₹100 Lakhs through ordinary shares and ₹100 Lakhs through preference shares with 14% dividend.
- Expected EBIT of the company is ₹80 Lakhs. Calculate EPS under each alternative and advise the company about most beneficial alternative. Income tax rate is at 50%.

- Q5) a)** A company is considering two different investment proposals 'A' and 'B'. The details are as under - **[10]**

| Particulars      | Proposal 'A'<br>(₹) | Proposal 'B'<br>(₹) |
|------------------|---------------------|---------------------|
| Investment cost  | 95,000              | 2,00,000            |
| Estimated income |                     |                     |
| Year 1           | 40,000              | 80,000              |
| Year 2           | 40,000              | 80,000              |
| Year 3           | 45,000              | 1,20,000            |

Suggest the most attractive proposal on the basis of the NPV method considering that the future incomes are discounted at 12%. What will be your decision if IRR method is applied?

OR

- b)** The finance manager of a garment company is preparing its working capital forecast for the next year. Production during the previous year was 15,00,000 units. The same level of activity is intended to be maintained during the current year. The expected ratios of cost to selling price are -

|              |     |
|--------------|-----|
| Raw material | 40% |
| Direct wages | 20% |
| Overheads    | 20% |

The raw material ordinarily remain in stores for 3 months before production. Every unit of production remains in the process for 2 months and is assumed to be consisting of 100% raw material, wages and overheads. Finished goods remain in warehouse for 3 months.

Credit allowed by the creditors is 4 months from the date of delivery of raw material and credit given to debtors is 3 months from the date of dispatch. The estimated balance of cash to be held ₹2,00,000. Lag in payment of wages ½ month. Lag in payment of expenses ½ month. Selling price is ₹10 per unit. Prepare an estimate of working capital requirement, after adding 10% for contingencies (except cash) on cash cost basis.





Total No. of Questions : 5]

SEAT No. :

**PC3020**

**[6380]-2003**

[Total No. of Pages :2

**F.Y.M.B.A.**

**GC-09-203 : HUMAN RESOURCE MANAGEMENT**

**(2019 Revised Pattern) (Semester- II)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) Attempt any Five:**

**[2 each]**

- a) Define HRM.
- b) What is Job enlargement?
- c) Give 2 differences between Training and Development.
- d) Give 4 advantages of HRIS.
- e) Define Succession Planning.
- f) What is Golden Handshake?
- g) Give 2 employee Retention strategies.
- h) List 2 uses of performance appraisal for the organisation.

**Q2) Answer any 2 of the following:**

**[5 each]**

- a) Discuss in detail the Kirkpatrick model of Training evaluation.
- b) Discuss the need and importance of HR Audit.
- c) Explain the process of selection in detail.

**Q3) Answer any one of the following:**

**[10]**

- a) Why is HRP important for an organization. Explain with the help of example.

**OR**

- b) Training Need Assessment is an essential part of training program. Do you agree? Why?

**P.T.O.**

**Q4) Answer any one of the following: [10]**

- a) Discuss the trends in compensation with specific reference to IT sector.

OR

- b) HRIS has been a useful tool to maintain employee data. Discuss advantages of HRIS with respect to Automobile Industry.

**Q5) Answer any one of the following: [10]**

- a) Write a Job Description and Job Specification for a sales man working at Dmart.

OR

- b) You are appointed as an HR manager in a Holiday Resort near Mahabaleshwar. During Summers it is profitable to keep the business open, but in rainy season you need only half the number of cooks, servers, supervisors and cleaners. What action would you take in the month of october for planning Human Resource at the beginning of the peak tourist season?



Total No. of Questions : 5]

SEAT No. :

**PC3021**

**[6380]-2004**

[Total No. of Pages :2

**First Year M.B.A.**

**204 -GC-10 : OPERATIONS & SUPPLY CHAIN MANAGEMENT  
(2019 Revised Pattern) (Semester - II)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) All questions are compulsory.*
- 2) Each questions carry 10 marks.*
- 3) Each questions has an internal options.*
- 4) Use of non-scientific calculator is permitted (as applicable).*

**Q1) Solve any five out of eight following sub questions: [10]**

- a) Describe the concept of lean management.
- b) Describe cash to cash conversion.
- c) List any four functions of PPC.
- d) Examine the concept of Decoupling Inventory.
- e) Define operations management.
- f) State the concept of quality with respect to customer's perspective.
- g) List any two examples of each of mass production process & batch production process.
- h) Enumerate any four fragmented elements of supply chain.

**Q2) Solve any two out of three questions. [10]**

- a) Explain the keys issues of supply chain management.
- b) Identify & Express Ethical & Environmental Issues in operation management.
- c) Explain service Blue printing.

**Q3) a) Illustrate various production process. [10]**

**OR**

- b) Distinguish product Layout & Process layout witnes. [10]

**P.T.O.**

**Q4) a)** illustrate the concept of forecasting as a planning tool. **[10]**

OR

b) 'Production planning & control address a fundamental problem of low productivity, inventory, management & resources utilization' Illustrate the statement with suitable examples. **[10]**

**Q5) a)** Design the service system for online Banking operations (consider assumptions) **[10]**

OR

b) Categorise the various Inventory cost Appraise EOQ by using graphical representation. **[10]**



Total No. of Questions : 5]

SEAT No. :

**PC3022**

**[6380]-2005**

[Total No. of Pages : 3

**F.Y.M.B.A. (Finance)**

**FIN - 205 - SC - FIN - 01 : FINANCIAL MARKETS AND  
BANKING OPERATIONS**

**(2019 Revised Pattern) (Semester - II) (GC-08)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *Attempt all the questions.*
- 2) *Figures to the right indicate full marks.*
- 3) *Draw neat labelled diagram wherever necessary.*

**Q1)** Solve any Five (out of eight)

**[10]**

- a) List out FOUR types of ATM.
- b) A Treasury Bill is promissory note.
  - i) True
  - ii) False
- c) Write full form of NSE, BSE, CDSL, NSDL.
- d) Who controls the Capital Market?
  - i) RBI
  - ii) AMFI
  - iii) SEBI
  - iv) IRDA
- e) Which of the following are the instruments of money market?
  - i) Treasury Bills
  - ii) Certificate of Deposits
  - iii) Call Money
  - iv) All of the above
- f) Define the term DEMAT.
- g) What is term IPO and FPO?
- h) Define the term Repo rate and Reverse repo rate.

**Q2)** Solve any two (out of three).

**[10]**

- a) Difference between Money Market and Capital Market.
- b) Discuss the purpose of MUDRA Loan.
- c) Explain the concept of IMPS with its features & benefits.

**P.T.O.**

**Q3) Solve any one.**

**[10]**

- a) “Government Bonds are good for middle to long-term investing in the Indian Bond Market.” Discuss with some examples.
- b) What major reforms in the Indian money market have been adopted by the Government of India?

**Q4) Solve any one.**

**[10]**

- a) Reyansh the CEO of a company thinks of going with the most popular method of raising funds used by the public companies. He discussed this option with his immediate subordinates. After discussion he realises that since his company is a private company he should think of some other option. Then they think of issuing the securities through intermediaries like issuing houses or stock brokers. When his nephew comes to know about his decision, he decides to suggest his uncle another way. He advises him to involve institutional investors which will help him raise funds more quickly and reduce many mandatory and non-mandatory expenses. After a lot of discussion, the option suggested by his nephew is chosen as final.
  - i) In the above case identify the various methods of floatation highlighted.
  - ii) Which method do you think will be applicable in the primary market?
  - iii) In which type of capital market trading of only existing shares is done?
  - iv) In which type of capital market only buying of securities is possible as securities can't be sold here?
  - v) Which type of capital market doesn't have fixed geographical location?

- b) Rahul selects a person who is authenticated to buy or sell securities on his behalf. He is registered by SEBI. Then through this person Rahul opens an account with a bank. Then he takes the next step. He gives this person an order in which he specifies the number and types of securities to be bought or sold. The process moves forward. After getting the instructions from Rahul the selected person buys and issues d' paper. The paper contains the name and price of securities, brokerage charges and the name of the parties involved. Then comes the concluding stage of the process. Here, the trading of securities is done by the selected persons on behalf of Rahul.
- i) Which type of account is being indicated here?
  - ii) What is the role of bank here?
  - iii) What is the role of the person he has chosen?
  - iv) What one condition should be met when giving orders for the purchase of securities?
  - v) What is the name of the paper highlighted above?

**Q5)** Solve any one.

**[10]**

- a) Discuss the role and functions of banks and their contribution to the Indian Economy.
- b) Critically evaluate the role of regulatory bodies play in a financial system?

**x x x**

Total No. of Questions : 5]

SEAT No. :

**PC3023**

**[6380]-2006**

[Total No. of Pages : 2

**First Year M.B.A.**

**205-HR SC-HRM - 01 : COMPETENCY BASED HUMAN  
RESOURCE MANAGEMENT SYSTEM - II  
(2019 Revised Pattern) (Semester - II)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) Attempt all questions.*
- 2) Draw diagram/flow chart/model wherever applicable.*
- 3) Write examples wherever necessary.*
- 4) Figures to the right indicates full marks.*

**Q1)** Attempt any five questions.

**[10]**

- a) Define the term competency.
- b) Define the term performance planning.
- c) What are the basic components of competency?
- d) Define performance management.
- e) Define Generic competency and functional competency.
- f) What are the components of performance management system.
- g) Define the terms key performance Area and key performance Indicator.
- h) Define the term competency mapping.

**Q2)** Attempt any two questions.

**[10]**

- a) Explain in detail the need for competency framework in an organization.
- b) Explain Leadership competencies.
- c) Write short note on counselling for better performance.

**P.T.O.**



**Q3) Attempt any one question.**

**[10]**

- a) Comment on how Managerial competencies are used while performing the functions of Human Resource Management.

**OR**

- b) Analyse functional competencies required to perform the role of Marketing manager in a multinational company.

**Q4) Attempt any one question :**

**[10]**

- a) Describe the Lancaster Model of Competency.

**OR**

- b) Analyze leadership competencies required to perform the role of Human Resource Manager in a IT company.

**Q5) Attempt any one question :**

**[10]**

- a) Develop a competency model for profile of HR professional at entry level and middle level.

**OR**

- b) Design a competency skill matrix for the profile of Nurse.

**× × ×**

Total No. of Questions : 5]

SEAT No. :

PC-3024

[Total No. of Pages : 2

[6380]-2007

M.B.A.

205 - SC- OSCM - 01 : SERVICES OPERATIONS

MANAGEMENT - I

(Revised 2019 Pattern) (Semester - II)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

**Q1)** Solve any five out of eight following sub questions :

[10]

- a) Define the term "service".
- b) State the dimensions of new business service experience.
- c) Define the term "Service Blue Printing".
- d) What is customer value equation?
- e) Define the term service Encounter.
- f) List the factors that influence service facility design.
- g) Define the term "Service scape".
- h) Enlist the distinctive characteristics of service operations.

**Q2)** Solve any two

[2 × 5 = 10]

- a) Write a short note on "Service Profit Chain".
- b) Explain the sources of service sector growth.
- c) Explain the concept of service package.

**Q3)** a) Discuss the role of technology in service encounter with relevant examples.

[10]

OR

b) Discuss in detail the service Encounter Triad, with suitable examples.[10]

P.T.O.

**Q4) a)** Elaborate Facility Location Modeling considerations with suitable examples. **[10]**

OR

b) Discuss Cross - Median Approach for a single facility and Huff model as facility location Techniques. **[10]**

**Q5) a)** For any service of your choice, Analyse environmental Dimensions of service scapes. **[10]**

OR

b) Discuss product and process layout for services with its pros and cons. **[10]**



Total No. of Questions : 5]

SEAT No. :

PC-3025

[Total No. of Pages : 2

[6380]-2008

M.B.A. (Management)

**205BA : SC- BA - 01: BASIC OF BUSINESS ANALYTICS USING R  
(2019 Revised Pattern) (Semester - II)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

**Instructions to the candidates:**

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

**Q1) Answer any FIVE questions out of Eight (2 marks each) :**

- a) Differentiate Business Analytics Vs Business analysis.
- b) How to delete a vector?
- c) Vector V is C(1, 2, 3, 4) and list (5 : 8), what is the output of V\*X[1]?
- d) What is the use of apply () in R.
- e) What does col. max(X) do?
- f) Give any three features of R.
- g) What will be the output of the expression all (NA == NA)?
- h) What is Arrays?

**Q2) Answer any TWO questions out of THREE (5 marks each) :**

- a) Write a R program to create Data Frames. Which contain details of 5 employees and display summary of the data.
- b) Why use R for statistical computing and graphics?
- c) How to create a matrix in R programming?

**Q3) Answer Question 3(a) or 3(b) :**

**[10]**

- a)
  - i) How to create a list in R programming?
  - ii) How to access components of a list?
- b) Explain the overview of applications :-
  - i) Marketing Analytics
  - ii) HR Analytics

**P.T.O.**

**Q4) Answer Question 4(a) or 4(b) :**

**[10]**

- a) i) How to create a Data Frame in R?
- ii) How to access components of a Data Frame?
- b) Write a R program to create three vectors a, b, c with 3 integers. Combine the three vectors to become a  $3 \times 3$  matrix where each column represents a vector. Print the content of the matrix.

**Q5) Answer Questions 5(a) or 5(b) :**

**[10]**

- a) i) What is SAAS and SPSS in R?
- ii) How many types of data types are provided by R?
- b) i) What is using all() and any ()
- ii) Write a R program to replace NA values with 3 in a given data frame.



Total No. of Questions : 5]

SEAT No. :

PC-4812

[Total No. of Pages : 2

[6380]-2009

M.B.A.

**205 - MKT : SC - MKT - 01 : MARKETING RESEARCH  
( 2019 Revised Pattern) (Semester - II)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) All questions are compulsory.*
- 2) Quote relevant example wherever required.*
- 3) All questions carry equal marks.*

**Q1) Answer any 5 out of 8 (2 marks each) :**

**[10]**

- a) Define Marketing Research.
- b) Define Branding Research.
- c) Recall Construct and Questionnaire.
- d) Enlist various Steps in Marketing Research Process.
- e) Recall various Research Design.
- f) State the Application of Marketing Research.
- g) State Recent trends in Marketing Research.
- h) Enlist basic Objective of Marketing Research.

**Q2) Answer any 2 out of 3 (5 marks each) :**

**[10]**

- a) Explain the Condition required to be satisfied before carrying out a factor Analysis.
- b) Give Five Specific Potential Sources of Secondary data that you would consult to estimate the Indian market Potential for new Product. (Choose a Product of your Interest).
- c) Discuss the Marketing Research Industry in India.

**P.T.O.**

**Q3) Answer 3 (a) or 3 (b) :****[10]**

- a) Create combination of attributes and Levels for 3\*3\*3 metric for soft drink Attribute is Price, Volume and Color. Consider yourself as Consumer and Highlight most feasible/Preferred combination with explanation.

| Price in Rupees | Volume in ML | Color |
|-----------------|--------------|-------|
| 200             | 1000         | Red   |
| 100             | 700          | Green |
| 50              | 250          | Blue  |

**OR**

- b) Positioning of company's Offering plays a crucial role in Success of Product. State and articulate the methods used to Position the product in the Market with suitable example from Automobile Industry.

**Q4) Answer 4 (a) or 4 (b) :****[10]**

- a) Explain advertising Research for determining the immediate short term and long term effects of an advertising Campaign for newly launched brand of Electric vehicle.

**OR**

- b) Draft a Marketing Research Proposal for the Automobile Company wants to find out the acceptance of electric vehicle (SUV Segment) in Indian Market.

**Q5) Answer 5 (a) or 5 (b) :****[10]**

- a) Design a Questionnaire to carry out Brand research for Product of your choice from FMCG sector and highlight Construct, items and variables in the Questionnaire.

**OR**

- b) Create Research design for International Marketing Research for product of your choice from Automobile Industry.



Total No. of Questions : 5]

SEAT No. :

**PC3026**

[Total No. of Pages : 2

**[6380]-2010**

**First Year M.B.A.**

**206 FIN SC - FIN - 02 : PERSONAL FINANCIAL PLANNING**

**(Revised 2019 Pattern) (Semester - II)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) All questions are compulsory.*
- 2) Assume suitable data if necessary.*
- 3) Figures to the right indicates full marks.*
- 4) Use of simple calculator is allowed.*

**Q1)** Attempt any 5 questions.

**[10]**

- a) Define Time Value of Money.
- b) What is annuity?
- c) Define the term Risk.
- d) Define Estate.
- e) State Crypto currency.
- f) Define the term Mutual Funds.
- g) Using loopholes of law to reduce tax is known as
  - i) Tax Planning
  - ii) Tax evasion
  - iii) Tax management
  - iv) Tax avoidance
- h) Deduction made under investments made in Public Provident funds can be claimed under which section of Income tax Act.
  - i) Section 80 D
  - ii) Section 80 E
  - iii) Section 80 G
  - iv) Section 80 C

**P.T.O.**



**Q2) Attempt any two.**

**[10]**

- a) Rohan borrows Rs.1,50,000 from a bank for purchase of TV set of 10 % per annum. Find EMI for period of 3years using of 10 % interest rate.
- b) Discuss liquidity, safety and profitability as on investment criteria.
- c) Explain personal financial Planning Process.

- Q3) a) i)** If you deposit Rs. 5000 at the end of every year in a bank for 5 years , and an bank is paying 10 % interest, what will be the future value of this annuity.
- ii) What is the present value of Rs. 5527 after 6 years when the rate of discounting is 12 %.

**[10]**

**OR**

- b) Critically examine various deductions applicable to individuals for tax planning under section 80c of Income Tax Act 1961.

**[10]**

- Q4) a)** Analyse different types of Mutual Funds as on option of investment vehicle, with suitable example.

**[10]**

**OR**

- b) Analyse the different ways of mis - selling the investment products. How one can be saved from such mis - selling.

**[10]**

- Q5) a)** Critically discuss different life insurance plans and general insurance plan.

**[10]**

**OR**

- b) Critically discuss the need of estate planning, with reference to transferring of assets.

**[10]**



Total No. of Questions : 5]

SEAT No. :

**PC3027**

[Total No. of Pages : 2

**[6380]-2011**

**First Year M.B.A.**

**206 HR-SC-HRM-02 :EMPLOYEE RELATIONS**

**& LABOUR LEGISLATION - II**

**(2019 Revised Pattern) (Semester - II)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) Answer any 5 out of 8 :-**

**[10]**

- a) What do you mean by Employee Relations?
- b) What do you mean by Collective Bargaining?
- c) Define Dispute as per Industrial Disputes Act 1947.
- d) Define Wages as per minimum wages Act 1948.
- e) Define Aggrieved women as per sexual harrassment of women at workplace Act 2013.
- f) Define workers participation in Management.
- g) What do you understand by ILO?
- h) What do you understand by Social Approach to employee relations?

**Q2) Answer any 2 out of 3 :-**

**[10]**

- a) State Advisory Board as per contract Labour (Regulation & Abolition) Act 1970.
- b) Definition of Manufacturing Process as per Factories Act 1948.
- c) Welfare Provisions as per Maharashtra Shops & Establishment Act 2017.

**P.T.O.**

**Q3)** Answer any 1 out of 2 :-

- a) Explain the procedure for fixing & revising minimum wages. [10]

OR

- b) Explain the provisions of Annual leave with wages as per Factories Act, 1948.

**Q4)** Answer any 1 out of 2 :-

- a) Explain provisions related to unfair Labour Practices on the part of Employers & Employees as per Maharashtra Recognition of Trade union & Prevention of unfair Labour Practices Act 1971. [10]

OR

- b) Explain the strategies for resolving conflicts during collective Bargaining negotiations applicable in the manufacturing sector in India.

**Q5)** Answer any 1 out of 2 :-

- a) How does the Maternity Benefit Act 1961 address the protection of employment & job security for female employees during & after maternity leave? [10]

OR

- b) What are the key Provisions of the sexual harrassment of womens at workplace Act, 2013 that employees need to comply with to prevent & address sexual harrassment in the workplace?



Total No. of Questions : 5]

SEAT No. :

**PC3028**

**[6380]-2012**

[Total No. of Pages : 2

**First Year M.B.A.**

**SC-OSCM-02-206 : SUPPLY CHAIN MANAGEMENT**

**(Revised 2019 Pattern) (Semester-II)**

*Time : 2 ½Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Answer any 5 out of 8.

**[10]**

- a) Explain the concept of Reverse Supply Chain.
- b) How does an agile supply chain differ from a traditional supply chain?
- c) Explain the term “Fund Flow”.
- d) Define any four Characteristics of JIT in SCM
- e) Explain the role of CRM in SCM.
- f) Write a note on Lean Supply Chain.
- g) Enumerate the steps of forecasting

**Q2)** Answer any 2 out of 3.

**[5 marks each]**

- a) Explain the trade-off between push and pull strategies in SCM.
- b) Define collaborative networks in SCM.
- c) State the difference between forward & reverse Supply Chain

**Q3)** Answer any 1 out of 2.

- a) Discuss the driving forces of Supply Chain Management in detail. **[10]**

**OR**

- b) What is meant by Demands for Flexibility of Partnerships? Discuss flexible relationships with suppliers. **[10]**

**P.T.O.**

**Q4)** Answer any 1 out of 2.

- a) Discuss Resources & Capacity Management & also highlights the types of capacity are taken into considerations. **[10]**

OR

- b) Elaborate the role of inventory management in optimizing supply chain performance. Discuss different inventory management strategies. **[10]**

**Q5)** Answer any 1 out of 2.

- a) Suppose you are the supply chain manager for a retail chain specializing in fashion apparel. How would you measure and enhance customer satisfaction through supply chain initiatives? **[10]**

OR

- b) Discuss the concept of an empowered consumer in the context of supply chain management. Give the examples from different companies. **[10]**



Total No. of Questions : 5]

SEAT No. :

**PC3029**

**[6380]-2013**

[Total No. of Pages : 2

**First Year M.B.A.**

**SC-BA-02-(206 BA) : DATA MINING**

**(Revised 2019 Pattern) (Semester-II) (310251)**

*Time : 2 ½Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Solve any five.

**[10]**

- a) Define Data.
- b) List important Data Mining task.
- c) State any 2 examples of real world Data Mining applications.
- d) What is predictive modelling?
- e) What is data cleaning?
- f) List methods of clusters.
- g) Name the 6vs of Big data.
- h) What is Apriori Algorithm?

**Q2)** Solve any two.

**[10]**

- a) Explain the Process of Data Normalization and its importance in preparing data for analysis.
- b) Explain the importance of feature selection with reference to Big Data scenario?
- c) Explain decision tree approach of data classification.

**P.T.O.**

**Q3)** Apply Apriori Algorithm to the given data set to find frequent items sets  
(Given support value = 40%, confidence 40%) **[10]**

| Tid            | Items purchased |
|----------------|-----------------|
| T <sub>1</sub> | A, B, C         |
| T <sub>2</sub> | A, B, C, D, E   |
| T <sub>3</sub> | A, C, D         |
| T <sub>4</sub> | A, C, D, E      |
| T <sub>5</sub> | A, B, C, D      |

OR

Apply the decision tree based approach to classify B2B customer buying stages and provide recommendations for targeted marketing strategies.

**Q4)** With the help suitable example explain Density based clustering method. **[10]**

OR

“Graph based algorithm in clustering is the best method”, Justify the statement with suitable example.

**Q5)** Elaborate the use of Data Mining for customer profiling. **[10]**

OR

Elaborate how Anomaly detection helps businesses to identify unusual behaviour irregular pattern.



Total No. of Questions : 5]

SEAT No. :

**PC3030**

[Total No. of Pages : 2

**[6380]-2014**

**First Year M.B.A.**

**206 MKT-SC-MKT-02 : CONSUMER BEHAVIOUR**

**(Revised 2019 Pattern) (Semester - II)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) Attempt any 5**

**[10]**

- a) What are environmental factors that influences on consumer behaviour?
- b) State social class in Consumer Behaviour.
- c) For the rural areas, the socioeconomic system use \_\_\_\_\_ of the chief wage earner.
  - i) Occupation and type of home.
  - ii) Education and occupation.
  - iii) Education and type of home.
  - iv) None of the above.
- d) Outline Impulse buying.
- e) What are the stages in the Organizational buying decision process?
- f) Give the meaning of sub-culture.
- g) What do you mean by Brand-Personality?
- h) Give buying roles in OBB.

**P.T.O.**



**Q2) Attempt any 2**

**[10]**

- a) Explain in detail the importance of consumer behaviour in present market situation in India.
- b) Explain the opinion leadership & characteristics of Opinion Leaders in relation to consumer behaviour?
- c) Give the difference between store and non store purchasing.

**Q3) a) How social classes in India can be classified based on old and new Socio-Economic classes (SEC) in Urbans Rural markets. [10]**

**OR**

- b) Develop & Discuss marketing strategies used by the marketes to influence consumer decision making by encouriaging opinion leadership with suitable example of Pharma sector in India.

**Q4) a) Discuss the types of Information & sources of information search relating to search & evaluation stage of consumer decision making process in the online shopping. [10]**

**OR**

- b) Discuss in detal the impact of the changing patterns of consumer Behaviour in the context of the evolving economy.

**Q5) a) Explain post-purchase Dissonance & what are the conditions leading to Dissonance & its reduction with suitable example in Electronic appliances. [10]**

**OR**

- b) Investigate factors Influencing Organizational Buyer Behaviour in a Real estate sector in any Metropolitan city in India.



Total No. of Questions : 5]

SEAT No. :

**PC3031**

**[6380]-2015**

[Total No. of Pages : 2

**First Year M.B.A.**

**207-GE UL -207 : CONTEMPORARY FRAMEWORKS IN  
MANAGEMENT**

**(Revised 2019 Pattern) (Semester-II)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicates full marks.*
- 3) *Draw graphs wherever necessary.*

**Q1)** Attempt any 5 questions (2 marks each.)

**[10]**

- a) Habit No.1 be proactive is based on principles of \_\_\_\_
  - i) Personal vision
  - ii) Interpersonal leadership
  - iii) Personal management
  - iv) Interpersonal skills
- b) What is Habit according to Stephan Covey?
- c) Collins compares great leaders to a \_\_\_\_ and not so great leaders to a \_\_\_\_
  - i) Rabbit, Turtle
  - ii) Hedgehog; Fox
  - iii) Lion, Snake
  - iv) Shark, Dolphin
- d) A leader's potential is determined by those closest to him \_\_\_\_
  - i) The law of inner circle
  - ii) The law of Explosive growth
  - iii) The law of lid
  - iv) The law of Navigation
- e) Leaders touch a heart before they ask for a hand \_\_\_\_
  - i) The law of E. F. Hutton
  - ii) The law of priorities
  - iii) The law of Intention
  - iv) The law of connection

**P.T.O.**

- f) Four of five dysfunction of team by lencioni in his book are absences trust, lack of committment, Avoidences Accountability & Inattention of result, what is fifth one?
- i) Law of standards
  - ii) Fear of conflict
  - iii) Poor communication
  - iv) Don't know
- g) \_\_\_\_\_ means knowing about onself.
- i) Self motivation
  - ii) Self Regulation
  - iii) Self-awareness
  - iv) Self-management
- h) Trait EI is also known as \_\_\_\_\_
- i) Ability of emotional intelligence
  - ii) Trait emotional self efficacy
  - iii) Cognitive emotional ability
  - iv) All of the above

**Q2)** Solve any two out of three. **[10]**

- a) Explain the barriers to empathy.
- b) Explain in brief the habits related to private victories.
- c) According to collins what are the traits of leaders (Level 5 Hierarchy)

**Q3)** a) Elaborate five dysfunctions of team in detail along with role of leader in each function. **[10]**

OR

- b) Explain in detail five Myth of about leadership. **[10]**

**Q4)** a) Elaborate in detail law of priorities. **[10]**

OR

- b) Write note of Hedgehog concept, discuss the overlaping circles. **[10]**

**Q5)** a) Explain in brief the Fly wheel & Doom loop. **[10]**

OR

- b) List down models of EI. Describe in detail trait model of EI. **[10]**



Total No. of Questions : 5]

SEAT No. :

**PC3032**

[Total No. of Pages : 2

**[6380]-2016**

**First Year M.B.A. (Management)**

**208-GE-UL-08: GEOPOLITICS & WORLD ECONOMIC SYSTEM**

**(Revised 2019 Pattern) (Semester - II)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Attempt any 5 questions following 2 marks each.

**[5×2=10]**

- a) Define Social Market Capitalism.
- b) Expand SAARC & ASEAN.
- c) Define Patent.
- d) Define Neighboring right.
- e) What do you understand from world recession.
- f) What do you understand from globalization in Reverse Gear.
- g) What is intellectual Property rights.
- h) Write two threats to open trading system.

**Q2)** Attempt any 2 questions following 5 marks each.

**[2×5=10]**

- a) What are the different types of trade blocs and how they differ in terms of integration level?
- b) How has globalization impacted income inequality and poverty Levels in India?

**Q3)** Attempt any one out of two.

**[10]**

- a) Explain the role of International Labour organization in content of.
  - i) Gender equality and women empowerment
  - ii) Promoting global labour standards and rights.
- b) What are the key differences between traditional methods of Payment such as letter of credit and newer methods like digital payment.

OR

*P.T.O.*

**Q4)** Attempt any one out of two

**[10]**

- a) What-role does the WTO play in global trade governance?
- b) Explain the dispute settlement and procedure under GATT & WTO.

**Q5)** Attempt any one out of two.

**[10]**

- a) How has globalization impacted the manufacturing sector in India including the growth of industries like information technology and automotive.
- b) How the fluctuating prices of crude oil affects the world economy?



Total No. of Questions : 5]

SEAT No. :

PC-3033

[Total No. of Pages : 2

[6380]-2017

M.B.A.

**GE UL-09-(209): START UP AND NEW VENTURE  
MANAGEMENT**

**(2019 Revised Pattern) (Semester - II)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) Answer the following questions in short (Any 5):**

**[10]**

- a) Write the meaning of learn start-up.
- b) Describe sustainability of entrepreneurship.
- c) State the meaning of value proposition.
- d) Recall the meaning of long tail markets.
- e) Express the meaning of boot strapping.
- f) Memorize the meaning of pitch of a presentation.
- g) Identify various organisational forms.
- h) Outline the meaning of business health and liabilities.

**Q2) Attempt any Two :**

**[10]**

- a) Explain the entrepreneurial ecosystem and highlight the significant contributions of each element with in the system to foster and sustain entrepreneurship.

OR

- b) Predict the valuable sources for identifying entrepreneurial opportunities.

OR

- c) Recognize the factors contributing to entrepreneurial failures .

**P.T.O.**

**Q3) Attempt any One :**

**[10]**

- a) Discover a suitable road map to run an entrepreneurship from start to finish.

OR

- b) Create a content of a compelling presentation to potential investors showcasing a promising start up venture opportunity.

**Q4) Attempt any One :**

**[10]**

- a) Outline the entrepreneur's role as a leader in forming organisational structure, forming founder team, engaging with service providers and managing legal affairs.

OR

- b) Break down the functions of an entrepreneur in employee selection, hiring and carrying the role of leadership in the workforce management.

**Q5) Attempt any One :**

**[10]**

- a) Compose suitable marketing and sales strategies that can be adopted for solar powered mobile phone charger.

OR

- b) Write the role of ministry of skill development and entrepreneurship's (MSDE) schemes STAR and SANKALP.



Total No. of Questions : 5]

SEAT No. :

PC-3034

[Total No. of Pages : 2

[6380] - 2018

M.B.A.

**210-(GE-UL-10): Qualitative Research Methods**

**(Pattern 2019 Revised) (Semester - II)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instruction to the candidates:*

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

**Q1)** Answer any 5 out of 8 (2 marks each) :

**[10]**

- a) Define Sampling
- b) Define Combining Qualitative and Quantitative Data
- c) What is Case Constitution in the Sample
- d) Enlist the qualitative research methods
- e) Explain Zaltman's Metaphor Elicitation Techniques
- f) Enlist the Quality Criterias in Qualitative Research
- g) Enlist the characteristics of qualitative research
- h) Define Purposive sampling

**P.T.O.**



**Q2) Answer any two out of three : (5 marks each)**

**[10]**

- a) What is the purpose of using qualitative research methods?
- b) Ethnography v/s Grounded Theory Methodology.
- c) Elaborate the process of focus group discussion in details

**Q3) Answer 3 a or 3 b :**

**[10]**

- a) You are conducting a case study of a successful small business. Describe how you would use observations and interviews to explore the factors that contribute to their success.
- b) You are conducting a focus group study to explore the attitudes of parents towards vaccination. Describe how you would analyze the data and what types of themes you might expect to find.

**Q4) Answer 4 a or 4 b :**

**[10]**

- a) How do qualitative research methods such as interviews, focus groups, and observation help businesses to better understand their customers needs and preferences?
- b) How can qualitative research methods be used to explore the impact of new technologies and social media on society and culture?

**Q5) Answer 5 a or 5 b :**

**[10]**

- a) What ethical considerations should researchers take into account when conducting qualitative research with vulnerable populations, such as children or individuals with mental health conditions?
- b) Imagine that you are conducting a qualitative study on the experiences of individuals with disabilities in the workplace. What innovative methods could you use to ensure that the participants are able to fully express their experiences and perspectives?



Total No. of Questions : 5]

SEAT No. :

PC-3035

[Total No. of Pages : 2

**[6380] - 2019**

**M.B.A.**

**211-GE-UL-11: Business, Government & Society**

**(Revised 2019 Pattern) (Semester - II)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instruction to the candidates:*

- 1) *All questions carry equal marks.*
- 2) *All questions have internal choice.*
- 3) *All questions are compulsory.*

**Q1)** Attempt any Five (2 marks each) :

**[10]**

- a) Define privatisation.
- b) Explain Industrial Development.
- c) Name two functions of government towards Businesses.
- d) Name two private electricity suppliers in India.
- e) Define Poverty.
- f) \_\_\_\_\_ is used as blending people, technology & ethical behaviour.
- g) Any two forces working against globalisation.
- h) Define Transnational corporation.

**Q2)** Attempt any two : (5 marks each)

**[10]**

- a) Explain how Rural - Urban dynamics changing with economic development.
- b) Explain Interdependence concept between businesses, Government and Society.
- c) Explain the rational for using PPPs to deliver public services and infrastructure projects.

**P.T.O.**

**Q3) a)** Analyse the impact of Foreign Direct Investment on Inter-sectorial linkages in the Indian Economy. **[10]**

OR

b) Explain the relationship between poverty, inequality and economic growth, and discuss strategies that businesses and policy makers can employ to address these challenges within global context.

**Q4) a)** Assess the impact of BREXIT on trade and economic development in both the UK and the EU. **[10]**

OR

b) Propose a set of ethical guidelines for businesses operating in global environment.

**Q5) a)** Identify a situation where the interests of Business conflict with societal well-being in India. How could this conflict be addressed? **[10]**

OR

b) Assess two outcomes of different privatization initiatives in sectors like water, electricity & telecommunications.



Total No. of Questions : 5]

SEAT No. :

**PC3036**

**[6380]-2020**

[Total No. of Pages : 2

**First Year M.B.A.**

**212 (GE-UL-12) : BUSINESS PROCESS RE-ENGINEERING  
(Revised 2019 Pattern) (Semester - II)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Answer any 5 out of 8 (2 marks each).

**[10]**

- a) KPI stands for \_\_\_\_\_.
  - i) Key process Indication
  - ii) Key predictive Indicator
  - iii) Key Performance Indicators
  - iv) Key Process Information
- b) All Barriers to BPR implementation success are the results of
  - i) Cause
  - ii) Root Causes
  - iii) Success
  - iv) Problems
- c) \_\_\_\_\_ is an integrated approach to identifying, acquiring & retaining customers.
  - i) Customer Management
  - ii) Customer Relationship Management
  - iii) Customer Process Management
  - iv) Process Management
- d) The cycle time can reduced by \_\_\_\_\_.
  - i) Supply Chain Management
  - ii) Cost Reduction
  - iii) Quality Improvement
  - iv) Service Improvement
- e) Planning and Scheduling is include \_\_\_\_\_.
  - i) Forecasting & Positioning
  - ii) Design
  - iii) Design for Supply Chain
  - iv) Bill of Material

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

- f) Change Management
  - i) Manual Approach
  - ii) Non-Structural Approach
  - iii) Structural Approach
  - iv) Step Approach
- g) What is Cost Reduction?
- h) State any 2 objectives of BPR.

**Q2)** Answer any 2 out of 3 (5 mark each): **[10]**

- a) Describe different phases of BPR.
- b) Explain importance of ERD.
- c) Explain factors relating to BPR failure.

**Q3)** Answer 3 (a) or 3 (b): **[10]**

- a) What principles are used in BPR? Discuss in brief.
- b) Discuss enablers of BPR in manufacturing.

**Q4)** Answer 4 (a) or 4 (b): **[10]**

- a) Point out the relationship between BPR & Information Technology.
- b) Differentiate between BPR & TQM.

**Q5)** Answer 5 (a) or 5 (b): **[10]**

- a) List out the functions of BPR.
- b) What do you mean by product design and development? Discuss in brief.

\* \* \*

Total No. of Questions : 5]

SEAT No. :

[Total No. of Pages : 2

**PC3037**

**[6380]-3001**

**S.Y. M.B.A.**

**301-GC-11 : STRATEGIC MANAGEMENT**

**(Revised 2019 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Answer the following (Any 5) :

**[10]**

- a) Define strategic intent.
- b) Define critical success factors.
- c) Low cost strategy
- d) Blue Ocean strategy
- e) Key result areas
- f) Define vision
- g) ETOP stands for
- h) Competitive position meaning

**Q2)** Write short notes on any two.

**[10]**

- a) VRIO frame work.
- b) GE 9 cell model
- c) Bench making

**P.T.O.**

**Q3) Answer the following (Any one) : [10]**

- a) Assume that you have appointed as general manager of ABC telecom company. You have asked to suggest merger or acquisition of another company in market. Develop suitable strategies for merger & acquisition.

OR

- b) Analyse Mc kinsey's 7's frame work for establishing new software developing organisation.

**Q4) Answer the following (Any one) : [10]**

- a) Discuss balanced score card. Discuss how it can used as tool for strategy evaluation.

OR

- b) Elaborate porter's 5 forces model of competition with diagram.

**Q5) Answer the following (Any one) : [10]**

- a) "Blue ocean strategy imperative in today's business climate". Do you agree? Justify.

OR

- b) Develop business model for smart phone (Android) based on blue ocean strategy.



Total No. of Questions : 5]

SEAT No. :

**PC3038**

[Total No. of Pages : 3

**[6380]-3002**

**S.Y.M.B.A.**

**302-GC-12: DECISION SCIENCE**  
**(Revised 2019 Pattern ) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *Each question carries 10 marks.*
- 2) *Graph paper will not be provided.*
- 3) *Use of non-scientific calculator is allowed.*

**Q1) Solve ANY FIVE of the following:**

**[5×2=10]**

- a) Give two real-life examples of Poisson distribution.
- b) What is infeasibility in Linear Programming Model?
- c) What are the assumptions of single server queuing model?
- d) Enlist any three methods to get the initial feasible solution to the transportation model.
- e) Write conditions for basic assignment models.
- f) Define critical path in network diagram.
- g) State the any four applications of Markov Chains in functional areas of business.
- h) What is Pure Strategy Game?

**Q2) Solve ANY TWO of the following:**

**[2×5=10]**

- a) A management - consulting firm has 4 contracts. Three project leaders are available for assignment of these contracts. Because of the varying work experience of the project leaders, the profit to consulting firm will vary on the assignment as shown below:

| Project Leader | Contract |    |    |    |
|----------------|----------|----|----|----|
|                | 1        | 2  | 3  | 4  |
| A              | 13       | 10 | 9  | 11 |
| B              | 15       | 17 | 13 | 20 |
| C              | 6        | 8  | 11 | 7  |

Find the optimal assignment and total profit.

**P.T.O.**



- b) Explain the role of quantitative techniques in decision making.
- c) At an ATM center arrivals occur according to Poisson distribution with a rate of 5 per hour. Service time per customer is exponentially distributed with mean 5 minutes.
  - i) Find the expected number of customers in service.
  - ii) What is the percentage of time the facility is idle.

**Q3) Solve ANY ONE of the following: [1×10=10]**

- a) A furniture manufacturing company plans to make two products - chairs and tables, from its available resources which consist of 400 board feet of mahogany timber and 450 man-hours of labour. It knows that to make a chair requires 5 board feet and 10 man-hours and yields a profit of Rs. 45, while each table uses 20 board feet and 15 manhours and has a profit of Rs. 80. The problem is to determine how many chairs and tables the company can make keeping within its resources constraints so that it maximizes the profit. Formulate a linear programming model and provide its graphical solution.
- b) Solve the following Transportation Problem

|        | D1 | D2 | D3 | D4 | Supply |
|--------|----|----|----|----|--------|
| S1     | 16 | 17 | 11 | 12 | 20     |
| S2     | 9  | 15 | 12 | 15 | 50     |
| S3     | 13 | 14 | 7  | 13 | 30     |
| Demand | 22 | 15 | 38 | 25 |        |

**Q4) Solve ANY ONE of the following: [1×10=10]**

- a) A film distributor is faced with the problem of selecting one of the two films for distribution. The profit depends upon the market acceptability of the films, 'which is uncertain. But it has been broadly classified into four categories as - Excellent, Good, Fair and Poor. The profits expected from the release of these films at different levels of market acceptability are as follows:

| Market Acceptability | Profit (in Rs. Per day) |         |
|----------------------|-------------------------|---------|
|                      | Film-A                  | Film-B  |
| Excellent            | 60,000                  | 78,000  |
| Good                 | 28,000                  | 30,000  |
| Fair                 | 18,000                  | 8,000   |
| Poor                 | 8,000                   | -12,000 |

Using various Criteria, suggest the film to be distributed. Let  $\alpha = 0.7$

- b) Market survey is made on two brands of breakfast foods A and B. Every time a customer purchases, he may buy the same brand or switch to another brand. The transition matrix is given as:

| From | To  |     |
|------|-----|-----|
|      | A   | B   |
| A    | 0.8 | 0.2 |
| B    | 0.6 | 0.4 |

At present 60% of people buy brand A and 40% buy brand B. Determine market shares of brands A and B in the steady state

**Q5) Solve ANY ONE of the following:**

**[1×10=10]**

- a) A committee of four has to be formed from among 3 economists, 4 engineers, 2 statisticians and 1 doctor.
- What is the probability that each of four professions is represented in the committee?
  - What is the probability that the committee consists of the doctor and at least one economist?
- b) Solve the following game:

|   |    | B  |    |    |
|---|----|----|----|----|
|   |    | B1 | B2 | B3 |
| A | A1 | 1  | 2  | 7  |
|   | A2 | 6  | 7  | 2  |
|   | A3 | 6  | 6  | 1  |



Total No. of Questions : 5]

SEAT No. :

**PC3039**

[Total No. of Pages : 2

**[6380]-3003**

**S.Y. M.B.A.**

**306-GE-UL-13 : INTERNATIONAL BUSINESS ECONOMICS**

**(Revised 2019 Pattern) (Semester - III)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) All Question are Compulsory, Draw Diagrams Wherever necessary.*
- 2) Give suitable examples.*

**Q1)** Answer any 5 out of 8:(2 marks each)

**[10]**

- a) Define GATT.
- b) Define Debts.
- c) Define spot Rate.
- d) What is TRIMs?
- e) Define International Trade.
- f) What is the International Monetary Fund?
- g) Define FDI.
- h) Define SDR in IMF.

**Q2)** Any 2 outof 3: (5 marks each)

**[10]**

- a) Explain fixed and Flexible rates.
- b) Write a note on functions and operations of WTO.
- c) Explain the Gold exchange standard.

**P.T.O.**

**Q3) a) Examine the problem of International Debt. [10]**

**OR**

**b) Discuss Forward and Futures market with relevant examples. [10]**

**Q4) a) Critically discuss the Financial crisis and the International Monetary Fund. [10]**

**OR**

**b) Critically discuss the Heckscher Ohlin model of factor abundance.[10]**

**Q5) a) Appraise the role of Dumping and Antidumping duty under the WTO. [10]**

**OR**

**b) Articulate currency market and the basic Central Bank operations.[10]**



Total No. of Questions : 5]

SEAT No. :

**PC3040**

**[6380]-3004**

[Total No. of Pages : 2

**S.Y.M.B.A.**

**307-GE-UL -14 : INTERNATIONAL BUSINESS ENVIRONMENT**

**(Revised 2019 Pattern) (Semester-III)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Answer any five (2 marks each.)

**[10]**

- a) What is IFRS?
- b) Define FDI?
- c) What is balance of payment of account?
- d) IBRD stands for \_\_\_\_\_
  - i) International Board for Research and Development
  - ii) International Bank for Reconstruction and Development
  - iii) International Bank for Research Development
  - iv) International Barrier for Reconstruction and Development
- e) \_\_\_\_\_ is the application of knowledge which redefines the boundaries of global business.
  - i) Cultural value
  - ii) Society
  - iii) Technology
  - iv) Economy
- f) IPR stands for.
  - i) Intellectual Property rights
  - ii) International Property rights
  - iii) International Promotion rights
  - iv) Interior Promotional rights

**P.T.O.**

- g) \_\_\_\_\_ is not an Indian Multinational company.
- |              |                  |
|--------------|------------------|
| i) Unilever  | ii) Asian Paints |
| iii) Piramal | iv) Wipro        |
- h) The main promoter of trade liberalization was \_\_\_\_\_
- |            |           |
|------------|-----------|
| i) GATT    | ii) NAFTA |
| iii) CEPTA | iv) CISA  |

**Q2)** Answer any two (5 marks each) **[10]**

- a) Explain nature and scope of International Business
- b) Describe the model of FDI
- c) Explain impact of WTO on business

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

- a) Discuss the influence of business environment.
- b) List the characteristics of Multinational Business.

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

- a) Describe the procedure for controlling of International Business.
- b) Explain the International environment that affect the International Business.

**Q5)** Answer any one **[10]**

- a) Discuss the role of International agencies in international business environment.
- b) Highlight on the benefits of WTO in India.



Total No. of Questions : 5]

SEAT No. :

**PC3041**

**[6380]-3005**

[Total No. of Pages :2

**S.Y. M.B.A.**

**308-GE-UL-15 : PROJECT MANAGEMENT**

**(2019 Revised Pattern) (Semester- III)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) All questions are compulsory.*
- 2) Draw diagrams wherever necessary.*
- 3) Figures to the right indicate full marks.*

**Q1)** Answer any five of the following.

**[10]**

- a) What is schedule variance?
- b) What is project audit?
- c) List down main causes of project failure.
- d) List types of project constraints.
- e) Write five stages of team development.
- f) What is Activity on Network?
- g) Mention three components of project trade - off.
- h) Define project.

**Q2)** Answer any Two of the following:

**[10]**

- a) Explain the concept of project life cycle.
- b) Discuss the method of forward pass & backward pass computation in network diagram.
- c) Describe the process of Risk Management.

**P.T.O.**

**Q3) Solve any one of the following. [10]**

- a) You have been appointed as a project manager (read as event manager) for organizing a music concert in your home town.

Outline how you would use the Work Breakdown Structure (WBS) to subdivide work and define work packages. (make appropriate assumptions).

- b) Sketch a detailed risk profile for a software development project.

**Q4) Solve any one of the following: [10]**

- a) Discuss different structures to manage project along with their relative merits & demerits.

- b) Consider you work for leading IT MNC company as a project manager. You are handling a project of developing AI tool for the bank.

As a project manager, which qualities are essential for handling project team effectively.

**Q5) Solve any one of the following: [10]**

- a) Appraise the need of an integrated information system in order to evaluation of project.

- b) What do you believe is important for successfully completing a project the formal project management structure or the culture of parent organization?





Total No. of Questions : 5]

SEAT No. :

**PC3042**

**[6380]-3006**

[Total No. of Pages :2

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

**309 - GE - UL - 16 : KNOWLEDGE MANAGEMENT**

**(Revised 2019 Pattern) (Semester - III)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Answer any five (2 Marks Each):

**[10]**

- a) Define Knowledge.
- b) What is Knowledge audit?
- c) Define data and information.
- d) What do you understand by knowledge codification?
- e) Meaning of epistemology.
- f) Explain Tacit Vs. explicit.
- g) Define Learning organization.
- h) What are the Quantitative measures in Knowledge Management?

**Q2)** Answer any Two of the following (5 Marks Each):

**[10]**

- a) How can organizations align their knowledge management (KM) practices with their overall business strategy to achieve greater success and competitiveness?
- b) What is knowledge? Explain different types and characteristics of knowledge.
- c) Briefly explain about Knowledge Management Lifecycle.

**Q3)** Answer any one of the following (10 Marks Each):

**[10]**

- a) Explain the role of knowledge management in industry.
- b) What are the major principles and strategies of knowledge management?

**P.T.O.**

**Q4)** Answer any One of the following (10 Marks Each): **[10]**

- a) Discuss in brief the role of organization culture & structure in knowledge management.
- b) Explain in detail Reservoirs of knowledge.

**Q5)** Answer any One of the following (10 Marks Each): **[10]**

- a) Explain in detail the role & Responsibilities of knowledge management team.
- b) Explain in detail knowledge management infrastructures.



Total No. of Questions : 5]

SEAT No. :

**PC3043**

[Total No. of Pages : 2

**[6380]-3007**

**S.Y. M.B.A.**

**GE-UL17-310 : CORPORATE GOVERNANCE**

**(2019 Revised Pattern) (Semester - III)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Answer the following questions. (Any 5 out of 8). **[10]**

- a) Define corporate governance.
- b) Key provisions of companies Act, 2013 for listed companies on corporate governance.
- c) What is risk management?
- d) Audit committee.
- e) ESG reporting.
- f) Whistle blowing.
- g) Japanese model of corporate governance.
- h) Define stakeholders.

**Q2)** Answer 2 out of 3. (5 marks each) **[10]**

- a) Corporate governance code & agency theory.
- b) Risk management & risk control.
- c) Green Finance.

**Q3)** Answer any one : **[10]**

- a) Discuss the disclosure required to be made in terms of clause 49 of listing Agreement.

OR

- b) Describe various way in which risk can be managed properly.

**P.T.O.**

**Q4)** Answer any one :

**[10]**

- a) Explain N. R. Narayan Murthy Committee report in detail. Comment on the impact of Committee report on Corporate Governance.

OR

- b) How international perspective of corporate Governance & Contemporary developments impacted on UK?

**Q5)** Answer any one.

**[10]**

- a) Explain corporate social responsibility and analyse the role of corporate governance in modern organisation.

OR

- b) Comment on downfall reasons of Kingfisher air lines, its fraudulent activities and suggest the ways to handle such kinds of frauds in future.



Total No. of Questions : 5]

SEAT No. :

**PC3044**

[Total No. of Pages : 2

**[6380]-3008**

**S.Y.M.B.A.**

**311 GE-UL-18: MANAGEMENT OF NON-PROFIT  
ORGANISATION**

**(Revised 2019 Pattern) (Semester - III)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicates full marks.*
- 3) *Draw neat and labelled diagrams wherever necessary.*

**Q1) Multiple choice questions: (Any 5 out of 8) [10]**

- a) Which of the following is not a good volunteer management practice.
  - i) Making valuntee skills with appropriate assignment
  - ii) Recongnizing the contribution of volunteers
  - iii) Measuring the impact of Staff annually
  - iv) Provide volunteer training & professional development
- b) Non profit organisation prepare
  - i) Trading account
  - ii) Trading & P & L a/c
  - iii) Income & Expenditure Account
  - iv) All the Above
- c) Source of Income for the non profit organisation is
  - i) Subscription from members
  - ii) Donations
  - iii) Entrance fees
  - iv) All the Above
- d) Legal Status of Non profit organisation is not seen in:-
  - i) Profit
  - ii) Corporation
  - iii) Society
  - iv) Private company
- e) A board that is elected in a Classified System is known as
  - i) Diversified Board
  - ii) Straggered Board
  - iii) Rotating Board
  - iv) Declassified Board
- f) Non Profit organisation need to match volunteer skills with assignments
  - i) True
  - ii) False
  - iii) Can't say

**P.T.O.**

- g) Which is not the parameter to be assessed & controlled by mission statement?
- |           |                 |
|-----------|-----------------|
| i) Risk   | ii) Cost        |
| iii) Time | iv) Performance |
- h) According to the which of the following is considered as non -Profit organisation.
- |                 |                             |
|-----------------|-----------------------------|
| i) Corporate    | ii) Charitable organisation |
| iii) Audit firm | iv) Insurance Companies     |

**Q2)** Answer the following. (Any 2 out of 3) **[5 each]**

- a) What are the key elements of board behaviour that contribute to the effectiveness of non -profit organisation?
- b) What are the vital difference between profit and non profit organisation? Discuss the unique characteristics of Non Profit organisation.
- c) What roles do the non - profit organisation play in the public policy training process. Explain with relevant examples.

**Q3)** a) Explore the significance of volunteerism and identify potential conflicts of interest that may arise in various situation with in non-profit organisation. **[10]**

OR

- b) What are the key skills and abilities required for effective leadership in the non profit organisation, How do a non profit's vision, mission, values shape its strategy and influence the leadership approach.

**Q4)** a) How can the effectiveness of board of directors in non-profit organisation be assessed, identify the tools or strategies that can be employed to improve their performance & governance. **[10]**

OR

- b) What are the factors responsible for this success of Non-profit organisation.

**Q5)** a) How can a sustainable business model be developed by using social media platform to promote both environmental and economic sustainability. **[10]**

OR

- b) What are the different roles played by the non profit organisation in shaping & influencing public policy?



Total No. of Questions : 5]

SEAT No. :

**PC3045**

**[6380]-3009**

[Total No. of Pages : 2

**S.Y.M.B.A**

**304 MKT - SC - MKT - 03 : SERVICES MARKETING**

**(Revised 2019 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) All questions are compulsory.*
- 2) Figures to the right indicates full marks.*
- 3) Include examples wherever necessary.*
- 4) Draw neat and labelled diagrams wherever necessary.*

**Q1)** Solve any 5 questions.

**[5×2=10]**

- a) Define Services with example.
- b) Mention the need to study services Marketing.
- c) List the factors influencing customer satisfaction in services.
- d) Define Servicescape.
- e) Explain 'Internal Marketing' from service triangle.
- f) List the examples of services marketing opportunities in India.
- g) Define Customer Lifetime Value.
- h) List the elements of 'Service profit chain'.

**P.T.O.**

**Q2)** Solve any two.

**[2×5=10]**

- a) Explain the services classification in detail.
- b) Explain the role of automation & new technologies in services.
- c) Explain the need for extended marketing mix elements in services.

**Q3)** Solve any one.

**[1×10=10]**

- a) Interpret the various steps in SERVQUAL Model.
- b) Implementation of services marketing triangle with suitable example, Explain.

**Q4)** Solve any one.

**[1×10=10]**

- a) Examine the strategies for matching and adjusting service demand and service capacity.
- b) Compare High and low contact services with example.

**Q5)** Solve any one.

**[1×10=10]**

- a) Criticize the concept of 'Work from Home'.
- b) Sketch a service blue print for any of the following service.
  - i) Hotel
  - ii) Hospital
  - iii) Airlines
  - iv) Retail Store
  - v) Bank





Total No. of Questions : 5]

SEAT No. :

**PC3046**

[Total No. of Pages : 2

**[6380]-3010**

**S.Y.M.B.A.**

**305-MKT-SC-MKT-04: SALES & DISTRIBUTION MANAGEMENT**

**(Revised 2019 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) Answer Any Five (2 Marks each)**

**[5×2=10]**

- a) What are advantages of Franchiser in a franchise agreement?
- b) Define Sales Management.
- c) What is sales forecast?
- d) Enlist 04 - Traits of Successful Salesman.
- e) Define JIT.
- f) What do you understand by Sales audit?
- g) Mention any 04 objectives of Sales Management.
- h) Enlist any 02 roles of CIS.

**Q2) Solve any Two (5 Marks each)**

**[2×5=10]**

- a) What do you understand by sales quota? Explain various types of sales quotas in brief.
- b) What do you mean by Channel conflict? Explain its types.
- c) What are the different types of Retailers? Explain in brief.

**Q3) Solve any one**

**[10]**

- a) “Personal selling process for services is more challenging than that of goods.” Evaluate this statement with suitable examples.

**OR**

- b) “Wholesalers play an important role in success of a distribution channel.” Do you agree? Justify’ your answer with suitable example.

**P.T.O.**

**Q4) Solve any one**

**[10]**

- a) Out of intensive, exclusive, and selective, which distribution strategies is the most apt for the following products and why?
  - i) A brand of Chinese noodles
  - ii) A premium brand of Dishwasher

**OR**

- b) Discuss in detail the process of selection and recruitment of Channel partners in designing a distribution Channel for an organization manufacturing bakery product.

**Q5) Solve any one**

**[10]**

- a) Point out the need to establish Sales planning. What are the steps involved in Sales planning for a Firm doing business in consumer durables?

**OR**

- b) What are various components of logistics management. Which are the crucial warehousing and transportation decisions one needs to take for ensuring an efficient logistics management?



Total No. of Questions : 5]

SEAT No. :

**PC5127**

**[6380]-3011R**

[Total No. of Pages :4

**S.Y.M.B.A.**

**304 - SC - FIN-03 : ADVANCED FINANCIAL MANAGEMENT**

**(2019 Revised Pattern) (Semester- III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Answer any Five questions:

**[5×2=10]**

- a) List out any four Long Term Sources of finance.
- b) What do you mean by stable Dividend Policy?
- c) What are the main parts of cashflow statement?
- d) What do you mean by Merger?
- e) What is Factoring in Receivables Management?
- f) What do mean by Buy - back of shares?
- g) List out any four theories of capital structure.
- h) List out any four factors influencing dividend policy.

**Q2)** Solve any Two.

**[2×5=10]**

- a) Explain the term 'cash' and explain in brief various motives for holding cash.
- b) Discuss different types of mergers.
- c) Distinguish between Bonus share and Stock split.

**P.T.O.**

**Q3) Solve any one:**

**[1×10=10]**

From the following balance sheets of PQR Ltd., you are required to prepare Funds Flow statement.

| Liabilities            | 2022<br>Rs. | 2023<br>Rs. | Assets               | 2022<br>Rs. | 2023<br>Rs. |
|------------------------|-------------|-------------|----------------------|-------------|-------------|
| Equity share capital   | 4,50,000    | 4,50,000    | Fixed Assets         | 4,00,000    | 3,20,000    |
| General Reserve        | 3,00,000    | 3,10,000    | Long Term Investment | 50,000      | 60,000      |
| P & L Account          | 56,000      | 68,000      | Stock                | 2,40,000    | 2,10,000    |
| Creditors              | 1,68,000    | 1,34,000    | Debtors              | 2,10,000    | 4,55,000    |
| Provision for Taxation | 75,000      | 10,000      | Bank                 | 1,49,000    | 1,97,000    |
| Mortgaged Loan         | -           | 2,70,000    |                      |             |             |
| Total                  | 10,49,000   | 12,42,000   | Total                | 10,49,000   | 12,42,000   |

Additional Information:

- Investments costing Rs. 8,000 were sold during the year 2023 for Rs. 8,500/-.
- Provision for Taxation made during the year Rs. 9,000.
- During year part of Fixed assets having book value Rs. 10,000 was sold for Rs. 12,000.
- Dividend paid during the year was Rs. 40,000.

OR

From the following summary cash account of K Ltd., prepare cash flow statement for the year ended 31<sup>st</sup> March 2023 using the direct method. (The company does not have any cash equivalents.)

Summary Cash Account

(For the year ended 31<sup>st</sup> March 2023)

|                         | Rs.<br>(In Thousands) |                          | Rs.<br>(In Thousands) |
|-------------------------|-----------------------|--------------------------|-----------------------|
| Opening balance         | 50                    | Payment to suppliers     | 2,000                 |
| Issue of Equity Shares  | 300                   | Purchase of fixed assets | 200                   |
| Receipts from customers | 2,800                 | Overhead expenses        | 200                   |
| Sale of Fixed Assets    | 100                   | Wages and salaries       | 100                   |
|                         |                       | Taxation                 | 250                   |
|                         |                       | Dividend                 | 50                    |
|                         |                       | Repayment of Bank loan   | 300                   |
|                         |                       | Closing balance          | 150                   |
|                         | 3,250                 |                          | 3,250                 |

**Q4)** Solve any one:

**[1×10=10]**

- a) Following is the capital structure (existing) of Pro. Ltd.

| Particulars                   | Rs.              |
|-------------------------------|------------------|
| Equity shares of Rs. 10, each | 10,00,000        |
| 15% Debentures                | 8,00,000         |
| Total                         | <u>18,00,000</u> |

The Company is planning to raise on additional funds or capital of Rs. 15,00,000 for expansion. Following four options are available:

- i) Option 1 = To raise entire amount through equity shares of Rs. 10 each.
- ii) Option 2 = To raise entire amount by term loan @16%.
- iii) Option 3 = To raise 50% amount by equity shares of Rs. 10 each and balance by 16% term loan.
- iv) Option 4 = To raise Rs. 8,00,000 by equity shares of Rs. 10 each, plus Rs. 4,00,000 by 16% term loan and balance by 14% preference capital.

Assume that income tax rate is 50% and revised EBIT is Rs. 8,00,000. Advice the company regarding selection of best suitable option on the basis of EPS.

OR

- b) i) A company expects a net income of Rs. 80,000/-. It has Rs. 2,00,000 - 8% Debentures. The equity capitalization rate of company is 10% calculate the value of the firm and overall capitalization rate according to Net Income approach (ignoring income - tax). **[5]**
- ii) B Ltd. has EBIT of Rs. 2,00,000. The cost of debt is 10% and the out standing debt amounts to Rs. 8,00,000. Assuming the overall capitalization rate is 12.5% calculate total value of the firm and equity capitalization rate. **[5]**

**Q5) Solve any 1:**

**[1×10=10]**

A company had 50,000 equity shares of Rs. 10 each. On 1<sup>st</sup> Jan. the shares are currently being quoted at par in the market for removing dividend restraint, the company now intends to pay dividend of Rs. 2 per share for the current calendar year. It belongs to a risk class whose appropriate capitalization rate is 15% using MM Model and assuming there are no taxes. Calculate

- a) Price per share when dividend is paid and when dividend is not paid.
- b) Number of Equity shares to be issued if dividend is paid assuming that company needs investment of Rs. 2,00,000 and net income of Rs. 1,10,000.

**OR**

ABC Ltd. has current sales of Rs. 30,00,000/- per year. Cost of sales is 75% of sales and Bad debts are 1% of sales cost of sales comprises of 80% variable cost and 20% fixed cost, while the company's required rate of return is 12%. Company allows customers 30 day's credit, but is thinking to increase this to 60 day's credit for increasing sales. It has been estimated that this change in policy will increase sales by 15%, while bad debts will increase from 1% to 4%. It is not expected that policy change will result in an increase in fixed costs and creditors and stock will remain unchanged. Should company introduce live proposed policy?

(Assume 360 days year)

(Give solution as per cash cost method)



Total No. of Questions : 5]

SEAT No. :

**PC3048**

[Total No. of Pages : 2

**[6380]-3012**

**S.Y. M.B.A.**

**305 FIN - SC -FIN - 04 : INTERNATIONAL FINANCE**

**(Revised 2019 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Answer any 5 out of 8.

**[10]**

- a) Analyse the objectives of world Bank.
- b) Explain the role of international credit rating agencies.
- c) What is effect of PPP on overall growth of economy.
- d) Describe arbitrage opportunities in forex market
- e) How would you differentiate spot transaction and forward transaction.
- f) Describe Deep Discount Bond.
- g) Describe Floating Rate Notes.
- h) Define International Double Taxation.

**Q2)** Answer Any 2 out of 3

**[10]**

- a) Role of IMF
- b) Interest Rate parity
- c) Zero coupon Bond

**P.T.O.**

**Q3) Answer Any 1 out of 2 [10]**

a) What do you mean by hedging? What different tools used for hedging.

OR

b) Explain the Financial Instruments

i) ADR

ii) GDR

**Q4) Answer any 1 out of 2. [10]**

a) Create the comparative analysis of Global financial Instruments and Domestic financial Instruments.

OR

b) How the impact of PPP measures on fluctuation of Currency rates.

**Q5) Answer any 1 out of 2. [10]**

a) Elaborate the IFRS and Indian Accounting standard.

OR

b) Write your opinion on FDI in India.

\* \* \*



Total No. of Questions : 5]

SEAT No. :

**PC3049**

[Total No. of Pages : 2

**[6380]-3013**

**S.Y.M.B.A.**

**304 -HR-SC-HRM-03 : STRATEGIC HUMAN RESOURCE  
MANAGEMENT**

**(Revised 2019 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Answer any 5 questions.

**[5×2=10]**

- a) Define the term human capital measurement.
- b) State any two difference between strategic HR & traditional HR.
- c) Define the term Succession planning.
- d) Write any two objectives of SHRM.
- e) Write any four challenges in SHRM.
- f) List any four employee engagement strategies.
- g) Elaborate the term OCTAPACE.
- h) Write any two HR demand forecasting technique.

**P.T.O.**

**Q2)** Answer any two questions.

**[2×5=10]**

- a) Explain the evolution on of SHRM.
- b) Elaborate the role of HRM in developing knowledge economy.
- c) Explain the process of HR planning.

**Q3)** Answer any one question.

**[1×10=10]**

- a) Enumerate talent management strategies.
- b) Explain both external & internal supply for casting techniques in detail.

**Q4)** Answer any one question.

**[1×10=10]**

- a) Explain the role of career planning in developing effective workforce.
- b) Explain the potential challenges & issues that organizations may face in implementing HR strategies in the indian context.

**Q5)** Answer any one question.

**[1×10=10]**

- a) Discuss the concept of Return on Investment when evaluating HR initiatives.
- b) Discuss a specific example of a cross cultural misunderstanding in the workplace & how it could be prevented through increased cultural sensitivity.



Total No. of Questions : 5]

SEAT No. :

**PC3050**

**[6380]-3014**

[Total No. of Pages : 2

**S.Y.M.B.A.**

**305-HR-SC-HRM-04 : HR OPERATIONS**

**(Revised 2019 Pattern) (Semester-III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Answer any five out of eight

**[2 each]**

- a) Define Personnel management & state its function.
- b) What is reinstatement in service?
- c) Define the term
  - i) Promotion
  - ii) Transfer
- d) What is form 16A & mention its use.
- e) Explain the concept of charge sheet.
- f) What is the difference between memo & warning?
- g) What are the provisions for contribution under the ESIC Act?
- h) Explain the term continuous service.

**Q2)** Solve any two.

**[5 each]**

- a) Define HRA & discuss its nature, objective & scope.
- b) State the difference between promotion & transfer with suitable example?
- c) Draft an “offer letter” for the position of “Marketing executive” in service sector.

**P.T.O.**

**Q3) Answer any one. [10]**

- a) Discuss the employee's state insurance act 1948 & elaborate its all 6 benefits.
- b) Define the payment of Bonus Act 1965 & explain its obligation to pay minimum and maximum bonus under payment of bonus act.

**Q4) Answer any one. [10]**

- a) Compare the provision related to permanent partial disablement & temporary partial disablement under Workmen's compensation act.
- b) Draft a "Transfer order" to Mr. Rahul who is working as a "Sales Manager" in Pune branch he will be transfer to Delhi location with an elevation as "Senior Manager (Sales)".

**Q5) Answer any one. [10]**

- a) What are the circumstances in which gratuity becomes payable to an employee under the payment of gratuity act, 1972? Also state the conditions under which gratuity is forfeited.
- b) Calculate minimum & maximum bonus basic salary = 17,200 DA = 13,800



Total No. of Questions : 5]

SEAT No. :

**PC3051**

[Total No. of Pages : 2

**[6380]-3015**

**S.Y.M.B.A. (Management)**

**304-OSCM-SC-OSCM-03: SERVICE OPERATION**

**MANAGEMENT - II**

**(Revised 2019 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Answer any 5 out of 8 ( 2 marks each)

**[10]**

- a) Define service strategy.
- b) What is Poka - Yoke?
- c) How can service Design goals be achieved?
- d) Discuss two benefits of Outsourcing services.
- e) Define SERVQUAL.
- f) State 'Holistic service design'.
- g) Define 'Strategic service Vision'.
- h) Explain the concept 'Cost of quality'.

**Q2)** Answer any 2 out of 3 ( 5 marks each)

**[10]**

- a) Describe the Competitive Role of Information in services.
- b) What is Walk - Through Audit (WtA)? How to design Walk - Through Audit (WtA)?
- c) Describe the concept Quality Function deployment.

**Q3)** Answer 3(a) or 3(b):

**[10]**

- a) Why service supply Relationship is essential to develop service firm?
- b) Describe the factors to analyze service design and overall Business change.

**P.T.O.**

**Q4)** Answer 4(a) or 4(b): **[10]**

- a) What are the General principles of service Design? Discuss the process Design principles for service Design.
- b) What are Designing measurement methods and metrics?

**Q5)** Answer 5(a) or 5(b): **[10]**

- a) Illustrate Customer Delight in services. Who is responsible for delighting prospects and customers?
- b) Explain Customer Behaviour in service settings? Discuss the three stage model of service Consumption.



Total No. of Questions : 5]

SEAT No. :

PC-3052

[Total No. of Pages : 2

[6380]-3016

M.B.A.

**305: OSCM - SC - 04 : LOGISTICS MANAGEMENT**  
**(2019 Revised Pattern) (Semester - III)**

*Time : 2 ½Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) Solve any five :**

**[10]**

- a) Enlist the modes of transport.
- b) Define inventory carrying cost.
- c) Define the ordering cost.
- d) Define logistics management.
- e) Name any two benefits of warehousing.
- f) Name any two significance of logistics management.

**Q2) Solve any two :**

- a) Explain the role of satellite system & satellite navigation in logistics. **[5]**
- b) Describe the distribution logistics. **[5]**
- c) Describe the cross docking concept. **[5]**

**P.T.O.**

**Q3) Solve any one :**

- a) Illustrate the significance of transportation & the development in transportation. [10]
- b) Illustrate information structure & communication infrastructure. [10]

**Q4) Solve any one :**

- a) Explain the sea freight transport & inland water way transport. [10]
- b) Explain the role of IT in the fields of inventory & warehousing. [10]

**Q5) Solve any one :**

- a) Discuss the importance of determinants of the logistical service level on food products with eg. [10]
- b) Discuss the growing adoption of logistics service providers among different manufacturing company with eg. [10]





Total No. of Questions : 5]

SEAT No. :

**PC3053**

**[6380]-3017**

[Total No. of Pages :2

**S.Y. M.B.A.**

**304-BA SC-BA-03 : ADVANCED STATISTICAL METHODS  
USING R**

**(2019 Revised Pattern) (Semester- III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All Questions are compulsory.*
- 2) *Make appropriate assumptions whenever required.*

**Q1)** Answer the following questions (Any Five):

**[5×2=10]**

- a) What is Linear Regression?
- b) Define Probability.
- c) What is the use of aov( ) function in R?
- d) Write down the syntax for calculating mean in R. Also explain the parameters.
- e) What is apply( ) and lapply( ) function in R?
- f) What is the use of ts( ) function in R?
- g) What is Linear Discriminant Analysis (LDA)?
- h) What is probability in R programming?

**Q2)** Answer the following questions (Any two)

**[10]**

- a) Explain any two poisson functions in R with syntax.
- b) Differentiate between linear regression and logistic regression.
- c) Explain Z test of hypothesis testing. Write the syntax and explain in detail.

**Q3)** Answer the following questions (Any one)

**[10]**

- a) Explain any two machine learning models which are used for classification.
- b) Explain ARIMA Model. How ARIMA Model is used for time series analysis.

**P.T.O.**

**Q4)** Answer the following questions (Any one)

**[10]**

- a) What is Dimensionality Reduction? State the advantages and disadvantages of dimensionality reduction.
- b) Differentiate between Descriptive analytics and predictive analytics.

**Q5)** Answer the following questions (Any one)

**[10]**

- a) Write short Notes (Any Two)
  - i) Holt - winters Smoothing Procedures
  - ii) T - Test in R
  - iii) Bayes Theorem
- b) What is unsupervised learning? Explain k - means clustering Algorithm with example.



Total No. of Questions : 5]

SEAT No. :

**PC3055**

**[6380]-3019**

[Total No. of Pages : 2

**S.Y.M.B.A.**

**SC-RABM-01: AGRICULTURE AND INDIAN ECONOMY**

**(Revised 2019 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Solve any five.

**[5×2=10]**

- a) Write any four features of Indias Five year planning.
- b) Define concept 'Public Distribution Systems'.
- c) Discuss meaning of co-operative farming.
- d) Explain concept - Green Revolution.
- e) Write any four points highlighting importance river valley project.
- f) Enlist and define any two intermediaries in agricultural /Land reforms.
- g) Elaborate any two reasons responsible for 'Looming crisis'.

**Q2)** Solve any two out of following.

**[2×5=10]**

- a) What is significance of crop rotation in sustainable agriculture?
- b) How do land reforms address land ownership in equalities? Give suitable example.
- c) What factors influence the demand for agricultural labor?

**Q3)** a) Compare and contrast the agricultural practices before and after the Green Revolution in terms of productivity and sustainability. **[10]**

**OR**

- b) Elaborate in detail crop pattern in India since 1951. **[10]**

**P.T.O.**

**Q4) a)** Assess the role of Government Policies in ensuring the success of land reform initiatives. **[10]**

OR

b) Elaborate role of 'soil conservation and reclamation' in agricultural farming improvements in India. **[10]**

**Q5) a)** Elaborate salient features and implications of 'Food security Act'. **[10]**

OR

b) Enlist contribution made by National commissions of Rural Labour (NCRL) towards reforms of income and working conditions of agricultural labour. **[10]**



Total No. of Questions : 5]

SEAT No. :

PC-3056

[Total No. of Pages : 2

[6380] - 3020

M.B.A.

**SC-PHCM-01: Fundamental of Pharma and Healthcare  
Management**

**(Revised 2019 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instruction to the candidates:*

- 1) *All Questions are Compulsory.*
- 2) *Each Questions has an internal options*
- 3) *Your answer should be specific and to the point.*

**Q1) Answer any 5 out of 8 (2 marks each) :**

**[10]**

- 1) What refers to essential health care?
  - a) Primary Healthcare
  - b) Secondary Healthcare
  - c) Healthcare
  - d) None of the above
- 2) Which committee was responsible for drafting the National Health Policy in India?
  - a) Mudaliar Committee
  - b) Bhore Committee
  - c) Kartar Singh Committee
  - d) Shrivastava Committee
- 3) ASHA will also be supported by other frontline workers like health workers (male/female) to undertake primary prevention for non-communicable diseases.
  - a) TRUE
  - b) FALSE
  - c) Partially true
  - d) Partially false
- 4) What are the challenges of Healthcare management?
- 5) Define Telemedicine

**P.T.O.**

- 6) What are the functions of Primary Health Centres (PHCs).
- 7) Who is the father of Panchayat Raj system? When Panchayat Raj system is introduced in India?
- 8) Define Pharmaceutical industry.

**Q2) Answer any 2 out of 3 (5 marks each) : [10]**

- 1) Write a short note Primary Healthcare (PHCs).
- 2) Discuss the role and significance of Telemedicine and robotics in pharmaceutical and healthcare industry.
- 3) Explain duties and responsibilities of healthcare manager.

**Q3) Answer 3 (a) or 3 (b) : [10]**

- a) Explain in detail health planning in India by various committees.
- b) Discuss the importance and challenges associated with Human Resource Management in Pharmaceutical and Healthcare organizations.

**Q4) Answer 4 (a) or 4 (b) : [10]**

- a) Explain the factors contributing to the ever-changing character of the healthcare industry, emphasizing technological advancements, socio-economic shifts and healthcare policy reforms.
- b) Evaluate the impact of Medical Tourism on the healthcare sector, considering economic and healthcare perspectives. Discuss the ethical considerations and cultural sensitivities necessary for promoting medical tourism effectively.

**Q5) Answer 5(a) or 5(b) : [10]**

- a) A pharmaceutical company is launching a new medication targeting patients with hypertension. As the Marketing Manager, you are tasked with developing a marketing strategy, emphasizing Segmentation, Targeting, and Positioning (STP) for this new medication.
- b) What are different motivation theories? How could Maslow's theory of motivation be practically applied in hospital management to enhance employee engagement and patient care? Provide a detailed plan.



Total No. of Questions : 5]

SEAT No. :

PC-3057

[Total No. of Pages : 2

**[6380]-3021**

**M.B.A.**

**SC- THM-01 : FUNDAMENTALS OF HOSPITALITY  
MANAGEMENT**

**(2019 Revised) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

- 1) Attempt All 5 qusetions.*
- 2) Internal questions are provided with each question.*
- 3) Figures to the right indicate full marks.*

**Q1) Solve any five :**

**[5 × 2 = 10]**

- a) Define the term Hospitality.
- b) Enlist Any four importance of Hospitality industry.
- c) Name any four brands in tourism industry.
- d) What are the types of tourist.
- e) What is sole proprietorship?
- f) What are the types of transport?
- g) Name e- commerce platforms available in Hotel Industry (Any three names)

**Q2) Solve any two :**

**[2 × 5 = 10]**

- a) Describe the evolution and growth of Hotel industry in India.
- b) Explain Elements and characteristics of tourism products.
- c) Elaborate on "Future of Hospitality industry".

**P.T.O.**

**Q3) Solve any one :**

**[1 × 10 = 10]**

- a) Hotel industry is significantly impacted by the service the deliver, Location and brand. Explain the role of Marketing in success of Hotel industry.
- b) Define tourism and discuss it's importance. How is the hospitality industry related to and influence by the tourism sector.

**Q4) Solve any one :**

**[1 × 10 = 10]**

- a) Covid - 19 has a great impact on Hospitality industry. Explain how hospitality industry is impacted and over come through this tough time.
- b) Explain in detail changing trend's issues and challenges in hospitality industry.

**Q5) Solve any one**

**[1 × 10 = 10]**

- a) Highlight on the impact of science and technology on the travel and transport sector. Explain with suitable example.
- b) "Emergence of E - commerce has changed the traditional business and operations in Hospitality industry". Explain it with suitable example and justification.





Total No. of Questions : 5]

SEAT No. :

**PC3058**

[Total No. of Pages : 2

**[6380]-3022**

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

**304 - 1-SC - IB - 01 : IMPORT EXPORT DOCUMENTATION &  
PROCEDURES**

**(Revised 2019 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) Solve any Five.**

**[5×2=10]**

- a) Free on Board (FOB) Contract.
- b) ISO 9000 series.
- c) Bill of entry.
- d) Customers Act.
- e) Ex-works contract.
- f) CIF contract.
- g) FAS (Free Alongside ship) contract.
- h) Cost & Freight (CFR) contract.

**Q2) Solve any Two.**

**[2×5=10]**

- a) Certificate of origin.
- b) Content of Bill of Landing.
- c) Aligned Documentation system.
- d) Types of Bill of Landing.

**P.T.O.**

**Q3) Solve any one.**

**[1×10=10]**

- a) What are the relevant documents for transportation of goods?

OR

- b) What are the documents for customs clearance of goods?

**Q4) Solve any one.**

**[1×10=10]**

- a) Describe the procedure for central excise clearance for total exemption from payment of CED.

OR

- b) What are shipping & customs formalities & describe the procedure for shipping & customs clearance.

**Q5) Solve any one.**

**[1×10=10]**

- a) What are required registrations with different authorities for intending importers/exporters before commencing business?

OR

- b) “Exporter is a person, who exports or intends to export & holds an importer-exporter code number, unless otherwise specifically exempted”. Discuss the categories of exporters.

\* \* \*

Total No. of Questions : 5]

SEAT No. :

**PC3059**

[Total No. of Pages : 2

**[6380]-4001**

**S.Y. M.B.A.**

**401-GC-14 : ENTERPRISE PERFORMANCE MANAGEMENT**  
**(Revised 2019 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Answer the following (Any 5 of 8) :

- a) Define enterprise performance management.
- b) Enlist methods of transfer pricing.
- c) State types of expenses centers.
- d) List four ways of calculating EVA.
- e) What is management audit.
- f) What is GMROI
- g) Give examples of non financial performance measures.
- h) Explain types of capital budgeting techniques.

**Q2)** Write short notes (Any 2 out of 3) :

- a) Technical performance measurement.
- b) Net present value method.
- c) Internal audit.

**Q3)** a) Explain in detail various types of responsibility centers.

OR

- b) Explain the role of balance score card in long term performance of an enterprise. Give suitable examples.

**P.T.O.**

- Q4) a)** Discuss in detail various KPIs used to measure performance of E-commerce industry.

OR

- b) Explain performance evaluation parameters of a retail organization.

- Q5) a)** Explain the importance of audit function as a performance measurement tool. Explain in brief various types of audit.

OR

- b) ABC Ltd. is a manufacturing company has two divisions A and B. Division A produces three products P, Q and R. Each product can be sold in the open market. Following details are available.

| Particulars                              | Product P | Product Q | Product R |
|--|-----------|-----------|-----------|
| Maximum external sales (units)           | 800       | 500       | 300       |
| Selling price per unit (₹)               | 96        | 92        | 80        |
| Variable cost of Production (Div. A) (₹) | 33        | 24        | 28        |
| Labour hours required per unit (Div. A)  | 6         | 8         | 4         |

Product Q can be transferred to division B. but maximum quantity that might be required for transfer is 300 units. Division B can buy similar product in the market at a price of 45 per unit.

What should be the transfer price per unit for 300 units of product Q if the total labour hours available with division A are

- i) 13000 hours
- ii) 8000 hours
- iii) 12000 hours



Total No. of Questions : 5]

SEAT No. :

**PC3060**

[Total No. of Pages : 2

**[6380]-4002**

**S.Y.M.B.A.**

**402-GC-15: INDIAN ETHOS & BUSINESS ETHICS**

**(2019 Pattern Revised) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Attempt any five of the following:

**[5×2=10]**

- a) Which are the three gunas according to Triguna theory?
- b) List the Indian heritage scriptures which have given management lessons.
- c) Productivity in an Indian ethos in management is \_\_\_\_\_
  - i) Output centric
  - ii) People centric
  - iii) Profit centric
  - iv) Input centric
- d) Atmospheric issues include all of the following except \_\_\_\_\_
  - i) Water quantity
  - ii) Air pollution
  - iii) Global warming
  - iv) Acid Rain
- e) Define- Ethical Audit.
- f) Define - Corporate Rishi Model.
- g) Define- Intellectual Property Rights.

**Q2)** Answer any two of the following:

**[2×5=10]**

- a) Describe OSHA model.
- b) Explain the factors influencing Business Ethics.
- c) Discuss the Concept of Indian Model of Management within the Indian socio-political environment.

**P.T.O.**

**Q3) a)** Discuss intellectual property rights (IPR) and WTO agreement. **[10]**

**OR**

**b)** List out management lessons from 'Mahabharata'. **[10]**

**Q4) a)** Explain the ethics of International Businesses. Explain to the global business community issues of ethics. **[10]**

**OR**

**b)** What do you understand by 'Conflict of Interest'? Explain, giving examples from business situations. **[10]**

**Q5) a)** Critically examine the concept of corporate social responsibility (CSR) in contemporary business environments. Discuss strategies for effectively integrating CSR into corporate strategies to maximize its positive impact. **[10]**

**OR**

**b)** Compare the outcomes achieved by companies that prioritize value-based management with those that solely focus on traditional financial metrics, highlighting the advantages and disadvantages of each approach to responding to global change and uncertainty. **[10]**



Total No. of Questions : 5]

SEAT No. :

**PC3061**

[Total No. of Pages : 2

**[6380]-4003**

**S.Y.M.B.A.**

**405 - GE-UL-19 : GLOBAL STRATEGIC MANAGEMENT  
(Revised 2019 Pattern ) (Semester - IV)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All Question are Compulsory.*
- 2) *All Question carry equal marks.*
- 3) *All Question contain options.*

**Q1)** Answer any five out of the following:

**[5×2=10]**

- a) Which factors will you consider while designing a global strategy?
- b) Enlist 4 criteria of sustainable competitive advantage.
- c) How cross border acquisition performance can be measured?
- d) Enlist theories of organizational adaptation.
- e) What are global multicultural alliances.
- f) Enlist the factors those benefit with country risk analysis.
- g) List drivers that operate the Market intelligence.
- h) How value potential can be assessed at global level.

**Q2)** Answer any two out of the following:

**[2×5=10]**

- a) Differentiate Piggybacking from Joint Ventures.
- b) Elaborate benefits of Market Intelligence program.
- c) Differentiate global alliances from local alliances.

**P.T.O.**

**Q3) a)** What are advantages of single matrix model compared to multibusiness matrix model. **[10]**

OR

b) Which are five competitive generic strategies? Compare them in the from of usage to the individuuall company? **[10]**

**Q4) a)** What are the differences in mergers and acquisitions? What factors impact Cross-Border Mergers & Acquisitions? **[10]**

OR

b) What factors of globalization are driving industry changes and what impacts will they have? **[10]**

**Q5) a)** Design suitable US Mrket Entry strategies for Reliance Retail. **[10]**

OR

b) Analyze issues that can emerge with strategy implementation in the global context using McDonald's example. **[10]**





Total No. of Questions : 5]

SEAT No. :

**PC3062**

**[6380]-4004**

[Total No. of Pages : 2

**Second Year M.B.A.**

**406-GE-UL-20 : TECHNOLOGY COMPETITION & STRATEGY**

**(Revised 2019 Pattern) (Semester-IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) Assume suitable data if necessary.*
- 2) Draw neat, labelled diagram wherever necessary.*
- 3) All questions are compulsory.*

**Q1)** Answer Any 5 out of 8.

**[5×2=10]**

- a) Define the term “Business Strategy”.
- b) What do you mean by “Collaborative Arrangements”.
- c) Enlist the competitive consequences of technological change?
- d) What are the various levels of Technological Intelligence?
- e) What are the 02 key principles of Data Collection?
- f) What are the various steps involved in mapping?
- g) What are the various characteristics of technology and competitive advantage?
- h) Define “Artificial Intelligence”.

**Q2)** Answer Any 2 out of 3.

**[2×5=10]**

- a) How would you explain the purpose of X-Y coordinating method to a friend.
- b) What is Technological Intelligence? Explain the importance of technological intelligence in today’s era?
- c) Explain “Technological Advancement in Society” with examples.

**P.T.O.**

**Q3)** Answer Any 1 out of 2. **[1×10=10]**

- a) You are working in an FMCG company which is now shifting towards automation. You being an I.T. professional in the company, what different technological strategies you will suggest to the company so that maximum risks are mitigated & more productivity is achieved? Explain.

OR

- b) How could a company use the BCG Growth Share Matrix in their annual market analysis? Explain.

**Q4)** Answer Any 1 out of 2. **[1×10=10]**

- a) Explain Collaborative arrangements in the domain of technological strategy & also explain the strategic & operational reasons for collaborative arrangements.

OR

- b) Distinguish between the role of technology strategy and technology leadership in driving business growth.

**Q5)** Answer Any 1 out of 2. **[1×10=10]**

- a) Explain in brief about how can a company use technological intelligence to stay ahead in a competitive market?

OR

- b) Explain in detail, the product evaluation matrix.



Total No. of Questions : 5]

SEAT No. :

**PC3063**

**[6380]-4005**

[Total No. of Pages :2

**S.Y. M.B.A.**

**IT13-407 GE - UL - 21 : CYBER LAWS**

**(2019, Revised Pattern) (Semester- IV)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All Questions are compulsory.*
- 2) *Assume suitable data if necessary.*
- 3) *Figures to the right indicate full marks.*

**Q1)** Attempt any Five:

**[5×2=10]**

- a) Define Penalties.
- b) Define WIPO Treaties.
- c) What is Electronic Signature?
- d) What is E-Commerce?
- e) Write importance of IT Act.
- f) Define EDI.
- g) Write working of Cyber Appellate Tribunal.
- h) Define Cyber Regulations.

**Q2)** Attempt any Two:

**[2×5=10]**

- a) Explain Cloud Computing & Law.
- b) Explain Penalties & Offences under IT Act, 2000.
- c) Explain various authorities under IT Act and their powers.

**Q3)** Attempt any One:

**[1×10=10]**

- a) Explain Domain Names and Trademark Disputes with suitable example.
- b) Explain Copyright in Computer Programmes with suitable example.

**P.T.O.**

**Q4) Attempt any One:**

**[1×10=10]**

- a) Describe in brief - International perspective, Cloud Computing & Law applicable to SPDI.
- b) What are the differences between copyright & trademark protection?

**Q5) Attempt any One:**

**[1×10=10]**

- a) Explain the scope and need of Digital Signature.
- b) Explain Cyber Regulations & Appellate Tribunal with suitable examples.



Total No. of Questions : 5]

SEAT No. :

**PC3064**

**[6380]-4006**

[Total No. of Pages :2

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

**408 - GE - UL - 22 : CORPORATE SOCIAL RESPONSIBILITY & SUSTAINABILITY**

**(2019 Revised Pattern) (Semester - IV)**

*Time : 2 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Answer any five questions (2 Marks Each):

**[10]**

- a) List down various principle of CSR.
- b) State the meaning of NGO.
- c) When was CSR initiated in India as per the Companies Act 2013?
- d) Name two primary aims of CSR.
- e) Define CSR Annual Report.
- f) State the meaning of charity.
- g) Which perspective of CSR evaluates its implications on employees, managers, leaders, and the community?
  - i) Managerial perspective
  - ii) Stakeholder perspective
  - iii) Economic perspective
  - iv) Legal perspective
- h) What does CSR primarily aim to achieve?
  - i) Profit maximization
  - ii) Environmental sustainability
  - iii) Community development
  - iv) Employee satisfaction

**Q2)** Solve any two out of the three questions (5 Marks Each):

**[10]**

- a) Explain the role of business in society according to CSR principles.
- b) Differentiate between voluntary and mandatory CSR initiatives.
- c) Discuss about Indian values and ethics.

**P.T.O.**

**Q3) Solve Any One (10 Marks Each): [10]**

- a) Define CSR and What are the five stages of organizational growth concerning CSR.
- b) Define Stakeholder and Explain the concept of CSR advocacy by stakeholders.

**Q4) Solve Any One (10 Marks Each): [10]**

- a) Why is it important for companies to align their CSR initiatives with their core values and mission?
- b) How does CSR contribute to organizational reputaiton and brand image? Discuss with example.

**Q5) Answer any One of the following (10 Marks Each): [10]**

- a) How can the principle of “Atithi Devo Bhava” (guest is equivalent to god) be applied to CSR strategies in the hospitality sector?
- b) Analyze the challenges faced by NGOs in implementing CSR initiatives and leveraging them for branding purposes.



Total No. of Questions : 5]

SEAT No. :

PC-3065

[Total No. of Pages : 2

[6380]-4007

M.B.A.

SCMKT-05-403 MKT : MARKETING 4.0

(Revised 2019) (Semester - IV)

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

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

**Q1) Solve any five :**

**[5 × 2 = 10]**

- a) Why is marketing shifting to digital?
- b) Which C's are 4C's of marketing?
- c) What is marketing productivity metrics?
- d) What is brand centric strategy?
- e) What is marketing 4.0?
- f) Explain the term BAR?
- g) Define Brand Advocacy.
- h) What is omni channel branding?

**Q2) Solve any two :**

**[2 × 5 = 10]**

- a) Digital marketing as a digital revolution in marketing communication, comment.
- b) Discuss the different technologies that drives the digital economy.
- c) Explain the role of Netizens in expanding the market.

**P.T.O.**

**Q3) Solve any one :**

**[1 × 10 = 10]**

- a) How can your Brand develop a powerful differentiation based on Human to Human touch in the digital world?
- b) Write your understanding about "When brands becomes Humans" in Marketing 4.0.

**Q4) Solve any one :**

**[1 × 10 = 10]**

- a) How can mobile Apps, Social CRM and gamification help companies to engage the customer?
- b) Explain the term "Driving Up Productivity".

**Q5) Solve any one :**

**[1 × 10 = 10]**

- a) Develop plan for any organisation's - technology road map for the next five years of E-Vehicles. What are some of the opportunities and challenges?
- b) Explain with suitable example the term "The O Zone".





Total No. of Questions : 5]

SEAT No. :

PC-3066

[Total No. of Pages : 2

[6380] - 4008

M.B.A.

**404-MKT-SC-MKT-06: Marketing Strategy  
(2019 Pattern) (Revised) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instruction to the candidates:*

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

**Q1) Solve any five :**

**[10]**

- a) Explain the importance of marketing audit
- b) Explain the importance of marketing intelligence
- c) What is cognitive marketing strategy.
- d) How effective content marketing creators the best positioning statement.
- e) Explain the term marketing planning
- f) What is geographical pricing strategy.
- g) What is multilevel marketing
- h) What do you mean by niche marketing.

**Q2) Solve any two :**

**[2 × 5 = 10]**

- a) Explain the factors that are important to maintain customer satisfaction & customer delight.
- b) Explain how a firm can effectively use unique selling proposition to target the customer base
- c) Explain the centralized versus decentralized pricing options a company can designed towards pricing their product.

**P.T.O.**

**Q3) Solve any one :**

**[1 × 10 = 10]**

- a) Critically discuss the concept of segmentation, targeting and positioning and apply this to an organisation of your choice.
- b) Explain the digital marketing tools for a company entering the international market.

**Q4) Solve any one :**

**[1 × 10 = 10]**

- a) What is marketing strategy? As a marketing manager design the marketing strategy for a product at decline stage.
- b) Identify and explain the sources of competitive advantage for a success of a firm operating in automobile sector.

**Q5) Solve any one :**

**[1 × 10 = 10]**

- a) Design a comprehensive marketing plan for a bank opening their branches in rural area.
- b) How can an organisation calculate and leverage customer life time value (CLV) to improve its marketing strategies and overall profitability? Explain the answer with suitable example?



Total No. of Questions : 5]

SEAT No. :

**PC3067**

[Total No. of Pages : 2

**[6380]-4009**

**S.Y.M.B.A.**

**403-SC-FIN - 05 : FINANCIAL LAWS**

**(Revised 2019 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Solve any five.

**[5×2=10]**

- a) Write any two objectives of SARFAESI act 2002.
- b) Mention any two stakeholders in corporate Debt Restructuring process.
- c) List out any two primary objectives of foreign exchange management Act.
- d) Write any two conditions (as per section 6) (Contained in section 6) persons name not allowed to enter name in registry or called as Actuaries.
- e) Name any two key stakeholders involved in solvency resolution process under Insolvency and Bankruptcy code.
- f) Define 'securitisation and Reconstruction' under SARFAESI Act 2002.
- g) Write any two functions of quality review board under the actuaries Act.

**Q2)** Solve any two.

**[10]**

- a) Write note on Establishment of a central Registry and SARFAESI Act 2002.
- b) What is meaning of 'Appellate Authority' under Actuaries act
- c) Write note on Taxation on foreign income.

**P.T.O.**

**Q3) a)** Evaluate the effectiveness of SARFAESI Act in reducing NPAs in banking sector. **[10]**

OR

b) Summarise process of asset securitisation with suitable examples under SARFESI Act. **[10]**

**Q4) a)** Assess the effectiveness of corporate debt restructuring as a tool for resolving financial distress and promoting business sustain ability. **[10]**

OR

b) Compare and contrast strategic debt restructuring with corporate debt restructuring and in solvency and Bankruptcy code. **[10]**

**Q5) a)** Assess the effectiveness of FEMA in achieving its objective compared to its predecessor, FERA. **[10]**

OR

b) Analyse the impact of Actuaries Act in achieving its objectives and impact on quality and reliability of actuarial services provided in India. **[10]**

\* \* \*

Total No. of Questions : 5]

SEAT No. :

**PC3068**

[Total No. of Pages : 3

**[6380]-4010**

**S.Y.M.B.A.**

**404-FIN-SC-FIN-06: CURRENT TRENDS & CASES IN FINANCE**

**(Revised 2019 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Write any five out of eight (2 marks each)

**[10]**

- a) State two functions of small finance banks.
- b) What is an alternative delivery channel?
- c) State two functions of payment banks?
- d) What is smart card?
- e) Which microfinance institution is known as the universal bank?
  - i) Arohan Financial Services Private Ltd.
  - ii) Bandhan Financial services Private Ltd.
  - iii) Disha Micro Finance Pvt. Ltd.
  - iv) SKS Microfinance Pvt. Ltd.
- f) In India, NABARD does not provide refinance to
  - i) Scheduled commercial Banks
  - ii) Regional rural banks
  - iii) Export-import bank
  - iv) State development banks
- g) Which of the following is not the part of organised sector of Indian money market?
  - i) Mutual funds
  - ii) Chit funds
  - iii) NBFCS
  - iv) R.B.I.
- h) E-wallet has mainly\_\_\_\_\_ components
  - i) 2
  - ii) 3
  - iii) 4
  - iv) 5

**P.T.O.**

**Q2)** Answer the following (any 2)

**[2×5=10]**

- a) What is difference between bank and small finance bank?
- b) Differentiate between micro-credit and micro finance.
- c) Describe the business model of payment banks in India.

**Q3)** a) Elaborate the NABARD initiatives for development of micro finance in India. **[10]**

OR

- b) How microfinance is helping poor households & small Business in India? Elaborate with suitable example. **[10]**

**Q4)** a) 'Amar' is an angel investor is seeking an annual return of 25% on the Investment of Rs. 500000 in a business. **[10]**

Calculate & analyze the following.

- i) What is the angel's Investment worth after 5 years?
- ii) If the investor and the entrepreneur have agreed that based on the financial projections the value of the business at the end of 5 years would be Rs. 1050670. Calculate the angel investor's equity percentage.

OR

- b) How do "Phone Pay" achieve the good market share in India? Analyse the working model with suitable facts & figures. **[10]**

**Q5)** a) A company is contemplating to raise additional funds of Rs. 40,00,000 for setting up a project. The company expects EBIT of Rs. 18,00,000 from the project following alternative plans are available:- **[10]**

- i) To raise Rs.40,00,000 by way of equity shares of Rs.100 each.
- ii) To raise Rs.20,00,000 by way of equity shares of Rs.100 each. and Rs.20,00,000 by way of debt @ 10%.
- iii) To raise Rs.25,00,000 by way of equity of Rs.100 each and rest Rs.15,00,000 by way of preference shares @ 14%.
- iv) To raise - Rs.12,00,000 by equity shares of Rs.100 each; Rs.12,00,000 by debt @ 10%; Rs.16,00,000 by 14% preference shares.

The company is in 60% tax bracket. Which option is best?

OR

b) “Rashmika’ after acquiring a degree in Hotel management and Business Administration, Took over her family business of food accession Company of Manufacturing Spices. The business had been established by her great grandmother and was doing reasonably well. However, the fixed operating costs of the business were high and the cash flow position was weak She wanted to undertake modernization of the existing business to introduce the latest manufacturing processes and diversify in to the market of chocolates and candies. She was very enthusiastic and approached to a financial consultant who told her that approximately Rs. 1 cr. would be required for undertaking the modernization and expansion programme. He also informed by consultant that the stock market was going through a bullish phase. [10]

- i) Keeping in mind the above considerations, identify the source of finance that should not be chosen by Rashmika for financing the modernization and expression of her food processing business. Give one reason in support of your answer.
- ii) Explain any two factors, a part from those stated in the above situation, which she should keep in mind while taking this decision.



Total No. of Questions : 5]

SEAT No. :

**PC3069**

**[6380]-4011**

[Total No. of Pages :2

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

**403 HR (SC-HRM-05) : ORGANIZATIONAL DIAGNOSIS  
AND DEVELOPMENT**

**(Revised 2019 Pattern) (Semester- IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) All questions are compulsory.*
- 2) Draw neat labelled diagrams wherever necessary.*
- 3) Figures to the right indicate full marks.*

**Q1)** Solve any five:

**[10]**

- a) Enlist any two challenges in client consultant relationship.
- b) Define the term double loop learning.
- c) Quality Circles.
- d) What is Interdependancy exercise
- e) Parallel learning structures.
- f) Place the below in the right sequence to bring effective change.
  - i) Refreezing
  - ii) Unfreezing
  - iii) Changing through Cognitive Restructuring
- g) What is Macro Environment
- h) A \_\_\_\_\_ list contains the things the group does not like about other group.
  - i) positive feedback
  - ii) empathy
  - iii) bug

**P.T.O.**



**Q2) Solve any two. [10]**

- a) Managerial Grid.
- b) Herbert Shepard contribution.
- c) Discuss the term formal team building meeting.

**Q3) Solve any one. [10]**

- a) Write short notes on:
  - i) Organization mirror and partnering
  - ii) Types of Team Intermention
- b) Porter's five force model.

**Q4) Solve any one. [10]**

- a) What are T - groups and how will it play an important role in over all development of the organization?
- b) Shed light on Walton's Approach to Third party peacemaking.

**Q5) Solve any one. [10]**

- a) You are an OD practitioner how will you use Six box model in diagnosing a problem?
- b) Thomas is a CEO of a large newly set up manufacturing company, which of the leadership style he should use - explain with the help of managerial grid.



Total No. of Questions : 5]

SEAT No. :

**PC3070**

**[6380]-4012**

[Total No. of Pages : 2

**S.Y.M.B.A.**

**404-HR-SC-HRM-06: CURRENT TRENDS AND CASES IN  
HUMAN RESOURCE MANAGEMENT  
(Revised 2019 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Solve any five

**[5×2=10]**

- a) Define Artificial Intelligence.
- b) Define Data Analytics in HR.
- c) Define worklife balance.
- d) Define Decentralization of work.
- e) Differentiate training & development.
- f) Define involuntary turnover rate.
- g) What is a significant technological intervention in HR processes.
  - i) Identifying HR best practices
  - ii) Preserving outdated HR methodologies
  - iii) Artificial Intelligence in recruitment
  - iv) Manual paper work
- h) Employee experience platforms primarily focus on improving.
  - i) Administrative tasks
  - ii) Employee interactions
  - iii) Financial management
  - iv) Performance Management

**Q2)** Write short note (Any 2)

**[2×5=10]**

- a) Innovation in AI for recruiting.
- b) Advantages & Disadvantages of HR Analytics.
- c) Cloud & mobile enabled HR solutions.

**P.T.O.**

**Q3) Answer any one question. [10]**

- a) Discuss changes in HR trends from 2015 to 2020 with example.
- b) Elaborate how Feedback tools are helpful to improve employee engagement & productivity.

**Q4) Answer any one question. [10]**

- a) Explain the impact of robotics on onboarding & offboarding process.
- b) Elaborate current trends in Employee performance management.

**Q5) Answer any one question. [10]**

- a) Slimwell is large cloth manufacturing company having 10 offices all over India having more than 5000 employees. They are not only in manufacturing but also into marketing and have strong supply chain network. They receive more than 7000 resume per month. Elaborate how HR analytics functions helps slimwell in its business management.
- b) A multinational corporation has recently expanded its operations into a new region with a diverse workforce. The HR department is Facing challenges in fostering inclusivity and managing cultural differences among employees. Additionally, there are concerns about gender parity and pay equality within the organization.  
As a HR manager, develop a plan to effectively manage workforce diversity and promote inclusivity within the organization.



Total No. of Questions : 5]

SEAT No. :

PC-3071

[Total No. of Pages : 2

**[6380]-4013**

**M.B.A**

**SC- OSCM-05 : 403 - E : SUPPLY CHAIN & LOGISTICS**

**(Revised 2019 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

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

**Q1) Solve any 5 out of 8 (2 marks each) :**

**[10]**

- a) What is a data mart.
- b) What is an intranet.
- c) ERP
- d) RFID
- e) GIS
- f) What is Forward logistics.
- g) What is Reverse logistics.
- h) What is e-payment.

**Q2) Solve any two out of three (5 marks each) :**

**[10]**

- a) What is e-payment advantages and disadvantages?
- b) What is the order management process?
- c) Explain Nature and scope of E-logistics.

**P.T.O.**

**Q3)** Discuss competitive advantages through e- supply chain Management. **[10]**

OR

b) Explain New trends and Technology in logistics.

**Q4)** Explain E-logistics Documentation in details? **[10]**

OR

b) Explain E-tracking systems with examples?

**Q5)** Discuss E-procurement in details? **[10]**

OR

Explain -Holistic approach to supply chain management.



Total No. of Questions : 5]

SEAT No. :

**PC3072**

[Total No. of Pages : 2

**[6380]-4014**

**S.Y.M.B.A.**

**404-OSCM (SC-OSCM-06): INDUSTRY 4.0**

**(Revised 2019 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) Answer the following. (Any 5 out of 8) (2 marks each) [10]**

- a) Define Mechatronics?
- b) What is offers bold ideas?
- c) Define Collaborative Platform?
- d) Define Smart Factory?
- e) What is Internet of Things (IoT)?
- f) Define Software Defined Network?
- g) What is Mobile Computing?
- h) Define Society 5.0?

**Q2) Answer the following. (Any 2 out of 3) (5 marks each) [10]**

- a) Discuss the Japanese vs. Western approach for manufacturing excellence?
- b) Explain the Horizontal and Vertical Integration?
- c) Discuss the Reference Architectural Model Industries 4.0 (RAMI 4.0)?

**Q3) Answer the following. [10]**

- a) Explain the importance of data as a new resource for organizations with suitable example?

**OR**

- b) Explain Harnessing and sharing knowledge in organizations with suitable example?

**P.T.O.**

**Q4)** Answer the following.

**[10]**

- a) Analyse the Supporting Systems and related disciplines for Industry 4.0 such as Augmented Reality?

OR

- b) Explain the Future of Work system and skill requirements in Industry 4.0?

**Q5)** Answer the following.

**[10]**

- a) Develop the Applications and Case Studies Industry 4.0 laboratories (CII 4.0)?

OR

- b) Discuss in detail Big data analytics (BDA) and significance of V's of big data suitable example?



Total No. of Questions : 5]

SEAT No. :

PC-3073

[Total No. of Pages : 2

[6380] - 4015

M.B.A.

**403 BA (SC-BA-05): Economics of Network Industries**  
**(Revised 2019) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instruction to the candidates:*

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

**Q1) Answer any 5 out of 8 (2 marks each) :**

**[10]**

- a) Define Digital Convergence
- b) Short note on Network four ATM.
- c) Define software variety under hardware competition.
- d) Define Software Piracy.
- e) Short note on Software Pricing.
- f) Explain outline Information goods.
- g) Define Gateways.
- h) Role of Patent in network industry.

**Q2) Answer any 2 out of 3 (5 marks each) :**

**[10]**

- a) Write principles of Software Production.
- b) Explain characteristics of the market of Network Products.
- c) Explain dynamic approach to technology Revolutions.

**P.T.O.**



**Q3) a)** What is hardware Industry? What is the hardware compatibility and Network externalities approach. **[10]**

OR

b) Explain the media of exchange as networks for E-lobbies.

**Q4) a)** As a system expert you are requested to suggest the new technology advancement adoption approach. **[10]**

OR

b) Explain the business model of zero pricing with example.

**Q5) a)** Justify the switching costs model four digital Banking initiative of Bank **[10]**

OR

b) Evaluate the Role of code sharing agreements in Airline Industry.



Total No. of Questions : 5]

SEAT No. :

**PC3074**

[Total No. of Pages : 2

**[6380]-4016**

**S.Y.M.B.A.**

**404 BA-SC-BA-06: ARTIFICIAL INTELLIGENCE IN BUSINESS APPLICATIONS**

**(Revised 2019 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Neat diagrams must be drawn wherever necessary.*
- 3) *Assume suitable data, if necessary.*

**Q1) Answer any 5 out of 8: [10]**

- a) What is Big Data?
- b) What is Artificial Intelligence?
- c) Define Backward Chaining.
- d) Define the term Syntax.
- e) What is the full form of DFS and BFS?
- f) Define Machine learning.
- g) State the term Data Mining.
- h) What is Syntactic Analysis?

**Q2) Answer any 2 out of 3: [10]**

- a) Distinguish between supervised and unsupervised learning.
- b) What is Natural Language Processing? Explain Stages of NLP.
- c) Explain in detail Recursive Best First Search.

**Q3) Answer 3(a) or 3(b):**

- a) Explain learning in Decision trees with an example. [10]

**OR**

- b) Explain Error Back Propagation algorithm. [10]

**P.T.O.**

**Q4)** Answer 4(a) or 4(b):

- a) Which steps involved in natural language processing of an English sentence? Explain with an example. **[10]**

OR

- b) Explain in brief PROLOG Systems with its implementations? **[10]**

**Q5)** Answer 5(a) or 5(b):

- a) Write applications of NLP in Business Customer Service. **[10]**

OR

- b) Explain in detail the effect of Artificial Intelligence on society. **[10]**



Total No. of Questions : 5]

SEAT No. :

**PC3075**

[Total No. of Pages : 2

**[6380]-4017**

**S.Y. M.B.A.**

**404 RABM, SC - RABM - 02 : ICT FOR AGRICULTURE  
MANAGEMENT  
(Revised 2019 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) All questions are compulsory.*
- 2) Figures to the right indicate full marks.*
- 3) Answer to the questions should be specific and to the point.*
- 4) Draw sketches wherever necessary with the pencils.*

**Q1) Solve and five:**

**[5×2=10]**

- a) List two ICT - enabled Rural Services.
- b) Recall the application of Leapfrogging Technology.
- c) Define RFID, and how is it used in agriculture?
- d) What are pricing services in agricultural ICT?
- e) State the two advantages of e-commerce in agriculture over the traditional market.
- f) Identify the two Government Schemes utilizing ICT to promote financial inclusion.
- g) List the components involved in GIS data modelling.
- h) Name two GIS applications specifically used for precision farming.

**Q2) Solve any two:**

**[2×5=10]**

- a) Explain the concept of Village Resource Centres (VRC) and their importance.
- b) Define logistic systems within agriculture and elaborate on how ICT enhances their functionality.
- c) Analyse water management concerns utilizing GIS technology.

**Q3) Solve any one:**

**[1×10=10]**

- a) Discuss the scope and challenges of ICT in enhancing rural economies.
- b) Elaborate the role of ICT in enhancing the efficiency of agricultural production systems.

**P.T.O.**

**Q4)** Solve any one.

**[1×10=10]**

- a) Examine the potential of e-auction in agricultural marketing. Explore how farmers can leverage e-commerce platforms to effectively market their produce.
- b) Evaluate the issues and concerns in land management using GIS and provide strategies for mitigation.

**Q5)** Solve any one.

**[1×10=10]**

- a) Explain the impact of ICT on transfers and payments in the agricultural sector.
- b) Describe the future trends of GIS technology in agriculture and its potential impacts.

\* \* \*

Total No. of Questions : 5]

SEAT No. :

**PC3076**

[Total No. of Pages : 2

**[6380]-4018**

**S.Y.M.B.A.**

**SC - PHCM - 02 : PHARMA & HEALTHCARE  
REGULATORY ENVIRONMENT IN INDIA  
(Revised 2019 Pattern) (Semester - IV) (404 PH CM)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicates full marks.*
- 3) *Draw neat and labelled diagrams wherever necessary.*

**Q1)** Solve any 5 out of eight.

**[5×2=10]**

- a) Define API with suitable example.
- b) Recall Drugs.
- c) State Healthcare facilities & write 2 such facilities provided by PHC in India.
- d) In pharmacovigilance the term ADR stands for
  - i) Adverse drug reaction
  - ii) Adverse dose reaction
  - iii) Absolute drug reaction
  - iv) Absolute dose reaction
- e) \_\_\_\_\_ Pharmacy Act.
  - i) 1948
  - ii) 1950
  - iii) 1947
  - iv) 1958
- f) A drug shall be \_\_\_\_\_ if it has imported under the name which belongs to another drug.
  - i) Misbranded drug
  - ii) Spurious drug
  - iii) Adulterated drug
  - iv) Impure drug
- g) An act regulate Profession of Pharmacy.
  - i) Cosmetic act
  - ii) Patent act
  - iii) MTP act
  - iv) None of the above
- h) Memorise drugs & cosmetics act 1940 with suitable example.

**P.T.O.**

**Q2)** Solve any two out of three. **[2×5=10]**

- a) Compare & Contrast between consumer protection act & pharmacy act.
- b) What do you understand by pharma & healthcare regulatory environment in India?
- c) What do you understand by international environment in pharma marketing?

**Q3)** Solve any one out of two. **[1×10=10]**

- a) Explain in detail salient feature of blood bank regulation under drugs & cosmetic rule with suitable example?
- b) Innovation in Pharma & healthcare has given a new edge to the better service leverage - comment.

**Q4)** Solve any one out of two. **[1×10=10]**

- a) Analyse general laws & contrats of pharma & healthcare scenario in Indian Context.
- b) Analyse the global API count trends and favourable environment to boost the innovation for better pharma & healthcare services in Indian content.

**Q5)** Solve any one out of two. **[1×10=10]**

- a) Write Short note on following.
  - i) Narcotic drugs
  - ii) Psychotropic substance Act & Rules
  - iii) Laws of Privileged Communication
- b) Enlist different types of IPR & explain in details with suitable example.



Total No. of Questions : 5]

SEAT No. :

**PC3077**

[Total No. of Pages : 2

**[6380]-4019**

**S.Y.M.B.A.**

**404 THM-SC-THM-02 : TOURISM & TRAVEL MANAGEMENT  
(2019 Pattern (Revised)) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All question are compulasory.*
- 2) *Each question carry equal marks.*

**Q1)** Solve any 5 questions in short.

**[5×2=10]**

- a) Define sports tourism.
- b) Define medical tourism.
- c) Explain Indian Railways Contribution in tourism.
- d) Elaborate in short “Incredible India Campaign”.
- e) List down two features of tourism product.
- f) Explain “IATA” accreditation.
- g) Write a note on “Adventure tourism.

**Q2)** Solve any two.

**[2×5=10]**

- a) Prepare a list of services a travel agent typically offers to their clients and how do they add value to the travel booking process.
- b) Differentiate between “domestic and International tourism”.
- c) Evaluate the cultural differences in hospitality practices between eastern and western tourism destinations.

**P.T.O.**



**Q3)** Solve any one question.

**[1×10=10]**

Analyze the impact of natural disasters on tourism infrastructure and recovery efforts in India and consider the Joshimath (Badrinath) crisis.

OR

Explore the economic benefits and challenges of medical tourism in a developed country compared to a developing country like India.

**Q4)** Solve any one question.

**[1×10=10]**

“Setting up a “full-fledged travel agency” requires a different type of skill sets.” Explain this statement with suitable example.

OR

Prepare a “Marketing strategy” for developing a “beach destination”.

**Q5)** Elaborate Tourist’s ecological footprint and why it is important to consider in sustainable tourism?

**[1×10=10]**

OR

Briefly discuss the role of technology in enhancing the travel experience for tourists.



Total No. of Questions : 5]

SEAT No. :

**PC3078**

[Total No. of Pages : 2

**[6380]-4020**

**S.Y.M.B.A.**

**404 IB - SC-IB-02 : GLOBAL TRADE AND LOGISTICS  
MANAGEMENT**

**(Revised 2019 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Solve any five (2 marks each)

**[10]**

- a) Define Global trade.
- b) Enlist elements of International Business. Environment
- c) Two applications in information Technology in global logistics.
- d) Enlist role of VTMS.
- e) Define FFA.
- f) Enlist different modes of operations of shipping.
- g) International trade and domestic trade differ because.
  - i) Different government policies
  - ii) Immobility of factors.
  - iii) Trade restrictions
  - iv) All of above
- h) Government policy about exports & imports is called as:
  - i) Commercial policy
  - ii) Fiscal policy
  - iii) Monetary policy
  - iv) Finance policy

**P.T.O.**

- Q2) Solve any Two (5 marks each) [10]**
- a) Difference between global Trade and international trade.
  - b) Write short note on : Porters Diamond Model.
  - c) Write short note on : Third party logistics.

- Q3) Solve any one. [10]**
- a) Explain Institutional framework for export promotion in details.
- OR
- b) What is difference between Port and Harbor with examples.

- Q4) Solve any one. [10]**
- a) Explain international Business Environment in details.
- OR
- b) How Information Technology is playing important role in ware housing and physical distribution?

- Q5) Solve any one. [10]**
- a) Comment on : “Multi model Transport system chartering practice”.
- OR
- b) Explain INCOTERM and selection of INCOTERM.

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