

Total No. of Questions : 5]

SEAT No. :

**P3018**

[Total No. of Pages : 2

[4882] - 101

**P.G.D.B.M (Semester - I)**

**101 : ORGANIZATIONAL BEHAVIOUR**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :-*

- 1) All questions carry equal marks.*
- 2) Each question has an internal option.*
- 3) Figure to the right indicate marks for that question/sub question.*

**Q1)** Define the term Organizational Behaviour with its nature and importance.

OR

What are the challenges and problems faced by manager's today in current scenario.

**Q2)** What do personality test measure? State their practical application?

OR

Define the concept of motive. Explain Vroom's expectancy theory in detail.

**Q3)** Explain the meaning and concept of transformational leadership with suitable illustrations.

OR

Define the term leadership. Explain various styles of leadership applicable in today's context citing with suitable illustrations.

**P.T.O.**

**Q4)** How to create positive organizational culture at work place.

OR

Discuss the concept of work-place spirituality.

**Q5)** Define Change. State various forces acting as stimulant to change.

OR

Explain various intervention strategies for facilitating organizational change.

**XXXX**

Total No. of Questions : 5]

SEAT No. :

**P3019**

[Total No. of Pages : 4

[4882] - 102

**P.G.D.B.M (Semester- I)**

**ACCOUNTING FOR BUSINESS DECISIONS**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :-*

- 1) All questions are compulsory.*
- 2) All questions carry equal marks.*
- 3) Use of non-programmable calculators is allowed.*

**Q1)** What do you understand by accounting concepts? State and explain any FIVE concepts in detail.

OR

What do you understand by Management Accounting? discuss role of Management Accounting in global business environment.

**Q2)** State the nature of financial statements. State and discuss the limitations of financial statements.

OR

State & explain any FOUR elements of Balance sheet as per schedule VI of companies, Act.

**Q3)** From the following information of a manufacturing firm, prepare a cost sheet showing PRIME COST, WORKS COST, COST of PRODUCTION, COST of SALES and PROFIT/LOSS:

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

Direct materials	35,000
Indirect wages	5,000
Factory Rent & Rates	25,000
Depreciation on office Assets	100
Office salaries	2,300
Advertisement	1,000
Direct wages	38,000
Office Rent & Rates	300
Depreciation of machines	750
Salary to managing Director	6,000
Travelling Expenses	500
Sales	1,25,000

OR

Following information of m/s vijay & co. is available. You are required to prepare a cost sheet for the same:

Stock of Materials on 01/06/2015	40,000
Purchase of raw materials in June 2015	11,00,000
Stock of finished goods on 01/06/2015	50,000
Productive wages	5,00,000
Finished goods sold	24,00,000
Works over heads	1,50,000
Office & general expenses	1,00,000
Stock of raw materials on 30/06/2015	1,40,000
Stock of finished goods on 30/06/2015	60,000

**Q4)** From the following information available in respect of Bin card of a manufacturing firm, prepare stores ledger (pricing of the issue of material is based on FIFO method).

01/09/2015    Opening stock of 200 units @ Rs. 2.50  
05/09/2015    Purchases of 150 units @ Rs. 3.00  
07/09/2015    Issued 300 units  
13/09/2015    Purchases of 300 units @ Rs. 2.25  
18/09/2015    Issued 275 units  
23/09/2015    Purchases of 500 units @ Rs. 2.40  
28/09/2015    Issued 450 units  
30/09/2015    Lost 25 units.

OR

Following information of a company is available:

Normal Consumption	450 units per week
Maximum Consumption	630 units per week
Minimum Consumption	360 units per week
Re-order quantity	5400 units per week
Re order period	8 weeks

You are required to calculate:

- a) Reordering level
- b) Minimum stock level
- c) Maximum stock level
- d) Average stock level

**Q5)** Prepare a cash budget ascertaining the requirements of funds for a company for the quarter ending 31<sup>st</sup> march 2015.

The following information is available.

Month	Sales	Purchases	Wages	Office Expenses	Factory Expenses	Selling Expenses
Nov 2014	50,000	30,000	6,000	4,000	5,000	3,000
Dec 2014	56,000	32,000	6,500	4,000	5,500	3,000
Jan 2015	60,000	35,000	7,000	4,000	6,000	3,500
Feb 2015	80,000	40,000	9,000	4,000	7,500	4,500
March 2015	90,000	40,000	9,500	4,000	8,000	4,500

Other Information:

- i) Bank balance on Jan 01,2015 : 10,000
- ii) Cash sales: 20% ; Balance in the month following that sales
- iii) Supplier's Credit : 2 months
- iv) Wages & all other expenses are paid in the following month when they incur.
- v) Bonus to the workers : Rs 25,000 in the month of march 2015.
- vi) Payment against purchase of machine : Rs 80,000 in feb 2015

OR

From the following information of a product.

Fixed cost	Rs. 40,000
Variable cost per unit	Rs. 2
Sales	Rs. 2,00,000
Selling price per unit	Rs. 10

Calculate :

- a) P/V ratio
- b) BEP (Amt)
- c) Profit when sales are Rs 1,20,000
- d) Sales required to earn a profit of Rs. 60,000

**XXXX**

Total No. of Questions : 5]

SEAT No. :

P3020

[Total No. of Pages : 2

[4882]-103

P.G.D.B.M (Semester - I)

103 : ECONOMIC ANALYSIS FOR BUSINESS DECISIONS

(2013 Pattern)

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :-*

- 1) *All questions carry equal marks.*
- 2) *Attempt any five questions.*
- 3) *Draw neat diagrams wherever necessary.*
- 3) *Figure to the right indicate full marks.*

**Q1)** Discuss the circular flow of economic activity.

**[10]**

OR

What is the role of profit in market system?

**Q2)** What are the advantages and disadvantages of 'Survey' method used for demand forecasting?

**[10]**

OR

Explain how equilibrium price and output is determined in the short Run by a firm in perfect competition?

**Q3)** Discuss various types of costs.

**[10]**

OR

Explain the various methods of risk analysis.

**P.T.O.**

**Q4)** Explain the salient features of Indian capital market.

**[10]**

OR

Explain the objectives and roles of SEBI.

**Q5)** What are the various types of Budget?

**[10]**

OR

Write a detailed note on Balance of Payment.

**XXXX**



Total No. of Questions : 10]

SEAT No. :

**P3021**

[Total No. of Pages : 2

**[4882] - 104**

**P.G.D.B.M (Semester - I)**

**104 : BUSINESS RESEARCH METHODS**

**(2013 Pattern) (CBCS)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :-*

- 1) All questions carry equal marks(10).*
- 2) Use of simple calculator is allowed.*

*Q1) What is Business Research? Explain its significance in modern times.*

OR

*Q2) Describe the different types of Research. What is the difference between the survey and experiment?*

*Q3) Briefly describe the different steps involved in a research process.*

OR

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

- a) Criteria of good research.
- b) Research and scientific method.
- c) Design of the research.
- d) Motivation in Business research.

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

**Q5)** What is Hypothesis? Explain its importance. Explain the characteristics of a good Hypothesis.

OR

**Q6)** What is the meaning of measurement in research? Explain the terms of the nominal, ordinal, interval and ratio scale with examples.

**Q7)** 'Interviews introduce more bias than does the use of Questionnaire' - Give the justification.

OR

**Q8)** Describe briefly the commonly used various sampling techniques in business research methods.

**Q9)** Briefly describe different non parametric test explaining the significance of each such test.

OR

**Q10)** What are 'Mean', 'Median' and 'Mode'. Explain its merits and demerits of them.

**XXXX**

Total No. of Questions : 5]

SEAT No. :

**P3022**

[Total No. of Pages : 2

**[4882] - 105**

**P.G.D.B.M (Semester - I)**

**105 : MANAGEMENT FUNDAMENTALS**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :-*

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

*Q1) "Management is what management does". Explain.*

OR

What do you mean by principles of Management? Explain principles of Management.

*Q2) Define the concept of line & staff. What are the sources of conflict between line & staff and how can they be resolved.*

OR

"Delegation of authority is good management technique". Comment.

*Q3) Discuss the nature and significance of planning in an industrial enterprise.*

OR

Discuss MBO. What are the advantages & disadvantages of MBO.

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

**Q4)** Define 'control'. Explain why control is necessary in the management of modern business.

OR

What are the different techniques of co-ordination? State the importance of co-ordination.

**Q5)** Why do employee's resist change? How can resistance be overcome.

OR

Define technological changes in the organisation. What are different techniques for encouraging technological changes?

**XXXX**

Total No. of Questions : 5]

SEAT No. :

P3023

[Total No. of Pages : 2

[4882] - 201

**P.G.D.B.M. (Semester - II)**

**201 : BASICS OF MARKETING**

**(2013 Pattern) (CBCS)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

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

**Q1) a)** Define Marketing. What are the core concepts of marketing? [2 + 8]

OR

b) Explain in detail 'Holistic marketing Orientation'. [10]

**Q2) a)** How is 'Organizational buying behaviour' different from 'Consumer buying behaviour'? [5 + 5]

OR

b) Explain the five steps buyer decision process with suitable examples.[10]

**Q3) a)** Explain the concept of 'marketing environment'. Which factors are studied in macro environment? [4 + 6]

OR

b) Explain in detail the concept of 'Market potential' and 'Market share'. [10]

**P.T.O.**

**Q4) a) What the various levels of Market segmentation? [10]**

**OR**

**b) Explain the concept of 'Differentiation' and 'Positioning'. [5 + 5]**

**Q5) a) Explain classification of industrial products in detail. [10]**

**OR**

**b) What is meant by 'Product mix'? Which concepts are studied in Product Mix? [2 + 8]**

**XXXX**

Total No. of Questions : 5]

SEAT No. :

P3573

[Total No. of Pages : 4

[4882] - 202

PGDBM

202 : FINANCIAL MANAGEMENT

(2013 Pattern)

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** What do you mean by financial Management? Explain its scope and functions. **[10]**

OR

Write notes on : **[10]**

- a) Financial Planning.
- b) CAPM.

**Q2)** Describe the concept of Over capitalization. Explain causes and remedies of the same. **[10]**

OR

Define dividends. Explain various factors affecting dividend policies. **[10]**

**Q3)** ABC Pvt Ltd. is planning to invest in a new project requiring initial investment of Rs. 20,00,000. The new project can be executed through one of the following alternatives. **[10]**

	Project A	Project B
Investment	₹ 20,00,000	₹ 20,00,000
Expected life	06 years	07 years
Cost of capital	10 %	10 %

**P.T.O.**

The proposed a inflows from both the alternatives are as follows, cash inflow details.

Year	Project A	Project B
1	5,00,000	4,00,000
2	6,00,000	5,00,000
3	7,00,000	6,00,000
4	8,00,000	7,00,000
5	7,00,000	6,00,000
6	6,00,000	5,00,000
7	–	4,00,000

Find which project company should select as the basis of NPV method.

OR

A company is considering the proposal of taking up a new project which requires as investment of Rs. 4 crores on machinery. The project is expected to yield the following earnings (before depreciation and tax) are. [10]

Year	EBDT
1	1,60,00,000
2	1,60,00,000
3	1,80,00,000
4	1,80,00,000
5	1,50,00,000

The cost of raising capital is 12%. The scrap value at the end of the projects may be taken as zero. Income tax applicable to company is 50%. Calculate

a) NPV.

b) Profitability Index.

**Q4)** The following are the balance sheets of Icon Ltd. [10]

Liabilities	31.03.09	31.03.10	Assets	31.03.09	31.03-10
Share capital	7,00,000	8,00,000	Land & Building	4,50,000	4,80,000
Reserve Fund	–	40,000	Plant & Machine	3,00,000	4,40,000
15% Debenturs	2,00,000	3,00,000	Furniture	1,00,000	1,80,000
Morgaged loan	2,50,000	2,00,000	Stock	2,00,000	2,18,000
Sundry Creditors	1,28,000	1,60,000	Sundry Debtors	1,70,000	2,22,000
Bills Payable	1,02,000	1,68,000	Cash and Bank	2,20,000	2,28,000
P & L	1,20,000	1,50,000	Bill payable	60,000	50,000
	<u>15,00,000</u>	<u>18,18,000</u>		<u>15,00,000</u>	<u>18,18,000</u>



The total sales during the year 2008 - 09 was Rs. 20,00,000 which was increased by 10% in the next year.

You are required to calculate the following ratios for both years 2009 & 2010.

- a) Current Ratio.
- b) Liquid Ratio.
- c) Debtors Turnover Ratio.
- d) Inventory Turnover Ratio.
- e) Debt Equity Ratio.

OR

From the following information prepare.

[10]

- i) Statement of charges in working capital and
- ii) Fund Flow statement of the company for the year ended 31-3-15

Balance sheet (as on 31-03-14 & 15)

Liabilities	2014	2015	Assets	2014	2015
Share capital	3,00,000	4,00,000	Land & Building	1,00,000	1,50,000
P&L Account	80,000	1,60,000	Plant & Machinery	2,50,000	3,70,000
General Reserve	35,000	42,000	Stock	50,000	70,000
Bills Payable	20,000	25,000	Debtors	60,000	55,000
Creditors	55,000	60,000	Bills Receivable	30,000	50,000
Outstanding expenses	15,000	20,000	Cash	15,000	12,000
	5,05,000	7,07,000		5,05,000	7,07,000

**Q5)** Prepare statement of working capital required for the year 2015 from the following information. [10]

- a) Estimated output 1,30,000 (52 weeks)
- b) Raw material in stock 2 weeks
- c) Material in process 2 weeks

Tncuns 50% of wages and overheads and 100% material.

- d) Stock of finished goods - 2 weeks.
- e) Creditors - 3 weeks

- f) Debtors - 4 weeks
- g) Outstanding wages and overheads 2 weeks
- h) Selling price - Rs. 15 per unit.
- i) Cost analysis per unit is as follows

Raw material	-	₹	5
Labour	-	₹	3
Overheads	-	₹	2
Profit	-	₹	5
Selling price	-	₹	15 per unit.

Assume the operations are evenly spread throughout the year.

OR

A proforma cost sheet of a company provides the following particular. [10]

Elements of cost	Amount per units
Materials	50 %
Direct labour	10 %
Overheads	10 %

The following further particulars are available.

- i) It is proposed to maintain a level of activity of 1,00,000 units.
- ii) Selling price is Rs. 10 per unit.
- iii) Raw materials are expected to be in stores for an average of 2 months.
- iv) Materials will be in process on average one month.
- v) Finished goods are required to be in stock for an average of 2 months.
- vi) Credit period allowed to debtors 3 months.
- vii) Credit allowed by supplier is 2 months.



Total No. of Questions : 5]

SEAT No. :

P3024

[Total No. of Pages : 2

[4882] - 203

**P.G.D.B.M (Semester - II)**

**203 : LEGAL ASPECTS OF BUSINESS**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

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

**Q1)** Classify and explain different types of agents. Explain in detail Duties & Rights of Agent. **[10]**

OR

Define a contract of indemnity and explain its nature. What are the rights of an indemnity holder?

**Q2)** Explain fully the essentials of a contract of sale of goods. **[10]**

OR

Write a note on Rights of unpaid seller.

**Q3)** What do you mean by a negotiable instrument? What are the characteristics of a negotiable instrument? **[10]**

OR

Who is a holder? What conditions he must satisfy to be a holder of an instrument under the Negotiable Instrument Act 1881.

**P.T.O.**

**Q4)** Define a company. What are the features of a company. **[10]**

OR

Distinguish between Memorandum of Association & Articles of Association.

**Q5)** What are different Consumer Disputes Redressal agencies? How are they established? **[10]**

OR

Explain the meaning of 'Electronic Governance'. What are the provisions of the I.T. Act relating to electronic governance?

**XXXX**

Total No. of Questions : 5]

SEAT No. :

P3025

[Total No. of Pages : 2

[4882] - 204

**P.G.D.B.M. (Semester - II)**

**204 : BUSINESS COMMUNICATION**

**(2013 Pattern) (CBCS)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :-*

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

**Q1) What are the principles of effective communication?**

**[10]**

OR

What are the barriers of effective communication?

**Q2) Which are the various types of Business letters? Write a customer relations letter intimating the customer about the resolution of his query. (make necessary assumptions)**

**[10]**

OR

Explain in detail the various ways used for Internal communications.

**Q3) What are the principles of effective presentations?**

**[10]**

OR

Which are the principles governing the use of audiovisual media?

**P.T.O.**

**Q4)** You are facing a placement interview. Explain in detail on your preparation to face a placement interview? **[10]**

OR

Write a note on video conferencing and tele-meeting.

**Q5)** What are the various components of a Business report? **[10]**

OR

What are the objectives of report? What are the various types of reports.

**XXXX**

Total No. of Questions : 5]

SEAT No. :

P3026

[Total No. of Pages : 2

[4882] - 205

**P.G.D.B.M (Semester - II)**

**205 :BUSINESS GOVERNMENT AND SOCIETY**

**(2013 Pattern) (CBCS)**

*Time :2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :-*

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

**Q1)** What is the economic role of government towards business and society?[10]

OR

Describe the role of Foreign direct investment on Business in India with suitable example.

**Q2)** Privatization and regulation Policy helps in economic development of the country. Comment. [10]

OR

Poverty - Inequality - economic growth, are interrelated. Discuss.

**Q3)** Name the different pricing mechanisms available to ensure universal efficiency. [10]

OR

What is privatization? Explain the issues in regulation that arise with privatization.

**P.T.O.**

**Q4)** What is internationalization? What are the various challenges faced while coping with global competition. **[10]**

OR

Globalization is a blend of People, Technology & Ethical Behavior.  
Comment.

**Q5)** Write a note on influence of demography in changing workplace. **[10]**

OR

Apart from demography and technology, what are the factors that influence resistance to change?

**XXXX**



Total No. of Questions : 5]

SEAT No. :

P3027

[Total No. of Pages : 2

[4882] - 301

**P.G.D.B.M (Semester - III)**

**(301) HUMAN RESOURCE MANAGEMENT**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :-*

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

**Q1)** Explain the meaning and nature of Human resource management. [10]

OR

Define SHRM and what are the strategic functions of HRM implemented in the company. [10]

**Q2)** What are the techniques of forecasting human resources of an organization? [10]

OR

Explain the process of selection of employees which is generally followed in a large scale business concern. [10]

**Q3)** Explain the Principles, needs and levels of training evaluation. [10]

OR

How would you design a program of a management development? [10]

**P.T.O.**

**Q4)** Explain the process of performance appraisal and explain any two modern techniques. **[10]**

OR

What are the advantages and problems while linking compensation with performance. **[10]**

**Q5)** How violation of Policy/Discipline by employee affects their relations. **[10]**

OR

Explain various organizational exits with their reasons. **[10]**

**XXXX**

Total No. of Questions : 5]

SEAT No. :

P3028

[Total No. of Pages : 4

[4882] - 302

P.G.D.B.M. (Semester - III)

302 : Decision Science

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

**Q1) a)** Upon completing the construction of his house, Mr. Sharma discovered that 100 Sq.feet of plywood scrap and 80 Sq.feet of white pine scrap are in usable form for the construction of tables and book cases. It takes 16 Sq.feet of plywood and 8 Sq.feet of white pine to make a table and 12 Sq.feet of plywood and 16 Sq.feet of white pine are required to construct a book case. By selling the finished products to a local furniture store, Mr. Sharma can realize a profit of Rs. 125 on each table and Rs. 100 on each book case. How can he make the use of the left over scrap most profitability? Formulate the LPP and show the constraints by Graph.[10]

OR

b) Solve the transportation problem.

Factory	Cost per unit (Rs.) Distribution Centers				Production in Kg.
	W	X	Y	Z	
A	10	18	6	25	7000
B	7	7	10	18	8000
C	6	3	11	20	10000
Total demand in Kg.	6000	6000	8000	5000	

[10]

P.T.O.

**Q2) a)** Solve the assignment problem for minimization.

	S <sub>1</sub>	S <sub>2</sub>	S <sub>3</sub>	S <sub>4</sub>	S <sub>5</sub>
F <sub>1</sub>	4	6	7	5	11
F <sub>2</sub>	7	3	6	9	5
F <sub>3</sub>	8	5	4	6	9
F <sub>4</sub>	9	12	7	11	10
F <sub>5</sub>	7	5	9	8	11

[10]

OR

b) The following table gives the arrival pattern at a coffee counter for 1 minute interval.

Number of person arriving	0	1	2	3	4	5	6	7
Frequency	5	10	15	30	20	10	5	5

Simulate the arrival using random numbers and find average arrival 5, 25, 16, 80, 35, 48, 67, 79, 90, 19.

[10]

**Q3) a)** The past experience shows that the number of copies of tax laws in demand varies between 25 and 30. Some tax changes every year as such if the copies are not sold during the year its value is reduced. Some agency purchases such unsold copies at Rs. 80 each and sales them at Rs. 100 each. Prepare the pay-off table for purchasing copies between 25 and 30 and state different decisions that will be taken under

- i) Maximax.
- ii) Maximin.
- iii) Regret

If the probability of demand is known as

Demand	25	26	27	28	29	30
Probability	0.05	0.10	0.35	0.30	0.15	0.05

[10]

OR

- b) Solve the game and find the optimal strategies for both the players with payoff matrix as below :

Player A	Player B			
	B <sub>1</sub>	B <sub>2</sub>	B <sub>3</sub>	B <sub>4</sub>
A <sub>1</sub>	3	2	4	0
A <sub>2</sub>	3	4	2	4
A <sub>3</sub>	4	2	4	4
A <sub>4</sub>	0	4	0	8

[10]

- Q4)** a) i) Describe the characteristics of CPM and PERT model. [5]  
 ii) State the limitations of CPM and PERT techniques. [5]

OR

- b) Draw a network diagram and find the critical path. The sequence of activities together with their predecessors is given below.

Activity	Description	Predecessor Activity	Duration (Days)
A	Open work order	--	4
B	Get material for X	A	6
C	Get material for Y	A	5
D	Turn X on lathe	B	3
E	Turn Y on lathe	B, C	7
F	Polish Y	E	2
G	Assemble X and Y	D, F	6
H	Pack	G	2

[10]

- Q5)** a) i) A card is drawn from a pack of cards. What is the probability that  
 I) It is not a spade  
 II) It is face card. [5]  
 ii) Write a short note on :  
 I) Binomial Distribution.  
 II) Poisson Distribution [5]

OR

- b) i) An insurance company insured 1500 scooter drivers, 3500 car drivers and 5000 truck drivers. The probability of an accidents is 0.05, 0.02 and 0.10 respectively in case of scooter, car and truck drivers. One of the insured person met with an accident. What is the probability that he is a car driver? **[5]**
- ii) The incidence of a certain disease is such that on an average 20% of workers suffer from it. If 10 workers are selected at random, find the probability that
- I) Exactly two workers suffer from the disease.
- II) Not more than two workers suffer from the disease. **[5]**



Total No. of Questions : 5]

SEAT No. :

P3029

[Total No. of Pages : 2

[4882] - 303

P.G.D.B.M. (Semester - III)

303 : OPERATIONS AND SUPPLY CHAIN MANAGEMENT

(2013 Pattern)

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1) a)** State the meaning basis of master production schedule. Explain in brief raw of master production schedule in MRP system. **[10]**

OR

b) Explain Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. **[10]**

**Q2) a) i)** Define Production Planning and Control. **[5]**

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

OR

b) What is Process product mix? Explain in details types of Production process is given below. **[10]**

i) Batch Production

ii) Job Production

iii) Continuous Flow Process

**Q3) a)** Define Inventory Management? Explain concept and types of inventory management in detail. **[10]**

OR

b) How are internal customers? Discuss the steps for retaining internal customer? **[10]**

**P.T.O.**

- Q4) a) i) Explain Lean Production System. [5]**  
ii) Assume you have a product with the following parameters:  
Annual Demand = 360 units  
Holding cost per year = \$ 1.00 per unit  
Order cost = \$ 100 per order  
What is the EOQ for this product? [5]

OR

- b) i) JIT in SCM. [5]  
ii) Note on SDE Analysis. [5]

- Q5) a) i) Note on Six Sigma. [5]**  
ii) Note on KANBAN. [5]

OR

- b) Explain - "Forecasting is a planning tool". [10]





Total No. of Questions : 5]

SEAT No. :

P3030

[Total No. of Pages : 2

[4882] - 304

P.G.D.B.M. (Semester - III)

304 MKT : Contemporary Marketing Research

(2013 Pattern)

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1)** a) What do you mean by contemporary marketing research? Explain role of information technology in contemporary marketing research.

OR

b) What is marketing research? What are the possible areas of marketing research?

**Q2)** a) What are the characteristics of good Questionnaire? Design a small questionnaire to test the fashion adoption characteristics of the behaviour of college going girls.

OR

b) Suggest appropriate sources of secondary data for identifying target segments for the following products.

- i) Digital Camera
- ii) Sports bike

**Q3)** a) Define & explain the following term : Population, Sampling Unit, Sampling Procedure in a particular marketing research study only?

OR

b) Explain the study of effectiveness of advertising & sales promotional activity by using Marketing Research.

**P.T.O.**

- Q4) a)** In consumer marketing, a common problem that any marketing manager faces is the selection of appropriate colors for package design. Assume that a marketing manager wishes to compare five different colors of package design. He is interested in knowing which of the five is the most preferred so that it can be introduced in the market. However, there were two versions of the brand and the researcher wanted to find out whether color preferences of the consumers vary across the two versions. A random sample of 400 consumers each was carried out in two versions of the brand which reveal the following :

Package Colour	Preference by Consumers (version 1)	Preference by Consumers (version 2)
Red	70	85
Blue	106	90
Green	80	80
Pink	70	80
Orange	74	65

Does the version of the brand influence consumer preferences for package colors?

OR

- b)** The Kuality Ice Cream Pvt Ltd Co conducted a market survey of 60 children and were asked as to which ice cream flavour they like out of three flavour of Vanilla, Strawberry and Chocolate. The responses are as follows:

Sr No	Flavor	No. of Children
01	Vanilla	17
02	Strawberry	24
03	Chocolate	19

Find out whether children favor any particular flavor. (Alpha is 5% : 5.991)

- Q5) a)** Explain how cluster analysis and discriminant analysis and differ from each other? Define the conjoint analysis.

OR

- b)** What is Multi dimensional scaling & Perceptual mapping. Explain in detail.



Total No. of Questions : 5]

SEAT No. :

P3031

[Total No. of Pages : 2

[4882] - 305

P.G.D.B.M. (Semester - III)

**304 FIN : Financial Regulatory Framework  
(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1)** Discuss the need and importance of regulatory framework in finance field.[10]

OR

Explain the role of financial regulators in promoting economic growth.

**Q2)** What are the regulatory measures taken by RBI to facilitate financial inclusion? [10]

OR

Describe the functions of RBI and SEBI.

**Q3)** Define Memorandum of Association (MOA). Explain the various clauses of MOA. [10]

OR

Distinguish between private and public company.

**Q4)** Explain the regulatory framework for raising fund through GDRs and ADRs.[10]

OR

Explain the objectives and salient features of Foreign Exchange Management Act (FEMA). Discuss the provisions of FEMA for acquiring property outside India.

*P.T.O.*

**Q5)** Describe the Registration process of 'Not for Profit Companies' registered under section 25 of the Companies Act 1956. **[10]**

OR

What are the various Institutional issues with MFIs in India.



Total No. of Questions : 5]

SEAT No. :

P3032

[Total No. of Pages : 2

[4882] - 306

**P.G.D.B.M. (Semester - III)**  
**304 IT : Software Engineering**  
**(2013 Pattern)**

*Time : 3 Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

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

- a) Design a GUI Form for opening savings account in a bank.
- b) Draw activity diagram for National Conference System with following key processes :
  - i) Registration of participants
  - ii) Abstract uploading
  - iii) Display list of selected papers
  - iv) On-line fees payment
  - v) Schedule uploading for the conference

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

- a) What is Requirement? Explain different types of Requirements.
- b) Explain RAD Model.

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

- a) Explain System Development Life Cycle in detail.
- b) Explain Spiral Model in detail

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

- a) Draw a use case diagram for maintaining FD Account in Bank.
- b) Draw a use case diagram for registering new E-mail account.

**P.T.O.**

**Q5)** Attempt the following (any two) :

**[10]**

- a) Waterfall Model.
- b) JAD
- c) Class Diagram



Total No. of Questions : 5]

SEAT No. :

P3033

[Total No. of Pages : 2

[4882] - 307

P.G.D.B.M. (Semester - III)

**304-OPE : Inventory Management  
(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1) a)** Explain the role of inventory management in the operation function of the manufacturing organisation. Elaborate on the various types of inventory. **[10]**

OR

- b) What is pressures of low inventory and pressures of high inventory? Also explain impact of low inventory pressure and high inventory pressure on the operations function.

**Q2) a)** What do you mean by inventory control systems. State the role of 'P' and 'Q' systems in inventory control systems. **[10]**

OR

- b) State the importance of inventory control systems. Also explain various types of inventory control systems.

**Q3) a)** Explain the EOQ model, with example. **[10]**

OR

- b) What is Production Quantity Model. Explain its application with respect to inventory management.

**Q4) a)** What is JIT. Explain the various principles of JIT. **[10]**

OR

- b) Explain how Kauban can be used as a control tool for inventory management vis-a-vis JIT.

**P.T.O.**

**Q5) a)** What is 'make-or-buy' decision. Explain the various factors influencing 'make-or-buy' decisions. **[10]**

OR

b) Explain the following - FSN, HML, XYZ. Also briefly state the importance of various inventory analysis methods.





Total No. of Questions : 5]

SEAT No. :

P3034

[Total No. of Pages : 2

[4882]-308

P.G.D.B.M. (Semester - III)

304 HR : Performance Management  
(CBCS) (2013 Pattern)

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1) a)** Write a short note on concerns and implications of performance management. **[10]**

OR

b) Compare and contrast between : Performance Appraisal, Performance Management and Human Resource Management. **[10]**

**Q2) a)** What are the organizational and individual performance plans and components of manager's development plan? Why are setting mutual expectations and performance criteria important? **[10]**

OR

b) Write short notes on (any two) : **[10]**  
i) Problem solving in performance management process.  
ii) Engendering trust.  
iii) Role efficiency relating to performance management.

**Q3) a)** What according to you are the various strategies involved in the effective implementation of performance management system? **[10]**

OR

b) "Organizational culture is responsible for the enhancement of organizational and individual performance". Comment. **[10]**

**P.T.O.**

**Q4) a)** Most organizations find that employees come out with several grievances, once the appraisal is over and results are known through reward system. Why does this happen? Can you suggest some methods of performance assessment to avoid such outcomes? **[10]**

OR

- b) Write short note on (any two) : **[10]**
- i) Fringe benefits
  - ii) Compensation system
  - iii) Rewards

**Q5) a)** How performance management in multinational corporations is different from domestic organizations? Explain your views with appropriate justification. **[10]**

OR

- b) What do you understand by the term ethical performance management? Explain the objectives and significance of ethics in performance management. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3035

[Total No. of Pages : 1

[4882]-309

P.G.D.B.M. (Semester - III)

**304 IB : Indian Economy and Trade Dependencies  
(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1)** Explain in detail the fundamentals of Indian Economy. **[10]**

OR

Discuss the impact of public sector reforms on Indian Economy.

**Q2)** Describe the measures to remove regional disparities in India. **[10]**

OR

Discuss the role of state in the economic development of the country.

**Q3)** Explain the industrial growth under 10<sup>th</sup> and 11<sup>th</sup> five year plan. **[10]**

OR

Define 'IT Industry' in India. Explain growth and present state of IT Industry in India.

**Q4)** What is Balance of Payment. Explain BoP since the new economic reforms 1991. **[10]**

OR

Explain in detail Foreign Investment Inflows (FII) in India.

**Q5)** What are the merits and demerits of free trade policy? Explain its relevance in the era of globalization. **[10]**

OR

Explain the role of Liberalisation and Integration with Global Economy.



Total No. of Questions : 5]

SEAT No. :

P3036

[Total No. of Pages : 2

[4882]-310

P.G.D.B.M. (Semester - III)

Specialization - SUPPLY CHAIN MANAGEMENT

**304 SCM : Essentials of Supply Chain Management  
(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1)** a) What is Supply Chain Management? Explain generalized Supply Chain Model.

OR

b) Explain different aspects of Financial sophistication in supply chain.

**Q2)** a) What is Push based Supply Chain? Draw a typical structure of Push based supply chain with example.

OR

b) Explain Agile as Supply Chain Strategy.

**Q3)** a) How changing Business Landscape in globalisation make impact on supply chain.

OR

b) “In the modernization of Business growth in outsourcing increased scope of Supply Chain Management”. Explain the statement with example.

**Q4)** a) Explain any two building blocks in supply chain management.

OR

b) What are the functions of Distribution Management?

**P.T.O.**

**Q5) a)** What is meant by “customer success”? How it is different from “customer satisfaction”?

OR

b) What are the different aspects of customer focused marketing and supply chain service outputs?



Total No. of Questions : 5]

SEAT No. :

P3037

[Total No. of Pages : 2

[4882]-311

**P.G.D.B.M. (Semester - III)**

**304 - RABM : Agriculture and Indian Economy**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1)** Explain the place of agriculture in the national economy. Describe the progress of agriculture under the Five Year Plans. **[10]**

OR

Explain 'Green Revolution'. Describe the crop pattern in India since 1951.

**Q2)** What is the concept of food security? Explain food self sufficiency. **[10]**

OR

What is public distribution system? Describe the chief constituents in India.

**Q3)** Describe briefly about the most appropriate approach for scheduling irrigation in field crops with merits and demerits. **[10]**

OR

What are the various approaches for scheduling irrigation?

**Q4)** Write the concept of Land reforms. What is the need and scope for Land reforms in a developing economy? **[10]**

OR

Describe the problem of sub division and fragmentation of holdings.

**P.T.O.**

**Q5)** What is the unorganized sector of Agriculture in India? Explain the estimation of organized and unorganized workers in agriculture sector. **[10]**

OR

What are the recommendations of National Commissions on Rural Labour (NCRL).



Total No. of Questions : 5]

SEAT No. :

P3038

[Total No. of Pages : 2

[4882] - 312

**P.G.D.B.M. (Semester - III)**

**FBM**

**304 - Essentials of Family Business Management - I  
(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

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

**Q1)** Define Family business. What constitutes a family business? **[10]**

OR

Describe the dilemmas and challenges of family business. **[10]**

**Q2)** What are the three elements approaches to Family Business? Explain the balanced approach with suitable example. **[10]**

OR

“There is a need to preserve the entrepreneurial spirit and promote a positive - sum dynamic in later generation of Family Business” Explain. **[10]**

**Q3)** What are the ingredients of successful planning in family business? Explain the role of emotional intelligence. **[10]**

OR

What are the processes and structures for designing family governance?[10]

**P.T.O.**



**Q4)** Why does it take to succeed in a family business? [10]

OR

What are the human resource management issues that generally arise in family business? [10]

**Q5)** What are the career opportunities for nonfamily managers? How do they develop relations with the family? [10]

OR

Can a nonfamily manager become a president or CEO of a family business? Explain giving suitable example. [10]



Total No. of Questions : 5]

SEAT No. :

**P3039**

[Total No. of Pages : 2

**[4882] - 313**

**P.G.D.B.M. (Semester - III)**

**304 : TECHNOLOGY COMPETITION AND STRATEGY (TM)**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

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

**Q1)** a) Joseph Schumpter described technological changes as “Creative destruction”. Elaborate this by discussing competitive consequences of technological change. **[10]**

OR

b) Explain the term “Competative domains”. How do competitive domains evolve due to technological change.

**Q2)** a) How does technology intelligence will help organisation to complete with their rival. Give appropriate examples. **[10]**

OR

b) Distinguish between external and internal technology intelligence. Explain role of organisational arrangements for gathering data.

**Q3)** a) What is meant by strategy? Explain the business strategy and technology strategy. **[10]**

OR

b) Explain the following methods for strategic analysis and decision making of business.

- i) Product Evaluation Matrix used by 3M.
- ii) Market Growth Market Share Analysis Matrix (BCG Matrix)

**P.T.O.**

**Q4)** a) What are the key principles underlying the formulation of Technology Strategy. **[10]**

OR

b) What are the different types of Technology Strategy? Explain the types with appropriate examples.

**Q5)** a) What is collaborative arrangement? What are the different advantages of inter-firm collaboration for small and large firms. **[10]**

OR

b) What are the different risks of collaborative activity for the firms involved in technology collaborative mode?



Total No. of Questions : 10]

SEAT No. :

**P3040**

[Total No. of Pages : 2

**[4882] - 314**

**P.G.D.B.M. (Semester - III)**

**305 : MARKETING MANAGEMENT**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

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

**Q1)** Explain significance of 4Ps of marketing in competitive environment with an appropriate example of FMCG product. **[10]**

OR

**Q2)** Define Branding. Discuss its purpose and significance. **[10]**

**Q3)** State and explain factors of influencing pricing decisions with appropriate example. **[10]**

OR

**Q4)** Discuss the factors in influencing pricing decisions. Explain its objectives. **[10]**

**Q5)** “Promotion of a product for good sales turnover is imperative comment. **[10]**

OR

**Q6)** Explain price as competitive weapon with examples. **[10]**

**P.T.O.**

*Q7)* What is test marketing? Explain with examples. [10]

OR

*Q8)* What are extended P's of Marketing why they are required to be considered. [10]

*Q9)* Define Branding. Discuss its purpose & significance. [10]

OR

*Q10)* What do you mean by New Product. Discuss the types of new products.[10]

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Total No. of Questions : 5]

SEAT No. :

P3041

[Total No. of Pages : 2

[4882] - 401

**P.G.D.B.M. (Semester - IV)**

**401 - GEOPOLITICS & THE WORLD ECONOMIC SYSTEM**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

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

**Q1)** a) Stability of International system requires a single dominant state to articulate and enforce the rules of interaction among the most important members of the system. Explain. [10]

OR

b) Critically evaluate hegemonic stability theory. [10]

**Q2)** a) Under capitalism what will happen to those who are born without the wealth and opportunity enjoyed by others doesn't capitalism make rich richer and the poor poorer? Cite an example to explain. [10]

OR

b) Explain market oriented capitalism with example. [10]

**Q3)** a) Describe WTO. Explain the recent development with trading system across the globe with reference to any two countries. [10]

OR

b) What are SAARC and NAFTA? What role do they perform globally? [10]

**P.T.O.**

**Q4)** a) What is IMF? How does it impact global business? [10]

OR

b) What is the controversy over regulation of International finance?[10]

**Q5)** a) Is FDI in Retail sector good for India? [10]

OR

b) Do global corporations pose a threat? Discuss. [10]



Total No. of Questions : 5]

SEAT No. :

P3042

[Total No. of Pages : 2

[4882] - 402

**P.G.D.B.M. (Semester - IV)**

**402 - MANAGEMENT INFORMATION SYSTEMS**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

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

**Q1)** a) For the call center back office develop a network of 300 + computers. suggest the right topology. [10]

OR

b) Explain with the suitable example how MFI will contribute to success or failure of the any organisation. [10]

**Q2)** a) For 3 Star Hotel being a system developer, illustrate the steps of SDLC with appropriate diagram. [10]

OR

b) For regular functioning of day to day activities of Hospital wants to develop MFI. Being a system developer suggest the suitable SDLC model. [10]

**Q3)** a) Elaborate the advantages of database management approach to the file processing approach? Give examples to illustrate your answer. [10]

OR

b) Explain the role of database manager in managing data as a business resource. [10]

**P.T.O.**



**Q4)** a) Why BPO's and call center have gained importance in India as e-business models towards in recent data. **[10]**

OR

b) Explain the intellectual property rights as related to IT services, with suitable example. **[10]**

**Q5)** a) For the teaching firm, they have to develop web site, being MIS and system developer, give suitable requirements. **[10]**

OR

b) Being MIS executive of one of the pharma company. Suggest proper requirements for their sales analysis. **[10]**



Total No. of Questions : 5]

SEAT No. :

**P3043**

[Total No. of Pages : 2

**[4882] - 403**

**P.G.D.B.M. (Semester - IV)**

**403 (MKT) : INTEGRATED MARKETING COMMUNICATIONS**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

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

**Q1)** Explain the importance of IMC in today's changing business environment with suitable examples.

OR

Explain concept and process of Integrated marketing communications (IMC).

**Q2)** Enlist the different media available for advertising. Suggest suitable criteria for media choice for

- a) Sports utility vehicles
- b) Bathing soap

OR

Explain various methods of estimating the size of advertising budget.

**Q3)** Suggest & discuss various sales promotion tools for any one of the following product categories.

- a) Supermarket
- b) Detergent powder

OR

Define sales promotion. Explain consumer-oriented sales promotion and trade-oriented sales promotion with suitable examples.

**P.T.O.**

**Q4)** Explain the importance of public Relations in developing effective IMC plan. Support your answer with relevant examples.

OR

“Companies are adopting more and more PR activities to retain customers”. Critically discuss.

**Q5)** How you will evaluate marketing communication process? Explain with examples.

OR

Write short notes (any two) :

- a) Testing process
- b) Measuring advertising effects
- c) Measuring effectiveness of promotional programme.



Total No. of Questions : 5]

SEAT No. :

P3044

[Total No. of Pages : 2

[4882] - 404

**P.G.D.B.M. (Semester - IV)**

**403 - FIN : CORPORATE FINANCE**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Use of simple calculator is allowed.*

**Q1)** Who are firm's stakeholders and what consideration is often given to them in pursuing the firm's goal? Why?

OR

What are the techniques adopted by corporation in making investment decision? Explain with appropriate example.

**Q2)** The firm has Net Operating Profit After Taxes (NOPAT) of Rs. 120 lakh, its existing capital consists of Rs.150 lakh Equity Shares having 15 percent cost and of Rs.100 lakh 12 percent. Calculate Weighted Average Cost of Capital (WACC) and Economic Value Addition (EVA).

OR

Super Ltd. Has an equity market capitalization of Rs.6,800 crore in current year. Assume further that its equity share capital of Rs.4,000 crore and its retained earnings are Rs.1,200 crore. Calculate value on the basis of Market Value Approach.

**P.T.O.**

**Q3)** Explain the framework of Value Based Management and the challenges faced in its implementation.

OR

Discuss the present status of corporate governance in India in view of the various pillars such as accountability, transparency, fairness and independence.

**Q4)** From the following information, show the effect of the dividend policy on the market price per share by using Walter's model in regards to the Growth firm. Consider 0% and 25% as pay-out ratio.

EPS Rs.8

Cost of capital 12%

Assumed rate of return 15%

OR

From the following information, show the effect of the dividend policy on the market price per share by using Walter's model in regards to Declining firm. Consider 0% and 25% as payout ratio.

EPS Rs.8

Cost of capital 12%

Assumed rate of return 10%

**Q5)** What is corporate restructuring? State the major forms in which it can be carried out.

OR

Describe the strategies for restructuring.



Total No. of Questions : 7]

SEAT No. :

**P3045**

[Total No. of Pages : 1

**[4882] - 405**

**P.G.D.B.M. (Semester - IV)**

**403 - IT : MANAGEMENT**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

- 1) *Q. 7 is compulsory.*
- 2) *Attempt any four questions from Q. 1 to Q. 6.*

**Q1)** What is software? Explain the types of software. **[10]**

**Q2)** Explain the use of different types of computer with their functional areas. **[10]**

**Q3)** Explain the need of security management. **[10]**

**Q4)** Explain the role and responsibilities of DBA. **[10]**

**Q5)** What is computer network? Explain the types of network. **[10]**

**Q6)** Explain any two Output Devices. **[10]**

**Q7)** Write a short note on (Any Two) : **[10]**

- a) E-Commerce
- b) Intranet vs Extranet
- c) Data mining
- d) Performance Measurement



Total No. of Questions : 5]

SEAT No. :

P3046

[Total No. of Pages : 2

[4882] - 406

**P.G.D.B.M. (Semester - IV)**

**OPERATIONS MANAGEMENT**

**403 - OPE : Planning & Control of Operations**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

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

**Q1)** a) “Production planning and control act as link between several departments of manufacturing company”. Discuss. **[10]**

OR

b) State importance of routing and scheduling in furniture manufacturing workshop with reference to productivity. **[10]**

**Q2)** a) Differentiate between short term, medium term, and long term forecasting horizons with suitable examples of each. **[10]**

OR

b) What are sources of data for forecasting? Also discuss the method to assess accuracy of forecasting. **[10]**

**Q3)** a) Discuss alternatives for managing demand and alternatives for managing supply for aggregate production planning. **[10]**

OR

b) State importance and need of aggregate production planning for,**[10]**  
- Automobile Company  
- FMCG Company

**P.T.O.**

**Q4)** a) What do you understand by Bill of Material? What is importance of BOM in new product development. [10]

OR

b) Differentiate between MRP, MRP - II & ERP. Also state its importance with respect to productivity improvement. [10]

**Q5)** a) “Scheduling of processes is more crucial in intermittent manufacturing system as compare to continuous manufacturing process.” Discuss.[10]

OR

b) Explain role of production scheduling & control in. [10]  
- Cement manufacturing Company.  
- Footwear Manufacturing Company.





Total No. of Questions : 5]

SEAT No. :

**P3047**

[Total No. of Pages : 2

[4882] - 407

**P.G.D.B.M. (Semester - IV)**

**403 - HR : LABOUR LAWS**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

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

**Q1)** a) Explain briefly on evolution of labour laws and the need for change in labour laws.

OR

b) “Implementing of labour legislations is the major problem in India” Explain.

**Q2)** a) Write short notes on :

- i) “Wages” under the payment of wages Act 1936.
- ii) Set on and set off.

OR

b) Write note on “Deductions on account of fines under the payment of wages Act 1936.

**Q3)** a) Discuss the provisions relating to ‘safety’ under the factories Act 1948.

OR

b) Note on :

- i) General duties of occupier.
- ii) Certifying surgeons.

**P.T.O.**

**Q4)** a) Discuss the object, scope and application of the EPF & MP Act 1952.

OR

b) Explain the provisions made in the payment of gratuity Act 1972 with regards to determination of the amount of gratuity and its payment.

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

OR

b) What is employer's liability for the compensation under the work men's compensation Act 1923?



Total No. of Questions : 5]

SEAT No. :

**P3048**

[Total No. of Pages : 2

**[4882] - 408**

**P.G.D.B.M (Semester - IV)**

**(403 - IB) - International Business Economics**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :-*

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

**Q1)** Which are the "Drivers of Globalization"? How Indian enterprises have responded to the change in Business environment due to globalisation?[10]

OR

Give your arguments in favour & against globalisation Has it affected Indian business adversely? [10]

**Q2)** Explain Heckscher-onlin theory of factor endownments? [10]

OR

Explain the comparative cost advantage of international trade. Is it an improvement over the theory of absolute cost advantage? [10]

**Q3)** What is the rationale behind trade restriction? What are the ways of restricting export & imports. [10]

OR

Discuss briefly how movement in oil prices (crude) cause movement in exchange rates? [10]

**P.T.O.**

**Q4)** In what way the emerging market economies differ to developed market economies? What type of strategy do MNCs follow in an emerging market economy? **[10]**

OR

How do MNCs operate in a Tax heaven country. **[10]**

**Q5)** Discuss the pros & cons of commercial borrowings v/s institutional borrowing in the Indian context. **[10]**

OR

Discuss the main agencies providing industrial finance to our country. **[10]**

**XXXX**

Total No. of Questions : 5]

SEAT No. :

**P3049**

[Total No. of Pages : 2

**[4882] - 409**

**P.G.D.B.M (Semester - IV)**

**(403 - SCM) : Inventory Management  
(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :-*

- 1) All questions carry equal marks.*
- 2) Each question has internal options.*

**Q1) What is Production Strategy? Explain chase Production Strategy? [10]**

OR

Write a note on Aggregate planning in inventory management. [10]

**Q2) What is EOQ? Give special applications of EOQ? [10]**

OR

Write a note on types of inventory and inventory related costs? [10]

**Q3) Explain in brief Three V model of inventory management. [10]**

OR

Explain concept and benefits of automated inventory tracking system. [10]

**P.T.O.**

*Q4)* Explain in brief safety aspects of inventory management. [10]

OR

Explain in brief environmental aspects of inventory management. [10]

*Q5)* Write a note on lean supply chains. [10]

OR

Explain pros & cons of vendor managed inventory. [10]

**XXXX**

Total No. of Questions : 5]

SEAT No. :

**P3050**

[Total No. of Pages : 2

[4882] - 410

**P.G.D.B.M (Semester - IV)**

**403 (RABM) RURAL MARKETING - I**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :-*

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

**Q1)** Define the term 'Rural Market'. Explain scope and significance of Rural Marketing in Indian context. **[10]**

OR

Distinguish between Rural Marketing Environment and Urban Marketing Environment with suitable examples. **[10]**

**Q2)** What are the different Marketing strategies adopted by I.T.C. to attract the rural customers. **[10]**

OR

How did Hindustan Unilever Ltd. [HUL] enter into rural market? Explain the social impact of "Shakti Project". **[10]**

**Q3)** Why do marketers require the knowledge of rural consumer behaviour? What are the major factors influencing the buying decisions of rural consumers? **[10]**

OR

**P.T.O.**

Describe the purchase process in case of the following products (any two)[10]

- a) Tractor
- b) Toothpaste
- c) Animal feed
- d) Cosmetics

**Q4)** Explain different tools that are used in Rural Marketing Research. [10]

OR

Identify the difference between Rural & Urban Marketing Research. List out the agencies involved in Rural Marketing Research. [10]

**Q5)** Using demographic variables, segment Rural market for [10]

- a) Bicycles
- b) Footwear

OR

What is Positioning? Suggest suitable Positioning strategy for [10]

- a) Uttara Feeds & Fertilizers
- b) BSNL Services
- c) Mahindra Scorpio
- d) Britannia Tiger Biscuits

**XXXX**



Total No. of Questions : 5]

SEAT No. :

**P3051**

[Total No. of Pages : 2

[4882] - 411

**P.G.D.B.M (Semester - IV)**

**403 (FBM) : MANAGING INNOVATION - I**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :-*

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

**Q1)** Define Creativity. What is the difference between Innovation and Invention?

OR

Explain 'Innovate for Growth' and 'Innovate for Survival'.

**Q2)** What is the concept of model of Innovation? Explain Incremental versus Radical Innovation.

OR

What is the difference between Static models and Dynamic models in Innovation with example.

**Q3)** What is the concept of competencies in Innovation. Explain the Assets and knowledge in Innovation.

OR

Explain the various sources of Assets and competencies.

**P.T.O.**

**Q4)** Define Innovation portfolio. Explain vision over portfolios and feelings.

OR

Write short notes on (any two): (with examples)

- a) Creating Emotional Appeals
- b) Process Innovation
- c) Searching for Innovation opportunities

**Q5)** What is the concept of sources of Innovation. Explain the Internal value chain.

OR

Explain circumstantial sources of Innovation and creative destruction.

**XXXX**

Total No. of Questions : 5]

SEAT No. :

P3052

[Total No. of Pages : 2

[4882] - 412

**P.G.D.B.M (Semester - IV)**

**SPECIALIZATION : TECHNOLOGY MANAGEMENT**

**403 (TM) - Fundamentals of Management of Technology  
(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to students :-*

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

**Q1) A)** Define Technology Management and examine the relationship between the role of technology and overall business strategies of a firm. Give examples. **[10]**

OR

**B)** Explain the need for Management of Technology (MOT) in present global context. **[10]**

**Q2) A)** New order in Forbes Fortune 500 established due to wealth created by technology driven organizations. Elaborate the technology as a driving force in wealth creation. **[10]**

OR

**B)** Give outline of evolution of production technology and product technology over the past two centuries. **[10]**

**P.T.O.**

**Q3) A) What is innovation? Explain the innovation as a link between science and technology. [10]**

**OR**

**b) How does creativity link with innovation? what are the types of innovation? [10]**

**Q4) A) Discuss the effect of the fast pace of technological change on human resources. [10]**

**OR**

**B) Elaborate the changes in business environment due to technology.[10]**

**Q5) A) Analyze and compare the competitiveness of India and China. [10]**

**OR**

**B) Write a short note on (Any Two): [10]**

**a) Indicators of competitiveness**

**b) Japan as a case study for global competitiveness**

**c) Emergence of the Tigers**

**XXXX**

Total No. of Questions : 5]

SEAT No. :

**P3053**

[Total No. of Pages : 2

[4882] - 413

**P.G.D.B.M (Semester - IV)**

**CONSUMER BEHAVIOUR**

**404 - Marketing Specialization**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :-*

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

**Q1)** Describe the effect of social class on lifestyles with relevant examples.

OR

Describe the relevance of culture to marketing decisions.

**Q2)** Explain the influence of personality on purchase decisions.

OR

Discuss the relationship between buying situations and involvement levels.

**Q3)** Discuss in detail the stages in the consumer buying process for a family buying a car for the first time.

OR

What is the kind of information sought by consumers before purchasing and what are the sources used by consumers to find such information.

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

**Q4)** Discuss the following models with the help of a graphical representation.

Howard seth model

OR

Engel-Blackwell-Miniard model.

**Q5)** Discuss the characteristics of Bottom of the pyramid consumers.

OR

Write a short essay on Indian consumers.

**XXXX**

Total No. of Questions : 5]

SEAT No. :

P3457

[Total No. of Pages : 2

[4882] - 414

P.G.D.B.M. (Semester - IV)

MERCHANT BANKING & FINANCIAL SERVICES

404 FIN : Finance (Specialization)

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

*Instructions to the candidates:*

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

**Q1)** a) What is concept of merchant banking? Explain the operational guidelines given by SEBI for merchant bankers.

OR

b) How money market is strengthening Indian banking industry? Which important instruments are used in money market?

**Q2)** a) Explain the following methods of Marketing of New Issues (Any Two):

- i) Book Building Process.
- ii) Private Placement method.
- iii) Right Issue Method.
- iv) IPO.

OR

b) Discuss the following concepts (Any Two):

- i) RHP.
- ii) Letter of Offer.
- iii) Underwriting.
- iv) Post Issue Activities.

**P.T.O.**

**Q3) a)** What do you mean by hostile merger? Discuss the strategies adopted to avoid hostile merger with example.

OR

b) Explain the SEBI guidelines for Buy Back of Shares & Delisting of Shares.

**Q4) a)** Bring out the difference between Leasing and Hire Purchase.

OR

b) Explain the following concepts (Any Two):

i) Factoring.

ii) Forfeiting.

iii) Role of Consumer Finance in Indian Economy.

iv) Housing Finance - Scenario in India.

**Q5) a)** Discuss the role of Credit Rating Agencies in financial system? What are the SEBI Guidelines for Credit Rating?

OR

b) Write a detail note on any one of the following:

i) Mutual Fund.

ii) Venture Capital.





Total No. of Questions : 5]

SEAT No. :

**P3054**

[Total No. of Pages : 2

[4882] - 415

**P.G.D.B.M (Semester - IV)**  
**COMPUTER SPECIALIZATION**  
**404 (IT) : E - Business**  
**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :-*

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

**Q1) a)** Design E-Business architecture for a business organization involved in selling of vegetables and salads to reduce overhead costs and maximum penetration of the product in the metros. **[10]**

OR

b) Explain the e-business enabling technology. **[10]**

**Q2) a)** What are the issues related to implementation of e-SCM. **[10]**

OR

b) Explain the e-business models in details with example. **[10]**

**Q3) a)** What are the new trends in e-CRM in e-business? **[10]**

OR

b) Explain the importance of Security in e-business while making e-payment. **[10]**

**P.T.O.**

**Q4) a) What are the legal issues coming for the e-business? [10]**

**OR**

**b) What are the strategies is being used for development of e-commerce web sites. [10]**

**Q5) a) What do you mean by search engine related to e-business explain in details. [10]**

**OR**

**b) What is electronic payment system? What are its types and advantages? [10]**

**XXXX**

Total No. of Questions : 5]

SEAT No. :

**P3055**

[Total No. of Pages : 2

[4882] - 416

**P.G.D.B.M (Semester - IV)**

**404 - OPE : MRP - I AND MRP - II**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :-*

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

**Q1)** a) Explain the impact of various time horizons of demand on MPS process with example.

OR

b) Explain all the functions of MPS with example.

**Q2)** a) What is BOM? Corelate BOM with

- i) Table
- ii) Chair

OR

b) Explain the role of MRP-I in organisation with relevant examples.

**Q3)** a) State the term capacity? Explain CRP process for a fast food chain.

OR

b) Explain production smoothing policies with examples.

**P.T.O.**

**Q4) a)** State with examples MRP-II.

OR

b) Explain Relation of MRP-II with demand management and capacity management.

**Q5) a)** Write short notes on (any 2)

i) MRP - I

ii) MRP - II

iii) JIT

iv) Transition from MRP - I to MRP - II

OR

b) State difference between MRP - I & MRP - II.

**XXXX**

Total No. of Questions : 5]

SEAT No. :

**P3056**

[Total No. of Pages : 2

[4882] - 417

**P.G.D.B.M. (Semester - IV)**

**404 : HR INDUSTRIAL RELATIONS**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :-*

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

**Q1)** Define Industrial Relation. Explain the factors to have a smooth Industrial Relation. **[10]**

OR

Discuss the Theoretical Foundation and legal framework of IR in India.

**Q2)** Explain the provision of Strikes and Lockouts in Industrial Disputes Act, 1947. **[10]**

OR

Explain the machineries to solve industrial dispute under Industrial Dispute Act, 1947.

**Q3)** What are the various weaknesses of Trade Unions? How these can be removed? **[10]**

OR

Define Trade Union. Elaborate types and structure of Trade Union.

**P.T.O.**

**Q4)** What is meant by discipline? Discuss the objectives and prerequisites for discipline. **[10]**

OR

Explain the procedure for certification & submission of draft under Industrial Employment (Standing Order) Act, 1946.

**Q5)** State the Pre-requisites and Benefits of Workers Participation in Management. **[10]**

OR

What is collective bargaining? Describe the procedure of collective bargaining.

**XXXX**

Total No. of Questions : 5]

SEAT No. :

**P3057**

[Total No. of Pages : 2

[4882] - 418

**P.G.D.B.M (Semester - IV)**

**404 - IB : EXPORT AND IMPORT PROCEDURE**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :-*

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

**Q1)** What is WTO? What are the provisions related and role of WTO?

OR

What is the concept of Aligned Documentation system? How to prepare Documents under ADS?

**Q2)** Explain Export procedure under central Excise clearance.

OR

Define the forwarding Agent. Explain the role of forwarding Agent.

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

- a) EXIM Bank
- b) ECGC in India
- c) UCPDC Guideline

OR

What is International Trade? What are the various methods of payment in International Trade?

**P.T.O.**

**Q4)** What is export promotion council? Explain the role of export promotion council.

OR

Explain the impact of export promotion Institutions on Trade.

**Q5)** What is the concept of foreign exchange? Discuss the provisions of foreign exchange management Act - 2000.

OR

Discuss the provisions of customers Act. 1962.

**XXXX**



Total No. of Questions : 5]

SEAT No. :

P3058

[Total No. of Pages : 2

[4882] - 419

P.G.D.B.M (Semester - IV)

404 SCM : Supply Chain Management

Logistics Management

(2013 Pattern)

*Time :2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1)** a) What is role of logistics management in manufacturing company? Explain role of logistics in growing economy of any country. [10]

OR

b) Discuss activities involved in logistics. Also state objectives of logistics management in business.

**Q2)** a) Explain the role of logistics with reference to interface with manufacturing and marketing. [10]

OR

b) "Logistics and supply chain works hand in hand". Describe in detail with suitable examples.

**Q3)** a) Explain the importance of logistics management in inventory reduction and effective & efficient distribution management. [10]

OR

b) Discuss logistics network with reference to reach and cost effectiveness of logistics.

**P.T.O.**

**Q4) a)** "Outsourcing of logistics practices brings more productivity and profitability in business".Discuss. **[10]**

OR

b) Differentiate between Competitive relationship and product relationship of logistics.

**Q5) a)** Discuss issues and challenges in logistics service operations of online shopping business. **[10]**

OR

b) What is effect of logistice service location and layout on service delivery?



Total No. of Questions : 5]

SEAT No. :

P3059

[Total No. of Pages : 2

[4882] - 420

P.G.D.B.M. (Semester - IV)

404 RABM : RURAL CREDIT AND FINANCE

(2013 Pattern)

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1) a)** 'Indian economy is predominantly dependent upon agriculture'. Explain this statement in view of role played by agriculture in the economic development of India.

OR

Explain the importance and characteristics of Indian agriculture.

**Q2) a)** Explain the various financial intermediaries in agriculture with their respective functions.

OR

Illustrate the role of credit in agriculture and also various sources of agriculture finance in India.

**Q3) a)** What is cooperative banking. Explain its features and also explain structure of cooperative credit system in India.

OR

Explain Apex cooperative Banks structure and functions with appropriate examples.

**Q4) a)** State the various theories of agriculture finance and their contribution in the Development of agriculture finance in India.

OR

Explain the concept of 3C 's, 7 P's and 3 R's of credit.

**Q5)** Explain various players and approaches in the area of rural finance and micro - finance.

OR

What is triangle of micro finance and illustrate the role of BDS in rural finance.

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Total No. of Questions : 5]

SEAT No. :

**P3060**

[Total No. of Pages : 2

[4882] - 421

**P.G.D.B.M (Semester - IV)**

**404 FBM : ESSENTIALS OF FAMILY BUSINESS**

**MANAGEMENT - II**

**(2013 Pattern)**

*Time :2:30 Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1)** a) Discuss the role of balanced board of Directors in Family Business.

OR

b) "The success of family Business is reflection of good family business governance". Discuss this statement.

**Q2)** a) Explain the various complexities faced by cousin companies.

OR

b) What is family governance and discuss setting up family governance process?

**Q3)** a) Discuss the different factors which may acts as resistance to succession planning in family business.

OR

b) What are the next generation attributes, interests and abilities?

**Q4)** a) Explain the term CEO exit style and the transfer of power.

OR

b) Write short notes on

- i) Life insurance
- ii) Estate planning principals.

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

**Q5) a)** What do you mean by changing the culture and raw material of a new culture?

OR

b) Discuss the intergenerational growth in entrepreneurial families with suitable examples.



Total No. of Questions : 5]

SEAT No. :

P3061

[Total No. of Pages : 2

[4882] - 422

P.G.D.B.M (Semester - IV)

404 (TM) : TECHNOLOGY FORECASTING (Elective)

Technology Management Specialization

(2013 Pattern)

*Time :2.5 Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1)** Explain expert opinion methods with suitable example? **[10]**

OR

Explain briefly monitoring and Intelligence methods?

**Q2)** i) Write note on Brainstorming **[10]**

ii) Write note on Vision Generation

OR

What is NGP? Explain in details NGP process?

**Q3)** Explain the meaning of Modeling and its processing in detail with suitable example? **[10]**

OR

What is modeling? Explain Complex Adaptive System Modeling?

**Q4)** i) Write note on Relevance Trees **[10]**

ii) Discuss Cost-benefit analysis

OR

Discuss in details Valuing and Decision methods.

**Q5)** Explain in details Innovation System Modeling?

**[10]**

OR

Explain Needs of Analysis? Discuss Requirements analysis.

