

Total No. of Cases : 5]

SEAT No. :

**PA-4634**

[Total No. of Pages : 16

**[5946]-SODL-333**

**M.B.A. (Distance Mode)**

**PRJ-MN-35 : CASE STUDIES IN PROJECT MANAGEMENT**

**(Revised 2021 Pattern ) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) Solve any Three Cases from Five.*
- 2) Figures to the right indicates full marks.*

**Case Study - 1:**

Nearly 40 years after starting his entrepreneurial journey, Sunil Bharti Mittal, Chairman of the \$14.3-billion Bharti Airtel, is 'standing at a crossroads. The business that he has built from the ground up is under attack from Reliance Jio, the \$20-billion venture of Reliance Industries. For Airtel, the most unsettling aspect of Jio's launch in September is the free voice calls that the start-up is offering to its customers for a lifetime. Other major telecom companies, such as Airtel, Vodafone India, and Idea Cellular, derive nearly 70 percent of revenues from voice.

Airtel's revenues from non-voice segments - data and value-added services - have grown recently, rising from 27.4 percent in the September 2015 quarter to 30 percent in the September 2016 quarter. But the dominance of voice revenues is still overwhelming. Any dent in voice revenues will have a big impact on overall earnings. IDFC Securities, for instance, expects Airtel's net sales to fall by 0.4 percent and EBITDA (earnings before interest, taxes, depreciation, and amortization) to slide by 5.2 percent in 2017/18.

Over the past 22 years, Mittal has fought his way to become a market leader with a subscriber base of 262.67 million (as on October 31, 2016). He has to chalk out a new strategy to take on aggressive newcomers every few years. For instance, in 2003, Reliance Info COMM, controlled by brothers Mukesh Ambani and Anil Ambani, forged a war against Mittal by offering handsets and services at a discounted price of Rs 500 per month. Mittal patiently allowed the buzz created by Info COMM to die down.

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

Then, in 2005, a fight broke out between Mittal and Tata Group Chairman Ratan Tata over spectrum auctions. Tata said that spectrum should be sold through an auction process but Mittal opposed it saying that it would make business unviable for telcos. Mittal has also fought other battles with Birlas, Modis, and Goenkas.

Some analysts believe that the situation is likely to be different this time. The entry of Jio and the recent spectrum auction are likely to intensify the 4G war. Airtel has more than doubled its 4G subscribers to 61 million over the past three years. In addition, the amount of data usage on Airtel has jumped 132 percent in three years to an average of 1 gigabyte (GB) per user. However, its data ARPU (average revenue per user), now at Rs 200 per user, is likely to come down further when competition rises. The key challenge for Airtel is to protect ARPU in order to keep the bottom line intact. With the rise of 4G subscribers, there will be pressure on Airtel's network from a quality of services standpoint.

### **Stiff competition**

Meanwhile, Jio is posing stiff competition for Airtel. It has already crossed 50 million subscribers within a record 83 days and is projected to touch 80 million users by March next year. Some experts believe that Airtel's market share will continue to rise despite heightened competition. In its October report, HSBC Global Research predicts that Airtel's market share will increase from 29 percent in 2015/ 16 to 33.1 percent in 2020/21.

In the past three years, when analysts were blaming Airtel for falling ARPUs and the slow growth of data subscribers, the company's performance has, in fact, improved. Take subscriber base. Between 2014 and 2016, the subscriber base swelled 20.7 percent across its operations in 18 countries - in India, South Asia, and Africa. Revenues have jumped 12.57 percent while net income has gone up 119 percent in three years to 2015/16.

The company is now busy rolling out its 4G footprint and extending an 'open network' campaign to crowdsource feedback and suggestions to identify the coverage gaps. Airtel is sitting on a large chunk of spectrum across different bands - 2G, 3G, and 4G - which gives it an advantage over newcomer Jio. which has just a 4G spectrum. Multiple bands give better coverage for voice and data services.

In 1994, when the government awarded a telecom license for mobile services to Airtel in Delhi NCR, Mittal found his fortune in the telecom business. Before that, Mittal had some bit of success in unrelated businesses - push-button phones, portable generators, stainless steel, and cycle parts. And no doubt, the battle with Jio will test his business prowess to the hilt.

**Questions:**

- 1) Carry out SWOT analysis for Bharti Airtel
- 2) What could be the success factors for Bharti Airtel

**Case Study - 2:**

**CREATING A METHODOLOGY**

**Background**

John Compton, the president of the company, expressed his feelings quite bluntly at the executive staff meeting:

We are no longer competitive in the marketplace. Almost all of the Requests for Proposal (RFP) that we want to bid on have a requirement that we must identify in the proposal the project management methodology we will use on the contract should we be awarded the contract. We have no project management methodology. We have just a few templates we use based upon the PMBOK® Guide. All of our competitors have methodologies, but not us.

I have been asking for a methodology to be developed for more than a year now, and all I get are excuses. Some of you are obviously afraid that you might lose power and authority once the methodology is up and running. That may be true, but losing some power and authority is obviously better than losing your job. In six months I want to see a methodology in use on all projects or I will handle the situation myself. I simply cannot believe that my executive staff is afraid to develop a project management methodology.

## Critical Issues

The executive staff knew this day was inevitable; they had to take the initiative in the implementation of a project management methodology. Last year, a consultant was brought in to conduct a morning three-hour session on the benefits of project management and the value of an enterprise project management methodology (EPM). As part of the session, the consultant explained that the time needed to develop and implement an EPM system can be shortened if the company has a project management office (PMO) in place to take the lead role. The consultant also explained that whichever executive gets control of the PMO may become more powerful than other executives because he or she now controls all of the project management intellectual property. The executive staff fully understood the implication of this and therefore became reluctant to visibly support project management until they could see how their organization would be affected. In the meantime, project management suffered.

Reluctantly, a PMO was formed reporting to the chief information officer. The PMO comprised a handful of experienced project managers who could hopefully take the lead in the development of a methodology. The PMO concluded that there were five steps that had to be done initially. After the five steps were done, the executive committee would receive a final briefing on what had been accomplished. The final briefing would be in addition to the monthly updates and progress reports. The PMO believed that getting executive support and sign-offs in a timely manner would be difficult.

The first step that needed to be done was the establishment of the number of life-cycle phases. Some people interviewed wanted ten to twelve life-cycle phases. That meant that there would be ten to twelve gate review meetings and the project managers would spend a great deal of time preparing paperwork for the gate review meetings rather than managing the project. The decision was then made to have no more than six life-cycle phases.

The second step was to decide whether the methodology should be designed around rigid policies and procedures or go the more informal route of using forms, guidelines, checklists, and templates. The PMO felt that project managers needed some degree of freedom in dealing with clients and therefore the more informal approach would work best. Also, clients were asking to have the methodology designed around the client's business needs and the more informal approach would provide the flexibility to do this.

The third step was to see what could be salvaged from the existing templates and checklists. The company had a few templates and checklists but not all of the project managers used them. The decision was made to develop a standardized set of documents in accordance with the information in the PMBOK® Guide. The project managers could then select whatever forms, guidelines, templates, and checklists were appropriate for a particular project and client.

The fourth step would be to develop a means for capturing best practices using the EPM system. Clients were now requiring in their RFP that best practices on a project must be captured and shared with the client prior to the closeout of the project. Most of the people in the PMO believed that this could be done using forms or checklists at the final project debriefing meeting.

The fifth step involved education and training. The project managers and functional organizations that would staff the projects would need to be trained in the use of the new methodology. The PMO believed that a one-day training program would suffice and the functional organizations could easily release their people for a one-day training session.

**Questions:**

1. What can you determine about the corporate culture from the fact that they waited this long to consider the development of an EPM system?
2. Can a PMO accelerate the implementation process?
3. Is it acceptable for the PMO to report to the chief information officer or to someone else?
4. Why is it best to have six or fewer life-cycle phases in an EPM system?

### **Case Study - 3:**

#### **Agile : Project Management Mind-set**

Jane had been a project manager for more than 15 years. All of her projects were executed using traditional project management practices. But now she was expected to manage projects using an agile approach rather than the traditional project management approach she was accustomed to. She was beginning to have reservations as to whether she could change how she worked as a project manager. This could have a serious impact on her career.

#### **THE TRIPLE CONSTRAINTS**

Jane believed that clear scope definition, sometimes on a microscopic level, had to be fully understood before a project could officially kick off. Sometimes as much as 30—35 percent of the project's labor dollars would be spent in scope definition and planning the project. Jane deemed the exorbitant amount of money spent planning the project a necessity to minimize downstream scope changes that could alter the cost and schedule baselines.

Senior management was adamant that all of the scope had to be completed. This meant that, even though senior management had established a target budget and scheduled end date, the project manager could change the time and cost targets based on the detailed scope definition. Time and cost had flexibility in order to meet the scope requirements.

With agile project management, Jane would have to work differently. Senior management was now establishing a budget and a scheduled completion date, neither of which were allowed to change, and management was now asking Jane how much scope she could deliver within the fixed budget and date.

#### **PLANNING AND SCOPE CHANGES**

Jane was accustomed to planning the entire project in detail. When scope changes were deemed necessary, senior management would more often than not allow the schedule to be extended and let the budget increase. This would now change.

Planning was now just high-level planning at the beginning of the project. The detailed planning was iterative and incremental on a stage-by-stage basis. At the end of each stage, detailed planning just for the next stage would begin. This made it quite clear to Jane that the expected outcome of the project would be an evolving solution.

## **COMMAND AND CONTROL**

Over Jane's 15-year career, as she became more knowledgeable in project management, she became more of a doer than a pure manager. She would actively participate in the planning process and provide constant direction to her team. On some projects, she would perform all of the planning by herself.

With agile project management, Jane would participate in just the high-level planning, and the details would be provided by the team. This meant that Jane no longer had complete command and control and had to work with teams that were empowered to make day-to-day decisions to find the solution needed at the end of each stage. This also impacted project staffing: Jane needed to staff her projects with employees whose functional managers felt they could work well in an empowered environment.

Jane's primary role now would be working closely with the business manager and the client to validate that the solution was evolving. As project manager, Jane would get actively involved with the team only when exceptions happened that could require scope changes resulting in changes to the constraints.

## **RISK MANAGEMENT**

With traditional project management that was reasonably predictable, risk management focused heavily on meeting the triple constraints of time, cost, and scope. But with agile project management, where the budget and schedule were fixed, the most critical risk was the creation of business value. However, since the work was being done iteratively and incrementally, business value was also measured iteratively and incrementally, thus lowering some of the risk on business value.

### **Questions:**

1. How easy would it be for Jane to use an agile project management approach from this point forth?
2. If Jane could change, how long would it take?
3. Are there some projects where Jane would still be required to use traditional project management?
4. Empowerment of teams is always an issue. How does Jane know whether the team can be trusted with empowerment?

## **Case Study - 4:**

### **The Trophy Project**

The ill-fated Trophy Project was in trouble right from the start. Reichart, who had been an assistant project manager, was involved with the project from its conception. When the Trophy Project was accepted by the company, Reichart was assigned as the project manager.

The program schedules started to slip from day 1, and expenditures were excessive. Reichart found that the functional managers were charging direct labor time to his project but working on their own pet projects. When he complained of this, he was told not to meddle in the functional manager's allocation of resources and budgeted expenditures. After approximately six months, Reichart was requested to make a progress report directly to corporate and division staffs.

Reichart took this opportunity to bare his soul. The report substantiated that the project was forecasted to be one complete year behind schedule. Reichart's staff, as supplied by the line managers, was inadequate to maintain the current pace, let alone make up any time that had already been lost. The estimated cost at completion at this interval showed a cost overrun of at least 20 percent. This was Reichart's first opportunity to tell his story to people who were in a position to correct the situation. The result of Reichart's frank, candid evaluation of the Trophy Project was very predictable. Nonbelievers finally saw the light, and line managers realized that they had a role to play in the completion of the project. Most of the problems were now out in the open and could be corrected with adequate staffing and resources. Corporate staff ordered immediate remedial action and staff support to provide Reichart a chance to bail out his program.

The results were not at all what Reichart had expected. He no longer reported to the project office; he now reported directly to the operations manager. Corporate staff's interest in the project became very intense, requiring a 7:00 a.m. meeting every Monday for complete review of the project status and plans for recovery. Reichart found himself spending more time preparing paperwork, reports, and projections for his Monday morning meetings than he did administering the Trophy Project. The main concern of corporate was to get the project back on schedule. Reichart spent many hours preparing the recovery plan and establishing manpower requirements to bring the program back onto the original schedule.



Group staff, in order to closely track the progress of the Trophy Project, assigned an assistant program manager. The assistant program manager determined that a sure cure for the Trophy Project would be to computerize the various problems and track the progress through a very complex computer program. Corporate provided Reichart with 12 additional staff members to work on the computer program. In the meantime, nothing changed. The functional managers still did not provide adequate staff for recovery, as they assumed that the additional manpower Reichart had received from corporate would accomplish that task.

After approximately \$50,000 was spent on the computer program to track the problems, it was found that the computer could not handle the program objectives. Reichart discussed this problem with a computer supplier and found that \$15,000 more was required for programming and additional storage capacity. It would take two months for installation of the additional storage capacity and completion of the programming. At this point, the decision was made to abandon the computer program.

Reichart was now a year and a half into the program with no prototype units completed. The program was still nine months behind schedule with the overrun projected at 40 percent of budget. The customer had been receiving reports on a timely basis and was well aware that the Trophy Project was behind schedule. Reichart had spent a great deal of time with the customer explaining the problems and the plan for recovery. Another problem that Reichart had to contend with was that the vendors who were supplying components for the project were also running behind schedule.

One Sunday morning, while Reichart was in his office putting together a report for the client, a corporate vice president came in. "Reichart," he said, "in any project I look at the top sheet of paper, and the man whose name appears at the top of the sheet is the one I hold responsible. For this project, your name appears at the top of the sheet. If you cannot bail this thing out, you are in serious trouble in this corporation." Reichart did not know which way to turn or what to say. He had no control over the functional managers who were creating the problems, but he was the person who was being held responsible.

After another three months, the customer, becoming impatient, realized that the Trophy Project was in serious trouble and requested that the division general manager and his entire staff visit the customer's plant to give a progress and get well report within a week. The division general manager called Reichart into his office and said, "Reichart, go visit our customer. Take three or four functional line people with you and try to placate him with whatever you feel is necessary." Reichart and four functional line people visited the customer and gave a four and a half hour presentation defining the problems and the progress to that point. The customer was very polite and even commented that it was an excellent presentation, but the content was totally unacceptable. The program was still six to eight months late, and the customers demanded progress reports on a weekly basis. The customer made arrangements to assign a representative in Reichart's department to be onsite at the project on a daily basis and to interface with Reichart and his staff as required. After this turn of events, the program became very hectic.

The customer representative demanded constant updates and problem identification and then became involved in attempting to solve these problems. This involvement created many changes in the program and the product in order to eliminate some of the problems. Reichart had trouble with the customer and did not agree with the changes in the program. He expressed his disagreement vocally when, in many cases, the customer felt the changes were at no cost. This caused a deterioration of the relationship between client and producer.

One morning Reichart was called into the division general manager's office and introduced to Mr. "Red" Baron. Reichart was told to turn over the reins of the Trophy Project to Red immediately. "Reichart, you will be temporarily reassigned to some other division within the corporation. I suggest you start looking outside the company for another job." Reichart looked at Red and asked, "Who did this? Who shot me down?"

Red was program manager on the Trophy Project for approximately six months, after which, by mutual agreement, he was replaced by a third project manager. The customer reassigned his local program manager to another project. With the new team, the Trophy Project was finally completed one year behind schedule and at a 40 percent cost overrun.

**Questions:**

1. Did the project appear to be planned correctly?
2. Did functional management seem to be committed to the project?
3. Did senior management appear supportive and committed?
4. Can a single methodology for project management be designed to force cooperation to occur between groups?
5. Is it possible or even desirable for strategic planning for project management to include ways to improve cooperation and working relationships, or is this beyond the scope of strategic planning for project management?

**Case Study - 5:**

**Nestlé India: Implementing a regional method in its distribution approach**

Nestlé India Limited (NIL), is Indian a subsidiary of Switzerland based Nestlé SA (Nestlé) and foremost packaged food producer. The company sells more than 200 products in India. Some of the products are Nescafe, Maggi, Milkybar, Milo, Kit Kat, Bar-One, Milkmaid, Nestea, Nestle Milk, Nestle Slim Milk, Nestle Fresh n Natural Dahi, Nestle Jeera Raita, Maggi, Cornflex, etc. In July 2020, Nestlé India's revenues for Q1 2020Rs was 33,253 million as compared to Rs 31,493 million in the last quarter of 2019. About Nestlé During 1866, the infant mortality rate in Switzerland was very high. To address this, Henri Nestlé (Henri), who was a pharmacist in Switzerland, determined to enhance the nutritious content of the food which was provided to the infants. This

gentleman established an infant cereal by combining cow milk, wheat flour and sugar. This product was a grand success. Initially, this infant cereal was sold in five different countries in Europe. Henri then decided to establish a company and named it as Nestlé. At that time, this company produced powdered milk and cereal items for infants only. In German language, Nestlé means “little nest”. After forming the company, Henri established the logo for his company which is a ‘nest’. Nestlé India was founded in 28 March 1959 at Moga, Punjab. NIL’s Distribution Process Analysts experienced that NIL maintains a feasible distribution process. The end products from the factories are distributed to the chief warehouses at different locations. The inventories from the chief warehouses are then transported to the Carry and Forward (C&F) agents where they are stocked as a possession of NIL.

Terms of Operations NIL initiated special policies to support distributors managing their processes effortlessly. While implementing the process, NIL ensured that the stocks were provided to the wholesalers as well as to the retailers on time.

### **Logistics and Supply Chain**

At NIL, logistics consists of road transportation via big container trucks. The organization is connected with the distributors/dealers via efficient ERP software which is used for real-time order booking and processing. The ERP software consists of a ‘stock in transit’ module, which is used by the distributors’ network to track the supply of products.

### **Hyper Local Cluster Approach**

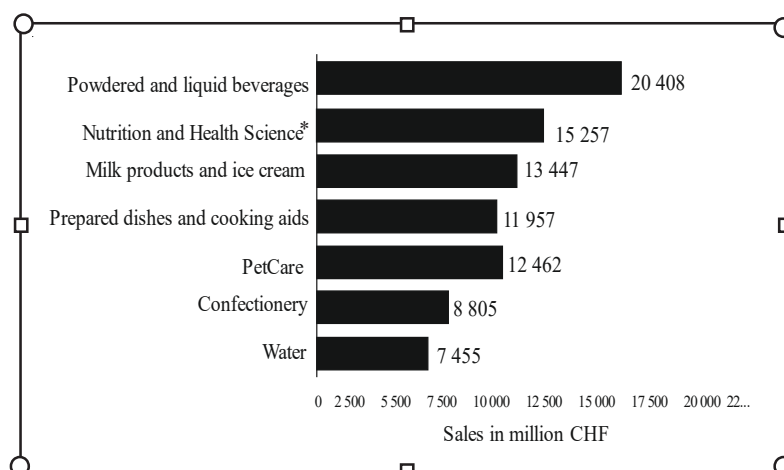
NIL initiated the Cluster Model during the end of 2016 and implemented it entirely at the beginning of 2018. NIL segregated India into 15 consumer clusters and deployed a hyper local policy in every cluster to concentrate more on the focussed solutions to consumers. The organization adopted the hyper local strategy when it was recognized that the tastes and preferences of a Maggi or Nescafé consumer in Mumbai are different from Tamil Nadu.

## Road Ahead

NIL had clocked total sales of Rs 35.25 billion in Q3 2020, ending on 30 September 2020. Domestic sales as well as total sales grew at 10.2 percent and the total profit during this period was Rs 5.87 billion. As a result, the company had announced an interim dividend of 135 per equity share.

## Nestle Market Analysis and Marketing Strategy

The market analysis is provided in the below picture.



Source: <https://medium.com/@david.kabii/nestle-market-analysis-and-marketing-strategy8bd2ffbd8acb>

## Q3 CY21 Result

The quarter 3 result for 2021 is provided in the below picture.

### Nestle India- Q3 CY21 Result

Rs. Crore	Q3 CY21	Q3 CY20	YoY %	Q2 CY21	QoQ %
Domestic Sales	3,687	3,350	10.1%	3,305	11.6%
Export Sales	178	175	1.3%	157	12.8%
Other Operating Income	18	16	8%	14	22.6%
<b>Revenue from Operations</b>	<b>3,883</b>	<b>3,542</b>	<b>9.6%</b>	<b>3,477</b>	<b>11.7%</b>
EBITDA	948	884	7.3%	848	11.8%
EBITDA Margin (%)	24.4%	24.9%	-50 bps	24.4%	---
PBT	834	786.5	6.1%	730.5	14.2%
Tax	26%	25%		26%	
Net Profit (PAT)	617	587	5.2%	538.6	14.6%
Net Profit Margin (%)	15.9%	16.6%	-60 bps	15.5%	40 bps

## Quarter 3 Result for 2021

Source: <https://blog.investyadnya.in/nestle-india-limited/>

From above Figure, we can conclude the following:

- The total revenue of the organization raised by 9.6 percent YoY in Q3CY21 from 3,542 Cr. in Q3CY20 to 3,883 Cr. in Q3CY21. Successively, the total revenue of the organization has enlarged by 11.7 percent from 3,477 Cr. in Q2CY21.
- The Domestic Sales of the organization have amplified by 10.1 percent YoY and 11.6 percent QoQ to 3,687 Cr. in the quarter ended 30th September 2021.
- Revenue growth was mostly maintained by broad-based domestic sales development which was mainly driven by volume and mix.
- The Earnings prior to Interest, Tax, Depreciation & Amortisation (EBITDA) of the organization reached 948 Cr. in the September Quarter increasing by 7.3 percent YoY from 884 Cr. in the same period of the preceding financial year. Quarter-on-Quarter, the EBITDA of the organization has augmented by 11.8 percent from 848 Cr. in Q2CY21.
- The EBITDA margin was found to be 24.4 percent dropping by 50 bps YoY and lingering flat QoQ.
- The Profit Before Tax (PBT) of the organization has improved by 6.1 percent YoY from 786.5 Cr. in the quarter ended 30th September 2020 to 834 Cr. in the quarter ended 30th September 2021. Successively, the PBT of the organization has extended by 14.2 percent from 730.5 Cr. in the quarter ended 30th June 2021.
- The Organization has registered a Net Profit of 617 for the 3rd quarter of its Calendar Year going up by 5.2 percent YoY from 587 Cr. from the same quarter of the preceding calendar year. Consecutively the Net Profit is upward by 14.6 percent, it was 538.6 Cr. in June Quarter of Calendar Year 2021.
- The Net Profit Margin of the organization was evidenced at 15.9 percent in the September Quarter of 2021 dipping down by 60 bps YoY.

## Revenue Growth Trend

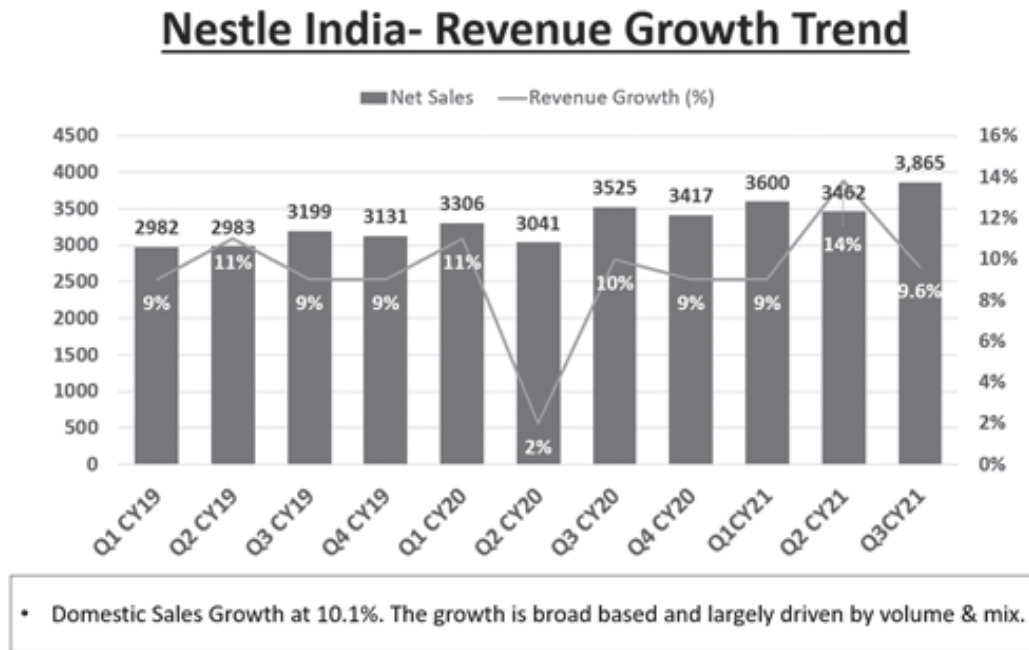


Fig. <https://blog.investyadnya.in/nestle-india-limited/>

- The organization registered a revenue of 3,833 Cr. in Q3 CY21 where Domestic Sales contributed 3,687 Cr. and export sales contributed 178 Cr.
- The domestic sales growth is at 10.1 percent which is chiefly due to broadbased and mainly driven by volume & mix.
- It is obviously observed that in Q3 CY21 the revenue of the organization is at an all-time in height since Q1CY19.

### Success Factors:

There has been unceasing emphasis on the seven value drivers:

- i. Growth of sales
- ii. Increase in profit margin
- iii. Intensity of the working capital
- iv. Intensity of the Fixed capital
- v. Rate of income tax
- vi. Cost of capital
- vii. Duration of value growth

Apart from the above mentioned factors, following factors are also considered by NIL.

- Decrease in the finished products inventory pipeline to advance freshness of stocks and decrease working capital
- Control on the cost of distribution via inventive procedures
- Continued enhancement in customer service levels to increase the availability of products across all channels
- Decrease in undesirability of materials • NESTLÉ has set-up milk collection centres that will provide prompt collection
- The organization always concentrates on the product taste, nutrition, health and wellness
- Campaign for the youth: ‘Karne Se HeeHona Hai’
- A caring campaign: ‘PooraPoshan Poori Tasalli’
- Campaign for Maggi lovers: ‘Meri Maggi’

### **Questions:**

1. Who are the competitors of NESTLÉ India Limited?
2. Make up a SWOT analysis for NIL and provide proper justification for the SWOT.
3. Do you feel Nestlé’s Maggi 2-Minute Noodles triggered India’s traditional food scare? Justify your answer.
4. “End of May 2015, India’s Food Safety Administration (FDA) ordered Nestlé India to recall its popular 2-minute Maggi noodles after tests showed that the product contained high levels of lead and MSG.” Today Nestle has once again regained its market. Do a through analysis of how Nestle regained the market.





Total No. of Questions : 8]

SEAT No. :

**PA-4635**

**[5946]-SODL-334**

[Total No. of Pages : 1

**M.B.A.**

**ENR - MN - 35 : INNOVATION AND CREATIVITY  
( Revised 2021 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Solve any five questions from Q.1 to Q.7.*
- 2) *Question no. 8 is compulsory.*
- 3) *Figures to the right indicate full marks.*

**Q1)** What is innovation? Explain the importance of innovation. **[10]**

**Q2)** Explain the relationship between innovation & creativity. **[10]**

**Q3)** Explain the nature and characteristics of creativity. **[10]**

**Q4)** Explain the role of creativity in current scenario. **[10]**

**Q5)** Discuss the process of Technological Innovation Management (ITM) **[10]**

**Q6)** Explain the importance of creative thinking in business. **[10]**

**Q7)** Examine the sources of financing available to small & medium size businesses. **[10]**

**Q8)** Answer the following short notes (Any 4 ) **[4×5=20]**

- a) Objectives of Innovation.
- b) Concept of creative Diversity.
- c) Principles of Applied creativity.
- d) Million Minds of Innovation of Creativity (MIMIC)
- e) Forms of Creativity & Art.
- f) Innovation & Entrepreneurship.





Total No. of Questions : 8]

SEAT No. :

**PA-4631**

[5946]-SODL-330

[Total No. of Pages : 2

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

**MKTG - MN-35 : MARKETING MANAGEMENT**

**Digital Marketing Implementation**

**( Revised 2021 Pattern) (Semester - III)**

*Time :2 ½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) Solve any five questions from Q. No.1 to Q.No. 7.*
- 2) Question Number 8 is compulsory.*

**Q1)** Explain the digital Marketing Planning process in brief. **[10]**

**Q2)** What is segmentation? What are the different bases of segmentation. **[10]**

**Q3)** Define the concept of Search Engine optimization (SEO) and it's Role in detail. **[10]**

**Q4)** Describe the Concept and significance of Search Engine Marketing. **[10]**

**Q5)** Explain the five key pillars of social Media Marketing. **[10]**

**Q6)** Discuss the comparison between search Engine optimization (SEO) and Search Engine Marketing (SEM). **[10]**

**Q7)** Explain the concept of Segmentation and its benefits. **[10]**

**P.T.O.**

**Q8)** Write any four questions from the following.

**[20]**

- a) Website Auditing
- b) Facebook Video Marketing
- c) Search Engine Result Page (SERP)
- d) Click- Through Rate (CTR)
- e) Google Search Console
- f) Mobile Web Analytics



Total No. of Questions : 8]

SEAT No. :

**PA-4632**

**[5946]-SODL-331**

[Total No. of Pages : 2

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

**HR - MN-35 : LABOUR ECONOMICS  
(Revised 2021 Pattern) (Semester - III)**

*Time : 2 ½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any 5 questions from Q.No.1 to Q.No. 7.*
- 2) *Question Number 8 is compulsory.*

**Q1)** Define Labour Economics and also state the nature of labour economics.[10]

**Q2)** Define Labour Market and also state the features of Indian Labour Market.[10]

**Q3)** What is unemployment? State the measures for reducing unemployment in India. [10]

**Q4)** What are the main Problems faced by agricultural labour in India? What steps have recently been taken to improve their condition? [10]

**Q5)** Discuss the strategies employed by Government of India in order to prevent child labour. [10]

**Q6)** Explain various central social Security Laws in India. [10]

**Q7)** What are the different types of Agricultural Labour in India? State their characteristics. [10]

**P.T.O.**

**Q8) Short Notes. (Any Four)**

**[20]**

- a) Scope of Labour Economics.
- b) Determinants of demand for labour.
- c) Problems of Agricultural labour in India.
- d) Exit Policy.
- e) Features of the Indian Labour Market.
- f) Mobility of Labour.



Total No. of Questions : 8]

SEAT No. :

**PA-4633**

[5946]-SODL-332

[Total No. of Pages : 2

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

**FIN-MN-35 : MERGERS AND ACQUISITION**

**(Revised 2021 Pattern) (Semester - III)**

*Time : 2 ½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Solve any 5 questions from Q.1 to Q.7 and Q.8 is Compulsory.*
- 2) *Figure to the right indicate full marks.*

**Q1)** Explain the meaning and Types of Mergers. **[10]**

**Q2)** State the impact of mergers and acquisitions on the shareholders. **[10]**

**Q3)** Describe the ways in which corporate restructuring occurs. **[10]**

**Q4)** Explain the different types of pension plan. **[10]**

**Q5)** Explain the Factors Affecting the valuation of control. **[10]**

**Q6)** Discuss the key provisions of the SEBI Takeover code. **[10]**

**Q7)** Evaluate the importance of competition Law. **[10]**

**P.T.O.**

**Q8) Write Short Notes Any Four.**

**[4×5=20]**

- a) Managerial challenges of mergers.
- b) Discounted cash flow
- c) Reverse merger
- d) Takeover of the company
- e) Sell off
- f) leveraged buyout





Total No. of Questions : 13]

SEAT No. :

PA-4593

[Total No. of Pages : 2

[5946]-SODL-101

M.B.A.

**CR-11: MANAGEMENT CONCEPTS AND APPLICATIONS**

**(2021 Pattern) (Semester - I)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any 5 questions from Section - I.*
- 2) *Attempt any 4 questions from Section - II.*

**SECTION - I**

- Q1)* Define Management. Explain the nature of Management. [10]
- Q2)* Discuss the steps in the process of planning. [10]
- Q3)* Define Organising and also state the importance of organising. [10]
- Q4)* Explain the need for controlling in an organisation. [10]
- Q5)* Define Decision Making. Explain in detail process of decision making. [10]
- Q6)* What do you understand by EOQ method of inventory control. [10]
- Q7)* Explain F.W. Taylor contribution to Management thought. [10]

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

**SECTION - II**

- Q8)* What is the difference between top and middle level management? [5]
- Q9)* State any five characteristics of MBO. [5]
- Q10)* Explain the principles of organizing. [5]
- Q11)* What are the steps that should be taken in the process of selection? [5]
- Q12)* What is the need for training in an organisation. [5]
- Q13)* Write a short note on PERT. [5]



Total No. of Questions : 2]

SEAT No. :

**PA-4594**

[Total No. of Pages : 1

[5946]-SODL-102

**M.B.A.**

**CR - 12 : ECONOMICS FOR MANAGERS**

**(Revised 2021 Pattern) (Semester-I)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**Q1)** Attempt any 05 out of 07.

- a) Explain various kinds of economic system.
- b) What is the difference between individual demand and market demand. Explain with suitable graph.
- c) Can a demand curve slope upwards? Justify.
- d) Explain the relationship between price elasticity & total revenue.
- e) What is the difference between cardinal & ordinal approach of economics?
- f) What according to you are the reasons for poverty in India?
- g) Write down the recent developments in Economy of India.

**Q2)** Attempt any 04 out of 06.

- a) Explain the nature of economics.
- b) What is law of demand with graph?
- c) What do we mean by shift in demand curve?
- d) Define unemployment.
- e) What do we mean by utility?
- f) Define Globalization and its effects on India.



Total No. of Questions : 13]

SEAT No. :

PA-4595

[Total No. of Pages : 2

[5946]SODL-103

M.B.A.

CR-13 : ORGANIZATIONAL BEHAVIOUR

(2021 Pattern) (Semester - I)

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) Solve any five Q. 1 to Q.7 and answer any four from Q.8 to 13.*
- 2) Figures to the right indicate full marks.*

**Attempt any Five out of seven from the following :**

**[10 marks each]**

**Q1)** Describe the various features of organizational behaviour.

**Q2)** Discuss the applications of emotions and moods in OB.

**Q3)** Elucidate the factors stated by Herzberg which are related to Job satisfaction and dissatisfaction.

**Q4)** Explain the behavioural characteristics of leadership.

**Q5)** Describe mechanistic, analytical, judgmental and adaptive decisions.

**Q6)** What is the difference between competition and conflict? Explain dual model of conflict resolution?

**Q7)** Explain the contributions made by Henry Fayol to management.

**P.T.O.**

**Attempt any Four out of six from the following :**

**[5 marks each]**

*Q8)* State the role played by leadership and motivation in an organization.

*Q9)* How are the people who have high emotional intelligence?

*Q10)* How does negative emotion cause someone to work hard?

*Q11)* What do you mean by the terms valence expectancy and instrumentality?

*Q12)* List the advantages and disadvantages of autocratic leadership.

*Q13)* Mention the preventive measures that the management can take to prevent conflict.



Total No. of Questions : 13]

SEAT No. :

**PA-4596**

[Total No. of Pages : 1

[5946]-SODL-104

**M.B.A.**

**CR - 14 : ELEMENTS OF MANAGERIAL COMMUNICATION**

**(Revised 2012 Pattern) (Semester - I)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**I. Attempt any five out of seven from the following. [5 × 10 = 50]**

- Q1)** Explain oral communication with its merits and demerits.
- Q2)** What do you mean by listening? Explain in details the principles of listening.
- Q3)** Explain in details different branches of non-verbal communication.
- Q4)** With the help of example explain steps for creating good agenda.
- Q5)** What are different points that should be considered while making a proposal?
- Q6)** What should be avoided while writing a resume?
- Q7)** What are the different measures to over come barriers in communication.

**II. Attempt any four out of six from the following. [4 × 5 = 20]**

- Q8)** What are the different roles of manager?
- Q9)** What do you mean by passive listening?
- Q10)** Give advantages of good agenda.
- Q11)** Write a short note on the interviewer perspective in an interview.
- Q12)** State commands of good listening?
- Q13)** What are the features of tele conferencing and video conferencing.



Total No. of Questions : 13]

SEAT No. :

PA-4597

[Total No. of Pages : 2

[5946] SODL-105

M.B.A. (Distance)

**CR-15: COMPUTER APPLICATION FOR BUSINESS**

**(2021 Pattern) (Semester - I)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Figures to the right indicate marks for the question.*
- 2) *Read all the instructions carefully.*

**Attempt any five out of seven from the following :**

- Q1)* What are various types of computer memory? [10]
- Q2)* Explain the terms hardware, software and firmware. [10]
- Q3)* Explain steps required in creating animation in PPT. [10]
- Q4)* Why HLOOKUP function is used in Excel? [10]
- Q5)* What is email password? How and why it is created? [10]
- Q6)* What are various types of network topologies? Draw any one topology. [10]
- Q7)* What is information system? What are its applications? [10]

**P.T.O.**

**Attempt any four out of six from the following :**

*Q8)* What is operating system? [5]

*Q9)* What are Power Point Presentations? [5]

*Q10)* Why a PivotTable is created? [5]

*Q11)* Why computer networks are used? [5]

*Q12)* What are different types of multitasking? [5]

*Q13)* What is cloud computing? [5]





Total No. of Questions : 13]

SEAT No. :

PA-4598

[Total No. of Pages : 2

[5946]SODL-106

M.B.A.

CR-16 : BASICS OF MARKETING

(2021 Pattern) (Semester - I)

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**SECTION - I**

**Attempt any Five out of seven from the following. Each question carries equal marks.**

- Q1)* Define Marketing and discuss the objectives of Marketing. What is the relevance of marketing in a developing economy. **[10]**
- Q2)* Explain the concept of retail marketing and list down various types of retail stores. **[10]**
- Q3)* Define marketing Mix and discuss the 7P's of Services Marketing by giving relevant examples. **[10]**
- Q4)* Discuss the various stages of Product Life Cycle and factors impacting life cycle of a product. **[10]**
- Q5)* What is Tele marketing? What are the advantages and disadvantages of Tele marketing? **[10]**
- Q6)* Explain the various types of media used for promotion along with its merits and demerits. **[10]**
- Q7)* Discuss the importance of marketing planning and explain why it is essential for any company. **[10]**

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

## SECTION - II

**Attempt any Four out of six from the following. Each question carries equal marks.**

**Q8)** List down the challenges faced by a marketing manager. [5]

**Q9)** Explain the term Digital Marketing and how it benefits companies. [5]

**Q10)** Discuss the components of Traditional Marketing Mix. [5]

**Q11)** Write short notes on any one : [5]

- a) Pricing Methods
- b) Internal Micro Environment

**Q12)** Explain the role of channel intermediaries in distribution Mix. [5]

**Q13)** Discuss the term Marketing Research and explain the nature of Marketing Research. [5]



Total No. of Questions : 8]

SEAT No. :

PA-4599

[Total No. of Pages : 2

[5946]-SODL-201

M.B.A.

**CR - 21 : BASICS OF HUMAN RESOURCE MANAGEMENT**

**(2021 Pattern) (Revised 2021) (Semester - II)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

- 1) *Solve any Five from Q.1 to Q.7.*
- 2) *Each question carries equal marks from Q.1 to Q.7.*
- 3) *Question No.8 is compulsory.*

**[5 × 10 = 50]**

**Q1) Define HRM. Write scope of HRM. [10]**

**Q2) What is Recruitment? Write any five sources of it. [10]**

**Q3) What is Training, state its objectives & also - describe how Development is different from training? [10]**

**Q4) What are the factors affecting Manpower Planning? Explain its Process. [10]**

**Q5) What is the concept of Job Specification & Job Analysis also explain its components. [10]**

**Q6) What is Grievance Redressal? Explain the process of it. [10]**

**Q7) Explain the Process of Performance Appraisal in details & describe the problems in it. [10]**

**P.T.O.**

**Q8) Write Short Notes (Attempt Any 4) :**

**[4 × 5 = 20]**

- i) Why Employee Counselling is necessary. **[5]**
- ii) Explain Career Planning & its Importance. **[5]**
- iii) Barriers of SHRM. **[5]**
- iv) Describe Collective Bargaining. **[5]**
- v) Management By Objective (MBO). **[5]**
- vi) What is Compensation, Wages & Salary. **[5]**



Total No. of Questions : 13]

SEAT No. :

**PA-4600**

[Total No. of Pages : 1

[5946]-SODL-202

**M.B.A. (Distance)**

**CR - 22 : OPERATIONS MANAGEMENT**

**(Revised 2021 Pattern) (Semester - II)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

**I. Attempt any five questions out of seven. [50]**

- Q1) Explain the different types of plant layout.*
- Q2) Discuss in detail the principles of quality management.*
- Q3) Explain the advantages of technology in service innovation.*
- Q4) Examine the importance of customer service management.*
- Q5) Describe the modern approach to SCM with the help of example.*
- Q6) Explain the steps involved in project planning.*
- Q7) Discuss the organizational factors influencing the need for project management.*

**II. Attempt any four questions out of six. [20]**

- Q8) State the advantages of product layout.*
- Q9) Describe the various types of inventory costs.*
- Q10) List the parameters that are maintained in the quality management process.*
- Q11) Write a short note on process layout.*
- Q12) Enlist the functions of supply chain management.*
- Q13) State the objectives of review meetings.*



Total No. of Questions : 13]

SEAT No. :

PA-4601

[Total No. of Pages : 3

[5946]SODL-203

F. Y. M.B.A.

CR-23 : MANAGEMENT ACCOUNTING

(2021 Pattern) (Semester - II)

Time : 2½ Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) Section-I. Contains seven questions carrying TEN marks each and attempt any Five questions.
- 2) Section-II. Contains SIX questions carrying FIVE marks each and attempt any Four questions.

**SECTION - I**

Q1) Define Management Accounting. What is the relationship of Financial Accounting with Management Accounting.

Q2) Define the term costing. Explain classification of cost by Elements.

Q3) The expenses budgeted for production of 10,000 units in a factory are Furnished below -

	₹ per unit
Material	70
Labour	25
Variable overheads-	20
Fixed overheads (Rs. 1,00,000)	10
Variable expenses (direct)	05
Selling expenses (10% Fixed)	13
Distribution expenses (20% Fixed)	07
Administration expenses (50,000)	05
Total Rs.	<u>155</u>

Prepare a budget for the production of (a) 8,000 units and (b) 6,000 units. Assume that administration expenses are rigid for all levels of production.

**P.T.O.**

**Q4)** Sales 10,000 units

Selling price per unit Rs. - 20

Variable cost per unit Rs. - 10

Fixed cost Rs. - 80,000

Find out -

- a) Break Even point in units as well as in Amount
- b) Margin of safety
- c) What should be sales for earning a profit of Rs. - 60,000?

**Q5)** A company producing 40,000 units of X product working at 80% capacity receives an order from foreign dealer for 10,000 units at Rs.-50 per unit although the Local price is Rs.-90 per unit.

The present cost sheet is given as under

	Rs. (per unit)
Material	20
Labour-Skilled (Fixed)	10
Unskilled	10
Variable overheads	10
Fixed overheads	20
	<u>70</u>

- a) Advice the management whether to accept the order or not.
- b) What will be your advice if the order had come from local merchant?
- c) If there is temporary fall in demand. What should be the minimum price to be charged?

**Q6)** Explain the nature & scope at management Accounting.

**Q7)** Explain the major factor influencing pricing decisions.

## SECTION - II

*Q8)* Differentiate between cost control & cost reduction.

*Q9)* Explain classification of cost by behaviour.

*Q10)* Explain the merits and limitations of budgetary control.

*Q11)* What is Relevant Cost? Explain the benefits of Relevant cost.

*Q12)* The following information is given :

Sales - Rs. 2,00,000, Variable cost - 1,20,000

Fixed cost - Rs. 30,000

Calculate - P/v Ratio

*Q13)* Margin of safety 60%, fixed cost Rs. 2,10,000, Variable cost ratio to sales 70%. Determine the amount of actual sales.





Total No. of Questions : 13]

SEAT No. :

**PA-4602**

[Total No. of Pages : 1

[5946]-SODL-204

**M.B.A.**

**CR-24 : MANAGEMENT OF SOCIAL MEDIA**

**(Revised 2021 Pattern) (Semester - II)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Section - A contains SEVEN questions carrying Ten marks each. Attempt any FIVE questions.*
- 2) *Section - B contains SIX questions carrying FIVE marks each. Attempt any FOUR questions.*

**SECTION - A**

**Q1)** What is Internet of Things (IOT)? Also give some examples.

**Q2)** Write a short note on

- a) Social Media Marketing
- b) Social Collaboration

**Q3)** Describe privacy issues and technology issues of social media?

**Q4)** Explain in detail theory on the diffusion of Innovations.

**Q5)** What is business ethics of social media and it's policy?

**Q6)** Describe social customer relationship management (Social CRM).

**Q7)** Explain Intellectual property rights of social media with social media platforms.

**SECTION - B**

**Q8)** Explain the multidisciplinary approach of social media in detail.

**Q9)** Describe social media tools.

**Q10)** What is Gamification?

**Q11)** What is social media? Explain it's types and give some examples.

**Q12)** What is Enterprise 2.0?

**Q13)** Describe social customer centric management.



Total No. of Questions : 2]

SEAT No. :

PA-4603

[Total No. of Pages : 2

[5946]SODL-205

M.B.A.

CR-25 : RESEARCH METHODOLOGY

(CBCS) (2021 Pattern) (Semester - II)

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

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

**Q1)** Attempt any 5 out of 7 from the following :

**[50]**

- a) Define research? Explain Process of research.
- b) Explain guidelines of Report writing.
- c) Explain features of a good research design.
- d) What do you mean by primary and secondary data? Explain Advantages of Primary data.
- e) Define and explain universe and sampling. Explain characteristics of good sample.
- f) Explain Mean, Median, Mode and Covariance with formula.
- g) What do you mean by Research Hypotheses? Explain Types of Research Hypotheses.

**Q2)** Attempt any four out of six from the following :

**[20]**

- a) Explain Types of a good research design.
- b) What are the advantages and disadvantages of qualitative research?
- c) Write a note on Questionnaire.

**P.T.O.**

- d) Write a note on Chi-square test including testing Hypothesis of Association.
- e) Write a note on probability sampling.
- f) Explain importance of research design.



Total No. of Questions : 13]

SEAT No. :

**PA-4604**

[Total No. of Pages : 1

**[5946]-SODL-206**

**M.B.A. (Dist.)**

**CR - 26 : MANAGEMENT INFORMATION SYSTEM**

**(Revised 2021 Pattern) (Semester - II)**

*Time : 2½ Hours ]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Figures to the right indicates marks for the question.*
- 2) *Read all the instructions carefully.*

Attempt any five out of seven from the following.

- Q1)** What are various characteristics of MIS? [10]
- Q2)** How do information affect organization? [10]
- Q3)** Discuss the applications of DSS. [10]
- Q4)** Explain star topology. How it is different from ring topology? [10]
- Q5)** Explain how IT helped in promotion of mobile phones. [10]
- Q6)** Describe the three levels of abstraction in DBMS architecture. [10]
- Q7)** Explain various domain areas of artificial intelligence. [10]

Attempt any four out of six from the following.

- Q8)** Explain scope of MIS. [5]
- Q9)** State the features of ERP. [5]
- Q10)** What is a satellite cellular telephone? [5]
- Q11)** Explain in brief the concept of database. [5]
- Q12)** What is a data mart? [5]
- Q13)** Discuss the role of GDSS in enhancing group decision making? [5]



Total No. of Questions : 8]

SEAT No. :

PA-4605

[Total No. of Pages : 2

[5946]SODL-301

M.B.A.

CR-31 : STRATEGIC MANAGEMENT

(2021 Pattern) (Semester - III)

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

- 1) *Solve any FIVE from Q.1 to Q.7.*
- 2) *Each question carries equal marks from Q.1 to Q.7.*
- 3) *Q.8 is compulsory.*

**Attempt the following questions :**

**[5 × 10 = 50]**

- Q1)** Explain the Porter's Generic Competitive Strategies. Define the term 'Strategy. Explain in detail the levels of strategy
- Q2)** Explain in detail Environmental Threat and Opportunity Profile (ETOP).
- Q3)** What is a generic competitive strategy? Why do firms go for Grand Strategies? How can an organization manage stability, Growth?
- Q4)** Explain strategy implementation using Mc Kinsey's 7s Framework.
- Q5)** What do you mean by the term 'Triple Bottom Line'? Explain in detail the users of the triple bottom line.
- Q6)** Explain GE Nine-Cell Model. What are the advantages of GE Nine Cell over BCG Matrix?
- Q7)** Discuss the techniques of operation control and strategic control in strategy evaluation.

**P.T.O.**

**Q8) Attempt the following questions (Short Note) (Any 4 out of 7) :**

**[4 × 5 = 20]**

- a) Retrenchment Strategy.
- b) Blue Ocean Vs Red Ocean Strategy.
- c) Strategy canvas and value curves.
- d) VRIO Framework.
- e) Porter's Five Forces Model of competition.
- f) Identify Critical Success Factor (CSF).
- g) Key Performance Indicators (KPI) & Key Result Areas (KRA).



Total No. of Questions : 8]

SEAT No. :

PA-4606

[Total No. of Pages : 2

[5946]SODL-302

M.B.A. - II

MKTG-MJ - 32 : MARKETING MANAGEMENT

Critical Thinking in Digital and Social Media Marketing

(2021 Pattern) (Semester - III)

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

- 1) *Solve any five questions from Q.1 to Q.7.*
- 2) *Question No.8 is compulsory.*
- 3) *Each question carries equal marks from Q.1 to Q.7.*

**Q1)** Briefly discuss about the Email marketing and content marketing. [10]

**Q2)** Explain the concept of digital marketing in brief. State the importance of digital marketing. [10]

**Q3)** Explain the concept, Importance and types of search engine optimization (SEO). [10]

**Q4)** Elaborate the Ads creation process and Ads approval process in brief. [10]

**Q5)** Discuss the different types of Social Media Marketing (SMM) platforms. [10]

**Q6)** Explain the different types of youtube campaigns in brief. [10]

**Q7)** How to create an Adwords account? Explain it with example. [10]

**P.T.O.**

**Q8)** Write any four questions from the following:

**[4 × 5 = 20]**

- a) Importance of Email Marketing.
- b) Display Planner.
- c) Google Analytics.
- d) Google Adwords.
- e) Promotion of Blog Posts.
- f) Keyword Research & Analysis.





Total No. of Questions : 8]

SEAT No. :

PA-4607

[Total No. of Pages : 2

**[5946]SODL-303**  
**M.B.A. - II**  
**HR-MJ-32 : STRATEGIC HUMAN RESOURCE**  
**MANAGEMENT**  
**(2021 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Solve any 5 from Q.1 to Q.7.*
- 2) *Each question carries equal marks from Q.1 to Q.7.*
- 3) *Q. 8 is compulsory.*

**Attempt the following questions.**

**[5 × 10 = 50]**

**Q1)** Define Strategic Human Resource Management. Explain the benefits of SHRM.

**Q2)** Discuss the models of SHRM.

**Q3)** Describe the changing role of HR professionals in strategic HRM.

**Q4)** Explain in detail the need of organisational change.

**Q5)** Describe best practices in strategic HRM.

**Q6)** Explain various strategies of managing workforce diversity through strategic HRM.

**Q7)** Differentiate between traditional HRM & Strategic HRM.

**P.T.O.**

**Q8)** Write short notes on : (Any 4)

**[4 × 5 = 20]**

- a) Concept of SHRM
- b) P Model
- c) Implementation of SHRM
- d) Strategic Training & Development
- e) Challenges of SHRM
- f) Barriers of SHRM



Total No. of Questions : 8]

SEAT No. :

PA-4608

[Total No. of Pages : 3

[5946]-SODL-304

M.B.A. (Distance)

FIN-MJ-32: FINANCIAL MANAGEMENT

(2021 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) Solve any five questions from Q.1 to Q.7.
- 2) Question No. 8 is compulsory.
- 3) Figures to the right indicate full marks.

- Q1) Explain in detail the functions of Financial Manager. [10]
- Q2) Explain the role of players in Financial System. [10]
- Q3) Explain the nature & significance of Capital budgeting. [10]
- Q4) What are the various factors to be considered for dividend policy? [10]
- Q5) The Balance Sheet of Asian Ltd. as on 31<sup>st</sup> March 2022 is as under : [10]

Liabilities	₹	Assets	₹
Share capital	1,90,000	Fixed Assets	2,00,000
Reserves	1,50,000	Stock	1,00,000
15% Debentures	50,000	Debtors	1,45,000
Sundry Creditors	30,000	Cash	10,000
Bills Payables	40,000	Bills Receivable	45,000
Outstanding Expenses	15,000	Prepaid Expenses	20,000
Bank Overdraft	20,000		
Provision for Tax	25,000		
	5,20,000		5,20,000

Calculate :

- a) Current Ratio
- b) Quick Ratio

P.T.O.

**Q6)** From the following information prepare a Fund Flow Statement. **[10]**

Liabilities	2020	2021	Assets	2020	2021
Equity share capital	5,00,000	6,00,000	Land & Building	3,00,000	3,00,000
Reserves	80,000	1,40,000	Plant	3,00,000	3,60,000
Profit and Loss A/c	1,20,000	1,60,000	Furniture	25,000	34,000
10% Debentures	2,00,000	1,00,000	Stock	3,20,000	3,90,000
Creditors	3,50,000	3,70,000	Debtors	3,00,000	2,50,000
			Cash	5,000	36,000
<b>Total</b>	<b>12,50,000</b>	<b>13,70,000</b>	<b>Total</b>	<b>12,50,000</b>	<b>13,70,000</b>

**Q7)** A proforma cost sheet of a company provides the following data. **[10]**

Particulars	cost per unit (₹)
Raw material	10
Direct Labour	04
Overheads	06
Total cost	20
(+) Profit	5
Selling price	25

The following is the additional information available :

- a) Average raw material in stock - 1 month
- b) Finished goods in stock - 1 month
- c) Credit allowed to debtors - 2 months
- d) Credit allowed by suppliers - 1 month
- e) Cash Balance is expected to be ₹25,000

You are required to prepare a statement showing working capital needed to finance a level of activity of 40,000 units.

**Q8)** Answer the following questions (Any 4) :

**[4 × 5 = 20]**

- a) Explain the sources of finance.
- b) Write note on EVA.
- c) Write note on Bonus shares.
- d) Write note on time value of money.
- e) The entire capital structure of a company is provided alongwith the tax adjusted cost of each component. Determine the weighted Average cost of capital (WACC).

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

- f) A project requires an outlay of Rs. 1,00,000 and earns, the annual cash inflows of Rs. 25,000, Rs. 30,000, Rs. 20,000 and Rs. 50,000. Calculate Pay back period.



Total No. of Questions : 8]

SEAT No. :

PA-4609

[Total No. of Pages : 1

**[5946]-SODL-305**  
**M.B.A. - II (Distance)**  
**PRJ-MJ-32: BASIS OF PROJECT MANAGEMENT**  
**(2021 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Solve any Five from Q.1 to Q.7.*
- 2) *Each question carries equal marks from Q.1 to Q.7.*
- 3) *Q.No. 8 is compulsory.*

**Attempt the following questions :**

**[5 × 10 = 50]**

- Q1)* Explain the role and importance of studying Project Management.
- Q2)* Elaborate the various methods of Project selection used today.
- Q3)* How are the projects different from other business ventures?
- Q4)* What are the different stages in the Project life cycle?
- Q5)* Explain the phases of the system development life cycle in detail.
- Q6)* What do you know about the critical path of a project? What steps will you take if you find that one of your tasks is going to take more time than expected?
- Q7)* Explain the concept of SADT in detail.
- Q8)* Write short notes any Four : **[4 × 5 = 20]**
- a) Project classification.
  - b) Tools and Techniques for Scheduling development.
  - c) Project Planning.
  - d) Project Feasibility study.
  - e) Risks associated with Project planning.
  - f) Project Contracting.



Total No. of Questions : 8]

SEAT No. :

**PA-4610**

[Total No. of Pages : 1

**[5946]-SODL-306**

**M.B.A. - III**

**ENR - MJ - 32 : ENTREPRENEURSHIP MANAGEMENT  
(Revised 2021 Pattern) (Semester - III)**

*Time : 2½ Hours ]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Solve any 5 questions from Q.1 to Q.7.*
- 2) *Each question carry equal marks from Q.1 to Q.7.*
- 3) *Total maximum marks 70.*

Attempt the following questions.

**[5×10=50]**

- Q1)** Define entrepreneur. Explain the role of entrepreneurs in Economic development.
- Q2)** Explain challenges faced by entrepreneurs.
- Q3)** Explain the problems faced by women entrepreneurs also discuss some of the famous women entrepreneurs and their achievement.
- Q4)** Explain the contents of a Business plan.
- Q5)** Explain Techniques & Tools of creativity.
- Q6)** Describe the determinants of working capital in detail.
- Q7)** What is Entrepreneurship development programmes. (EDP) Explain the objectives of EDP's.

**Q8)** Attempt the following questions (any 4 out of 6)

**[4×5=20]**

- i) What are the benefit of the EOVS Scheme (Export oriented units).
- ii) Write a short note small industries development organization.
- iii) Explain the types of bonds.
- iv) List any two characteristic features of a project.
- v) What are the stages of the business life cycle?
- vi) Explain five skills required for entrepreneurship.



Total No. of Questions : 7]

SEAT No. :

**PA-4611**

[Total No. of Pages : 1

**[5946]-SODL-307**  
**Second Year M.B.A.**  
**IB - MJ - 32 : EXPORT IMPORT DOCUMENTATION &**  
**PROCEDURES**  
**(Revised 2021 Pattern) (Semester - III)**

*Time : 2½ Hours ]*

*[Max. Marks : 70*

*Instructions to the candidates:*

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

- Q1)** What is the complete procedure of exporting? **[10]**
- Q2)** Which are the major laws governing international trade? **[10]**
- Q3)** What are the functions of state trading corporation? Highlight its performance in the field of export and imports of India. **[10]**
- Q4)** Explain the procedure and documentation involved for the different incentives available to an exporter. **[10]**
- Q5)** Explain the various types of risk in international trade, and discuss the suggestions for minimization of these risks. **[10]**
- Q6)** What does documentary letter of credit mean? Describe different types of letter of credit. **[10]**
- Q7)** What is the Bill of lading? Explain its contents, significance and different types. **[10]**





Total No. of Questions : 13]

SEAT No. :

**PA-4612**

[Total No. of Pages : 1

**[5946]-SODL-308**

**M.B.A.**

**OSCM - MJ - 32 : PRODUCTION AND OPERATION  
MANAGEMENT**

**(Revised 2021 Pattern) (Semester - III)**

*Time : 2½ Hours ]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Read all the instructions carefully.*
- 2) *Figures to the right indicates marks.*

Attempt any five out of seven from the following.

- Q1)** Describe the evolution of production and operations management. [10]
- Q2)** Discuss the major functions of production planning and control. [10]
- Q3)** Discuss the ways through which operations processes transform inputs into outputs [10]
- Q4)** Describe the parameters that affect plant location. [10]
- Q5)** Explain the difference between value analysis and value engineering. [10]
- Q6)** Explain the concept of value break-even analysis in detail. [10]
- Q7)** Explain the advantages and disadvantages of cellular manufacturing. [10]

Attempt any four out of six from the following.

- Q8)** What is the difference between production and operations management? [5]
- Q9)** Briefly explain the role and importance of logistics management. [5]
- Q10)** What are the advantages and disadvantages of continuous production system? [5]
- Q11)** Differentiate between line layout and process layout. [5]
- Q12)** What is the value break-even point? [5]
- Q13)** What do you understand by the pull production system? [5]



Total No. of Questions : 8]

SEAT No. :

PA-4936

[Total No. of Pages : 2

[5946]SODL-309

M.B.A.

**BA-MJ-32 : BUSINESS ANALYTICS AND STATISTICAL  
METHODS USING R**

**(2021 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

- 1) *Solve any FIVE from Q.1 to Q.7.*
- 2) *Each question carries equal marks from Q.1 to Q.7.*
- 3) *Q. 8 is compulsory.*

**Attempt the following questions :**

**[5 × 10 = 50]**

*Q1)* Differentiate between business intelligence and data science.

*Q2)* Explain the characteristics of good questions.

*Q3)* How to use command line in R? Explain.

*Q4)* Discuss the arrays in R with the help of example.

*Q5)* Discuss the advantages and disadvantages of data visualization in R.

*Q6)* Explain the hypothesis testing.

*Q7)* Explain ordinary least square method.

**P.T.O.**

**Q8) Attempt the following questions (Any 4 out of 6) :**

**[4 × 5 = 20]**

- a) What is dependent variable?
- b) Give the classical definition of probability.
- c) Define Dummy variable. How it is used in linear regression.
- d) What is customer relationship management?
- e) What is HR analytics?
- f) What is scope of variables in R programming?



Total No. of Questions : 5]

SEAT No. :

PA-4935

[Total No. of Pages : 2

[5946]SODL-31

M.B.A.

GC 11 - STRATEGIC MANAGEMENT

(2019 Pattern) (Semester - III)

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) Solve any five :**

**[10]**

- a) Define strategic management.
- b) Write the full form of KPI and KRA.
- c) Define competitive advantage.
- d) What is stability strategy?
- e) List Mintzberg's 5 Ps.
- f) Define Red ocean strategy.
- g) What is core competence?
- h) State the characteristics of strategic management.

**Q2) Solve any two :**

**[10]**

- a) Classify between vision and mission statement.
- b) Explain strategic management process.
- c) Write a note on porter's five forces model of competition.

**Q3) Solve any one :**

**[10]**

- a) What is blue ocean strategy? Explain the use of blue ocean strategy in strategic management.
- b) Write the role of balance score card in strategic management.

**P.T.O.**

**Q4) Solve any one :**

**[10]**

- a) What is strategy implementation? Also write barriers to implementation of strategy.
- b) What are retrenchment strategies? Explain with example how to implement a turn around strategy in an organisation.

**Q5) Solve any one :**

**[10]**

- a) Explain in detail Mc Kinsey's 7s frame work with suitable examples.
- b) Explain in detail business Port Folio analysis using BCG Matric.



Total No. of Questions : 8]

SEAT No. :

**PA-4613**

[Total No. of Pages : 2

[5946]-SODL-310

**M.B.A. (Distance Mode)**

**MARKETING MANAGEMENT**

**MKTG-MJ-33 : Advertising Strategy**

**(Revised 2021 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) Solve any five from Q.1 to Q.7.*
- 2) Each Question carries Equal marks from Q.1 to Q.7.*
- 3) Q.8 is Compulsory.*
- 4) Figures to the right indicate full marks.*

Attempt the following Questions.

**[5×10=50]**

*Q1)* Define term Advertising. Discuss the various Functions of Advertising.

*Q2)* What is meant by Motivation? Explain Maslow's Theory of Motivation.

*Q3)* Define term Marketing Research. Explain the Need and Importance of Marketing Research.

*Q4)* Define term Direct Marketing. State the Types and Role of Direct Marketing.

*Q5)* Explain the various Types of Trade Promotion schemes.

*Q6)* Describe the Guidelines for a Print Advertisement.

*Q7)* Analyse the Advantages and Disadvantage of using the Transit Advertisement.

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

**Q8)** Attempt the following questions (Any 4 out of 6)

**[4×5=20]**

- a) Process of Communication.
- b) Importance of Consumer Behavior.
- c) Advantages of Building Relationship in brief.
- d) Explain Media Vehicle Selection.
- e) Evaluate Challenges in Personal Selling.
- f) Examine the Global Impact of the Internet.



Total No. of Questions : 8]

SEAT No. :

**PA-4614**

**[5946]-SODL-311**

[Total No. of Pages : 2

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

**HR-MJ-33 : LABOUR LAWS- 01**  
**(Revised 2021 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Attempt any 5 questions from Q. No.01 to Q.No. 07.*
- 2) *Question Number 8 is compulsory.*

**Q1)** Discuss various provisions relating to welfare of Factory workmen under Factories Act 1948. **[10]**

**Q2)** Discuss the powers of certifying officers according to the Industrial employment (standing orders) Act 1946. **[10]**

**Q3)** Explain the provisions for working hours and holidays under Factories Act 1948. **[10]**

**Q4)** Explain the salient features of the Maternity Benefits Act 1961. **[10]**

**Q5)** Define the term 'Dependent' under workmen compensation Act 1923. **[10]**

**Q6)** Examine the evolutions of Labour Legislation in India. **[10]**

**Q7)** Define the term 'Partial Disablement' and 'Total Disablement' under workmen compensation Act 1923. **[10]**

**P.T.O.**



**Q8)** Write short notes. (Any Four)

**[4×5=20]**

- a) Factory under Factories Act 1948.
- b) ILO - International Labour organisation.
- c) Employment of young person under Factories Act 1948.
- d) Health provisions under Factories Act 1948.
- e) Power of Certifying officers under Industrial Employment (standing order) Act 1946.
- f) Applicability of Maternity Benefit Act.



Total No. of Questions : 8]

SEAT No. :

**PA-4615**

[5946]-SODL-312

[Total No. of Pages : 2

**M.B.A.**

**FIN-MJ-33 : Management Control Systems  
(Revised 2021 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Solve any five questions from Q.1 to Q.7.*
- 2) *Q.8 is Compulsory.*
- 3) *Figures to the right indicate full marks.*

**Q1)** Explain the evolution of control systems in an organisation. **[10]**

**Q2)** Analyse the role of budgetary control as a tool for management control systems. **[10]**

**Q3)** Explain the role of management to achieve organisational goals. **[10]**

**Q4)** What is balanced score card? Explain the advantages of a Balanced Score card. **[10]**

**Q5)** What is internal Audit? Explain the principles of internal audit. **[10]**

**Q6)** What is ratio analysis? Explain the various profitability ratio in detail. **[10]**

**Q7)** An enterprise wanted to give up the transfer price on cost plus 15% Return on Investment basis using following information related to its 'A' division for the year 2021-22. Determine the transfer price for division 'A'. **[10]**

Fixed Assets : ₹ 15, 00,000

Current Assets : ₹ 10,00,000

Debtors : ₹ 5,00,000

Annual Fixed cost of the division : ₹15,00,000

Variable cost per unit : ₹ 40.

Budgeted volume : ₹ 2,50,000 units.

If the volume and current assets are reduced by 10%. What will be the impact on transfer price?

**P.T.O.**

**Q8)** Attempt the following questions (Any 4)

**[4×5=20]**

- a) Write note on Goal congruence.
- b) Explain the types of Responsibility centres.
- c) What is EVA? State the objectives of EVA.
- d) Differentiate between Current Assets & Fixed Assets.
- e) State the objectives of Balanced Score card.
- f) What is management audit? Explain the objectives of management audit.



Total No. of Questions : 8]

SEAT No. :

PA-4616

[Total No. Of Pages : 1

**[5946]SODL-313**  
**M.B.A. (Semester-III)**  
**PRJ-MJ-33 : Managing Projects & Resources**  
**(2021 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

- 1) *Solve any Five from Q.1 to Q.7.*
- 2) *Each question carries equal marks from Q.1 to Q.7.*
- 3) *Q.no 8 is compulsory.*

**Attempt the following questions.**

**[5 × 10 = 50]**

- Q1)** What do you mean by project management? Discuss the significance of the same.
- Q2)** What do you understand by the work breakdown structure (WBS)? Describe the process of integrating the WBS with the organization.
- Q3)** Explain the process of work breakdown structure.
- Q4)** Elucidate the various methods of estimating project cost.
- Q5)** Explain steps involved in PERT.
- Q6)** Explain the importance of financing of small-scale industries (SSIs).
- Q7)** What do you understand by project cost estimation? Discuss the steps involved in estimation of a project cost.

**Q8) Write short notes any Four:**

**[4 × 5 = 20]**

- i) Projectized Organization
- ii) Responsibility matrix
- iii) Project Roll Up
- iv) Time-cost relationship
- v) Preference shares and deferred shares
- vi) Resource Allocation.



Total No. of Questions : 7]

SEAT No. :

PA-4618

[Total No. Of Pages : 1

**[5946]SODL-315**

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

**IB-MJ-33 : Cross Cultural Management and Global  
Leadership**

**(2021 Pattern) (Semester-III)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

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

*Q1)* What are the influence of national culture on the business culture? [10]

*Q2)* What is the framework of cross cultural management. [10]

*Q3)* How to understand and deal with conflicts in the international trade? [10]

*Q4)* What is contemporary leadership style explain with examples. [10]

*Q5)* How to successfully manage the cultural differences in international trade.[10]

*Q6)* What is trait approach of leadership? [10]

*Q7)* Explain Global success stories of Indian leaders in business. [10]



Total No. of Questions : 13]

SEAT No. :

PA-4619

[Total No. Of Pages : 2

**[5946] SODL-316**

**M.B.A.**

**OSCM-MJ-33 : World Class Manufacturing  
(2021 Pattern) (Semester-III)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

- 1) Read all the instructions carefully.*
- 2) Figures to the right indicates marks.*

**Attempt any Five out of Seven from the following.**

**Q1) Analyse the key drivers for manufacturing process. [10]**

**Q2) Describe in detail the important aspects of globalization and business. [10]**

**Q3) Explain the Kanban System in detail. [10]**

**Q4) Write a short note on the process of total quality control. [10]**

**Q5) Analyse the advantages of Automated Guided Vehicles. [10]**

**Q6) Discuss the strategic use of Information Technology (IT) in Indian manufacturing. [10]**

**Q7) What are various modes of conducting quality measurement? [10]**

**P.T.O.**

**Attempt any four out of six from the following:**

*Q8)* What do you mean by Industry 4.0? [5]

*Q9)* State any two manufacturing challenges faced by companies. [5]

*Q10)* What are the wastes in lean project management? [5]

*Q11)* Write a short note on Bar Coding Systems [5]

*Q12)* Which business tools are widely used globally? [5]

*Q13)* What do you understand by Balanced Score Card (BSC)? [5]



Total No. of Questions : 8]

SEAT No. :

PA-4937

[Total No. of Pages : 2

[5946]SODL-317

M.B.A.

**BA-MJ-33 : MACHINE LEARNING & COGNITIVE  
INTELLIGENCE USING PYTHON**

**(2021 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

- 1) *Solve any five questions from Q.1 to Q.7.*
- 2) *Question No.8 is compulsory.*
- 3) *Figures to the right indicate full marks.*

**Attempt the following any 5 questions:**

**[5 × 10 = 50]**

*Q1)* Write some important features of Python Programming.

*Q2)* What is Machine Learning? Explain various categories of Machine Learning.

*Q3)* Explain various Applications of Machine Learning.

*Q4)* Explain various Python libraries for Machine Learning.

*Q5)* Explain the Machine Learning life cycle in detail.

*Q6)* List the steps involved in Supervised Machine Learning.

*Q7)* Explain Clustering in Unsupervised Learning.

**P.T.O.**



**Q8) Attempt the following questions (Any 4 out of 6):**

**[4 × 5 = 20]**

- a) What are the relational operators?
- b) What are the different file modes in Python?
- c) How will you add an Index, row or column to a Pandas dataframe?
- d) What is data aggregation?
- e) Write the advantages and disadvantages of supervised learning.
- f) List the difference between supervised and unsupervised machine learning.



Total No. of Questions : 8]

SEAT No. :

PA-4620

[Total No. Of Pages : 2

**[5946]SODL -318**

**M.B.A.**

**MKTG-MN-34 : Technology Marketing  
(2021 Pattern) (Semester-III)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

- 1) *Solve any Five from Q.1 to Q.7.*
- 2) *Each question carries equal marks from Q.1 to Q.7*
- 3) *Q.8 is compulsory*
- 4) *Figures to the right indicate full marks.*

**Attempt the following questions.**

**[5×10=50]**

**Q1)** Explain in a brief overview of new age technology (NAT's)

**Q2)** Explain the use and application of AI in marketing.

**Q3)** Discuss the significance of robots in industrial area with relevant examples.

**Q4)** IOT is becoming a business game changer. Justify the statement.

**Q5)** Describe the various elements of blockchain technology.

**Q6)** Discuss the classification of IOT with relevant examples.

**Q7)** Define term marketing with robotics. Explain in overview of marketing with robotics.

**P.T.O.**

**Q8) Attempt any four out of six from the following:**

**[4×5=20]**

- i) Future applications of IOT.
- ii) Domestic oriented Technology.
- iii) Analyse the concept of intelligent home.
- iv) Discuss the organisation features of NAT.
- v) Benefits blockchain offers the business.
- vi) Explain current artificial intelligence applications in marketing.



Total No. of Questions : 8]

SEAT No. :

PA-4621

[Total No. of Pages : 2

[5946]SODL-319

M.B.A. - II

HR-MN-34 : COMPENSATION MANAGEMENT

(2021 Pattern) (Semester - III)

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

- 1) *Solve any 5 from Q.1 to Q.7.*
- 2) *Each questions carries equal marks from Q.1 to Q.7.*
- 3) *Q.8 is compulsory.*

**Attempt the following questions.**

**[5 × 10 = 50]**

**Q1)** Define compensation. Discuss in detail the various types of compensation.

**Q2)** Describe the importance of compensation management.

**Q3)** Explain the strategic reasons for incentive plans.

**Q4)** Discuss the principles of wage & salary administration.

**Q5)** Describe the objectives of National wage policy.

**Q6)** Explain the pay for performance for global employees.

**Q7)** Evaluate the significant issues faced in compensation of employees.

**P.T.O.**

**Q8)** Attempt the following questions. (any 4 out of 6) :

Write short notes on (Any 4) :

**[4 × 5 = 20]**

- a) Compensation Management
- b) Skill Based Pay
- c) Job evaluation
- d) Stock options
- e) Wage & Salary Administration
- f) Fringe Benefits



Total No. of Questions : 08]

SEAT No. :

PA4589

[Total No. of Pages : 3

[5946]-SODL-32

M.B.A.

GC - 12 : DECISION SCIENCE

(2019 Pattern) (Semester-III)

Time : 2½ Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) Solve any five from Q.1 to Q.7.
- 2) Each question carries equal marks from Q.1 to Q.7.
- 3) Question No.8 is compulsory.

[5×10=50]

Q1) Mean and Variance of a binomial distribution are 3 and 2 respectively. Find the probability that the variate takes values. [10]

- a) Exactly 2.
- b) At most 2.

Q2) Solve following Minimization Assignment problem. [10]

Jobs

Machine	A	B	C	D	E
1	27	18	X	20	21
2	31	24	21	12	17
3	20	17	20	X	16
4	20	28	20	16	27

P.T.O.

**Q3)** The tooth care hospital provides free dental service to the patients on every Saturday morning. Dentist takes on an average, 2.5 minutes for a patient to get treatment and the actual time taken is known to vary approximately exponentially around this average. The patients arrive according to Poisson distribution with an average of 20 per hour. The administrator officer of the hospital wants to investigate the following : **[10]**

- a) The fraction of the time at least dentist is idle.
- b) Probability that a patient has to wait for the service.
- c) Expected number of patients waiting in the system.
- d) The average time that a patient spends at the hospital.

**Q4)** Following is the daily demand to a coca cola bottles as per past experience. **[10]**

Daily demand	0	10	20	30	40	50
Probability	0.02	0.19	0.16	0.45	0.13	0.05

Estimate average balance stock, if the manager decides to keep 30 Coca cola bottles. Use following random numbers 47, 88, 15, 91, 57, 67, 11, 54, 60, 89.

**Q5)** A shop owner has 3 alternative strategies, that he can use for business purpose. Each of these follows 4 possible states. The conditional profit pay offs for each strategy-state combination are as under. **[10]**

Strategy	States			
	N1	N2	N3	N4
S1	30	10	10	8
S2	40	-15	5	7
S3	50	20	-6	10

Find optimal decision under.

- a) Maximax criterion.
- b) Regret criterion.
- c) Laplace criterion.
- d) Hurwicz Alpha Criterion (Alpha = 0.7).

**Q6)** Two friends A & B apply for an interview. The probabilities of their selection are  $\frac{1}{4}$  and  $\frac{1}{5}$  respectively. What is the chance that **[10]**

- a) One of them will be selected.
- b) Both will be selected.
- c) None will be selected.

**Q7)** Solve the LPP by graphical method. **[10]**

Maximize  $Z = 20x + 50y$

Subject to

$$2x + 5y \leq 50$$

$$6x + 3y \leq 18$$

$$Y \leq 9$$

$$x, y \geq 0$$

**Q8)** Attempt any Four out of Six : **[5 Marks Each]**

- a) Distinguish between PERT and CPM. **[5]**
- b) Define EST, LST, EFT, LFT and Float. **[5]**
- c) Decision making under risk. **[5]**
- d) Pure & Mixed Strategy. **[5]**
- e) Transition Probabilities. **[5]**
- f) Concept of project cost and its components. **[5]**





Total No. of Questions : 8]

SEAT No. :

PA-4622

[Total No. of Pages : 2

[5946]SODL-320

M.B.A. - II

FIN-MN-34 : INTERNATIONAL FINANCE

(2021 Pattern) (Semester - III)

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Q. No. 8 is compulsory.*
- 2) *Solve any five questions from Q. No. 1 to Q. No. 7.*

*Q1)* Discuss in detail the different kinds of Foreign exchange Transactions. [10]

*Q2)* Explain the role and importance of the World Bank. [10]

*Q3)* Examine the drawbacks of the relative PPP theory. [10]

*Q4)* Explain the functions & objectives of the EXIM Bank. [10]

*Q5)* What is cost of capital? What is its Importance. [10]

*Q6)* Write a detail note on Double Taxation. [10]

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

- a) Credit system
- b) Multinational Capital Budgeting

*P.T.O.*

**Q8)** Write short notes (any four) :

**[4 × 5 = 20]**

- a) Types of Foreign Exchange Market
- b) Trade Blocks
- c) International monetary system
- d) Buyers credit in import
- e) Functions of FEDAI
- f) Currency convertibility



Total No. of Questions : 8]

SEAT No. :

PA-4623

[Total No. of Pages : 2

[5946]SODL-321

M.B.A. (Distance)

PRJ-MN-34 : PROJECT IDENTIFICATION AND  
SELECTION

(2021 Pattern) (Semester - III)

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

- 1) *Solve any FIVE from Q.1 to Q.7.*
- 2) *Each question carries equal marks from Q.1 to Q.7.*
- 3) *Question no 8 is compulsory.*

**Attempt the following questions :**

**[5 × 10 = 50]**

*Q1)* What do you understand about the Taxonomy of projects? Elaborate.

*Q2)* Explain different types of projects in detail.

*Q3)* State the various reasons for project failures. Give measures to control the failures.

*Q4)* Why do you think project formulation is important for any project manager?

*Q5)* Explain the various management functions that support the project implementation.

*Q6)* Explain the various project appraisals.

*Q7)* Describe a project lifecycle in detail.

**P.T.O.**

**Q8) Write short notes any Four :**

**[4 × 5 = 20]**

- a) Attributes of a good project manager
- b) Backward integration project.
- c) Zero based Project Formulation
- d) Pre-feasibility study
- e) Project control
- f) Techniques of measuring risk



Total No. of Questions : 8]

SEAT No. :

PA-4624

[Total No. of Pages : 2

[5946]SODL-322

M.B.A.

ENR - MN - 34 : WORKING CAPITAL MANAGEMENT

(2021 Pattern) (Semester - III)

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

- 1) *Solve any five questions from Q.1 to Q.7.*
- 2) *Question No.8 is compulsory.*
- 3) *Figures to the right indicate full marks.*

*Q1)* Explain the concept and need of working capital. [10]

*Q2)* Explain the factors affecting on working capital requirements. [10]

*Q3)* What is factoring? Explain the types of factoring. [10]

*Q4)* Discuss the various forms of bank finance. [10]

*Q5)* Explain the factors which affect the credit policy. [10]

*Q6)* Write detail note on working capital management practices in India. [10]

*Q7)* Write short note on: [10]

- i) Inventory management
- ii) Cash management

*P.T.O.*

**Q8)** Answer the following short notes (Any Four):

**[20]**

- a) Types of working capital.
- b) Operating cycle.
- c) Benefits of factoring.
- d) Account receivable management.
- e) Commercial paper.
- f) Credit scoring.



Total No. of Questions : 8]

SEAT No. :

**PA-4625**

**[5946]-SODL-323**

[Total No. of Pages : 1

**M.B.A.**

**IB-MN-34 : INTERNATIONAL BANKING AND FOREIGN  
EXCHANGE MANAGEMENT  
( Revised 2021 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Solve any five from Q.1 to Q.7.*
- 2) *Question no. 8 is compulsory.*
- 3) *Figures on right indicate full marks*

**Q1)** Explain the global trends and developments in International Banking. [10]

**Q2)** What do you understand by SEZ? State the advantages of SEZ Act. [10]

**Q3)** What do you understand by credit ratings? Discuss its advantages and roles in the capital markets. [10]

**Q4)** Describe the nature of the foreign exchange market. [10]

**Q5)** What is mean by Hedging? Explain the internal and external techniques of hedging in detail. [10]

**Q6)** Discuss the importance of swap dealings in forex markets. [10]

**Q7)** What do you understand by accounting standards? Explain the objectives of the Indian Accounting Standards. [10]

**Q8)** Attempt the following short notes. (Any 4 ) [4×5=20]

- 1) International Financial Centres.
- 2) American Depository Receipt (ADR)
- 3) Types of Exchange Rate Regime.
- 4) Differences between FERA and FEMA
- 5) Role of RBI in management of the foreign exchange
- 6) Purchasing Power Parity







Total No. of Questions : 13]

SEAT No. :

**PA-4626**

**[5946]-SODL-324**

[Total No. of Pages :2

**M.B.A.**

**OSCM-MN-34 : LOGISTICS & DISTRIBUTION MANAGEMENT**  
**(Revised 2021 Pattern) (Semester - III)**

*Time :2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) Read all the instructions carefully.*
- 2) Figures to the right indicates marks.*

Attempt any five out of seven from the following.

**Q1)** Explain logistics as a system. **[10]**

**Q2)** Describe value added logistical services. **[10]**

**Q3)** Define distribution channel. What is the role of logistics in distribution channel?  
**[10]**

**Q4)** Describe the critical issues which becomes challenges in third party logistics & distribution. **[10]**

**Q5)** Discuss how value added services affects a business process. **[10]**

**Q6)** Explain how logistics is the backbone of e-commerce. **[10]**

**Q7)** Discuss the top five global logistics challenges faced by logistic companies in detail. **[10]**

**P.T.O.**

Attempt any four out of six from the following.

*Q8)* Mention the different elements of a logistics system. [5]

*Q9)* What are the current issues in logistics management? [5]

*Q10)*What is assortment? [5]

*Q11)*Mention some of the logistical services which is provided by a third party.[5]

*Q12)*Define e-commerce with examples. [5]

*Q13)*What is counterfeiting? Why is this issue getting worse every year? [5]



Total No. of Questions : 8]

SEAT No. :

PA-4938

[Total No. of Pages : 1

[5946]-SODL-325

S.Y. M.B.A.

BA-MN-34 : SOFTWARE PROJECT MANAGEMENT

(2021 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) Answer All questions.
- 2) Figures to the right indicates full marks.

Attempt the following any 5 questions :

[5 × 10 = 50]

Q1) Describe the scope and need for project management.

Q2) Discuss all the phases of the life cycle of a system with the help of diagram.

Q3) Discuss the various phases of project integration management with the help of appropriate example.

Q4) Explain the major components of software quality.

Q5) What are the factors considered in staff selection?

Q6) State the tasks which are part of risk management.

Q7) Write the various metrics use to measure software development productivity.

Q8) Attempt the following questions (Any 4 out of 6) :

[4 × 5 = 20]

- a) Name the five phase of project management.
- b) Write the steps taken in CPM project planning.
- c) Describe the Gantt chart with the help of diagram.
- d) Define the term contract administration.
- e) Write the objectives of software metrics.
- f) Discuss the various features of measurement tools.



Total No. of Questions : 8]

SEAT No. :

**PA-4627**

[5946]-SODL-326

[Total No. of Pages : 2

**M.B.A. (Dist.)**

**PHC-MN-34 : ESSENTIALS OF PHARMA AND HEALTHCARE  
ADMINISTRATION**

**(Revised 2021 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) Solve any five from Q.1 to Q.7.*
- 2) Each questions carries equal marks from Q.1 to Q.7.*

Attempt the following Questions.

**[5×10=50]**

- Q1)** The Pharma and the Healthcare sector in India has undergone a significant change since the very past. Justify the statement in the light of the various impacting forces.
- Q2)** What do you understand by a Multinational Corporation? For what reasons organizations want to be a multinational corporation?
- Q3)** What do you understand by Market Segmentation? Explain the process of Market Segmentation.
- Q4)** What do you understand by e-CRM? Differentiate between CRM and e-CRM.
- Q5)** Analyze the strategies and planning adopted by the Government of India for healthcare system in India.
- Q6)** What are the different commissioning models in healthcare? Analyze different commissioning models in healthcare.
- Q7)** How can medical error be reduced and the quality of doctor care can be improved?

**P.T.O.**

**Q8)** Attempt the following questions (Any 4 out of 6)

**[4×5=20]**

- a) What is the future perspective of pharmaceutical industry in India?
- b) What are the Problems of Technology Transfer?
- c) Explain the IDIC Model of CRM.
- d) Write a note on Mixed Economy.
- e) Explain the 4 Cs of Healthcare Finance.
- f) Explain the Clinical Trial Regulation.



Total No. of Questions : 8]

SEAT No. :

**PA-4628**

[5946]-SODL-327

[Total No. of Pages :1

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

**THM-MN-34: INTRODUCTION TO HOSPITALITY AND TOURISM  
MANAGEMENT**

**(Revised 2021 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Solve any five from Q.1 to Q.7.*
- 2) *Each question carries equal marks from Q.1 to Q.7.*

Attempt the following Questions. (Any Five)

**[5×10=50]**

**Q1)** Explain the Structure of Accommodation Industry.

**Q2)** Describe the Functions of Housekeeping Department.

**Q3)** Explain the Accounting system at Hotels.

**Q4)** Define Family Firm. Explain in detail advantages and disadvantages of family Business in Tourism industry.

**Q5)** Explain the steps involved in Resort planning.

**Q6)** Discuss the attributes (qualities) of front office Staff required in Hotel Industry.

**Q7)** Write in detail about Food and Beverage Services Outlets.

**Q8)** Attempt the following questions. (Any 4)

**[4×5=20]**

- a) Hotel Operations in India.
- b) Managing Guest Amenities.
- c) Preparation of Final Accounts.
- d) Tourism Entrepreneurship.
- e) Features of Hospitality Services.
- f) Eco Tourism.



Total No. of Questions : 8]

SEAT No. :

**PA-4629**

[5946]-SODL-328

[Total No. of Pages :1

**M.B.A. (Distance Mode)**

**DMKG-MN-34 : BASICS OF DIGITAL MARKETING**

**(Revised 2021 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Solve any five from Q.1 to Q.7.*
- 2) *Each question carries equal marks from Q.1 to Q.7.*
- 3) *Q.8 is compulsory.*

Attempt the following Questions.

**[5×10=50]**

**Q1)** What is Digital Marketing? Discuss the importance of Digital Marketing with examples.

**Q2)** Analyze the various types and elements of Hosting.

**Q3)** What is a Search Engine? Explain the three steps of an essential Search Engine.

**Q4)** What is Social Media Marketing? Explain the five core pillars of Social Media Marketing.

**Q5)** Explain different strategies that can be adopted to monetize the data.

**Q6)** Explain the skills required in Digital Marketing.

**Q7)** Explain the pros and cons of Social Media Marketing.

**Q8)** Attempt the following questions. (Any 4 out of 6)

**[4×5=20]**

- a) Write a short note on Social Media in India.
- b) Explain different types of Developer's Hosting.
- c) Describe the process of Website Construction.
- d) Explain the use of Twitter for business marketing.
- e) Write short note on Types of Content Report.
- f) State and explain the Soft Skills in Digital Marketing.



Total No. of Questions : 8]

SEAT No. :

**PA-4630**

[5946]-SODL-329

[Total No. of Pages :1

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

**BNKM-MN-34 : BANKING FUNDAMENTALS**

**(Revised 2021 Pattern) (Semester - III)**

*Time :2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Solve any five from Q.1 to Q.7.*
- 2) *Question Number 8 is compulsory.*
- 3) *Each question carries equal marks from Q.1 to Q.7.*

Attempt the following Questions. (Any 5)

**[5×10=50]**

**Q1)** Explain in detail the structure of Indian Banking System.

**Q2)** Explain the secondary functions of bank.

**Q3)** Explain the procedure for operating deposit account.

**Q4)** Explain the process of credit creation and its limitation.

**Q5)** Define the term e-banking and explain developments in banking.

**Q6)** Explain the functions of Reserve Bank of India.

**Q7)** Describe the methods of granting advances by bank.

**Q8)** Attempt the following questions (Any 4)

**[4×5=20]**

- a) RBI's Role as a Banker to the Government.
- b) Principles of creating loans.
- c) Saving Account.
- d) Types of cheque.
- e) Mobile banking.
- f) Cheque truncation system.





Total No. of Questions : 5]

SEAT No. :

PA-4940

[Total No. of Pages : 2

[5946]-SODL-33

M.B.A.

**GEUL - 7 : International Business Environment  
(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) What is International Business?
- b) What is Globalisation?
- c) What is forex market?
- d) What is balance of payment?
- e) What is IFRS?
- f) List any two objectives of IMF.
- g) What is multinational corporations?
- h) What is foreign Direct Investment?

**Q2) Solve Any Two :**

**[2 × 5 = 10]**

- a) Explain the importance of International Business.
- b) Explain the components of Current and Capital Account.
- c) Explain the role of WTO in promotion of international trade.

**Q3) Solve Any One :**

**[10]**

- a) Explain the evolution and features of Multinational Corporations (MNCs).

OR

- b) Explain the traditional and modern theories of Foreign Direct Investment.

**Q4) Solve Any One :**

**[10]**

a) Explain the concept and significance of balance of payment.

OR

b) Explain the role of World Bank in international trade.

**Q5) Solve Any One :**

**[10]**

a) Discuss the pattern and structure of Foreign Investment.

OR

b) Analyse the impact of Covid-19 pandemic on International trade with suitable examples.



Total No. of Questions : 8]

SEAT No. :

PA-4636

[Total No. of Pages : 2

[5946]SODL-335

M.B.A.

**IB - MN - 35 : GLOBAL COMPETITIVENESS, VALUE  
CHAINS AND ALLIANCES  
(2021 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Solve any five from Q.1 to Q.7.*
- 2) *Question no. 8 is compulsory.*
- 3) *Figures on right indicate full marks.*

**Q1)** Explain the macroeconomic factors affecting global competitiveness. [10]

**Q2)** Discuss different business strategy perspectives for global competitiveness.[10]

**Q3)** Analyse the role of strategic human resource management in gaining Competitiveness. [10]

**Q4)** Explain the application of information technology in enhancing competitiveness. [10]

**Q5)** Explain the concept of strategic alliance. Write the steps in implementing strategic alliance. [10]

**Q6)** Analyse the impact of joint ventures and other forms of strategic alliance in global competitiveness. [10]

**Q7)** Explain the causes for the lack of competitiveness of Indian companies. [10]

**P.T.O.**

**Q8) Attempt the following short notes. (Any 4)**

**[4 × 5 = 20]**

- a) Global Competitiveness Index
- b) Competitive intelligence
- c) Innovation Management
- d) Vital Rules of global competitiveness
- e) Advantages and disadvantages of strategic alliances
- f) Factors facilitating the formation of strategic alliances



Total No. of Questions : 8]

SEAT No. :

PA-4637

[Total No. of Pages : 2

[5946]-SODL-336

M.B.A.

OSCM-MN 35 : INVENTORY AND STORES MANAGEMENT

(2021 Pattern) (Semester - III)

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

- 1) Solve any Five from Q.1 to Q.7.*
- 2) Question No. 8 is compulsory.*
- 3) Figures to the right indicate marks.*

*Q1)* Write a short note on dependent and independent demand. **[10]**

*Q2)* What are the types of inventory on the basis of the nature of materials? **[10]**

*Q3)* Briefly explain the need for inventory control systems. **[10]**

*Q4)* What are the different types of service level? **[10]**

*Q5)* What are the advantages of lead time reduction? **[10]**

*Q6)* Briefly explain the challenges faced in inventory management. **[10]**

*Q7)* Write a short note on the classification of scrap. **[10]**

**P.T.O.**

**Q8) Attempt the following question (Any Four out of Six) : [4 × 5 = 20]**

- a) Discuss the different functions of inventory.
- b) Explain the various types of inventory namely seasonal, decoupling, cyclic, pipeline and safety stock.
- c) Explain the ABC classification method in brief.
- d) Describe the meaning of reorder point.
- e) What are factors influencing make or buy decisions?
- f) Discuss the classification of spare parts.



Total No. of Questions : 8]

SEAT No. :

PA-4939

[Total No. of Pages : 2

[5946]SODL-337

M.B.A.

BA - MN - 35 : E-COMMERCE ANALYTICS

(2021 Pattern) (Semester - III)

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates:*

- 1) *Solve any five from Q.1 to Q.7.*
- 2) *Question no. 8 is compulsory.*
- 3) *Figures on right indicate full marks.*

**[5 × 10 = 50]**

*Q1)* Explain the types of e-commerce analytics.

*Q2)* Describe the plotting of digital data.

*Q3)* Explain the importance of reporting in business.

*Q4)* Explain an e-commerce data model in details.

*Q5)* Explain the different phases of marketing Life Cycle.

*Q6)* Discuss the steps of RFM analysis in detail.

*Q7)* Explain the approaches to analysing orders and products.

**P.T.O.**

**Q8) Attempt the following question (Any Four out of Six) : [4 × 5 = 20]**

- a) Write a short note on B2B data.
- b) Write a short note on logistic regression.
- c) What is a “funnel” in e-commerce?
- d) Write a short note on neuro marketing data.
- e) Write a short note on RASTA.
- f) Write a short note on metadata.





Total No. of Questions : 8]

SEAT No. :

PA-4638

[Total No. of Pages : 2

[5946]-SODL-338

M.B.A.

PHC-MN-35 : HEALTHCARE MANAGEMENT

(2021 Pattern) (Semester - III)

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

- 1) *Solve any Five from Q.1 to Q.7.*
- 2) *Each question carries equal marks from Q.1 to Q.7.*
- 3) *Question No. 8 is compulsory.*

**Attempt the following questions :**

**[5 × 10 = 50]**

- Q1)* Explain the process of Organization entailing the various activities undertaken.
- Q2)* Explain the responsibilities of a Hospital Operations Manager.
- Q3)* Discuss the various types of hospital space.
- Q4)* Explain the important functions of Human Resources Department that should be implemented in a Hospital.
- Q5)* What do you mean by organizational behaviour? What role does it play in the field of management?
- Q6)* Explain the Expectation Confirmation Theory (ECT).
- Q7)* What are the various managerial skills required for effective management?

**P.T.O.**

**Q8) Attempt the following questions (Any Four Out of Six) : [4 × 5 = 20]**

- a) Write a note on the nature of an Organization.
- b) What are the significant features of an architect's brief?
- c) Write a note on Primary Health Centre.
- d) Write a note on factors affecting patients perceived quality of care at hospitals.
- e) Write a note on the importance of Organizational Behaviour.
- f) Write a note on the autocratic model of Organizational Behaviour.



Total No. of Questions : 5]

SEAT No. :

PA-4941

[Total No. of Pages : 2

[5946]SODL-34

M.B.A.

GEUL - 8 : PROJECT MANAGEMENT

(2019 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.
- 2) Figures on right indicate full marks.

Q1) Solve any five :

[10]

- i) Project Management includes the tools, techniques and essential \_\_\_\_\_ to deal with the growth of product's.
  - a) Knowledge
  - b) Skills
  - c) Attitude
  - d) Confidence
- ii) In problem identification, project is \_\_\_\_\_.
  - a) Recognized
  - b) Defined
  - c) Justified
  - d) All the above
- iii) In resource allocation. The resources are allocated to a project in order that the \_\_\_\_\_.
  - a) Goals
  - b) Objectives
  - c) Both (a) (b)
  - d) None of the above
- iv) In project scheduling, resources are allocated that project objectives are attained within a \_\_\_\_\_.
  - a) Sensible
  - b) Lavish time
  - c) Excessive
  - d) Undue
- v) Which of the following is not a project management goal?
  - a) Keeping overall costs within budget
  - b) Delivering it to the customer at the agreed time
  - c) Maintaining a happy and well-functioning development team
  - d) Avoiding customer complaints.

P.T.O.

- vi) The activities in a project must be
- a) Unique
  - b) Primary
  - c) Important
  - d) None of the above
- vii) It is often difficult to estimate size at an early stage in a project when only a specification is available.
- a) True
  - b) False
- viii) Project managers have to assess the risk that may affect a project
- a) True
  - b) False

**Q2) Solve Any Two :** **[10]**

- a) Explain the responsibilities of Project Manager.
- b) Importance of a Project Management.
- c) Types of Project Constraints.

**Q3) a)** Explain role of a project manager. Define the skill sets which are needed in a project manager. **[10]**

OR

- b) Explain the concept of Project Management and its importance in IT industry.

**Q4) a)** Explain the scope of Project Management. Also the process of creating the “Work Break down structure”. **[10]**

OR

- b) Analyse the “assessment of a “Project Work” Explain multi project resource scheduling.

**Q5) a)** Define “Project Monitoring information system” and requirements for an “Integrated Information System”. for a project evaluation. **[10]**

OR

- b) Discuss Risk Management process in detail.



Total No. of Questions : 8]

SEAT No. :

PA-4640

[Total No. of Pages : 2

[5946]-SODL-340

M.B.A.

DMKG-MN-35 : LEAD GENERATION & E-MAIL MARKETING

(2021 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 70

Instructions to the candidates :

- 1) Solve any Five from Q.1 to Q.7.
- 2) Each question carries equal marks from Q.1 to Q.7.
- 3) Q.8 is compulsory.

Attempt the following questions :

[5 × 10 = 50]

- Q1) Explain B2B Lead Generation. Why is it called unique business model?
- Q2) Explain different approaches for Lead Generation.
- Q3) Explain the utilization of Facebook for Lead Generation.
- Q4) Explain the functioning of the Sales Funnel.
- Q5) What are the Social Media Analytics? Why are they important to track? Explain.
- Q6) Explain the Generation of leads through LinkedIn.
- Q7) Explain several advantages of E-mail Marketing. What are best practices for e-mail?

P.T.O.

**Q8) Attempt the following questions (Any 4 out of 6) :**

**[4 × 5 = 20]**

- a) What is a viral context?
- b) What do you mean by webinar?
- c) Write a short note on Pay-Per-Click (PPC) advertising.
- d) State the advantages of E-mail Marketing.
- e) State the two strategies which comprise social media marketing.
- f) How can one measure the effectiveness of the social media marketing efforts?



Total No. of Questions : 8]

SEAT No. :

PA-4641

[Total No. of Pages : 2

[5946]-SODL-341

M.B.A. - II

**BNKM-MN-35 : CORPORATE BANKING**

**(2021 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 70*

*Instructions to the candidates :*

- 1) *Solve any Five from Q.1 to Q.7.*
- 2) *Each question carries equal marks from Q.1 to Q.7.*
- 3) *Q.No. 8 is compulsory.*

**Attempt Any Five questions :**

**[5 × 10 = 50]**

*Q1)* What is mean by factoring? Explain the types of factoring.

*Q2)* Describe the RBI guidelines on working capital finance.

*Q3)* Explain the various corporate advisory services.

*Q4)* What are the factors on which the success of technology depends?

*Q5)* Steps in the Securitization Process.

*Q6)* Define the Venture Capital. Explain the Features of a Venture Capital.

*Q7)* Explain the Services of Corporate Banking.

**P.T.O.**

**Q8) Attempt the following questions (Any Four Out of Six) : [4 × 5 = 20]**

**Short Note :**

- a) Importance of Corporate Banking.
- b) Types of Post Shipment Finance.
- c) Private Equity.
- d) Types of Cash Flow.
- e) Managing Financing Risk.
- f) Debt. Management.





Total No. of Questions : 5]

SEAT No. :

PA-4952

[Total No. of Pages : 2

[5946]SODL-35

M.B.A.

GEUL9 - KNOWLEDGE MANAGEMENT

(2019 Pattern) (Semester - III)

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) Solve any five :**

**[10]**

- a) Define the term knowledge.
- b) Write any four types of knowledge.
- c) Mention any two characteristics of knowledge.
- d) What is knowledge creation?
- e) What is knowledge transfer process?
- f) Define knowledge codification?
- g) What is difference between information and data?
- h) What are dimensions of knowledge management impact?

**Q2) Solve any two :**

**[10]**

- a) Explain various types of expertise in knowledge.
- b) Write a note on knowledge audit.
- c) Why knowledge creation process is important for any organization?

**Q3) Solve any one :**

**[10]**

- a) What is importance of knowledge transfer and knowledge sharing?
- b) Explain the concept of knowledge infrastructure in details.

**P.T.O.**

**Q4) Solve any one :**

**[10]**

- a) What are various factors influencing knowledge management impact?
- b) What is process of capturing tacit knowledge?

**Q5) Solve any one :**

**[10]**

- a) Discuss legal and managerial issues in knowledge management.
- b) Explain knowledge codification and system development concepts.



Total No. of Questions : 5]

SEAT No. :

**PA-4590**

[Total No. of Pages : 3

[5946]-SODL-36

**M.B.A.**

**SC 3 - 2 : ADVANCED FINANCIAL MANAGEMENT**

**(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)** Attempt any Five.

**[5×2=10]**

- a) Funds Flow statement reveals the change in \_\_\_\_\_ between two Balance sheet dates.
  - i) Working capital
  - ii) Internal capital
  - iii) Share capital
  - iv) Both (i) & (iii)
- b) The following is not a Discounted cash flow technique:
  - i) NPV
  - ii) PI
  - iii) Accounting or Average rate of return.
  - iv) IRR
- c) Present value of inflows Rs. 10 lakhs from a project and initial investment is Rs. 75 lakhs. The NPV is :
  - i) Rs. 17.5 lakhs
  - ii) Rs. 7.5 lakhs
  - iii) Rs. 10 lakhs
  - iv) Rs. 2.5 lakhs
- d) PAT of a company Rs. 100 lakhs and number of equity shares of Rs. 10 each with a capital of Rs. 50 lakhs, then EPS is:
  - i) Rs. 2
  - ii) Re. 1
  - iii) Rs. 10
  - iv) Rs. 20
- e) Which of the following is not a source of fund?
  - i) Issue of capital
  - ii) Issue of debenture
  - iii) Decrease in working capital
  - iv) Increase in working capital

**P.T.O.**

- f) The term “capital structure” refers to:
- i) Long - term debt, preferred stock & common stock equity
  - ii) Current assets and current liabilities.
  - iii) Total Assets minus liabilities
  - iv) Share holders equity
- g) To financial Analysts, ‘Net working capital’ the same thing as \_\_\_\_\_.
- i) Total assets
  - ii) Fixed assets
  - iii) Current assets
  - iv) Current assets minus current Liabilities
- h) If the present value of cash inflows are greater than the present value of cash outflows, the project would be \_\_\_\_\_.
- i) Accepted
  - ii) Rejected with condition
  - iii) Rejected with approval
  - iv) Rejected

**Q2) Solve any two. [2×5=10]**

- a) What is financial distress? Explain the causes of financial distress.
- b) What is EVA? State the advantages of EVA.
- c) Write note on Bonus shares.

**Q3) a) Prepare fund flow statement for Apple Ltd. [10]**

Balance sheet

Liabilities	2019	2020	Assets	2019	2020
Equity share capital	45,000	50,000	Land & Building	31,500	26,000
General Reserve	4,000	7,000	Plant	8,000	20,000
Profit & Loss A/c	3,000	4,800	Debtors	16,000	20,000
Creditors	7,500	9,900	Stock	9,700	13,900
Provision for Taxation	8,200	10,000	Cash in hand	2,500	1,800
	67,700	81,700		67,700	81,700

Additional Information:

Income Tax of Rs. 3,500 has been paid.

OR

- b) Explain long - term and short - term sources of finance. [10]

**Q4) a)** Siscon Ltd. has a capital structure comprising equity capital only. It has 1,00,000 equity shares of Rs. 10 each. Now the company wants to raise the funds Rs 2,50,000 for its expansion purpose. They have following alternatives to raise these funds. [10]

i) Issue 25,000 equity shares of Rs. 10 each.

ii) Borrow a debt of Rs. 2,50,000 at 10%.

iii) Issue 2,500, 10% preference shares of Rs. 100 each.

Show the workings when the EBIT is Rs. 3,20,000 and taxation rate is 50%. Which is the best alternative on the basis of EPs valuation?

OR

- b) Describe the various capital Budgeting Techniques. [10]

**Q5) a)** Following information has been extracted from the income statement of Akshay Ltd. for the current year. [10]

	(Rs. in lakhs)
Sales	500
(-) Operating cost	300
(-) Interest cost	12
Earnings before tax	188
(-) Tax @ 40%	<u>75.20</u>
Earnings After tax	<u>112.80</u>

The firms capital consists of Rs. 150 lakhs equity funds, having 15% cost & of Rs. 100 lakh, 12% debt, determine the EVA (Economic Value Added) during the year.

OR

- b) Explain the various factors affecting on Dividend policy. [10]

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Total No. of Questions : 5]

SEAT No. :

PA-4942

[Total No. of Pages : 2

[5946]SODL-37

M.B.A.

**SC3-4 : SERVICE OPERATIONS MANAGEMENT - II**  
**(2019 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Solve any five (2 marks each) :

**[5×2=10]**

- a) Define service operations.
- b) Define Perishability.
- c) Enlist the challenges faced by service manager.
- d) Comment on Intangibility of services.
- e) Enlist the gaps of SERVQUAL.
- f) Enlist the types of services.
- g) Define simultaneity of services.
- h) Enlist the factors of service quality.

**Q2)** Solve any two :

**[10]**

- a) Comment on customers role as a co-producer.
- b) Explain the challenges of adopting new technology in services.
- c) Explain the taxonomy of service process design.

**Q3)** Solve any one :

**[10]**

- a) Explain the nature of service sector.

OR

- b) Shed light on utilization of IT in services.

**P.T.O.**

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

a) Draw the SERVQUAL model & explain its use.

OR

b) Draw the services process matrix & explain its use in real time scenario.

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

a) Draw the service blueprint for hotel/Rail way station & explain its use.

OR

b) Compare and contrast between order winner order qualifiers order disqualifiers.



Total No. of Questions : 5]

SEAT No. :

PA-4953

[Total No. of Pages : 2

[5946]SODL-38

M.B.A.

SC 4-4 : LOGISTICS MANAGEMENT

(2019 Pattern) (Semester - III)

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

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

**Q1) Solve any five :**

**[10]**

- a) Write advantages of air transportation.
- b) Which are basics storage facilities?
- c) Write any two disadvantages of railway transportation.
- d) Write four usage of warehouse.
- e) Define warehousing.
- f) Write any four modes of transport.
- g) What are transport routes?
- h) What are loading units?

**Q2) Solve any two :**

**[10]**

- a) Explain difference between procurement and logistics activities.
- b) Write a note about Logistics and Corporate Strategy.
- c) Elaborate important functions of logistics management.

**Q3) Solve any one :**

**[10]**

- a) What is the role of carriers and forwarders in logistics management?
- b) Explain process of material handling and picking systems in any organization.

**P.T.O.**



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

- a) Discuss static and dynamic storage systems.
- b) Explain in brief about various modes of transportation.

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

- a) What is significance of IT in logistics management?
- b) Explain difference between logistics and supply chain management.



Total No. of Questions : 5]

SEAT No. :

**PA-4591**

[Total No. of Pages : 3

[5946]-SODL-41

**M.B.A.**

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

*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.

**[5×2=10]**

- a) What is Responsibility centre?
- b) What is E-Commerce?
- c) The length of time needed to recover the initial cash outlay of the investment propos is called as:
  - i) Payback period
  - ii) Return period
  - iii) Accounting period
  - iv) None of these
- d) ROI can be viewed as a function of the net profit margin times.
  - i) Sales
  - ii) EAT
  - iii) The total asset turnover
  - iv) Equity multiplier
- e) Capital Budgeting deals with:
  - i) Long-term Decisions
  - ii) Short - term Decisions
  - iii) Both (i) and (ii)
  - iv) Neither (i) nor (ii)

**P.T.O.**

- f) Cost audit is comprised in which of the following steps?
- i) Verification, Review, Reporting
  - ii) Planning, Review, Reporting
  - iii) Review, Verification, Reporting
  - iv) Planning, Conducting, Reporting
- g) Goal congruence best describes as
- i) Employees working in the organization's interest help to meet the overall goal of the organization
  - ii) Employees working in their own personal interest help to meet the overall goal of the organization
  - iii) Employees working in the management's interest
  - iv) All of these
- h) The method which does not consider time value of money is
- i) Pay Back
  - ii) ARR
  - iii) NPV
  - iv) IRR

**Q2)** Solve any two.

**[2×5=10]**

- a) What is Capital Budgeting? Explain the need of Capital Budgeting.
- b) Write note on Responsibility Centre.
- c) Explain the term Balance Score card.

**Q3)** Solve any one.

**[10]**

- a) Describe how ABC analysis can be used as evaluation parameter for retail sector.

OR

- b) Elaborate in detail the steps involved in performance evaluation of a project.

**Q4) Solve any ONE.**

**[10]**

- a) Explain in principles and objectives of Management Audit.

OR

- b) Write short notes on -

- i) Financial Audit  
ii) Cost Audit

**Q5) Solve any ONE.**

**[10]**

- a) Explain the any four performance evaluation parameters for banks.

OR

- b) ABC company fixes the inter divisional transfer price for its products on the basis of cost plus return on investment in the division. The budget for the division A for 2022-23 is as under.

Fixed Assets ₹ 2,50,000

Current Assets ₹ 1,50,000

Debtors ₹ 1,00,000

Annual fixed Cost of division ₹ 4,00,000

Variable cost per unit of product- ₹ 10

Budgeted Volume 2,00,000 units per year.

Desired ROI - 28%

- i) Determine the transfer Price for division A  
ii) If the volume (units) can be increased by 10%. What will be the impact on transfer price?



Total No. of Questions : 5]

SEAT No. :

PA-4592

[Total No. of Pages : 2

[5946]SODL-42

M.B.A.

GC-15 : INDIAN ETHOS AND BUSINESS ETHICS

(2019 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Solve any Five :

[5 × 2 = 10]

- i) \_\_\_\_\_ is drawn from Indian customs and traditions and owes its roots to the Vedas, Upanishads, Ramayana and Mahabharata.
  - a) Ethos
  - b) Ancient Ethos
  - c) Indian Ethos
  - d) International Ethos
- ii) Which is the principle of Indian ethos \_\_\_\_?
  - a) Infinite potential and divinity of all souls
  - b) The world is one family and welfare of all
  - c) Work results and detachment.
  - d) All of the above
- iii) Arthashastra was written by \_\_\_\_\_.
  - a) Kautilya
  - b) Chandragupta
  - c) Adi Shankaracharya
  - d) Ashtavakra
- iv) An \_\_\_\_\_ is a problem, situation or opportunity requiring an individual group or organisation to choose among several actions that must be evaluated as right or wrong.
  - a) Crisis
  - b) Ethical issue
  - c) Indictment
  - d) Fraud

P.T.O.

- v) Indian ethos is needed due to \_\_\_\_\_.
- a) Holistic Universe and welfare for all
  - b) Unique work culture
  - c) Establishment of value system
  - d) All of the above
- vi) Define Intellectual property Rights.
- vii) What is Human values?
- viii) What do you understand by corporate social responsibility?

**Q2) Solve any two :** **[2 × 5 = 10]**

- a) Explain the characteristics of Business ethics?
- b) What is value system? Discuss value system with suitable examples.
- c) Distinguish between Ethics and Ethos.

**Q3) What is leadership? Discuss various aspects of leadership as per Kautilya's Arthshastra.** **[10]**

OR

Interpret the importance of business ethics at work place with suitable examples.

**Q4) What is meant by business ethics? Discuss the factors affecting and influencing business ethics.** **[10]**

OR

What are the management lessons one learns from Mahabharata?

**Q5) What is the meaning and significance of Indian Ethos? What are the features of Indian Ethos?** **[10]**

OR

Discuss corporates strategy and Natural resource depletion in business.

