

Total No. of Questions : 5]

SEAT No. :

PE-5806

[Total No. of Pages : 4

[6551]-502

M.B.A. (Fintech)

SC-01 : ADVANCED FINANCIAL MANAGEMENT

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Solve any five :

[5 × 2 = 10]

- a) Define the term 'Financial Distress'. State its two causes.
- b) What is Signalling theory in capital structure?
- c) Give any two reasons for companies to merge.
- d) State any two cash management models.
- e) What is financial reporting? State the basic requirements of IFRS.
- f) List out any four factors influencing dividend policy.
- g) List any two Real life examples on corporate Restructuring.
- h) Name the two relevance theories of dividend.

Q2) Solve any two :

[2 × 5 = 10]

- a) Elucidate different guidelines to overcome financial distress.
- b) Write short note on Trend analysis
- c) What is LBO? Explain its advantages?

P.T.O.

Q3) a) From the following balance sheet of Manoj Co. ltd. Prepare fund flow statement. **[10]**

Liabilities	31-03-2024	31-03-2025 Rs.	Assets Rs.	31-03-2024 Rs.	31-03-2025 Rs.
Equity share capital	6,00,000	8,00,000	Goodwill	2,30,000	1,80,000
Pref. Capital	3,00,000	2,00,000	Land & Building	4,00,000	3,40,000
General Reserves	80,000	1,40,000	Plant & machinery	1,60,000	4,00,000
Profit & Loss A/c	60,000	96,000	Debtors	3,20,000	4,00,000
Proposed Dividend	84,000	1,00,000	Stock	1,54,000	2,18,000
Creditors	1,10,000	1,66,000	Bills Receivables	40,000	60,000
Bills payable	40,000	32,000	Cash	30,000	20,000
Tax provision	80,000	1,00,000	Bank	20,000	16,000
	13,54,000	16,34,000		13,54,000	16,34,000

Additional Information :

- Proposed Dividend made during 2024 has been paid during 2025.
- Depreciation Rs. 40,000 on Land & Building & Rs. 20,000 on plant & machinery.
- Interim Dividend has been Paid Rs. 40,000.
- Income tax Rs. 70,000 has been paid during 2025.

OR

b) From the following information of Zee Ltd, prepare cash from operations & cash flow statements. **[10]**

Liabilities	2022	2023	Assets	2022	2023
Share capital	1,25,000	1,53,000	Buildings	35,000	60,000
Bank Loan	40,000	50,000	Land	40,000	50,000
Other long term	25,000	-	Machinery	80,000	55,000
Secured loans			Stock	35,000	25,000
Creditors	40,000	44,000	Debtors	30,000	50,000
			Cash	10,000	7,000
	2,30,000	2,47,000		2,30,000	2,47,000

Additional Information :

- During the year a machine costing Rs 10,000 (accumulated depreciation Rs 3,000) was sold for Rs 5,000
- The provision for depreciation against machinery during the year 2022 was Rs 25,000 & Rs 40,000 in 2023
- Net profit earned during the year 2022 was the Rs 45,000

Q4) a) Suraj Ltd has the following capital structure :

Equity Share of Rs. 10 each	Rs. 20,00,000
15% Debentures	Rs. 16,00,000
Total	Rs. 36,00,000

The company is planning to raise additional funds of Rs. 30,00,000 for expansion and modernisation. Following four options are available.

- i) To raise entire amount through Equity shares of Rs. 10 each.
- ii) To raise entire amount by Term loan @16%.
- iii) To raise 50% amount by Equity shares of Rs. 10 each and balance by 16% term loan.
- iv) To raise Rs. 16,00,000 by equity shares of Rs. 10 each, Rs. 800,000 by 16% term loan and balance by 14% preference shares.

Assume that Income tax rate is 50% and new EBIT is Rs. 16,00,000. Advise the company regarding selection of capital structure on the basis of EPS. **[10]**

OR

- b) i) Prajakta Industries is expecting an annual EBIT Rs. 200,000 . The company has 10% debentures of Rs. 8,00,000. The cost of equity capital or capitalisation rate is 10%. You are required to calculate the total value of the firm. Also calculate overall cost of capital according to Net Income approach. **[5]**
- ii) Beta Ltd. has EBIT of Rs. 2,00,000. The cost of debt is 10% and the outstanding debt amounts to Rs. 8,00,000. Assuming the overall capitalization rate is 12.5% calculate total value of the firm and equity capitalization rate. **[5]**

- Q5) a)** A company had 1,00,000 equity shares of Rs, 100 each. On 1st Jan., The Company now intends to pay dividend of Rs. 12 per share for the end of current year. It belongs to a risk class whose appropriate capitalization rate is 10% using MM Model and assuming there are no taxes. Calculate
- i) Price per share when dividend is paid and when dividend is not paid.
 - ii) Number of Equity shares to be issued if dividend is paid assuming that company needs investment of Rs. 40,00,000 and net income of Rs. 20,00,000. **[10]**

OR

- b) Pinwheels toys Manufacturers dye cast metallic cars for kids. Its present sale is Rs.60,00,000 per annum with 20 days credit period. The company is contemplating an increase in the credit period with a view to increasing sales. Present variable costs are 70% of sales and the total fixed costs of Rs. 8,00,000 per annum. The company expects Pre-Tax return on Investment @ 25% some other details are given as under. **[10]**

Proposed Credit Policy	Average collection Period	Expected annual Sales
I	40 days	70,00,000
II	50 days	74,00,000

You are required to advise the company on the Policy to be adopted. Assume 360 days in a year calculations should be made up to two digit after decimal.



Total No. of Questions : 5]

SEAT No. :

PE-5977

[Total No. of Pages : 2

[6551]-503

M.B.A.(Fintech)

SE - 01 - 304 : INTRODUCTION TO FINTECH

(2024 Pattern) (Semseter - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Answer the following (Any Five):

[10]

- a) Define Fintech and state any one of its core goals.
- b) What is blockchain technology? Mention one application in finance.
- c) List any two key areas of Fintech.
- d) What is Regtech? Mention one functions it performs.
- e) State any two benefits of AI in financial services.
- f) Define crypto currency with one example.
- g) What is UPI? Name the organization regulating it in India.
- h) What is meant by crowd funding?

Q2) Answer any two out of three:

[10]

- a) Explain how fintech solutions are applied in digital payment systems in India with reference to UPI digital wallets and BNPL.
- b) Illustrate the application of AI and Machine Learning in fraud detection and risk assessment in Indian banks or fintech companies.
- c) Describe the working of P2P.

P.T.O.

Q3) Answer any one out of two: [10]

- a) Analyze the impact of blockchain and cryptocurrencies on the traditional banking systems in India. Discuss the opportunities and challenges.
- b) Examine the role of Big data and predictive analytics in improving decision making in Indian Financial Institutions.

Q4) Answer any one out of two: [10]

- a) Evaluate the effectiveness of Fintech solutions in promoting financial inclusion in India, with suitable examples.
- b) Assess the regulatory framework governing Fintech in India. How effective are RBI and SEBI guidelines in balancing innovation and risk?

Q5) Answer any one out of two: [10]

- a) Design a fintech based solution for improving credit access to MSMEs in India using AI, data analytics or blockchain. Explain its features and benefits.
- b) Propose a RegTech model for automated KYC/AML compliance for Indian financial institutions. Justify how it improves efficiency and reduces risk.



Total No. of Questions : 5]

SEAT No. :

PE-5979

[Total No. of Pages : 3

[6551]-504

M.B.A. (Fintech)

**SE-02 : FINANCIAL MODELING WITH EXCEL
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Answer the following (Any Five) :

[10]

- a) What is the purpose of building assumptions in a financial model? Give two examples of common assumptions.
- b) A store gives a 10% discount if sales exceed ₹ 50,000. Which formula correctly calculates Final Price after discount on Sales amount in cell A1 ?
 - i) = A1 - 10%
 - ii) = IF(A1 >50000, A1*0.90, A1)
 - iii) = IF(A1 <50000, A1*0.90, A1)
 - iv) = A1*10%
- c) What is WACC? Explain its components and importance in valuation models.
- d) Explain the use of IRR and NPV functions in excel.
- e) Which formula correctly returns "Fail" if either Cell A1 is less than 40 OR B1 is less than 40, otherwise returns "Pass"?
 - i) = IF(OR(A1<40, B1<40), "Fail", "Pass")
 - ii) = IF(AND(A1<40, B1<40), "Fail", "Pass")
 - iii) = IF(OR(A1>40, B1>40), "Fail", "Pass")
 - iv) = IF(A1<40 OR B1<40, "Fail", "Pass")
- f) What is Leveraged Buyout and how it is modelled?
- g) Why is it important to link financial statements (P&L, BS, CF) in financial modelling?

P.T.O.

- h) TRUE or FALSE
- Sensitivity analysis is used to ensure the model produces the same results even when assumptions change.
 - The PMT function can be used to calculate EMI for a loan.

Q2) Answer any Two : [10]

- Explain with example the use of VLOOKUP function in excel.
- Explain the steps for preparing a detailed Discounted Cash Flow Model in excel.
- Explain the step-by-step structure of an integrated financial model (P&L, Balance Sheet, Cash Flow). Why is linking statements important?

Q3) a) Create a Yearly Depreciation Schedule (SLM Method) in the format below using the following assumptions. [10]

- Asset Cost: ₹ 60,000
- Salvage Value: ₹ 5,000
- Useful Life : 5 years
- Method: Straight Line Method (SLM)

Year	Y1	Y2	Y3	Y4	Y5
Opening Book Value					
Depreciation for the Year					
Closing Book Value					

OR

- b) Explain the usage of following functions in excel.
- LOWER
 - CHOOSE
 - IFNA
 - TRIM
 - COUNTIF

Q4) a) Develop a pro-forma P&L Statement for three years using following data. **[10]**

Year 1 Sales : 10000

YOY growth : 10%

EBITDA Margin : 40%

SLM Depreciation : 2000

Interest per year : 1500

Tax rate : 20%

OR

b) What is sensitivity analysis in financial modelling? Why is it used and how does it improve decision-making?

Q5) a) Create a yearly debt schedule in the provided format using following assumptions. **[10]**

- Opening balance in Y1: 10,000
- Interest: Rate 10%, computed as average of opening and closing balance during year
- Repayment: 5,000 per year
- 5,000 addition in loan during Y2.

Year	Y1	Y2	Y3
Opening Balance			
Addition during the year			
Repayment during the year			
Closing Balance			
Interest Charged for the year			

OR

b) Describe the steps involved in building a basic DCF model. What assumptions are critical for accuracy?



Total No. of Questions : 5]

SEAT No. :

PE5807

[Total No. of Pages : 2

[6551]-505

S.Y.M.B.A. (Fintech)

306 FIN-SE-03 : FINANCIAL RISK ANALYSIS

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Solve any Five questions. (2 marks each)

[5×2=10]

- a) List down the types of Risk.
- b) Explain the term VaR.
- c) What is ESG risk?
- d) What are derivatives?
- e) ISO 31000 is related to:
 - i) Quality management
 - ii) Risk management
 - iii) Human resources
 - iv) Supply chain
- f) Explain Credit Risk.
- g) Describe NPA?
- h) What is GARCH Model?

Q2) Solve any 2 out of the 3 questions. (5 marks each)

[10]

- a) Write a detailed note on covered and uncovered interest rate parity.
- b) Explain in brief the concept of Risk Modeling.
- c) Write a short note on stress testing in banks.

P.T.O.

Q3) Solve any One question. [10]

- a) Emphasize the need of risk management for Financial Institutions.

OR

- b) Explain the concept, importance, and scope of financial risk management.

Q4) Solve any One question. [10]

- a) Explain the COSO ERM Framework in detail. Discuss its components and significance in modern organizations.

OR

- b) “Operational risk can severely impact an organization’s reputation and profitability.” Discuss this statement with examples of operational failures.

Q5) Solve any One question. [10]

- a) Discuss major cybersecurity threats in FinTech.

OR

- b) Explain in detail the evolution of Basel Norms—Basel I, Basel II, and Basel III.



Total No. of Questions : 5]

SEAT No. :

PE5808

[Total No. of Pages : 2

[6551]-506

S.Y.M.B.A. (Fintech)

**SE-04-307 : FUNDAMENTAL & TECHNICAL ANALYSIS
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All question are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Justify your answer with suitable examples & diagrams.*

Q1) Answer the Following. (Any Five)

[10]

- a) Define fundamental Analysis.
- b) What is time value of money.
- c) State 2 items show in operating expenses in cash flow statement.
- d) What is purpose of dividend Discount model.
- e) Define free cash flow to firm (FCFF).
- f) State any two assumption as technical analysis.
- g) Draw a candle chart.
- h) Define ROE (Return on Equity)

Q2) Answer any 2 out of 3.

[10]

- a) Explain structures & importance of cash flow statement.
- b) Note down critically profitability & liquidity ratio of calculation.
- c) Describe 3 Risk Management & Risk control techniques used by traders.

Q3) Write or Answer any One of below:

[10]

- a) Elaborate steps involved in economic, industry and company analysis (EIC framework)

OR

- b) Compare assets based and earnings based valuation model with examples.

P.T.O.

Q4) Write or Answer any One of below: [10]

- a) Explain concept of relative valuation using P/E, P/B and EV/EBITDA with numerical illustrations.

OR

- b) What are head and shoulders pattern. Describe the formation and trading implications.

Q5) Write or Answer any One of below: [10]

- a) Write a detailed note on candle stick pattern.
(1 candle, 2 candle, 3 candle)

OR

- b) Calculate following Ratios.

- i) Current ratio
- ii) Quick ratio
- iii) Debt equity ratio
- iv) ROE

Given-

Current Assets = 5,00,000, inventory 1,20,000/-

Current liability = 2,50,000, total debt 6,00,000/-

Equity capital = 4,00,000 net, profit = 2,00,000/-

* * *

Total No. of Questions : 5]

SEAT No. :

PE5809

[Total No. of Pages : 3

[6551]-507

S.Y.M.B.A. (Fintech)

308 SE 05 : GLOBAL FINANCIAL MARKETS

(2024 Pattern) (Semester - III)

Time : 2½Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *All questions has internal options.*
- 3) *All questions carry equal marks.*

Q1) Write short Answers (any 5 out of 8)

[10]

- a) What is meant by the Global financial system?
- b) What is Global standard syatem?
- c) What is meant by an exchange rate quotation?
- d) What is Fisher's effect?
- e) What is purchasing power parity?
- f) What is zero coupon Bond?
- g) What are Foreign equities?
- h) What are international credit market?

Q2) Answer any 2 out of 3

[10]

- a) Discuss the role of IMF, world Bank & international credit rating agencies in global finance.
- b) Explain the procedure for issuing international Bonds & highlight major regulatory challenges.
- c) Describe key exchange rate theories such as interest rate parity, purchasing power parity & Fisher's parity.

P.T.O.

Q3) Answer (a) or (b)

[10]

- a) ABC Global Ltd. an Indian multinational corporation plans to raise funds internationally to expand its operations in Europe. The management is evaluating options such as international lending issuing GDR & floating Eurobonds. As a financial consultant, recommend the most suitable financing options & explain the related procedures.
- b) Sunrise Technologies Ltd. an IT firm plans to expand into UK & US. To finance its overseas expansion, the company needs USD 300 million. The finance team is considering the following options.
 - i) Issuing GDR on London stock exchange.
 - ii) Raising syndicated loan from International Banks.
 - iii) Issuing Eurobond in USD. As a finance expert recommend financing strategy & justify your choice by comparing options.

Q4) Answer (a) or (b)

[10]

- a) ABC Textiles Pvt Ltd export garments worth USD 1,00,000 to UK. The payment is expected after 60 days. The current exchange rate is Rs. 82 per USD the company fears that the rupee may appreciate to Rs. 82 per USD due to changing market conditions as a finance manager answer the following.
 - i) Calculate the loss if the rupee appreciates to Rs. 82.
 - ii) Suggest one hedging tool the company can use & explain how it helps.
 - iii) State difference IFRS & IAS.
- b) Fresh Brew Ltd. plans to invest in a production unit in Brazil. The management is worried about political instability & currency fluctuations. in Brazil. The company uses CHIPS for international payments. As a Financial Analyst, suggest & answer.
 - i) What type of currency exposure the company will face.
 - ii) Suggest any one method to manage risk.
 - iii) Give reason why CHIPS is used.

Q5) Answer (a) or (b)

[10]

- a) Global Capital Investement is planning to expand in Brazil & Vietnam. The company is considering investing through FDI & FPI depending on opportunities. The company is also considering issuing Green Bonds. Based on above scenario answer the following.
- i) State whether FDI or FPI would be more suitable in long term.
 - ii) Describe how blockchain can support global Investments.
 - iii) Can Business consider to issues Green Bonds.
- b) Eco growth Global Fund, is exploring opportunities in Kenya. Recent geopolitical events, including trade sanctions & Fluctuations currency values. The firm is planning to use blockchain system. Answer the following.
- i) Identify geopolitical factor affecting this Business.
 - ii) Explain one benefit using Blockchain in financial transactions.



Total No. of Questions :5]

SEAT No. :

[Total No. of Pages : 2

PE5810

[6551]-508

S.Y.M.B.A. (Fintech)

**309-SE-06-PERSONAL FINANCE AND WEALTH
MANAGEMENT
(2024 Pattern) (Semester-III)**

Time :2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

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

- a) List 2 Financial planning tools.
- b) Short term financial goals.
- c) Annuities
- d) ELSS
- e) Inheritance tax
- f) Bonds
- g) Budget
- h) Discuss 2 market participants instock market.

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

- a) Steps to create financial plan.
- b) Systematic withdrawal plan
- c) Effects of inflation on saving

P.T.O.

Q3) Answer any 1 out of 2 (10 marks each)

- a) An investment will pay ₹ 30,000 at the end of each year for 4 years. If the discount rate is 10% calculate the present value of this annuity.
- b) Explain the concept of risk management in insurance. Discuss the types of risk faced by an individuals and how insurance helps in managing them.

Q4) Answer any 1 out of 2 (10 marks each)

- a) Describe the importance of tax planning for individual tax payers. Explain various strategies that can be adopted to minimize tax liability legally with suitable examples.
- b) Explain the different type of investments instruments available to an individual. Discuss their features risk and return characteristics.

Q5) Answer any 1 out of 2 (10 marks each)

- a) Explain the various sources of retirement income for an individual. Discuss their importance in ensuring financial security after retirement.
- b) Explain how a personal investment portfolio can be designed for individual in different risk appetites an financial goal Illustrate with suitable examples?



Total No. of Questions : 5]

SEAT No. :

PE5811

[Total No. of Pages : 2

[6551]-509

S.Y. M.B.A. (Fintech)

SE-07 : FINTECH REGULATION & ETHICS

(2024 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) Give one example of an ethical dilemma related to data sharing in financial apps.
- b) Define Anti-Money Laundering (AML).
- c) Define consumer-first approach in compliance.
- d) What is GDPR?
- e) What is AML?
- f) Define Block chain and its relevance to Fintech.
- g) What is regulatory risk?
- h) What is meant by data privacy in financial transactions?

Q2) Solve any two :

[2×5=10]

- a) Explain the role of SEBI in the fintech ecosystem.
- b) Examine the ethical issues arising from AI-based credit scoring, robo-advisors, and algorithmic lending.
- c) Evaluate the future of fintech regulations in global markets.

P.T.O.

Q3) Solve any one :

[10]

- a) Explain the Role of global regulatory frameworks in Fintech with reference to RBI, SEBI, FCA, and SEC.

OR

- b) Explain the importance of fair lending practices and the role of transparency in building trust in digital financial products.

Q4) Solve any one :

[10]

- a) Explain the regulatory landscape of fintech in India with reference to RBI and SEBI guidelines.

OR

- b) Explain the impact of Artificial Intelligence (AI) on the fintech sector. Evaluate regulatory concerns such as ethical use, transparency, and algorithmic bias.

Q5) Solve any one :

[10]

- a) Describe the future of fintech with reference to emerging technologies like block chain, Web3, AI etc.

OR

- b) Explain the compliance requirements with examples for fintech companies operating in India?



Total No. of Questions : 5]

SEAT No. :

PE-5980

[Total No. of Pages : 2

[6551]-510

M.B.A. (Fintech)

**SE 08 (311) : BUDGETARY CONTROL AND VARIANCE
ANALYSIS USING SPREADSHEETS
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

- 1) All questions are compulsory.*
- 2) Each question has an internal option.*
- 3) Figures to the right indicate full marks.*
- 4) Use of a simple calculator is allowed.*

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

[10]

- a) Define Key Performance Indicator (KPI).
- b) List the steps in budget preparation.
- c) What is material variance?
- d) Define fixed & variable cost.
- e) What is conditional formatting?
- f) What is the use of Pivot Tables?
- g) Define scenario analysis.
- h) What is a financial trend?

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

[10]

- a) Explain the importance of budgetary control in financial planning.
- b) Explain why variances are important in budgetary control.
- c) Describe the process of structuring financial data in spreadsheets.

P.T.O.

Q3) Answer any 1 out of 2 :

[10]

- a) Explain how the following functions are used for budget tracking: IF, VLOOKUP, SUMIF & INDEX-MATCH.
- b) Prepare a simple flexible budget for a manufacturing unit producing three products. Show how Excel formulas can be used to automatically adjust costs for different activity levels.

Q4) Answer any 1 out of 2 :

[10]

- a) A company notices a significant variance between budgeted and actual labor costs. Analyse possible reasons for this variance and explain how spreadsheet tools can be used to identify problem areas.
- b) Given a scenario where actual overhead costs exceed budgeted overhead costs. Explain how trends can be analysed using Pivot Tables. Further explain how the findings can influence managerial decisions.

Q5) Answer any 1 out of 2 :

[10]

- a) From the following information, Compute Material Cost Variance, Material Price Variance & Material Usage Variance. Do you think a favourable variance should be reported to management?

Particulars	Standard			Actual		
	Quantity	Unit price	Total Cost	Quantity	Unit price	Total Cost
Material	(kilos)	(Rs)	(Rs)	(kilos)	(Rs)	(Rs)
A	10	2	20	5	3	15
B	20	3	60	10	6	60
C	20	6	120	15	5	75
Total	50	4	200	30	5	150

- b) Using sample sales data for 4 quarters, explain the steps to create Pivot Tables to summarize quarterly revenue and create Dashboard showing trends in Excel/Google Sheets.



Total No. of Questions : 5]

SEAT No. :

PE5812

[Total No. of Pages : 2

[6551]-602

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

302-SC-01 : FUNDAMENTALS OF PROJECT MANAGEMENT

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

- 1) *All questions are compulsory.*
- 2) *Make necessary assumptions, wherever required.*
- 3) *Use of simple calculator is allowed.*
- 4) *All questions carry equal marks.*

Q1) Solve any five :

[5×2=10]

- a) Define KPIs and KPMs.
- b) Define a project manager? Mention two key responsibilities.
- c) Advantage and disadvantage of the matrix project structure.
- d) Define Project Team Pitfalls.
- e) Define phases of the Project Life Cycle.
- f) List at least five basic rules for developing project networks.
- g) Define Activity-on-Node (AON) method.
- h) Define Activity-on-Arrow (AOA) method.

Q2) Solve any two :

[2×5=10]

- a) Discuss how project interdependencies affect portfolio management.
- b) Develop a Work Breakdown Structure (WBS) and explain how the WBS assists in project planning and control.
- c) Explain the process of developing a project network.

Q3) Solve any one :

[1×10=10]

- a) Discuss how responsibilities and authority are shared between functional managers and project managers in a matrix organization. Explain potential conflicts and methods to resolve them.

OR

- b) Explain the Five-Stage Team Development Model? Describe how a project manager can facilitate movement through each stage.

P.T.O.

Q4) Solve any one :

[1×10=10]

- a) Which methods can be applied to identify and manage potential risks, and what strategies could the project team employ to mitigate?

OR

- b) In an IT project, your team has incomplete requirements at the initiation stage. How will this affect your estimating accuracy, and what actions can you take to improve it?

Q5) Solve any one :

[1×10=10]

- a) A project has delivered its final product, but a client reports minor issues after formal acceptance. As a project manager, what steps should you take to close the project effectively?

OR

- b) A software company is planning a new project to develop a mobile application. The project is estimated to take 6 months. The team has limited historical data, and some modules are innovative, requiring new technologies. The estimated direct costs are Rs. 1,00,000 for labor and Rs. 20,000 for equipment. Indirect costs are 15% of the total direct costs.

Questions:

- i) Which estimating method (top-down, bottom-up, or both) would be appropriate at the start of this project and why?
- ii) Identify the types of costs involved and calculate the total estimated project cost.
- iii) Suggest three ways to refine the estimates as the project progresses.
- iv) How can the team schedule resources efficiently if the project has overlapping tasks?



Total No. of Questions : 5]

SEAT No. :

PE5981

[Total No. of Pages : 2

[6551]-603

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

SE-01 : IDEATION AND PROJECT PLANNING

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Answer any 5 (2 marks each)

[10]

- a) What are Project Objectives?
- b) Define Project Management.
- c) What is Project Scope?
- d) Define Corporate Appraisal.
- e) What is Preliminary Screening?
- f) Define Resource Allocation.
- g) What is Technical Analysis?
- h) Define PMIS.

Q2) Answer any TWO (5 marks each)

[10]

- a) Explain the importance of project management.
- b) Explain the concept and steps of Project Rating Index.
- c) Discuss portfolio planning tools.

P.T.O.

Q3) Answer ANY ONE

[10]

- a) Explain the steps involved in screening and selecting a Project Idea.

OR

- b) Discuss the Project Life Cycle in detail.

Q4) Answer ANY ONE

[10]

- a) Explain Project Evaluation in detail. Discuss the meaning and types of project evaluation, areas of project evaluation, and techniques of project evaluation.

OR

- b) Describe Monte Carlo Simulation and Decision Tree Analysis.

Q5) Answer ANY ONE

[10]

- a) A company wants to start a solar-powered water heater unit. Prepare a feasibility analysis considering market, technical, and financial aspects.

OR

- b) Create a CPM network for constructing a small warehouse (assume activities & durations).

x x x

Total No. of Questions : 5]

SEAT No. :

PE5813

[Total No. of Pages : 2

[6551]-604

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

**SE-02 : PROJECT ESTIMATING, COST AND RISK MANAGEMENT
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Attempt any five.

[5×2=10]

- a) Project Audit
- b) Overheads.
- c) Indirect Cost
- d) Direct Cost
- e) Earned value
- f) Normalization
- g) Contingency
- h) The Ratio Estimating.

Q2) Attempt any Two.

[2×5=10]

- a) Explain Lifecycle Costs.
- b) Impact of Project Risk.
- c) Explain the Developing a Monitoring Plan.
- d) Communication and Reporting.

P.T.O.

Q3) Attempt any one.

[10]

- a) Differentiate between Qualitative Risk assessment and Semi-Qualitative Risk Assessment.

OR

- b) Discuss the Environmental Risk management.

Q4) Answer any one.

[10]

- a) Discuss the comprehensive process of project Risk management.

OR

- b) Explain the private financing technical tools and techniques.

Q5) Answer any one

[10]

- a) How can feed-forward technique be used to mitigate their impact on Project costs.

OR

- b) Evaluate Market Testing with the realtime example.



Total No. of Questions : 5]

SEAT No. :

PE-5982

[Total No. of Pages : 2

[6551]-605

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

**306 : SE - 03 : TOOLS AND TECHNIQUES IN PROJECT
MANAGEMENT**

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Write the Answer of Any Five out of Eight (2 Marks Each): [10]

- a) Define project Team Composition.
- b) What is Statistical Sampling?
- c) Explain Alternatives Analysis.
- d) What is a Mind Map?
- e) Define Schedule Compression.
- f) What is a Decision Tree?
- g) Define Rolling-Wave Planning.
- h) What is Parametric Estimating?

Q2) Write short notes on any Two (5 Marks Each) [10]

- a) Explain Focus Groups and Brainstorming.
- b) Explain Cost of Quality and Resource Optimization.
- c) Explain Probability and Impact Matrix.

Q3) Answer Any One: [10]

- a) Discuss the role and skills of effective Project Teams.

OR

- b) Explain various Cost Estimation Techniques used in Project Management.

P.T.O.

Q4) Answer Any One: **[10]**

- a) Elaborate on Earned Value Analysis with appropriate examples.

OR

- b) Explain various Data Representation Tools used in Project Management with examples.

Q5) Answer Any One: **[10]**

- a) Using a sample project data, perform Cost Benefit Analysis to decide feasibility.

OR

- b) Draw a Cause-and -Effect Diagram for a project delay situation and explain root causes.



Total No. of Questions : 5]

SEAT No. :

PE5814

[Total No. of Pages : 2

[6551]-606

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

**SE - 04 : SOFTWARE & IT, ITES PROJECT MANAGEMENT
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Attempt any 5

[5×2=10]

- a) Define project.
- b) Differentiate between software project & other types of projects.
- c) What is project scope.
- d) Define feasibility study in software project management.
- e) What are case tools?
- f) List any 2 problems with software projects.
- g) What is the role of project manager?

Q2) Attempt any two:

[2×5=10]

- a) Step-wise project planning.
- b) Cost Benefit Analysis.
- c) Software process models. (any one)

P.T.O.

Q3) a) Explain the Effort Estimation Techniques in details. Describe the COCOMO model with eg. **[10]**

OR

b) Explain Activity planning & discuss the Networks planning model & critical path concept.

Q4) a) Explain software quality management in detail. Discuss ISO 9126 & CMMI frameworks. **[10]**

OR

b) What is procurement management? Explain the steps involved in project procurement.

Q5) a) Explain Risk management process in software projects. Describe various risk categories & mitigation strategies. **[10]**

OR

b) Explain project communication management its importance process & tools used for improving communication.

❧ ❧ ❧

Total No. of Questions : 5]

SEAT No. :

PE-12135

[Total No. of Pages : 2

[6551]-607

M.B.A. (Project Management)
SE 05 : PROJECT MANAGEMENT IN
MANUFACTURING
(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Answer any 5 out of 8 :

[5 × 2 = 10]

- a) Define production complexity.
- b) What is quality standard in manufacturing projects?
- c) What is proposal development in project management?
- d) What is project communication?
- e) What is network complexity in PERT/CPM?
- f) Define critical resource diagramming.
- g) What is activity-based costing in manufacturing?
- h) What is project management software used for?

Q2) Answer any 2 out of 3 :

[2 × 5 = 10]

- a) Explain the role of manufacturing standards in project execution.
- b) Explain projects crashing and its limitations in manufacturing projects.
- c) Explain the importance of simulation models in manufacturing decision-making.

P.T.O.

Q3) Answer any 1 out of 2 : **[1 × 10 = 10]**

- a) Explain manufacturing project lifecycle and its key phases.
- b) Explain organizational structures used in manufacturing project management.

Q4) Answer any 1 out of 2 : **[1 × 10 = 10]**

- a) Analyse the impact of resource reallocation on project networks.
- b) Analyse manufacturing cost behaviour and its effect on project decisions.

Q5) Answer any 1 out of 2 : **[1 × 10 = 10]**

- a) Evaluate the effectiveness of expert systems in production scheduling.
- b) Develop a project scheduling approach using simulation tools for a manufacturing unit.



Total No. of Questions : 5]

SEAT No. :

PE-12136

[Total No. of Pages : 2

[6551]-608

**S.Y. M.B.A. (Project Management)
309-SE 06 : Agile Project Management
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Solve ANY FIVE (2 Marks each) :

[10]

- a) List any two values of the Agile Manifesto.
- b) State any two Agile principles.
- c) What is Agile approach?
- d) Define Sprint Planning.
- e) What is Inspect and Adapt?
- f) What is Risk Management in Agile?
- g) What is Scaling Agile?
- h) Mention any two Agile success factors.

Q2) Answer ANY TWO (5 Marks each) :

[10]

- a) Discuss the Agile Manifesto and its principles.
- b) Illustrate Agile approaches and Agile behaviours.
- c) Outline the Daily Scrum process and explain how progress is tracked in Agile.

P.T.O.

Q3) Answer ANY ONE : **[10]**

- a) Demonstrate the process of defining Product Vision, Product Roadmap, and preparing for release.
- b) Analyze Agile environments in action with suitable examples.

Q4) Answer ANY ONE : **[10]**

- a) Analyze methods for managing quality and risk in Agile projects.
- b) Evaluate procurement management practices in Agile with suitable examples.

Q5) Answer ANY ONE : **[10]**

- a) Examine the process of building a strong foundation and scaling Agile across teams.
- b) Assess the role of a change agent in ensuring Agile success.



Total No. of Questions : 5]

PE5815

SEAT No. :

[Total No. of Pages : 2

[6551]-609

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

310 SE 07 : MARKETING & BRANDING OF PROJECTS

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Solve any Five out of Eight (2 Marks Each)

[10]

- a) Define Brand Management.
- b) What is Brand Equity?
- c) Define consumer perception in branding.
- d) What is Branded House?
- e) Define Brand Positioning.
- f) What is the DAGMAR Model?
- g) Define Brand Loyalty.
- h) What is Social Media Branding?

Q2) Write short notes on any Two (5 Marks Each)

[10]

- a) Brand awareness and its importance in project branding.
- b) Keller's Brand Equity prism model.
- c) Media planning Types and scheduling.

P.T.O.

Q3) Answer any one

[10]

- a) Explain the 5 p's of project Branding with suitable examples.

OR

- b) Discuss the steps in project Branding. How would you create a project brand for a new infrastructure development project?

Q4) Answer any one

[10]

- a) Explain the Brand Equity model by Aaker.

OR

- b) Discuss the impact of Internet and social Media branding on project marketing.

Q5) Answer any one

[10]

- a) Evaluate the Brand Management practices of any project-based organization of your choice. Suggest improvements in their branding strategy.

OR

- b) Conduct a brand audit For a give project scenario (software development project launching a new product). Use primary and secondary sources to propose strategic recommendations for brand revitalization.



Total No. of Questions : 5]

SEAT No. :

PE-12149

[Total No. of Pages : 2

[6551]-610

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

SE-08 : MS Projects/Jira/Advanced Excel

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Solve any FIVE (2 Marks each) :

[10]

- a) Define AutoFill in Excel.
- b) What is a Workbook?
- c) State any two logical functions with examples.
- d) What is Scenario Analysis?
- e) Define Pivot Chart.
- f) What is Data Validation?
- g) Explain the use of Slicers in Pivot Tables.
- h) What is PMT function used for?

Q2) Write short note on ANY TWO (5 Marks each) :

[10]

- a) Conditional-Formatting
- b) VLOOKUP and HLOOKUP
- c) Workbook Protection and Sharing

P.T.O.

Q3) Answer ANY ONE :

[10]

- a) Explain the steps to create, format, and finalize a Dashboard using Excel charts, slicers, and formulas.
- b) Discuss different types of What-If Analysis tools (Goal Seek, Data Table, Scenario Manager) with suitable examples.

Q4) Answer ANY ONE :

[10]

- a) Explain in detail the use of Pivot Tables for Customer, Vendor, and Employee Management with examples.
- b) Describe financial functions (PV, NPV, RATE) with examples. Explain how Excel helps in loan planning.

Q5) Answer ANY ONE :

[10]

- a) You are given monthly sales data for different regions. Explain the steps to create a Pivot Table, a Pivot Chart, and add Slicers to compare sales across regions.
- b) A manager wants to consolidate data from multiple branches into one report. Explain the exact process (Consolidate feature + Pivot Table + Lookup functions).



Total No. of Questions : 5]

SEAT No. :

PE-5817

[Total No. of Pages : 3

[6551]-702

M.B.A. (Digital Marketing)

**SC - DM - 01 : FUNDAMENTALS OF DIGITAL MARKETING
(2024 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 5:

[10]

- I.** Which of the following best defines visitor engagement?
 - a) Number of clicks on a website only.
 - b) Interaction of users with content, comments, shares, and clicks.
 - c) Number of advertisements displayed
 - d) SEO ranking
- II.** In digital marketing, bringing targeted traffic refers to:
 - a) Increasing any website traffic.
 - b) Attracting visitors who are likely to be interested in your products.
 - c) Increasing social media followers
 - d) Boosting offline sales
- III.** Affiliate marketing is based on:
 - a) Paying affiliates to promote products and earning commission on sales.
 - b) Sending random emails
 - c) Offline newspaper ads
 - d) SEO ranking only
- IV.** A key difference between SEO and SEM is:
 - a) SEO is free and focuses on organic traffic, SEM uses paid ads.
 - b) SEM cannot increase traffic
 - c) SEO uses PPC ads
 - d) SEO is free

P.T.O.

- V.** SEO primarily focuses on:
- a) Paid advertisements
 - b) Organic search engine rankings
 - c) Social media ads
 - d) Affiliate marketing
- VI.** The primary purpose of a domain name is to:
- a) Serve as a website logo
 - b) Identify a website address on the internet
 - c) Increase social media followers
 - d) Track conversions
- VII.** Blog content should ideally be:
- a) Irrelevant and random
 - b) Informative, relevant, and SEO-friendly
 - c) Difficult to read
 - d) Short with no value

Q2) Solve any 2: **[10]**

- a) Explain the meaning of marketing and how digital marketing differs from traditional marketing.
- b) Explain the difference between inbound and outbound marketing with examples.
- c) Describe the role of domain names and extensions in website planning.
- d) Describe the challenges faced by businesses while implementing digital marketing.

Q3) Solve any 1: **[10]**

- a) Apply the process of digital marketing to create a basic step-by-step plan for a local business.
- b) Create a flowchart showing the steps from attracting visitors to converting them into customers.

Q4) Solve any 1:

[10]

- a) Analyze the differences between SEM and SEO and determine which approach is more suitable for a startup.
- b) Compare short-form vs long-form video content for marketing purposes.

Q5) Solve any 1:

[10]

- a) Create a plan to increase visibility for a small business using digital marketing tools.
- b) Design an affiliate marketing program including the skills required, commission structure, and performance tracking to maximize revenue for Hair oil.



Total No. of Questions : 5]

SEAT No. :

PE-12121

[Total No. of Pages : 2

[6551]-703

S.Y. M.B.A.

DIGITAL MARKETING

SE DM-01(304) : Digital Marketing Research
(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.
- 2) Figures to the right indicate full marks.
- 3) Include example wherever necessary.
- 4) Make necessary assumptions wherever required.

Q1) Solve any Five :

[5 × 2 = 10]

- a) What is the purpose of ANOVA in marketing research?
- b) What are participatory blogs and how are they used as research tools?
- c) What are bulletin board groups in online qualitative research?
- d) What is ethnographical research in the context of social media?
- e) How does multidimensional scaling help in brand positioning?
- f) Differentiate between qualitative and quantitative research.
- g) Explain the role of information in marketing decision-making.

Q2) Solve any two :

[2 × 5 = 10]

- a) Provide an overview of online qualitative research and explain its importance in digital marketing decision making.
- b) Discuss the concepts of value and cost of information with suitable examples.
- c) Discuss the ethical and quality issues involved in social media and website research.

Q3) Solve any one :

[1 × 10 = 10]

- a) Plan an online qualitative research study to understand brand perception among digital consumers.
- b) Evaluate the utility of marketing research for a mobile app company facing declining user engagement.

P.T.O.

Q4) Solve any one :

[1 × 10 = 10]

- a) Illustrate the process of blog and buzz mining for sentiment analysis of a popular brand.
- b) Create sample first and last pages of an online survey and explain how they improve response quality.

Q5) Solve any one :

[1 × 10 = 10]

- a) Demonstrate the application of correlation and regression analysis to study sales and online promotions.
- b) Prepare a plan for conducting email-based depth interviews for product feedback collection.



Total No. of Questions : 5]

SEAT No. :

PE-5818

[Total No. of Pages : 2

[6551]-704

M.B.A. (Digital Marketing)

SE - DM - 02 : Digital Marketing Channels

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Solve any 5:

[10]

- a) Define *channel cooperation*.
- b) List the four pillars of an omni-channel strategy.
- c) Identify the key functions of marketing channels.
- d) State the sources of channel power.
- e) Identify the key functions of marketing channels.
- f) Explain the importance of auditing marketing channels.
- g) Define building channel commitment.
- h) Explain channel relationship cycle.

Q2) Solve any 2:

[10]

- a) Explain why relationships matter in marketing channels.
- b) Discuss the nature and types of channel conflicts.
- c) Describe the concept of infomediaries with examples.

Q3) Solve Any One:

[10]

- a) Apply the concept of *value-added functions of channel members* to e-commerce platforms.
- b) Analyze the role of infrastructure quality in sustaining digital channel growth.

P.T.O.

Q4) Solve Any One:

[10]

- a) Create a digital channel strategy for a new product launch using blogs, social channels, and email.
- b) Design a power-based influence strategy for a retail chain operating in an omni-channel ecosystem.

Q5) Solve Any One:

[10]

- a) Evaluate the effectiveness of omni-channel strategies in product companies versus service companies.
- b) Assess the challenges of altered shopping norms in cross-channel shopping behavior.



Total No. of Questions : 5]

SEAT No. :

PE-5819

[Total No. of Pages : 3

[6551]-705

M.B.A.

DIGITAL MARKETING

SE DM 03: Search Engine Marketing
(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Attempt any Five of the following :

[5 × 2 = 10]

- 1) SEM primarily focuses on:
 - a) Organic traffic
 - b) Paid advertising
 - c) Social media engagement
 - d) Email marketing
- 2) SEO and SEM differ mainly in terms of:
 - a) Target audience
 - b) Effort
 - c) Cost
 - d) Time zone
- 3) GDN stands for:
 - a) Google Data Network
 - b) Google Developer Network
 - c) Google Display Network
 - d) Google Dynamic Network
- 4) Lead generation comes under:
 - a) Technical SEO
 - b) Inbound strategy
 - c) Output process
 - d) None

P.T.O.

- 5) Ad Rank is determined by:
- a) Only CPC bid
 - b) Only keyword
 - c) Quality Score + Bid
 - d) Domain age
- 6) CPC stands for:
- a) Cost Per Campaign
 - b) Cost Per Click
 - c) Click Per Conversion
 - d) Conversion Per Cost
- 7) A higher bounce rate generally means:
- a) Users love the site
 - b) Users leave without engagement
 - c) Site ranking is higher
 - d) Ads are performing better

Q2) Solve any 2 :

[2 × 5 = 10]

- a) Describe the role of the Google Display Network (GDN) in online advertising.
- b) Explain how on-page SEO differs from off-page SEO.
- c) Explain the differences between banner ads, image ads, and video ads in display advertising.
- d) Explain the significance of PPC, CTR, and CPC in SEM campaign performance measurement.

Q3) Solve any 1:

[1 × 10 = 10]

- a) Create a lead-generation workflow by applying inbound marketing principles for an educational institute.
- b) Apply content marketing strategies to convert website visitors into leads for a SaaS product.

Q4) Solve any 1:

[1 × 10 = 10]

- a) Compare and analyse how SEO and SEM differ in generating long-term and short-term visibility for a business.
- b) Evaluate how content quality and structure influence lead conversion rates for inbound marketing campaigns.

Q5) Solve any 1:

[1 × 10 = 10]

- a) Critically evaluate whether mobile marketing strategies should rely more on SEO or SEM for better reach.
- b) Judge whether automated bidding strategies are more cost-effective than manual bidding for PPC campaigns.



Total No. of Questions : 5]

SEAT No. :

PE-5820

[Total No. of Pages : 3

[6551]-706

M.B.A. (Digital Marketing)

SE - DM - 04 : SEARCH ENGINE OPTIMIZATION

(2024 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 5:

[10]

1. Which search engine holds the largest global market share?
 - a) Yahoo
 - b) Bing
 - c) DuckDuckGo
 - d) Google
2. Which of the following represents paid reach?
 - a) Guest posts
 - b) Google Ads
 - c) Internal linking
 - d) Content optimization
3. Guest posting is part of _____ SEO.
 - a) On-page
 - b) Off-page
 - c) Technical
 - d) Local
4. Evergreen content refers to content that _____.
 - a) Expires quickly
 - b) Remains relevant over time
 - c) Is updated daily
 - d) Contains seasonal data

P.T.O.

5. User experience (UX) in SEO includes _____.
a) Page loading speed
b) Ad placement
c) Pop-up frequency
d) All of the above
6. CTR stands for _____.
a) Click Through Rate
b) Content Tracking Ratio
c) Conversion Time Rate
d) Customer Trend Report
7. A high bounce rate suggests _____.
a) High user satisfaction
b) Users leaving quickly
c) Strong engagement
d) Good backlinks

Q2) Solve any 2: **[10]**

- a) Explain why SEO is important for business in digital marketing.
b) Explain what makes content "SEO-friendly".
c) Describe how Google Search works when a user enters a query.
d) Explain the main purpose of Google Search Console for website owners.
e) Explain the difference between organic search results and paid search results.

Q3) Solve any 1: **[10]**

- a) Analyze the differences between organic and paid search results and explain how each affects websites traffic.

b) Using Google Search, demonstrate how different search queries produce varying SERP results and explain why?

Q4) Solve any 1:

[10]

- a) Apply your understanding of SEO terminologies to explain the difference between organic and paid reach for a educational institute website.
- b) Conduct keyword research for a educational institute niche and propose optimized meta tags for its homepage.

Q5) Solve any 1:

[10]

- a) Evaluate the importance of on-page SEO versus off-page SEO for a medium-sized business and justify your reasoning.
- b) Propose a budget allocation strategy for SEO activities for a small cafe, justifying the expenditure on different techniques.



Total No. of Questions : 5]

SEAT No. :

PE-5821

[Total No. of Pages : 2

[6551]-707

M.B.A.

DIGITAL MARKETING

SE DM-05 : Cases in Digital Marketing - I

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Attempt any Five of the following: :

[5 × 2 = 10]

- a) Define digital marketing orientation.
- b) State any two key concepts in Digital Marketing Management.
- c) What is the role of case studies in digital marketing learning?
- d) Define social media marketing with an example.
- e) What is a digital marketing campaign?
- f) State any two functions of E-CRM.
- g) Define B2B digital marketing.
- h) What is meant by sectoral perspective in digital marketing cases?

P.T.O.

Q2) Attempt any Two of the following :

[2 × 5 = 10]

- a) Discuss different digital marketing strategies using examples from FMCG or service brands.
- b) Explain how social media campaigns (Facebook, WhatsApp, LinkedIn) are used by brands to enhance customer engagement.
- c) Analyze the role of E-CRM in handling customer complaints and building long-term digital relationships.

Q3) Attempt any One of the following :

- a) Apply the concepts of digital marketing orientation to analyze any Indian or global brand's digital marketing approach using a case. **[10]**
- b) Identify and examine various dimensions of a digital marketing campaign by selecting a current FMCG or service brand. **[10]**

Q4) Attempt any One of the following :

- a) Analyze a sector-specific social media campaign (B2B or B2C) and discuss how it contributed to customer enhancement using CRM. **[10]**
- b) Evaluate any two sectoral cases (e-retailing, hospitality, fintech, medtech, FMCG) and assess the effectiveness of their digital marketing performance. **[10]**

Q5) Attempt any One of the following :

- a) Evaluate the success of a digital co-creation or digital community initiative undertaken by a brand using E-CRM tools. **[10]**
- b) Create a role-play scenario for a B2B or B2C brand demonstrating the development of a digital marketing solution to solve a real-life customer problem. **[10]**



Total No. of Questions : 5]

SEAT No. :

PE-5822

[Total No. of Pages : 3

[6551]-708

M.B.A. (Digital Marketing)

SE - DM - 06 : CONTENT MARKETING

(2024 Pattern) (Semseter - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Solve any 5:

[10]

1. Content Marketing primarily focuses on:
 - a) Direct advertising and promotions
 - b) Creating and distributing valuable content to attract and engage audiences.
 - c) Social media paid campaigns
 - d) Email bulk marketing
2. Which of the following is NOT a tool of Content Marketing?
 - a) Blogs
 - b) Video publications
 - c) Direct telephone calls
 - d) Podcasts
3. CMS stands for:
 - a) Content Management System
 - b) Customer Market Strategy
 - c) Campaign Media Stream
 - d) Content Measurement Solution
4. SEO in content marketing helps primarily in:
 - a) Direct sales conversion
 - b) Organic search visibility and ranking
 - c) Social media engagement only
 - d) Email deliverability

P.T.O.

5. The first phase of content management is:
 - a) Distribution of content
 - b) Creation and planning of content
 - c) Analysis and monitoring
 - d) Republishing and repurposing
6. Influencer marketing in content marketing refers to:
 - a) Paid social media ads only
 - b) Collaborating with influential personalities to promote content
 - c) Creating viral videos
 - d) Direct customer outreach
7. A higher engagement rate on content generally indicates.
 - a) Poor content quality
 - b) More website traffic
 - c) Content relevance and audience interest
 - d) Better SEO ranking

Q2) Solve any 2:

[10]

- a) Explain the definition and importance of Content Marketing in modern businesses.
- b) Differentiate between Content Marketing and traditional advertising approaches.
- c) Describe the roles and significance of different content marketing tools.
(blogs, videos, webinars, whitepapers, podcasts)
- d) Explain the phases of Content Management and their importance in content distribution strategy.
- e) Discuss the importance of understanding customer personas in developing effective content marketing strategies.

Q3) Solve any 1: **[10]**

- a) Develop a comprehensive Content Marketing Strategy for a B2B SaaS company (e.g. project management tool) that aims to establish thought leadership and generate qualified leads.
- b) Create a Content Marketing Plan for a fitness and wellness brand that uses multiple content formats (blogs, videos, infographics, webinars) to build community engagement and drive conversions.

Q4) Solve any 1: **[10]**

- a) Analyse and compare how content marketing strategies differ across industries such as healthcare, e-commerce, and financial services. What modifications are necessary for each sector?
- b) Evaluate how content distribution strategies (owned, earned, and paid channels) work together to maximize the reach and impact of content marketing campaigns.

Q5) Solve any 1: **[10]**

- a) Critically evaluate whether organic content marketing (SEO-driven blogs, videos) is more effective for long-term brand building compared to paid content distribution channels.
- b) Judge whether personalized and data-driven content strategies should be prioritized over generic content creation for better ROI in modern content marketing.



Total No. of Questions : 5]

SEAT No. :

PE-5823

[Total No. of Pages : 2

[6551]-709

M.B.A. (Digital Marketing)

**SE - DM - 07 : STARTUPS AND DIGITAL BUSINESS
MANAGEMENT**

(2024 Pattern) (Semester - III)

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 of the following (2 marks each): [10]

- a) Define startup.
- b) State any two advantages of digital marketing for small businesses.
- c) List any two components of a brand blueprint.
- d) Define "Owned Media".
- e) Give any two examples of digital touchpoints.
- f) What is meant by "organic search"?
- g) List any two content creation hacks.
- h) State any two common business objectives discussed in smart marketing.

Q2) Solve ANY TWO (5 marks each): [10]

- a) Explain how smart goals help startups plan marketing activities effectively.
- b) Discuss the role of the "Question Engine".
- c) Describe the importance of brand voice and visuals.

P.T.O.

Q3) Solve ANY ONE :

[10]

- a) Apply digital integration to a small-scale business.
- b) Analyze staffing challenges using people power.

Q4) Solve ANY ONE :

[10]

- a) Analyze Digital Chaos and Solutions.
- b) Explain Do More With Less for engagement.

Q5) Solve ANY ONE:

[10]

- a) Develop a digital marketing plan for a startup.
- b) Evaluate simplifying the Long Haul.



Total No. of Questions : 5]

SEAT No. :

PE-5824

[Total No. of Pages : 2

[6551]-710

M.B.A.

DIGITAL MARKETING

**SE-DM-08: E-Customer Relationship Management
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Solve any 5 :

[5 × 2 = 10]

- a) Define e-CRM.
- b) State any two significances of implementing e-CRM in an organization.
- c) What is the link between e-CRM and digital marketing?
- d) Differentiate between Strategic CRM and Operational CRM.
- e) What is Sustainable e-CRM?
- f) List any two technologies used in e-CRM.
- g) What is the role of e-CRM in service marketing?
- h) Define Electronic Point of Sales (ePOS).

P.T.O.

Q2) Solve any 2 :

[2 × 5 = 10]

- a) Explain how e-CRM contributes to building sustainable brands through digital relationship management.
- b) Analyse the role of e-CRM in the banking and financial services sector with suitable examples.
- c) Discuss the major challenges organizations face while implementing sustainable e-CRM practices.

Q3) a) Evaluate the significance and need for e-CRM in modern digital marketing ecosystems. Discuss using industry examples. **[10]**

OR

- b) Critically examine the implementation of e-CRM in the hospitality, retail, and telecom sectors. Compare and contrast their practices. **[10]**

Q4) a) Discuss various models of CRM (Strategic, Analytical, Operational, Collaborative) and evaluate how digital technologies transform these models into e-CRM. **[10]**

OR

- b) Illustrate the relationship between sustainable development and e-CRM. Propose sustainable e-CRM strategies for manufacturing or service sectors. **[10]**

Q5) a) Analyse case studies related to Social CRM, Mobile CRM, and emerging trends in e-CRM. What learnings can businesses derive to enhance customer experience? Consider a case of e-ticketing as example for the same. **[10]**

OR

- b) Design an e-CRM strategy for a new-age business for a quick commerce Zepto. Include challenges, influencing factors, data integration needs, and performance evaluation criteria. **[10]**



Total No. of Questions : 5]

SEAT No. :

PE-5825

[Total No. of Pages : 5

[6551]-801

M.B.A.

**MA-501-MJ-GC-01 : MANAGERIAL ACCOUNTING
(2024 Pattern) (Semester - I)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Solve the following (any 5) :

[10]

- a) Commission received is an example of _____
 - i) Real A/c
 - ii) Personal A/c
 - iii) Nominal A/c
 - iv) Representative A/c
- b) Define Opportunity cost.
- c) Define the term contribution.
- d) Interest on drawing is treated as _____
 - i) Revenue
 - ii) Expense
 - iii) Liability
 - iv) Assets
- e) Write Accounting equation.
- f) Marginal costing is also known as _____
 - i) Absorption costing
 - ii) Variable costing
 - iii) Total costing
 - iv) Standard costing
- g) State the difference between fixed cost and variable cost.
- h) Creating provision against fluctuation in the price of investment is an example of which accounting convention
 - i) Conservatism
 - ii) Full Disclosure
 - iii) Materiality
 - iv) Consistency

P.T.O.

Q2) Solve any two (5 marks each)

[10]

- a) Explain the different forms of organisation.
- b) Explain Break - even point.
- c) Explain the difference between Indian Accounting system and Modern Accounting system.

Q3) a) Solve any one

[10]

From the following information, compute.

- i) Material cost variance
- ii) Material price variance
- iii) Material mix variance
- iv) Material Usage variance

Standard				Actual		
	Qty (kilos)	Unit price (₹)	Total ₹	Quantity (kilos)	Unit price ₹	Total ₹
Material A	10	2	20	5	3	15
Material B	20	3	60	10	6	60
Material C	20	6	120	15	5	75
Total	50	4	200	30	5	150

OR

- b) Following information is given regarding production of 10,000 units.

<u>Particulars</u>	<u>Cost per unit</u>
Direct Material	60
Direct Labour	30
Variable OH	25
Variable Expenses	5
Fixed Overhead (1,50,000)	15
Management OH (50,000)	5
Selling Expenses (20% Fixed)	15
Distribution Expenses (20% Fixed)	<u>5</u>
Total Cost	<u>160</u>

Prepare Flexible budget for production of 9,000 units and 11,000 units, also calculate cost per unit.

Q4) a) Solve any one :

[10]

ABC Co. Ltd. furnishes the following data.

Particulars	₹
Sales	1,50,000
Variable overheads	1,20,000
Gross profit	60,000
Fixed overheads	20,000
Net profit	40,000

Find

- i) P/V ratio
- ii) BEP
- iii) Net profit when sales are Rs. 4,00,000.
- iv) Sales required to earn a profit of Rs. 80,000.
- v) Margin of safety when sales are Rs. 4,00,000.

OR

b) The result of xyz Ltd for 2 periods revealed following

Year	Sales	Total cost
2023	40,00,000	44,00,000
2024	60,00,000	56,00,000

Find

- i) P/V ratio
- ii) BEP sales
- iii) Fixed cost
- iv) Sales necessary to earn profit of Rs. 10,00,000
- v) Sales required to earn 20% profit on sales

Q5) a) Solve any one :

[10]

Following is the trail balance of Mr. Ashok for the year ended 31/3/2024.
Prepare final accounts

Particulars	Debit (Rs.)	(Credit Rs.)
Purchases	98,000	
Wages	21,000	
Stock on 1.4.2023	25,000	
Printing & stationary	17,000	
Insurance (paid one year from 1.10.23 to 30.9.24)	2,200	
Salaries	32,000	
Sales		2,12,000
Carriage Inward	10,000	
Carriage Outward	12,000	
Advertising	14,000	
Capital		1,10,000
Land & Building	35,000	
Machinery	60,000	
Debtors & Creditors	30,000	35,000
Return inward and Return outward	2,000	2,300
Cash	2,300	
Loan from Mr. Bhagwan (taken on 1.12.2023 @ 12% p.a)		18,000
Patents	20,000	
Rent received		3,200
	3,80,500	3,80,500

Adjustments

- Closing stock is valued @ Rs. 26,000
- Depreciate machinery at 10% p.a and patents are revalued on 31.3.2024 at Rs. 18,200
- A part of the building is let out at Rs. 1,000 p.m from 1.12.2023.
- Printing bill of Rs. 1,200, wages of Rs. 1,800 and salaries of Rs. 3,800 are outstanding

OR

- b) From the following particulars of Finolex Co. prepare a cost sheet showing
- Prime cost
 - Factory cost
 - Total cost of production
 - Cost of sales for the period ended 30.6.2023

Particulars	Rs.
Raw material consumed	25,000
Wages paid to workers	10,000
Direct expenses incurred for production	1,250
Consumable stores	250
Supervisor's wages	1,000
Wages paid to shop floor helper	300
Electric power (factory)	400
Electric Power (Office)	250
Rent (factory)	2,500
Rent (Office)	1,000
Repairs and Renewals on :	
Plant & Machinery	2,500
Renovation of office building	500
Depreciation on plant & machinery	250
Depreciation on office building	100
Manager's salary	1,500
Telephone charges	100
Printing & stationary	200
Postage and Telegram	75
Director's fees	400
Advertisement	400
Travelling expenses	150
Salesmens salary and commission	500
Ware house rent	450
Delivery van expenses	500
	49,575



Total No. of Questions : 5]

SEAT No. :

PE-5826

[Total No. of Pages : 2

[6551]-802

M.B.A.

**OB 502 MJ: GC-02: Organizational Behaviour
(2024 Pattern) (Semester - I)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Solve any five questions (2 Marks Each) :

[10]

- a) Define Organizational Behavior.
- b) List the models of OB.
- c) List the types of groups.
- d) Differentiate between managers and leaders.
- e) List the three steps in Kurt Lewin's model of change.
- f) Identify two personality assessment models.
- g) Name the two content theories of Motivation.
- h) Define leadership. List the names of two leaders.

P.T.O.

Q2) Solve any two out of the three questions (05 Marks Each) :[2 × 5 = 10]

- a) Explain how the five-stage model of group development can be applied in a team project setting.
- b) Compare the managerial grid theory of leadership with the path-goal theory of leadership.
- c) Describe the types of organizational change and provide an example of each type.

Q3) a) Apply the supportive model of OB to improve employee engagement in a midsized company. What steps would you take, and why? **[10]**

OR

- b) Using Vroom's Expectancy Theory, design a motivation plan for a sales team struggling to meet its targets. What specific actions would you implement? **[10]**

Q4) a) Analyze how stereotyping and the halo effect can influence the selection process of a class representative in your class. Provide examples to support your analysis **[10]**

OR

- b) Analyze the impact of organizational change on employee stress levels and recommend strategies to manage this stress effectively during the change process **[10]**

Q5) a) Evaluate how the Johari Window can enhance self-awareness and team dynamics for an MBA-I student in a group project. Cite specific examples. **[10]**

OR

- b) Evaluate how Maslow's Need Hierarchy can be applied to understand and motivate an MBA-I student dealing with academic and personal challenges. Provide specific examples for each level of the hierarchy. **[10]**



Total No. of Questions : 5]

SEAT No. :

PE-5827

[Total No. of Pages : 2

[6551]-803

M.B.A.-I

**GC - 03: Economic Analysis for Business Decision
(2024 Pattern) (Semester - I) (EAB503MJ)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

- 1) Draw neat diagrams and state examples whenever necessary.*
- 2) Figures to the right indicate full marks.*
- 3) All questions are compulsory*

Q1) Answer any 5 out of 8 :

[5 × 2 = 10]

- a) Define the term Firm.
- b) What is Consumer Surplus.
- c) Define Social Cost.
- d) Define the term Revenue.
- e) Give the characteristics of Oligopoly
- f) Government intervention in markets is necessary to correct market failures and protect consumers.
- g) In the long-run, a firm under perfect competition achieves equilibrium when Price (P) equals_____ and the firm earns only normal profits.
- h) What characterizes the Maturation Stage in a Business Cycle?

P.T.O.

Q2) Answer any 2 out of 3 :

[2 × 5 = 10]

- a) Define the Business Cycle
- b) Differentiate between Quantitative and Qualitative Method.
- c) Explain the profit maximization model in brief.

Q3) Answer any 1 out of 2 :

[1 × 10 = 10]

- a) Major Influencing factor to the market demand for Watch and Furniture.
- b) Define Law of Demand. Write the exceptions of its in detail.

Q4) Answer any 1 out of 2 :

[1 × 10 = 10]

- a) Explain in detail the Cyert and March's Behavior Theory.
- b) Write the methods of demand forecasting for a New Products.

Q5) Answer any 1 out of 2 :

[1 × 10 = 10]

- a) Explain the factors determining the elasticity of supply.
- b) Explains the different types of Income Elasticity of Demand



Total No. of Questions : 5]

SEAT No. :

PE-5828

[Total No. of Pages : 2

[6551]-804

M.B.A.

BM504 MJ : BASICS OF MARKETING

(2024 Pattern) (Semester - I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Attempt any Five :

[10]

- a) Define 'Selling' concept.
- b) List the elements of 'Macro Environment' with example
- c) Identify the components of 'Holistic Marketing'.
- d) Recall the meaning of 'Zero Moment of truth'
- e) Define 'Performance Marketing'.
- f) List any two 'Customer touchpoints' with example.
- g) Define 'awareness' stage in Consumer Behaviour.
- h) Recall the meaning of 'Neuromarketing'.

P.T.O.

Q2) Solve any Two :

[10]

- a) Compare and contrast 'Selling and Marketing'.
- b) Explain the components of 'Micro Environment'.
- c) What is 'Influencer Marketing' explain with examples.

Q3) Solve any One :

[10]

- a) Explain the buying decision process for buying a 'mobile handset' in India.
- b) As a marketer analyse the marketing environment for a company introducing 'new smartwatch with safety features' for women in India.

Q4) Solve any One :

[10]

- a) Virat is planning to buy a 2BHK flat for his family in Pune. Discover the various stages of buying decision he will experience.
- b) Analyse the segmentation, targetting & positioning strategies used by 'colgate toothpaste' in India.

Q5) Solve any One :

[10]

- a) Formulate the 'Marketing Mix' for a company planning to launch a 'new job portal'.
- b) 'Every product passes through different stages of life cycle. Each stage poses different challenges to marketers. Evaluate the statement and identify the "Product Life Cycle (PLC) strategies for a company Launching a 'Portable Air Conditioner' in Indian market.



Total No. of Questions : 5]

SEAT No. :

PE-5829

[Total No. of Pages : 2

[6551]-805

F.Y.M.B.A.

(BA 505 - MJ) GC - 05 : BUSINESS ANALYTICS

(2024 Pattern) (Semester - I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

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

[5 × 2 = 10]

- a) Write Two advantages of Business Analytics.
- b) Define Predictive Analytics.
- c) What is the function of data visualization.
- d) Define analytical decision making.
- e) What is meant by target and positioning.
- f) Define HR analytics.
- g) List two features of supply chain analytics.
- h) What is patient care optimization.

Q2) Answer the following (Any 2 out of 3):

[2 × 5 = 10]

- a) Write the Importance of data in Business Analytics.
- b) Explain data visualization with popular data visualization tools.
- c) Explain Big data & Five V's of Big data.

Q3) a) Explain data driven marketing strategies with it's benefits.

[10]

OR

- b) Discuss the methods used in financial planning and forecasting.

P.T.O.

- Q4)** a) Explain features of HR analytics. Discuss the applications of HR analytics. **[10]**

OR

- b) Explain process optimization, discuss the methods of process optimization.

- Q5)** a) Discuss crop yield prediction in detail. **[10]**

OR

- b) Solve the following case and give the solution by considering Business Analytics.

Company Name : PH Health care PUNE

Overview :- A large urban hospital in pune, faced challenges with inefficient staff scheduling and inefficiency leading to long patient wait times, high staff burnout and difficulty in meeting patient care demands.

Problem:- Inefficient staff and inefficiency in work resulted in inconsistent in service & Quality.



Total No. of Questions : 5]

SEAT No. :

PE-5830

[Total No. of Pages : 3

[6551]-806

F.Y. M.B.A.

DS-506 MJ GC-06 : DECISION SCIENCE

(2024 Pattern) (Semester - I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.
- 2) Each question carries 10 marks.
- 3) Each questions has internal options.
- 4) Use of simple calculator is allowed.
- 5) Graph paper will not be provided, draw graph on answer paper.

Q1) Solve any five questions :

[5 × 2 = 10]

- a) Write any two importance of decision science.
- b) List the methods of finding feasible solution of Transportation problem.
- c) Write two applications of Assignment Problem.
- d) List the elements of LPP formulation.
- e) Explain saddle point.
- f) Define Pure & Mixed strategy game.
- g) What is Network Analysis.
- h) Explain PERT & CPM.

Q2) Solve any two questions :

[2 × 5 = 10]

- a) Write short notes on Vogel's Approximation Method (VAM).
- b) Explain the characteristics and role of Quantitative techniques in decision making.
- c) Solve the following LPP

$$\text{Minimize } Z = 10x_1 + 7x_2$$

$$\text{Subject to } x_1 + 2x_2 \leq 4$$

$$x_1 + x_2 \geq 5$$

$$x_1, x_2 \geq 0$$

P.T.O.

- Q3) a)** Solve the following problem for maximizing the production output. The data refers to the production of an article for the given operators and machine are below : **[10]**

Operators	Machines			
	A	B	C	D
1	10	5	7	8
2	11	4	9	10
3	8	4	9	7
4	7	5	6	4
5	8	9	7	5

OR

- b)** Solve the following game, given the pay-off matrix as below : **[10]**

Player A	Player B	
	B1	B2
A1	1	7
A2	6	2

- Q4) a)** Obtain the Initial solution for the following Transportation problem by using : **[10]**

- Least Cost Method
- Vogel's Approximation Method

	1	2	3	Supply
X	10	3	9	400
Y	12	10	5	300
Z	8	11	12	300
Requirement	200	300	500	

OR

- b) Given the following pay-off matrix use i) maximax, ii) maximin and iii) Hurwicz criteria and find which action to be taken (Given : $\alpha = 0.7$)

[10]

States on Nature	Estimated Profit (in Rs.)			
	A1	A2	A3	A4
S1	10	5	8	6
S2	3	9	15	2
S3	-3	4	6	10

- Q5) a)** A Project has been defined to contain the following list of activities along with their required time of completion.

[10]

Activity	A	B	C	D	E	F	G	H	I
Time (Days)	1	4	3	7	6	2	7	9	4
Immediate predecessor	-	A	A	A	B	C	E,F	D	G,H

- Draw the network diagram
- Determine critical path
- Show early start time and early finish time

OR

- b) Mr. Rao, the owner of a Readymade garments shop wishes to publish advertisements in two local daily newspapers, One Marathi and one English. The expected coverage through the advertisements is 1000 people and 1500 people per advertisement respectively. Each advertisement in a Marathi newspaper costs Rs. 3000 and for an English daily it is Rs. 5000. Mr. Rao has decided not to place more than 10 advertisements in the Marathi newspaper and wants to place at least 6 advertisements in the English daily. The total advertisement budget is Rs. 50000 Formulate the problem as a L.P. Model.

[10]



Total No. of Questions : 5]

SEAT No. :

PE-5831

[Total No. of Pages : 2

[6551]-807

F.Y.M.B.A.

**GC-07 : MF 507 MJ : MANAGEMENT FUNDAMENTALS
(2024 Pattern) (Semester - I)**

Time : 2 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Draw neat diagrams and state examples wherever necessary.*

Q1) Answer Any 5 out of 8 questions:

[5 × 2 = 10]

- a) Define Controlling.
- b) What is Benchmarking?
- c) What is SMART Goal?
- d) List any 4 skills required for good manager.
- e) Explain the concept of decentralisation.
- f) Define decision making.
- g) Define organisation structure.
- h) What is Learning Organisation.

Q2) Answer Any 2 out of 3 questions:

[2 × 5 = 10]

- a) Explain the importance of innovation in the Manager's Job.
- b) Explain various Types of Goals.
- c) State and discuss the concept & purpose of MBO.

P.T.O.

- Q3)** a) "Different type of leadership works better in different situations". Comment on this statement. Also discuss various decision making styles. **[10]**

OR

- b) "Controlling is the fundamental function that ensures work accomplishment according to plan". Analyse the statement & outline the various steps involved in controlling. **[10]**

- Q4)** a) Discuss in details the types of decisions and decision making conditions. **[10]**

OR

- b) What do you understand by boundry less organisation & virtual organisation. How will you differentiate the two Give suitable example. **[10]**

- Q5)** a) 'Management is art or science'? The truth seems to be somewhere between. In the light of above statement, explain the nature of management. **[10]**

OR

- b) Analyse various managerial competencies expected from a manager working in a manufacturing organisation. **[10]**



Total No. of Questions : 5]

SEAT No. :

PE-5832

[Total No. of Pages : 2

[6551]-808

M.B.A.

**IKS-508-MJ GC-08- Indian Knowledge System
(2024 Pattern) (Semester - I)**

Time : 2 Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Solve any five questions :

[10]

- a) Define karma yoga as taught in the BhagvadGita.
- b) Explain the concept of dharma in the context of organizational behavior.
- c) Name two innovative strategies Shivaji Maharaj used in warfare.
- d) How did Shivaji Maharaj balance tradition with modernity in his leadership approach?
- e) How is individualism perceived in Western management theories.
- f) What is succession planning in family businesses?
- g) Describe a situation where resource scarcity led to Jugaad innovation.
- h) Discuss the role of social enterprises in local communities.

P.T.O.

Q2) Solve any two out of the three questions :

[10]

- a) Summarize the characteristics of family-owned businesses.
- b) How can the integration of hierarchical structures from IKS and egalitarian principles from WMT create more balanced organizational leadership models.
- c) How could Shivaji Maharaj's administrative structures be adapted to today's organizational frameworks?

Q3) Solve any One :

[10]

- a) Design a decision-making framework for leaders rooted in the principles of the BhagvadGita that emphasizes ethical leadership, servant leadership, and conflict resolution.
- b) Evaluate the principles of ethical governance practiced by Shivaji Maharaj and their implications for modern leadership.

Q4) Solve any One :

[10]

- a) Evaluate the impact of individualism in Western management theories on global organizational cultures and suggest how IKS collectivism could offer an alternative.
- b) Analyze the key characteristics of a Jugaad innovator. How do these traits contribute to their success in resource-constrained environments?

Q5) Solve any One :

[10]

- a) Discuss the impact of community networks on the sustainability of family-owned businesses
- b) Evaluate the role of Western management theories' analytical approaches in fastchanging industries and propose how IKS's intuitive decision-making can be incorporated



Total No. of Questions : 5]

SEAT No. :

PE5833

[Total No. of Pages : 2

[6551]-809

F.Y. M.B.A.

MM-551-MJ GC-09 : MARKETING MANAGEMENT

(NEP 2024 Pattern) (Semester - II)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *All questions carry equal marks.*
- 3) *Figures to the right indicate full marks.*
- 4) *Make necessary assumptions wherever required.*
- 5) *Support your answer with relevant diagrams.*

Q1) Attempt any 5 out of 8

[5×2=10]

- a) Quote examples of differentiated pricing.
- b) Match the pairs :

i) Convenience goods	A) A blindstick
ii) Shopping goods	B) A pent house
iii) Luxury goods	C) A toothpaste
iv) Unsought goods	D) A party wear dress
- c) Identify the blank spaces :

_____ is browsing products in a physical store and then buying them online, while _____ is researching products online and then buying them in a physical store.
- d) List down 4C's of connected marketing mix.
- e) Define last-mile logistics.
- f) State with example phygital channels.
- g) Recall various tools of promotion mix.
- h) Name two types of dynamic pricing.

Q2) Attempt any 2 out of 3

[2×5=10]

- a) Differentiate between customer fulfillment centre and dark store.
- b) Differentiate between Wholesaler & Retailer.
- c) Explain marketing audit.

P.T.O.

Q3) Answer any one.

[10]

- a) Mr. Rakesh is a part of innovative team at Amul. The company wants to develop a new plant-based dairy alternative to tap into the growing vegan market in India. As a product development lead how will Mr. Rakesh apply the steps of new product development process to bring the product in market.
- b) A company is launching premium skincare brand called 'Glowstars' in the Indian market, targeting millennial and Gen Z consumers. Apply a mix of traditional, digital and phygital marketing channels to reach the target customers.

Q4) Answer any one.

[10]

- a) Zunotech, a startup, launching a smart fitness band with unique AI-driven health insights, entering a highly competitive Indian wearable market dominated by players like Mi, Realme, Fitbit. Analyze various pricing approaches for the product and determine the most suitable one.
- b) Lenskart has launched a new line of smart glasses and they are on the way of implementing the engagement of customers from pre-launch to post launch journey. Analyse various immersive marketing tools to be integrated in the marketing communication process.

Q5) Attempt any one.

[10]

- a) Nike is planning to launch a limited edition line of sustainable sneakers targeted at Gen Z sports person. As a part of brand's team responsible for framing a connected marketing strategy using the four C's framework how can Mr. XYZ create emotional engagement and Buzz.
- b) MamaEarth, a D2C personal care brand, is planning to Launch a new line of baby skincare products in highly competitive market dominated by traditional brands like J & J and Himalaya. As a Marketing manager use 5A frame work to design a promotional strategy.

x x x

Total No. of Questions : 5]

SEAT No. :

PE-5834

[Total No. of Pages : 5

[6551]-810

M.B.A.

FM-552 MJ : GC-10 FINANCIAL MANAGEMENT

(2024 Pattern) (Semester - II)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

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

[10]

- a) What is Business Finance?
- b) How is Financial leverage calculated?
- c) Define the term Time value of money.
- d) What is Common size statement?
- e) List out the technique of capital budgeting.
- f) When NPV is positive then, Profitability Index (P1) would be
 - i) > 1
 - ii) < 1
 - iii) $= 1$
 - iv) $= 0$
- g) In the computation of liquid ratio excluded from the current asset is
 - i) Cash in hand
 - ii) Accounts receivable
 - iii) Bank balance
 - iv) Inventory
- h) What is weighted average cost of capital?

P.T.O.

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

[10]

- a) Explain various long term sources of finance.
- b) Elaborate the Duties of finance manager.
- c) Explain in brief modern approaches of Financial management.

Q3) a) The following is the Balance sheet of Raju brothers Pvt. Ltd., Pune as on 31st March 2024. **[10]**

Balance Sheet as on 31st March 2024

Liabilities	Amount	Assets	Amount
Share Capital	1,80,000	Land and Building	1,40,000
Profit and Loss A/c	30,000	Plant and Machinery	3,30,000
General Reserves	40,000	Stock in Trade	2,00,000
12% Debenture	4,20,000	Debtors	1,00,000
Creditors	1,00,000	Bills receivable	10,000
Bills payable	50,000	Bank	40,000
Total	8,20,000		8,20,000

Calculate :

- i) Current Ratio
- ii) Quick Ratio
- iii) Inventory to Working Capital
- iv) Debt to Equity
- v) Proprietary ratio

OR

- b) Following are the Income statement and Balance Sheet of Laxmi Enterprises [10]

Income statement for the year 2024-2025

Particulars	Rs.
Sales	10,00,000
Raw material consumed	2,00,000
Wages	2,00,000
Manufacturing expenses	1,00,000
Cost of goods sold	5,00,000
Administrative expenses	50,000
Selling and distribution expenses	50,000
Net profit	4,00,000

Balance sheet as on 31st March 2025

Liabilities	Amount	Assets	Amount
Equity capital	2,00,000	Fixed Assets	2,50,000
Reserves	1,50,000	Stock	2,50,000
Debentures	2,00,000	Debtors	1,00,000
Creditors	1,00,000	Cash & Bank	1,00,000
Bank Overdraft	50,000		
Total	7,00,000		7,00,000

Calculate :

- i) Working capital turnover ratio
- ii) Fixed asset turnover ratio
- iii) Stock turnover ratio
- iv) Debt equity ratio
- v) Sales to capital employed

- Q4) a)** Following is the information of Chetan Industries Ltd. for the year 31st Mar. 2025. You are required to calculate the working capital requirements from the following information: Explain with total approach method. **[10]**

Particulars	Rs. (per unit)
Raw materials	160
Direct labour	60
Overheads	120
Total cost	340
Profit	60
Selling price	400

Raw materials are held in stock on an average for 1 month period.

Materials are in process on an average for $\frac{1}{2}$ month period.

Finished goods are in stock on an average for 1 month period.

Credit allowed by suppliers is 1 month period and credit allowed to debtors is 2 month period. Time lag in payment of wages is $1\frac{1}{2}$ weeks.

Time lag in payment of overhead expenses is 1 month.

Cash in hand and at the bank is anticipated to be Rs. 50,000;

$\frac{1}{4}$ th of the sales are made on cash basis.

Level of production 1,04,000 units for a year of 52 weeks. You may assume that production is carried on yearly throughout the year.

OR

- b)** The management of Swift Ltd. Has called for a statement showing the working capital needed to finance a level of activity of 3,00,000 units of output for the year. The cost structure for the company's product for the above mentioned activity level is detailed below. Calculate with total approach method. **[10]**

Cost per unit	Rs.
Raw material	20
Direct labour	5
Overheads	15
Total cost	40
Profit	10
Selling price	50

Past trend indicates that raw materials are held in stock, on an average for two months. Work in progress (50% complete) will approximate to one month production. Finished goods remain in warehouse on an average for a month. Suppliers for materials extend a month's credit. For debtors two months credit is usually allowed. A minimum cash balance of Rs. 25000 is expected to be maintained. The production pattern is assumed to be uniform throughout the year.

- Q5) a)** XYZ Company is considering implementation of a project. It has two alternatives viz Project - M & Project - N, both the projects are mutually exclusive the relevant details are as follows : **[10]**

Rate of capitalization is 10%

Initial Investment Rs.. 15,00,000

Cash Inflows for both the Projects are as

Year	Project - M (Rs.)	Project - N (Rs.)
1	1,00,000	6,50,000
2	2,50,000	6,00,000
3	3,50,000	6,00,000
4	5,50,000	5,75,000
5	7,50,000	5,25,000

Calculate :

- i) N.P.V.
- ii) Profitability Index (PI)

Comment and advice the company.

OR

- b)** A company's capital structure consists of the following: **[10]**

Equity Shares of Rs 100 each Rs. 40,00,000

Retained Earnings Rs. 10,00,000

9% Preference Shares Rs. 25,00,000

7% Debentures Rs. 25,00,000

The company earns 12% on its employed capital. The tax rate is 50%. The company requires a sum of Rs. 25 lakhs to finance its expansion programme for which it is considering the following alternatives:

- i) Issue 20,000 equity shares of Rs. 100 each at a premium of Rs. 25 per share.
- ii) Issue 10% preference shares.
- ii) Issue 8% debentures.

You are required to Evaluate each proposal and recommend the best plan.



Total No. of Questions : 5]

SEAT No. :

PE5835

[Total No. of Pages : 2

[6551]-811

F.Y. M.B.A.

**HRM 553 MJ GC - 11 : HUMAN RESOURCES MANAGEMENT
(2024 Pattern) (Semester - II)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Solve any 5 (five) of the following :

[5×2=10]

- a) What is the main objective of HRM?
- b) Why is HRP necessary for organisation?
- c) What are the main objectives of performance management.
- d) Name two strategies for employee retention.
- e) What are the benefits of training and development.
- f) Distinguish between soft and hard HRM.
- g) Define fringe benefits.
- h) How does succession planning work in organisation.

Q2) Solve any 2 (two) of the following :

[2×5=10]

- a) What is the role of human resource management in an organisation, why it is considered to be critical for achieving organization goals.
- b) What are the key sources of recruitment. Explain the importance of each source.
- c) How do financial and non-financial incentives, along with fringe benefits, contribute to employee motivation and organisational success?

Q3) Solve any one of the following :

[10]

- a) Explain Job analyser process and its role in HRM.
- b) Explain the process of training and development involved in assessing training needs & designing training programs.

P.T.O.

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

- a) HRM challenges in a start - up : Innovate X. Innovate X, a fast growing start-up in the technology sector, quickly gained market traction but faced significant HRM challenges due to its informal approach to managing employees. The company's rapid growth limited HR resources, and lack of clear HR function made it difficult to establish a consistent organizational culture.

There were several challenges faced by the co. such as, the company had no structured recruitment process, and absence of formal performance management system. The Co. struggled to balance its rapid growth with employee retention, & also the lack of formal HR policies meant that conflict resolution and employee grievance were not handled consistently which lead to lack of trust in the co. management.

Answer the following :

- i) How did the absence of structured HR practices impact employee retention at innovate X?
 - ii) What role do formal recruitment & onboarding process play in enquiring that employees are aligned with the co. goals and culture?
- b) How can the kirkpatrick model be used to evaluate the long-term impact of a leadership training program in an organisation.

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

- a) A senior employee at xyz corporation is nearing retirement and the company also has started offering Voluntary Retirement Scheme (VRS) to reduce its work force. The employee has raised concern about the adequacy of the retirement benefits provided under the current compensation policy. As part of the HR team, how would you assess the adequacy of the compensation and benefits packages for retirees, and what steps would you take to ensure fair and transparent communication about retirement benefits and VRS option.
- b) Design a drawing program for a HR intern.

x x x

Total No. of Questions : 5]

SEAT No. :

PE-5836

[Total No. of Pages : 2

[6551]-812

M.B.A.

**OSCM-554-MJ: GC-12 Operations & Supply Chain Management
(2024 Pattern) (Semester - II)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Solve any Five (2 marks each) :

[10]

- a) Explain service Blueprinting.
- b) Define Lean management.
- c) Define supply chain management.
- d) List the functions of PPC?
- e) State the formula of Inventory turnover ratio?
- f) Define operations management.
- g) Define demand forecasting?

Q2) Solve any two (5 marks each) :

[2 × 5 = 10]

- a) Relate types of manufacturing process with types of layout?
- b) Outline a supply chain for any Electronic Item of your choice?
- c) Describe Ethical & Environmental Issues in OSCM.

P.T.O.

Q3) a) Discuss regarding demand forecasting with details on types & techniques. **[10]**

OR

b) Analyze & Explain the evolution from manufacturing to supply chain management. **[10]**

Q4) a) Illustrate the method of solving numerical of EOQ and EOQ with Discount with an eg. **[10]**

OR

b) Examine the classification of Inventory materials detailing about techniques. Also highlights the aspects of types of Inventory cost? **[10]**

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

OR

b) Compare generalized supply chain model for computer accessories manufacturing company (consider assumptions). **[10]**



Total No. of Questions : 5]

SEAT No. :

[Total No. of Pages : 2

PE5837

[6551]-813

M.B.A. - I

LAB 555 MJ-GC-13 : LEGAL ASPECTS OF BUSINESS

(2024 Pattern) (Semester - II)

Time : 2 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Answer the following: (Any 5 - 2 marks each)

[10]

- a) Unpaid seller.
- b) Promisory note.
- c) One person company.
- d) Quasi contract.
- e) Redressal forums.
- f) Contingent contract.
- g) Implied warranty.
- h) Auction sale.

Q2) Answer the following: (Any 2 - 5 marks each)

[10]

- a) Different between private company and public company.
- b) Differentiate between Memorandum of Association Article of Association.
- c) Differentiate between Holder and Holder in due course.

P.T.O.

Q3) a) Explain essential of valid contract. Discuss remedies for Breach of contract. **[10]**

OR

b) What are different consumer dispute Redressal agencies? Explain Unfair trade practices.

Q4) a) Define the term Agent? Explain the right of an agent against the principal. **[10]**

OR

b) What do you mean by Negotiable Instrument? Explain in detail how a Negotiable Instrument can be dishonoured.

Q5) a) Explain the provisions of appointment of women director in a company. **[10]**

OR

b) What do you mean by transfer of property? Explain in detail condition & warranties.



Total No. of Questions : 5]

SEAT No. :

PE-5838

[Total No. of Pages : 2

[6551]-814

F.Y. M.B.A.

**RM-01 : Business Research Methodology
(2024 Pattern) (Semester - II) (BRM 556 MJ)**

Time : 2 Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Solve any Five :

[5 × 2 = 10]

- a) Define Research.
- b) Define two types of Hypothesis.
- c) What is Ratio Scale?
- d) What is Descriptive Research?
- e) Mean v/s Mode: Differentiate.
- f) What is the significance of sampling frame?
- g) Define Concept of Univariate Analysis.

Q2) Solve any two :

[10]

- a) Univariate Analysis v/s Bivariate Analysis: Differentiate
- b) Differentiate between descriptive research and exploratory research.
- c) Differentiate between Nominal & Interval scale with example.

P.T.O.

Q3) a) What is Concept of Primary Data? Explain in details sources of primary data with suitable examples. **[10]**

OR

b) What is Concept of Secondary Data? Explain in details sources of secondary data with suitable examples. **[10]**

Q4) a) Explain sampling procedure in detail. **[10]**

OR

b) Explain types of probability sampling with suitable examples. **[10]**

Q5) a) Which kind of charts can be used for graphical representation of data? Explain with suitable examples. **[10]**

OR

b) Develop a questionnaire for collecting data to estimate usage of social media platforms by housewives at your locality. **[10]**



Total No. of Questions : 5]

SEAT No. :

PE-5839

[Total No. of Pages : 2

[6551]-815

S.Y.M.B.A.(All Programs)

SM 601-MJ/GC-14 : STRATEGIC MANAGEMENT

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Solve any (Five) :

[10]

- a) Define mission.
- b) Explain SBU.
- c) Define KPI (Key Performance Indicator).
- d) SWOT.
- e) Red ocean strategy.
- f) Strategic Alliance.
- g) Low cost Strategy.
- h) Competitive Advantage.

Q2) Solve any Two from the following :

[10]

- a) State the types of Mergers.
- b) Explain Management By Objective (MBO).
- c) Describe VRIO Framework.

Q3) a) Explain Mc-Kinsey's 7s Framework.

[10]

OR

- b) Explain various Grand Strategies with example.

P.T.O.

Q4) a) Explain portfolio Analysis with BCG matrix. **[10]**

OR

b) Prepare and explain SWOT Analysis for a Electronic Vehicle (EV) car Manufacturing company.

Q5) a) Differentiate between Red ocean & Blue ocean strategy. **[10]**

OR

b) Explain porter five force model with suitable example.



Total No. of Questions : 5]

SEAT No. :

PE-5840

[Total No. of Pages : 2

[6551]-816

M.B.A.

ABM - 602 MJ : AGRICULTURE & INDIAN ECONOMY

(2024 Pattern) (Semseter - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.
- 2) Each question has an internal options.
- 3) All questions carry equal marks.

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

[10]

- a) Define crop pattern
- b) Enlist two new thrust areas in Indian Agriculture.
- c) The green Revolution mainly benefited which region
 - i) Punjab
 - ii) Kerala
 - iii) Rajasthan
 - iv) Goa
- d) Define Public Distribution System (PDS).
- e) True/False : food self-sufficiency means a nation produces adequate food domestically.
- f) Fill in the blanks: Irrigation reduces dependence on _____.
- g) Name any two multipurpose river valley projects.
- h) Enlist two features of land reforms.

P.T.O.

Q2) Answer any two out of three (5 marks each): **[10]**

- a) Explain the concept of food self-sufficiency.
- b) Describe the importance of improved seeds in increasing productivity.
- c) Discuss the major components of land reforms in India.

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

- a) Apply modern irrigation techniques to suggest suitable methods for a drought prone district.
- b) Demonstrate how livestock development can contribute to income diversification in rural India.

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

- a) Analyse how Green Revolution technologies changed crop patterns in India.
- b) Examine the factors influencing agricultural labour conditions in India.

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

- a) Evaluate the role of land reforms in reducing rural inequality.
- b) Develop a simple model for improving crop productivity through integrated farm management.



Total No. of Questions : 5]

SEAT No. :

PE-5841

[Total No. of Pages : 4

[6551]-817

M.B.A.

**BA-602-MJ : PYTHON
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions :

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

Q1) Solve any five :

[5 × 2 = 10]

- a) Define variables and literals with one example each.
- b) What is type casting? Give one example
- c) Differentiate between local and global scope.
- d) Illustrate with examples how exception handling is implemented in Python.
- e) Explain the use of the timedelta and datetime objects in Python.
- f) Name any two IDEs commonly used for Python.
- g) Illustrate any two techniques used to retrieve help information in Python.
- h) What are Python keywords? List any four of them

Q2) Solve any Two :

[2 × 5 = 10]

- a) A retail company wants to collect basic information from customers who participate in a feedback program. As a Python developer, you are asked to design the structure of a dataset that stores the following fields:
 - Customer Name
 - Age
 - Purchase Amount
 - Membership Status
 - List of Items Purchased

Explain the most suitable Python data type for each of the above fields and justify your choices based on. the nature of the data.

P.T.O.

- b) A bank wants to automate the calculation, of compound interest for its customers. Write a user-defined Python function that accepts the principal amount, rate of interest, and number of years, and calculates the compound interest. Demonstrate calling this function by accepting the required inputs from the user.
- c) Justify the statement that Python is one of the most preferred programming languages by explaining the key features that contribute to its popularity.

Q3) Solve any one :

[1 × 10 = 10]

- a) Describe the various data structures supported by Python. Discuss any two data structures in detail, highlighting their features and applications.
- b) A Retail Operations Analyst is managing a product inventory dataset stored in a CSV file located at “D :/RetailSystem/Inventory/product inventory.csv”, The file contains the following fields: Product_ID, Product Name, Category, Stock_Quantity, Unit_Price, Last_Updated. Using Python, perform the tasks below:
 - i) Import the dataset from the given path into a Pandas DataFrame.
 - ii) Examine the structure of the DataFrame by showing column names and their data types.
 - iii) Display the first five and last five records to understand the dataset layout.
 - iv) Append the following new product items to the DataFrame:

Product_ID	Product_Name	Category	Stock_Quantity	Unit_Price	Last_Updated
P701	Smart Kettle	Appliances	120	2600	2025-09-10
P702	Wireless Router	Electronics	75	3400	2025-09-12
P703	Yoga Mat Deluxe	Fitness Gear	200	850	2025-09-14

- v) Export the updated inventory data to the same directory with a new filename:
product_inventory_updated. csv
- vi) Move the updated file to a backup directory located at:
D:/RetailSystem/Backup/
- vii) Remove the original CSV file after verifying that the updated file exists and has been successfully created.

Write Python code demonstrating each file-handling step and explain the purpose of each operation.

Q4) Solve any one :

[1 × 10 = 10]

- a) Describe the complete data analysis workflow using Python.
- b) Write a Python program that accepts ten numbers from the user using a loop. Use conditional statements to count how many of the entered numbers are even and how many are odd and display the final counts.

Q5) Solve any one :

[1 × 10 = 10]

- a) SmartHome Electronics Pvt. Ltd. manufactures and sells four major product lines: Air Purifiers, Smart Lights, Kitchen Robots, and Security Cameras. The company tracks monthly demand to plan production, inventory, and marketing strategies. The demand data (in units sold) for six recent months is shown below :

Month	Air Purifiers	Smart Lights	Kitchen Robots	Security Cameras
Jan	850	1450	600	900
Feb	920	1580	650	950
Mar	980	1620	700	1000
Apr	1100	1700	780	1080
May	1250	1850	820	1150
Jun	1300	1900	900	1200

The management wants a data-driven visual report to understand category performance and seasonality. As a Data Analyst at SmartHome Electronics, analyze the monthly demand data and prepare insights for management.

- i) Using NumPy, perform the following:
 - Store each product category's monthly demand in separate arrays.
 - Compute the average demand for each product category.
 - Calculate the total demand per month across all product categories.
 - Identify the highest and lowest demand values in the entire dataset.

- ii) Using Matplotlib, create:
 - A line chart showing monthly demand trends for all four product categories.
 - A bar chart comparing the average demand across categories.
 - A pie chart illustrating each product category's share in total six- month demand.
- iii) Write a summary on:
 - How NumPy accelerates numerical analysis
 - How Matplotlib assists managerial decision-making through trend analysis, forecasting, product planning, and inventory optimization.
- b) As a data analyst in a leading organisation, explain how Python can be applied across various business domains such as marketing analytics, financial modelling, HR analytics, and operational performance improvement.



Total No. of Questions : 5]

SEAT No. :

PE-5842

[Total No. of Pages : 4

[6551]-818

M.B.A.

**FIN602MJ : ADVANCED FINANCIAL MANAGEMENT
(2024 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.*
- 3) *Use of electronic calculator is allowed.*
- 4) *Assume suitable data, if necessary.*

Q1) Solve any Five :

[10]

- a) As per the Miller - Orr model of cash management what is the formula to calculate spread (called Z)?
- b) Give any four motives for holding cash.
- c) As per the Walter's model of dividend, what is the formula for calculation of expected market price of shares?
- d) What is the economic value added (EVA) of an investment if the after-tax operating profits are Rs. 3,50,000 and associated financing costs are Rs. 2,95,000?
- e) What are the objectives of share buyback?
- f) What you called a statement which shows the movement of funds between two periods of the business?
- g) What you mean by operating leverage? How to calculate it?
- h) What is stock splits?

Q2) Solve any Two : (5 marks each)

[10]

- a) Explain Signaling Theory in detail?
- b) Write a detailed note on Economic Value Added (EVA) with its merits and demerits.
- c) What is risk and uncertainty in capital budgeting?

P.T.O.

Q3) a) The following is the Balance Sheet of India Pvt. Ltd as on 31st December 2023 & 2024. **[10]**

Liabilities	2023	2024	Assets	2023	2024
Share Capital	100000	120000	Goodwill	15000	13000
Profit & Loss A/c	25000	45000	Building	50000	45000
Debentures	50000	75000	Machinery	100000	120000
Creditors	10000	15000	Furniture	1000	2000
Bills Payable	1000	2000	Investment	-	60000
Provision for Depreciation on Building	5000	7000	Debtors	13000	12000
Machinery	3000	4000			
			Stock	12000	11000
			Cash	2000	4500
			Preliminary Expenses	1000	500
	194000	268000		194000	268000

Additional Information :

- i) A Part of building of the original cost of Rs 5000 on which accumulated depreciation was Rs 500 was sold during the year 2024 for Rs. 6000.
- ii) One Machine costing Rs 10000 on which accumulated depreciation Rs. 300 was sold during the year for Rs. 8000 in 2024.
- iii) An Interim Dividend Paid during the year 2024 was Rs. 15000.

You are required to prepare a Fund flow Statement.

OR

- b) From the following summary of Cash A/c of Yuan Ltd. Prepare Cash Flow Statement for the year ended 31st March, 2025 [10]

Cash A/c

To Opening Balance	500	By Purchase of Furniture	2000
To Equity Shares	3000	By Suppliers payment	20000
To Sales proceeds	28000	By Overhead Expenses	2000
To Sale of Machinery	1000	By Salaries	1000
		By Tax Paid	2500
		By Dividend paid	500
		By Repayment of loan	3000
		By Balance c/d	1500
	32500		32500

- Q4)** a) Vinay Ltd. has an equity share capital of Rs. 40,00,000 consisting of equity shares of Rs. 100 each. The company has an opportunity to enter into global markets but it calls for additional funds of Rs. 25,00,000.

Following options are available.

- i) Rs. 15,00,000 through ordinary equity shares of Rs. 100 each and balance @ 14% Long Term Loan.
- ii) Rs. 10,00,000 through equity shares of Rs. 100 each and Rs. 15,00,000 @ 16% Long Term Loan.
- iii) Rs. 10,00,000 through equity shares of Rs. 100 each and Rs. 15,00,000 through 14% preference shares.

Assume that Income Tax rate is 50% and expected EBIT is Rs 7,50,000. Calculate EPS and advise beneficial option to the company. [10]

OR

- b) Dwij Ltd. expects a Net Operating Income of Rs.3,00,000. The overall capitalization rate of the company is 12% and it has 10,000, 9% secured Redeemable Debentures of Rs. 100 each. You are required calculate the value of the company under "Net operating Income Approach". Also calculate the cost of equity capital of the company. [10]

- Q5) a)** A firm has annual sales of ₹8,00,000 (all credit), a variable cost of 60%, and an average collection period of 30 days. It proposes to extend credit to 45 days, expecting sales to rise to ₹8,80,000. Bad debts will increase from 1% to 2% of sales. Assume a 15% required return on investment and 360 days/year. Is the proposal feasible? **[10]**

OR

- b) i) Calculate market price of share using Walter model from the following information **[5]**
- Rate of return on Investment 10%
 - Capitalization Rate 8%
 - Earning per share Rs. 5
 - Dividend per share Rs. 4
- ii) From the following information relating to a company, determine the market price of a share using Gordon's model. **[5]**
- Earning per share Rs. 10
 - Rate of return 20%
 - Cost of capital 15%
 - Payout ratio 60%



Total No. of Questions : 5]

SEAT No. :

[Total No. of Pages : 2

PE5843

[6551]-819

S.Y. M.B.A.

**HRM602MJ : STRATEGIC HUMAN RESOURCE MANAGEMENT
(2024 Pattern) (Semester-III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Solve any 5 (2 marks each).

[5×2=10]

- a) Strategic HRM focuses on aligning HR strategies with.
- b) OCTAPACE culture emphasizes on.
- c) Define Strategic Human Resource Management.
- d) State any two objectives of SHRM.
- e) What is the role of technology in HCM?
- f) Define Strategic Fit with example.
- g) State any two challenges in implementing HR strategies.
- h) What is meant by Cross-cultural management?

Q2) Solve any 2:

[10]

- a) What is Human Capital Management? What is the importance of measuring HR's ROI?
- b) Discuss the role of HR strategies in gaining organizational competitive advantage.
- c) Describe the SHRM process and its significance with examples.

P.T.O.

Q3) a) A retail chain is planning global expansion. Apply SHRM strategies to manage workforce diversity across countries. **[10]**

OR

b) Apply HRP as a strategy to ensure availability of skilled manpower in a fast-growing automobile company.

Q4) a) What is forecasting and analysing HR demand? What are the different qualitative and quantitative methods? Explain with relevant examples. **[10]**

OR

b) Analyze the effectiveness of compensation and reward strategies in retaining talent in multinational firms.

Q5) a) Examine recruitment, retention and training strategies used by global organizations to build talent pipelines. **[10]**

OR

b) Create a strategic HR policy model focusing on compensation, benefits, cultural intelligence and ethical practices for a global IT organization.



Total No. of Questions : 5]

SEAT No. :

PE5844

[Total No. of Pages : 2

[6551]-820

Second Year M.B.A.

MKT-602-MJ : SC-MKT-01 : SERVICES MARKETING

(2024 Pattern) (Semester-III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.*
- 2) Figures to the right indicates full marks.*
- 3) Make necessary assumptions, wherever required.*
- 4) All questions carry equal marks*

Q1) Solve any 5 out of 8:

[5×2=10]

- a) Define Services marketing mix.
- b) How IoT play in improving service delivery ecosystem.
- c) List various service concepts.
- d) Define 'Zone of tolerance'.
- e) State Service classification.
- f) List four challenges faced by the retail services.
- g) Relate Service Encounter in High-Contact & Low-Contact services.
- h) List techniques of Positioning Services.

Q2) Solve any 2 out of 3:

[2×5=10]

- a) Explain the 'customer perception' and 'customer satisfaction' for service.
- b) Outline the significance of process design in services. Explain mapping of horizontal and vertical process.
- c) Compare services marketing segmentation from goods marketing segmentation?

P.T.O.

Q3) Solve (a) or (b): **[10]**

- a) Services have evolved as value contributors. Construct your answer with the help of factors responsible for growth of the services sector.
- b) Identify how TOFU, MOFU, BOFU help marketers target customers effectively.

Q4) Solve (a) or (b): **[10]**

- a) A Restaurant receives multiple complaints about slow service. The owner wants to position it in new geographic location with a different positioning. Examine challenges for STP of services, in the modern era.
- b) Inspect the main reasons for including the element of ‘people’ in the marketing mix for services? Discuss.

Q5) Solve (a) or (b): **[10]**

- a) Asses how the SERVQUAL model help in improving customer satisfaction in the Hospitality industry?
- b) A startup offering online education wants to differentiate itself from competitors. Justify marketing strategies based on innovations in service delivery and technology, automation, augmented reality and virtual reality in services.



Total No. of Questions : 5]

SEAT No. :

PE-12115

[Total No. of Pages : 2

[6551]-821

S.Y. M.B.A.

**302-SC OSCM-602MJ : SERVICES OPERATIONS
MANAGEMENT
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Solve ANY FIVE (2 Marks each) :

[5 × 2 = 10]

- a) Identify the meaning of Service Operations Management.
- b) Explain Service Design Elements.
- c) Define Service Encounter.
- d) Describe strategic service location considerations.
- e) Identify elements of Servicescape.
- f) Outline the concept of Service-Dominant Logic.
- g) Explain customer participation in service delivery.
- h) Identify the concept of Environmental Psychology in services.

Q2) Answer ANY TWO (5 Marks each) :

[2 × 5 = 10]

- a) Analyze characteristics of services and their impact on service design.
- b) Explain and organize stages of New Service Development.
- c) Explain and illustrate Service Blueprinting and its relevance.

P.T.O.

Q3) Answer ANY ONE :

[1 × 10 = 10]

- a) Explain and examine the Service Encounter Triad and employee roles.
- b) Explain and relate customer expectations with the Service Profit Chain.

Q4) Answer ANY ONE :

[1 × 10 = 10]

- a) Analyze strategic service location and impact of the Internet.
- b) Explain and compare facility location models used in services.

Q5) Answer ANY ONE :

[1 × 10 = 10]

- a) Design a service facility layout for a hospital OPD.
- b) Analyze service process flow of a fast-food restaurant.



Total No. of Questions : 5]

SEAT No. :

PE-5983

[Total No. of Pages : 2

[6551]-822

M.B.A.

**PHM - 602 MJ : FUNDAMENTAL OF PHARMA AND
HEALTHCARE MANAGEMENT
(2024 Pattern) (Semseter - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

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

[10]

- a) Define Health Care Management.
- b) What is meant by Primary Health Care?
- c) State any two duties of a Healthcare Manager.
- d) What are PHCs (Primary Health Centres)?
- e) Two Functions of Community health centres.
- f) Define Customer Relationship Management (CRM)
- g) Marketing Mix in Pharma.
- h) Tele medicine.

Q2) Solve any two (5 marks each):

[10]

- a) Explain the use of Robotics in Pharma & Healthcare.
- b) Explain STP in healthcare marketing.
- c) Training and Development in healthcare Organizations.

P.T.O.

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

- a) Explain the duties, responsibilities and qualities of an effective healthcare manager.

OR

- b) Describe the managerial role and significance of motivation in healthcare Organizations.

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

- a) Explain alternative systems of medicine (Ayurveda, Homeopathy, etc) the role of CHCS and PHCS and functions of the unorganized sector in Healthcare.

OR

- b) Discuss the health system structure in India at the Centre, State, District, Block and Panchayati Raj levels.

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

- a) Analyze modern pharma and healthcare models such as Telemedicine, Medical Tourism, AI applications and organized hospital formats.

OR

- b) Explain government initiatives to provide healthcare facilities across the country. Suggest a model to provide effective healthcare service in rural India.



Total No. of Questions : 5]

SEAT No. :

PE12116

[6551]-823

[Total No. of Pages : 2

S.Y.M.B.A.

**ABM-610-MJ : AGRICULTURAL MARKETING MANAGEMENT
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Solve any five.

[5×2=10]

- a) Explain Agriculture Market.
- b) State 4 stages of PLC.
- c) Explain the term standardization in Agricultural Marketing.
- d) Explain any two roles of Governmental Organization bodies in Agricultural Management.
- e) What is mean by Distribution Channel?
- f) Define sales promotion in Agricultural Marketing.
- g) What is mean by Market Intelligence?
- h) Explain Administered Price in Agricultural Marketing.

Q2) Solve any two.

[2×5=10]

- a) Explain difference between Consumer Market & Agricultural Market.
- b) Explain factors affecting on pricing decisions.
- c) Explain product management process in Agricultural Marketing.

Q3) Attempt any one.

[10]

- a) Explain the role and importance of market intelligence with suitable example.

OR

- b) Explain role & functions of organizations in Indian Agricultural Marketing.

P.T.O.

Q4) Attempt any one. [10]

- a) Explain the functions of Agricultural price commission and various pricing strategies in competitive environment-Discuss.

OR

- b) Discuss promotional management in Agricultural Marketing and describe the role of sales promotion.

Q5) Attempt any one. [10]

- a) Describe the distribution channel of Agricultural product. Explain how value addition system contribute to improve marketing performance.

OR

- b) Explain distribution management of Agricultural products. Describe the role of marketing agencies and intermediaries in Agricultural marketing.



Total No. of Questions : 5]

SEAT No. :

PE-5845

[Total No. of Pages : 4

[6551]-824

M.B.A. - II

**BA-610 MJ : ADVANCED STATISTICAL METHODS
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions :

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

Q1) Answer the following questions (any five) :

[5 × 2 = 10]

- a) List the data types in R. Give an example.
- b) State the purpose of head() and tail() functions in R.
- c) What are the criteria for accepting or rejecting null hypotheses?
- d) What is web scraping in R?
- e) What is ROC curve?
- f) State any two assumptions of regression analysis.
- g) Define dimension reduction.
- h) What is correlation?

Q2) Answer the following questions (any two) :

[2 × 5 = 10]

- a) Explain the different types of loop and control structures available in R. Write a simple R program to print numbers from 1 to 5 using a while loop.
- b) Explain apply family functions with example.
- c) Write steps to install R software on Windows OS. Explain in detail.

P.T.O.

Q3) Answer any one of the following questions :

[1 × 10 = 10]

- a) i) Explain the process of Hypothesis Testing.
- ii) As an analyst in a leading retail company, you are required to determine whether the average performance (for example, sales, customer footfall, customer satisfaction score, etc.) differs significantly across various metro cities. Management wants to know if the mean values of these cities are statistically different or if they can be considered similar. Design an appropriate statistical test and specify the hypotheses along with the criteria for accepting or rejecting them.

OR

- b) ABC Apparels is a national retail clothing brand. In the last year, management noticed that some product categories sell very well in certain seasons, while others do not. They also observed that customer buying behaviour is different in metro stores compared to Tier-2 stores.

Before changing their product mix, discounts, and inventory plans, the company wants to perform an Exploratory Data Analysis (EDA) on their historical sales data.

Using R, perform EDA on the dataset to understand customer behaviour, product performance, and store differences.

The dataset contains: Customer_ID, Invoice_Date, Product_Category, Quantity_Sold, Unit_Price, Store_Type, Store_Location

Tasks:

- i) Find missing values in the dataset.
- ii) Replace or handle the missing values appropriately.
- iii) Generate descriptive summary statistics for product categories, customer visits, and store-level performance.
- iv) Create suitable visualizations (bar charts, histograms, boxplots, etc.) to identify trends and patterns.
- v) Explain how the EDA insights can help ABC Apparels improve merchandising, pricing, inventory management, and promotional strategies.

Q4) Solve any one of the following :

[1 × 10 = 10]

- a) i) Explain Multiple regression in detail.
- ii) BlueCart Retail Pvt. Ltd., a national chain of lifestyle and electronics stores, has observed large variations in monthly revenue across its outlets. Management suspects that factors such as store size, monthly customer footfall, advertising spend, product variety, and staff count may be jointly influencing store revenue. To examine this, the company plans to apply Multiple Linear Regression (MLR) using the dataset containing: *Store_ID*, *Store-Size*, *Monthly_Footfall*, *Advertising_Spend*, *Avg_Product-Price*, *Product_Variety*, *Staff_Count* and *Monthly_Revenue* (dependent variable). As an analyst, you are required to write code in R to
- explain how MLR can model the relationship between revenue and these predictor variables,
 - build the MLR model and interpret key regression coefficients,
 - to compute R^2 , Adjusted R^2 , p-values of predictors, and the F-test significance, and
 - discuss how insights from the MLR outputs can support decisions related to budgeting, staffing, store expansion, pricing, and inventory planning.

OR

- b) Explain the concept of dimension reduction. Describe two major techniques with example.

Q5) Answer any one of the following questions :

[1 × 10 = 10]

- a) Stock market prices often show patterns such as trends, seasonality, and random fluctuations. A financial analyst wants to build a forecasting model to predict future stock prices using historical share market data. The dataset contains daily closing prices of a selected company for the last five years.

Using this dataset, you are required to build and evaluate an ARIMA model. Perform all necessary steps involved in time-series forecasting and interpret the outputs.

Write R code for following tasks:

- i) Explain the steps of time-series analysis (data visualization, stationarity check, differencing, ACF/PACF interpretation).
- ii) Identify the appropriate ARIMA(p, d, q) order using ACF and PACF plots.
- iii) Fit the ARIMA model on the daily closing price data and present the model summary.

OR

- b) Design and implement a data cleaning workflow in R using merging, subsetting, transformation, and reshaping techniques.



Total No. of Questions : 5]

SEAT No. :

PE-5846

[Total No. of Pages : 2

[6551]-825

M.B.A. -II

FIN 610-MJ : FIXED INCOME SECURITIES

(2024 Pattern) (Semseter - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*
- 3) *Questions are based on all 5 units & every question has internal choice.*

Q1) Answer any Five (2 marks each):

[10]

- a) State any two Government Securities instruments.
- b) What is Laddered Maturity Portfolio Strategy?
- c) What is meant by Price Sensitivity?
- d) State any two factors affecting bond prices.
- e) What is meant by Clean Price of a bond?
- f) Coupon Rate is always based on
 - i) Market Price
 - ii) Face Value
 - iii) Clean Price
 - iv) Dirty Price
- g) Duration helps measure
 - i) Credit risk
 - ii) Price sensitivity to interest rate changes
 - iii) Liquidity
 - iv) Market competition

P.T.O.

- h) Bullet Strategy mainly invests in
 - i) Long-term & short-term both
 - ii) Only mid-term securities
 - iii) Futures
 - iv) Derivatives

Q2) Attempt any two (5 marks each): **[2 × 5 = 10]**

- a) Explain the features of Government Securities and their significance in the Indian financial market.
- b) Explain Convexity in bonds. How does Convexity support Duration in measuring bond price sensitivity?
- c) Explain the concept of Securitization and discuss various participants involved in the process.

Q3) Answer any one out of two questions given below. **[10]**

- a) Analyze how credit rating and credit enhancement techniques safeguard investor interest in structured products.
- b) Discuss the advantages and disadvantages of investing in discount bonds versus premium bonds within a portfolio context.

Q4) Answer any one out of two questions given below. **[10]**

- a) Discuss Post-2008 regulatory changes affecting securitized products. How have Basel norms, disclosure rules and due-diligence reforms improved market safety.
- b) Explain the different types of risks associated with the bond market. Discuss duration, modified duration, and convexity as tools to measure interest rate risk.

Q5) Answer any one out of two questions given below. **[10]**

- a) Elaborate the role of Financial Market Regulators (RBI, SEBI, and Ministry of Finance) in the development and supervision of India's fixed income markets. Provide current initiatives/recent reforms as examples.
- b) Design an investment plan using Portfolio Immunization for a pension liability due four years later. Show how duration matching protects against rate movements.



Total No. of Questions : 5]

SEAT No. :

PE-5847

[Total No. of Pages : 2

[6551]-826

M.B.A.

**HRM 610MJ: Competency Based HRM
(2024 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) Attempt any Five questions out of Eight (2 Marks Each) : [10]

- a) Identify any two differences between competence and competency.
- b) Mention any two applications of CBHRM.
- c) Define KRA & KPI
- d) What is an assessment centre?
- e) Write two emerging trends in competency based HRM.
- f) What is the Behavioural Event Interview (BEI)?
- g) Define single - incumbent job mapping.
- h) Mention any two myths about competency.

P.T.O.

Q2) Attempt any two (05 Marks Each) :

[2 × 5 = 10]

- a) Differentiate between functional and behavioural competency
- b) Discuss the role of competency mapping in recruitment and selection.
- c) Explain the process of designing tools in an assessment centre.

Q3) a) Discuss the role of HR analytics in competency based HRM with examples. [10]

OR

- b) Elaborate different types of competencies with example for each. [10]

Q4) a) Critically evaluate different assessment methods used in competency based HRM. [10]

OR

- b) Explain the tools for data collection and their relevance in competency mapping. [10]

Q5) a) Critically evaluate the Lancaster Model of Competency. [10]

OR

- b) Case :

A retail company. Trendmart uses an AI-based HRIS to shortlist candidates. After a month, HR notices that the system is rejecting many female applicants for technical roles. Some employees raise concerns that the AI tool is biased because it was trained on past data dominated by male employees

Questions

- i) What are the ethical issues in this case? [3]
- ii) How can HR ensure fairness in AI driven recruitment? [4]
- iii) Mention one competency HR professionals need to manage such technology ethically. [3]



Total No. of Questions :5]

SEAT No. :

PE5984

[Total No. of Pages : 2

[6551]-827

S.Y.M.B.A.

**MKT 610-MJ : CONSUMER BEHAVIOUR
(2024 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 questions.

[5×2=10]

- a) Define consumer behaviour
- b) What is personality?
- c) What are the components of Learning.
- d) VALS segmentation
- e) What is organizational buying behaviour?
- f) Explain self concept
- g) Define Cognitive Dissonance
- h) What is Brand loyalty?

Q2) Attempt any two questions.

[2×5=10]

- a) Explain Brand personality with help of suitable example.
- b) Explain the characteristics of organizational buyers
- c) What are the new trends in consumer behaviour?

P.T.O.

Q3) Attempt any one

[1×10=10]

- a) Analyse the social class in India with the help of Social Economic classes in Urban and Rural Market.
- b) Considering Yourself as a marketing manager of a company making shampoo, design the marketing mix variables of a new shampoo product testing the BOP consumers in India.

Q4) Attempt any one

[1×10=10]

- a) Riya's 4 year old smart phone become slow. She is considering buying a new one. Explain how Riya would make the purchase decision keeping in mind the consumer decision process.
- b) Social class and Group influences plays a vital role in consumer behaviour. Showcase the application of statement with suitable example.

Q5) Attempt any one:

[1×10=10]

- a) Give the meaning of Attitude. How does consumer attitude determine the consumer behaviour? Explain with example.
- b) Neeta's car insurance is due for renewal. She gets emails, SMS offers and comparison site suggestions from ICICI Lombard, HDFC Ergo, Tata AIG and ACKO. Her colleague recommends ACKO For its Low premium. However she is unsure about claim settlement reliability. She spends time comparing policies online but finally buys ICICI Lombard due to the brand image and a call from their agent explaining the benefits. Identify the significative, symbolic and social stimuli in this case.



Total No. of Questions : 5]

SEAT No. :

PE-12122

[Total No. of Pages : 2

[6551]-828

M.B.A.

OPERATIONS & SUPPLY CHAIN MANAGEMENT
OSCM - 610MJ : Planning & Control of Operations
(2024 Pattern) (Semester - III) (SE)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Answer any 05 out 08 :

[5 × 2 = 10]

- a) What is break-even analysis used for in operations planning?
- b) What is product mix decision?
- c) What is the planning hierarchy in operations management?
- d) What is causal forecasting?
- e) Why is monitoring forecast error important?
- f) What is lot sizing in MRP?
- g) What is input–output control in scheduling?
- h) Mention any two strategies used in Master Production Scheduling.

Q2) Answer any 02 out of 03 :

[2 × 5 = 10]

- a) Explain routing and scheduling as core functions of production planning.
- b) Explain the role of market research in demand forecasting.
- c) Explain how BOM structure affects material planning decisions.

Q3) Answer any 1 out of 2 :

[1 × 10 = 10]

- a) Explain the steps involved in process planning and route sheet preparation.
- b) Explain aggregate production planning strategies for managing supply.

P.T.O.

Q4) Answer any 1 out of 2 :

[1 × 10 = 10]

- a) Explain the design of a forecasting system in an organization.
- b) Explain capacity requirements planning and its importance in operations management.

Q5) Answer any 1 out of 2 :

[1 × 10 = 10]

- a) Explain operational control issues in mass production systems.
- b) Explain the role of MRP and ERP in integrated operations planning.



Total No. of Questions : 5]

SEAT No. :

PE5848

[Total No. of Pages : 2

[6551]-829

S.Y.M.B.A.

HEALTHCARE MANAGEMENT

PHM-610-MJ : Pharma & Healthcare Management

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.*
- 2) Each Question has an internal options.*
- 3) Your answer should be specific & to the point.*

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

[10]

- a) Define Healthcare organization.
- b) State any two characteristics of Hospital organization.
- c) What is Environmental scanning?
- d) Write two functions of a hospital.
- e) Define Green Hospital.
- f) What is Revenue cycle management?
- g) State two patient safety initiatives.
- h) What is benchmarking in healthcare?

Q2) Answer any 2 out of 3 questions. (5 Marks each)

[10]

- a) Explain the importance of organization structure in healthcare institutions.
- b) Describe the evolution of hospital practices due to technological changes.
- c) Explain Balanced scorecard with reference to healthcare settings.

P.T.O.

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

[10]

- a) Apply SWOT analysis to a medium-sized multi-speciality hospital planning to expand its diagnostic services.
- b) Prepare a short operational plan for setting up a new emergency department in a district hospital.

Q4) Answer 4 (a) or 4 (b)

[10]

- a) Analyse how hospital functions can be grouped to improve efficiency within an organizational structure.
- b) Analyse the financial impact of reimbursement systems on overall hospital cost management.

Q5) Answer 5 (a) or 5 (b)

[10]

- a) Evaluate the effectiveness of patient safety protocols in improving overall quality of care in hospitals.
- b) Design a quality improvement framework using Lean six sigma for reducing patient waiting time in OPD.



Total No. of Questions : 5]

SEAT No. :

PE12123

[Total No. of Pages : 2

[6551]-830

S.Y. M.B.A.

ABM 611 MJ : RURAL MARKETING

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Solve any five out of eight questions :

[5×2=10]

- a) Define rural market.
- b) Define market segmentation.
- c) Give one example of rural product category.
- d) What is meant by last mile problem?
- e) Give one example of rural infrastructure.
- f) State one special feature of rural packaging.
- g) Give one source of secondary data on rural markets.
- h) What is target market?

Q2) Solve any two out of the three.

[2×5=10]

- a) Explain the PEST Analysis of the rural marketing environment in India.
- b) Describe the key characteristics of rural consumers in India.
- c) Explain the role of opinion leaders in rural consumers behaviour with suitable examples.

P.T.O.

Q3) Attempt any one. [10]

- a) What is positioning? How can companies effectively position their brands in rural markets?

OR

- b) Describe the challenges in applying STP concepts to rural markets in India.

Q4) Attempt any one. [10]

- a) Explain branding in rural markets and describe the problem of fake brands.

OR

- b) Explain the role and limitation of PDS and cooperatives in rural marketing.

Q5) Attempt any one. [10]

- a) Describe the rural retail system. Explain the “last mile problem” in Rural Distribution.

OR

- b) Explain sources and types of secondary data on rural markets. Evaluate their advantages and limitation.



Total No. of Questions : 5]

SEAT No. :

PE-5985

[Total No. of Pages : 2

[6551]-831

M.B.A.

**BA611 MJ : Data Visualisation and Storytelling
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Attempt any 5 questions of following :

[10]

- a) What is data connectivity in power BI
- b) What is power BI mobile?
- c) Define data transformation.
- d) What is matrix visual?
- e) What is the analytics pane?
- f) Define drill-through?
- g) What is a parameter in power BI?
- h) What is report publishing?

P.T.O.

Q2) Attempt any 2 out of 3 questions :

[10]

- a) Describe the role of calculated measures in analysis.
- b) Explain conditional formatting with an example.
- c) Explain exporting reports to PDF and sharing options.

Q3) Explain Import and Directquery modes with advantages and limitations? [10]

OR

Explain data load options and refresh mechanisms in power BI.

Q4) Explain creating interactive dashboard using slicers. Filters and bookmarks.

[10]

OR

Explain storytelling techniques using power BI visuals.

Q5) Explain trend lines, forecasting and reference lines in analytics pane.

[10]

OR

Explain what if analysis using parameters with an example.



Total No. of Questions : 5]

SEAT No. :

PE5986

[Total No. of Pages : 2

[6551]-832

S.Y. M.B.A.

FIN 611 MJ : PERSONAL FINANCIAL PLANNING

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.*
- 2) All questions carry equal marks.*
- 3) Make necessary assumptions, wherever required.*
- 4) Use of simple calculator is allowed.*

Q1) Solve any five :

[5×2=10]

- a) Define Time Value of Money.
- b) State any two responsibilities of a financial planner.
- c) What is a Systematic Investment Plan (SIP)?
- d) What is a Will?
- e) What is Tax Deduction?
- f) State any two features of Public Provident Fund.
- g) The future value of Rs. 5,000 invested for 2 years at 8% p.a. is
 - i) Rs. 5,800
 - ii) Rs. 5,600
 - iii) Rs. 5,832
 - iv) Rs. 5,800
- h) The present Value of Rs. 10,000 to be received after 2 years at 10% discount rate is :
 - i) Rs. 8,264
 - ii) Rs. 9,000
 - iii) Rs. 10,000
 - iv) Rs. 11,000

P.T.O.

Q2) Solve any two : **[2×5=10]**

- a) Described the various components of a personal financial statement.
- b) Explain the importance of estate planning for families.
- c) An investor wishes to accumulate a sum ₹3,00,000 at the end of 10 years. If the rate of interest is 10% per annum compounded annually, calculate the amount that must be invested at the end of each year.

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

- a)
 - i) Mr. Ramesh intends to avail a loan of ₹10,00,000 from the bank at an interest rate of 12% per annum for a tenure of five years. You are requested to calculate the Equated Monthly Installment (EMI) for Mr. Ramesh.
 - ii) Mr. Arjun has been given an opportunity to receive ₹1,00,000 after two years, during which he can earn interest at the rate of 10% per annum on his investment. What amount should he invest today so that he may receive ₹1,00,000 after two years?

OR

- b) Evaluate the different types of investment avenues available to an individual in India.

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

- a) Insurance is a vital component of financial planning. Critically examine the different life insurance and general insurance plans available in the market.

OR

- b) Critically analyze the role of retirement planning in long-term wealth creation.

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

- a) Rahul, a 30-year-old professional, intends to save taxes under Section 80C of the Income Tax Act, 1961, While ensuring the financial security of his family. Critically analyze the various savings and investment options available to him under Section 80C.

OR

- b) An individual has a moderate risk tolerance and wants to plan for retirement. Apply the personal financial planning process to design a suitable investment strategy.



Total No. of Questions : 5]

SEAT No. :

PE12117

[6551]-833

[Total No. of Pages : 2

S.Y.M.B.A.

**HRM611MJ : CONFLICT MANAGEMENT AND
NEGOTIATION SKILLS
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Answer any 5 out of 8:

[10]

- a) Define conflict mapping.
- b) What is distributive negotiation?
- c) Define arbitration.
- d) What is “expand the pie” strategy?
- e) Define ZOPA.
- f) What is Collaborative problem-solving?
- g) What is conflict escalation?
- h) Define mediation.

Q2) Answer any 2 out of 3.

[10]

- a) Why Building Negotiation Skills for Leaders are important? Explain, how Leadership affects conflict outcomes?
- b) What are the effects of conflict on organizational performance? How can organization avoid conflict?
- c) Differentiate between Positive Conflict and Negative Conflict.

Q3) a) What is BATNA? Explain its importance in negotiation planning. Discuss how negotiators can identify and use BATNA in conflict negotiation. [10]

OR

- b) What are the ethical considerations in conflict resolution? Discuss ethical principles & common ethical dilemmas in decision-making with suitable examples. **[10]**

P.T.O.

Q4) a) Critically analyse the role of Transformational vs. Transactional leaders in conflict resolution and negotiation outcomes with examples. **[10]**

OR

b) Explain the Leigh Thompson's five negotiation mental models and its importance for negotiators, with suitable example. **[10]**

Q5) a) What is the importance of 'Emotional Intelligence' in negotiation? Discuss the components of Emotional intelligence that help leaders manage conflicts effectively. **[10]**

OR

b) The workers of ABC Ltd, a manufacturing company, demanded a salary hike and announced a strike. Company is facing losses due to work stoppage. As an HR manager, find a best conflict negotiation plan for this situation to stop the strike and resume the work. Justify your answer. **[10]**



Total No. of Questions : 5]

SEAT No. :

PE-5849

[Total No. of Pages : 2

[6551]-834

M.B.A.

MKT 611 MJ : PRODUCT AND BRAND MANAGEMENT
(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Solve any five :

[10]

- a) What is Warranty?
- b) What is Guarantee?
- c) Define Vision statement.
- d) Define Mission statement.
- e) Define Brand Audit.
- f) Define Brand equity.
- g) Brand revitalization.

Q2) Solve any two :

[10]

- a) Enumerate the importance of strong Brand.
- b) Discuss the disadvantages of global branding.
- c) Explain perceptual mapping.

Q3) Solve any one :

[10]

- a) Analyze Mykaa's approach to branding and packaging innovation across product lines.
- b) Discuss the challenges faced by brand manager in building brands in the modern lines.

P.T.O.

Q4) Solve any one :

[10]

- a) Recommend guidelines and practical tip's to make brand positioning affective.
- b) Write note on - Endorsing Brand strategy & Range brand strategy.

Q5) Solve any one :

[10]

- a) Explain in detail managing brand equity using Aaker and Keller models.
- b) Suppose you want to start a business of your own. Now based on the advantages and disadvantages of franchising and licensing which you choose.



Total No. of Questions :5]

SEAT No. :

PE12124

[Total No. of Pages : 2

[6551]-835

S.Y.M.B.A.

OPERATIONS & SUPPLY CHAIN MANAGEMENT

OSCM-611-MJ-SE: Productivity Management

(2024 Pattern) (Semester-III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Answer any 05 out of 08 **[10]**

- a) Define productivity index.
- b) How does technology influence productivity?
- c) What is multi-factor productivity?
- d) What is the objective of value Engineering in manufacturing?
- e) What is an operation process chart?
- f) Who are the pioneers of work measurement?
- g) Why is standard time important for production planning?
- h) Mention any two benefits of 5S implementation.

Q2) Answer any 02 out of 03 **[10]**

- a) Explain tools used for productivity improvement.
- b) Explain how Value Engineering supports service productivity.
- c) Explain the importance of motion study in productivity management.

Q3) Answer any 01 out of 02 **[10]**

- a) Explain productivity measurement techniques and their managerial relevance.

OR

- b) Explain the linkage between productivity, cost reduction, and competitiveness.

P.T.O.

Q4) Answer any 01 out of 02

[10]

- a) Explain Value Engineering job plan and its impact on productivity.

OR

- b) Explain work study techniques with suitable diagrams used for productivity analysis.

Q5) Answer any 01 out of 02

[10]

- a) Explain different techniques of work measurement and their suitability.

OR

- b) Explain the role of modern productivity techniques in service level enhancement.



Total No. of Questions : 5]

SEAT No. :

PE5850

[Total No. of Pages : 2

[6551]-836

S.Y.M.B.A.

**PHM 611 MJ : PHARMACEUTICAL MARKETING
MANAGEMENT**

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each questions has an internal options.*
- 3) *All questions carry equal marks.*

Q1) Solve any five.

[10]

- a) Define pharmaceutical marketing systems.
- b) Enlist any two personal selling activities in pharma.
- c) Define situation analysis.
- d) Identify two elements of the Pharmaceutical marketing mize.
- e) Enlist two objectives of strategic planning in pharma.
- f) Define product life cycle.
- g) What is mean by generic products?
- h) Define what is mean by Brand?

Q2) Solve any two.

[10]

- a) Describe the process of strategic planning in pharmaceutical marketing.
- b) Explain the role of positioning and differentiation in pharma marketing.
- c) Describe the new product development (NDP) process in pharma.

P.T.O.

Q3) Solve any one. [10]

- a) Apply concepts to market segmentation to suggest suitable segment for a new dermatology brand.

OR

- b) Apply SOSTAC elements to suggest actions and control measures for a promotional campaign.

Q4) Solve any one [10]

- a) Analyse how environmental scanning impacts strategic decisions in pharma companies?

OR

- b) Compare generic vs branded pharma products in terms of pricing and marketing strategies.

Q5) Solve any one. [10]

- a) Evaluate the effectiveness of the pharmaceutical marketing mix for newly launched OTC brand.

OR

- b) Create a pricing plan for a new patented oncology drug.

* * *

Total No. of Questions : 5]

SEAT No. :

PE-12125

[Total No. of Pages : 2

[6551]-837

S.Y. M.B.A.

**ABM-612MJ : RURAL BANKING
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidate:

- 1) *All question are compulsory.*
- 2) *Make necessary assumptions, wherever required.*
- 3) *All questions carry equal marks.*

Q1) Solve any 5 out of 8 :

[5 × 2 = 10]

- a) Define rural financial services.
- b) Role of DCCB.
- c) State the role of RBI in regulating rural banking.
- d) What do you mean by Micro Credit Bank?
- e) Illustrate Agri-business financing?
- f) What is the role of State Cooperative Banks (SCBs)?
- g) What are prudential norms.
- h) What is digital banking in cooperative banks?

Q2) Solve any 2 out of 3 :

[2 × 5 = 10]

- a) Analyze the role and performance of National Bank of Agriculture and Rural Development.
- b) Explain the problem and prospects of rural banking.
- c) Explain the obligation, objectives, and functions of NABARD in promoting rural development.

P.T.O.

Q3) Solve (a) or (b) :

- a) What role do Regional Rural Banks (RRBs) play in rural financing?[10]
- b) Why does India require robust rural banking sector, elaborate? [10]

Q4) Solve (a) or (b) :

- a) Discuss how the scope of priority sector lending has been expanding in agriculture sector. [10]
- b) A small farmer approaches a PACS for a crop loan. Explain how the three-tier cooperative banking structure supports this credit requirement. [10]

Q5) Solve (a) or (b) :

- a) After economic liberalization, many private banks entered rural banking. How did regulatory policies ensure protection of small farmers and rural borrowers? [10]
- b) A rural entrepreneur requires quick but lacks access to commercial banks. How can NBFCs and LABs meet this need? [10]



Total No. of Questions : 5]

SEAT No. :

PE-12133

[Total No. of Pages : 2

[6551]-838

S.Y. M.B.A.

BA 612 MJ : MARKETING ANALYTICS

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

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

[10]

- a) Define Marketing Analytics.
- b) What is Descriptive Analytics in marketing?
- c) Define Price Elasticity of Demand.
- d) What is a Marketing Dashboard?
- e) State the meaning of CLTV.
- f) What is Market Basket Analysis?
- g) Define Net Promoter Score (NPS).
- h) What is Google Analytics used for?

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

[10]

- a) Explain the nature of Marketing Analytics—Descriptive. Predictive and Prescriptive.
- b) Discuss important marketing metrics used for measuring customer acquisitions and retention.
- c) Explain the concept of Voice of the customer (VoC) and its importance.

P.T.O.

Q3) Answer any 1 out of 2 : [10]

- a) Explain sales forecasting using Simple and Multiple Regression techniques with suitable examples.
- b) Discuss Pricing Analytics with reference to price optimization and price bundling.

Q4) Answer any 1 out of 2 : [10]

- a) Explain market segmentation using Cluster Analysis and Classification Trees.
- b) Discuss Conjoint Analysis and its application in product design and positioning.

Q5) Answer any 1 out of 2 : [10]

- a) Explain Customer Lifetime Value (CLTV) and customer churn models in detail.
- b) Explain Market Basket Analysis and RFM Analysis for developing effective marketing strategies.



Total No. of Questions : 5]

SEAT No. :

PE-5851

[Total No. of Pages : 2

[6551]-839

S.Y. M.B.A.

**FIN 612 MJ : SECURITY ANALYSIS & PORTFOLIO
MANAGEMENT
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidate:

- 1) *All question are compulsory*
- 2) *Assume necessary data give example.*
- 3) *Each Question carries 10 marks.*
- 4) *Q3, Q4, Q5, questions has an Internal options.*

Q1) Solve any Five out of 7 questions :

[5 × 2 = 10]

- i) Gambling differs from Investment because.
 - a) It is based on skill.
 - b) It involves uncertain out comes with no underlying asset.
 - c) It guarantees profit.
 - d) It ensures safety.
- ii) Marketable financial assets include.
 - a) Bank deposits
 - b) Equity shares
 - c) Post office savings
 - d) Provident fund
- iii) Technical analysis focuses on.
 - a) Economic data only
 - b) Price & volume charts
 - c) Company internal audit
 - d) Government Policies
- iv) Equity valuation includes.
 - a) NAV method
 - b) Dividend discount model
 - c) Random walk
 - d) None of the above
- v) Sharpe's single Index model uses.
 - a) Beta coefficient
 - b) Multi - factor approach
 - c) Book value
 - d) Dividend yield
- vi) Define portfolio Revision.
- vii) Define Investment & state its objectives.

P.T.O.

Q2) Write short notes any Two :

[2 × 5 = 10]

- a) Summerize the Bond Valuation.
- b) Relate the relationship between Risk - Adjusted Returns.
- c) Compare Marketable & Non-marketable financial Assets with examples.

Q3) a) Compare the Traditional & modern Investment process in today's competitive investment market. [10]

OR

- b) Relate the importance of fundamental analysis in making Investment Portfolio. [10]

Q4) a) Critically evaluate the Capital Asset Pricing Model (CAPM). [10]

OR

- b) Evaluate the Markowitz portfolio selection model. With its benefits & limitation. [10]

Q5) a) Mr. Rajesh (30 yrs) working with Global Infotech pvt. Ltd as a Assistant Manager his monthly salary is ₹1,50,000. He want to invest in portfolio for the education of his daughter Anisha, age 5yrs create a balanced portfolio for 15 yrs of Investment tenure, which will generate assured returns. Assume necessary data. [10]

OR

- b) Mr. Sunil is working with Alfa pvt Ltd as a Manager having monthly salary of ₹1,80,000. His age is 40 yrs he want to invest for his retirement plan with regular Income of ₹30,000 per month. Create a Balanced portfolio for Mr. Sunil in tabular formate. Assume necessary data. [10]



Total No. of Questions : 5]

SEAT No. :

PE-5852

[Total No. of Pages : 2

[6551]-840

M.B.A. II

**HRM-612-MJ : HR ANALYTICS
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions :

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

Q1) Solve any five :

[5 × 2 = 10]

- a) Define HR analytics & its scope in modern HR practices.
- b) List two key functions of Hr professionals in implementing HR Analytics.
- c) Name two ways Industry 4.0 has impacted Human Resource Management (HRM).
- d) What is the significance of Gartner's Analytics Maturity Model in HR Analytics?
- e) What is a major benefit of using HR Analytics for skill-gap analysis and talent development?
- f) What role can predictive analytics play in workforce planning & retention strategy?
- g) Name two applications of HR Analytics in talent acquisition / recruitment.
- h) Name two strategic benefits of using HR Analytics in modern organisations.

Q2) Solve any two :

[2 × 5 = 10]

- a) Define HR Analytics. Explain its strategic significance for modern organizations.
- b) What is the importance of Machine Learning (ML) for HR professionals in the context of Industry 4.0? Describe two potential applications of ML in HR.
- c) List and explain four HR metrics (KPIs) that can demonstrate HR's contribution to organizational success and innovation. Why are these metrics useful?

P.T.O.

Q3) Solve any One :

[1 × 10 = 10]

- a) Identify and explain four HR-related metrics or KPIs that effectively demonstrate the contribution of HR to organizational success and innovation. Why are these metrics considered important?
- b) Discuss the role of Big Data Analytics in strategic HR decision-making. What are its main benefits and what challenges may HR departments face when implementing big data analytics? Illustrate with examples.

Q4) Solve any One :

[1 × 10 = 10]

- a) Explain the four stages of the HR Analytics Maturity Model as per Gartner (or common HR-Analytics frameworks). For each stage, describe what type of analytics is involved, and how advancing through these stages helps align analytics with organizational goals.
- b) Suppose you are HR manager at a medium-sized company. Outline a plan to implement HR Analytics in your organization. In your plan, address (i) data collection and infrastructure, (ii) collaboration among departments, (iii) ethical/data-privacy safeguards, (iv) progressive analytics maturity, and (v) aligning HR analytics outcomes with organizational goals.

Q5) Solve any One :

[1 × 10 = 10]

- a) A company is looking to implement HR analytics to improve talent acquisition and retention. Explain how you would approach this project, including the metrics you would use and the challenges you might face.
- b) Describe the application of HR analytics in talent development and skill gap analysis.



Total No. of Questions : 5]

SEAT No. :

PE-12134

[Total No. of Pages : 2

[6551]-841

S.Y. M.B.A.

**MKT 612 MJ : SALES AND DISTRIBUTION MANAGEMENT
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Answer the following (any 5) :

[10]

- a) What are Virtual Assistants?
- b) Enlist different types of distribution channels.
- c) What are selective distribution strategies?
- d) Explain the concept of B2G consultative.
- e) State any two functions of distribution management.
- f) Explain the concpet of ERP.
- g) Define Sales Audit.
- h) What is Sales Forecasting & Budgeting?

Q2) Answer the following (any 2) :

[10]

- a) Explain in brief about the importance of Training to the salesforce.
- b) What is the impact of social platforms on sales? Explain with the help of examples.
- c) What is a sales report? Explain daily sales call report.

P.T.O.

Q3) a) Explain Vertical Marketing System and write its advantages and disadvantages. **[10]**

OR

b) What is Wholesaling. Discuss its importance for markets.

Q4) a) Franchising reduces entrepreneurial risk but limits operational freedom. Analyze this statement stating relevant examples of franchise businesses. **[10]**

OR

b) Explain intensive and exclusive distribution strategies. Write their advantages and disadvantages.

Q5) a) A company's sales team is offering gifts to retailers to push more products. Enlist the ethical and legal issues you think are required to be discussed in this scenario. Create a simple guideline for ethical sales promotions. **[10]**

OR

b) Digital tools have blurred the line between physical and online distribution channels. Develop a new hybrid distribution model for a retail brand that leverages both online and offline strengths.



Total No. of Questions : 5]

SEAT No. :

PE-5987

[Total No. of Pages : 2

[6551]-842

M.B.A.

**OSCM-612-MJ: THEORY OF CONSTRAINTS
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*
- 3) *Draw neat and labeled diagrams wherever necessary.*
- 4) *Assume suitable data if required and mention it clearly.*

Q1) Attempt any FIVE of the following :

[5 × 2 = 10]

- a) Define Theory of Constraints (TOC).
- b) State any two tools used in TOC thinking process.
- c) What is meant by a constraint in TOC terminology?
- d) Define Current Reality Tree (CRT). (2 marks)
- e) Explain the role of 'Drum' in Drum-Buffer-Rope solution.
- f) What is the concept of Buffer in TOC distribution?
- g) Define Conflict Resolution Diagram.
- h) What is Capacity Constraint Resource (CCR)?

P.T.O.

Q2) Attempt any TWO of the following : **[2 × 5 = 10]**

- a) Explain the five focusing steps in TOC thinking process.
- b) Discuss the application areas of Theory of Constraints in business organizations.
- c) Describe the three key metrics in TOC: Throughput, Inventory, and Operating Expense.

Q3) Attempt any ONE of the following : **[1 × 10 = 10]**

- a) Explain in detail the TOC thinking process tools and their interconnection in organizational problem- solving.
- b) Discuss the Current Reality Tree and Future Reality Tree with their practical applications in identifying and solving organizational problems.

Q4) Attempt any ONE of the following : **[1 × 10 = 10]**

- a) Explain the Drum-Buffer-Rope (DBR) solution and describe its implementation steps on the manufacturing shop floor with suitable examples.
- b) Describe how TOC approach differs from traditional product costing methods and explain its advantages in making better economic decisions.

Q5) Attempt any ONE of the following : **[1 × 10 = 10]**

- a) Discuss the application of Critical Chain Project Management (CCPM) in overcoming common problems in project environment. Explain how it addresses delays and resource conflicts.
- b) Elaborate on TOC principles in Supply Chain Management and explain the implementation of Drum Buffer-Rope in distribution networks.



Total No. of Questions : 5]
PE5853

SEAT No. :
[Total No. of Pages : 2

[6551]-843
S.Y.M.B.A.
PHM 612 MJ : DIGITAL MARKETING IN PHARMA &
HEALTHCARE
(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All question are compulsory.*
- 2) Each questions have an internal option.*
- 3) Your answer should be specific and to the point.*

Q1) Answer any 5 out of 8 (2 marks each) **[10]**

- a) Define content marketing.
- b) Enlist two benefits of digital marketing in healthcare.
- c) Define healthcare industry landscape.
- d) Identify any two mobile-based tool used in healthcare.
- e) A major digital channel used for healthcare communication.
 - i) Hoarding
 - ii) Linked In
 - iii) Notice board
 - iv) News paper
- f) True/False: Digital marketing reduces patient engagement.
- g) Fill in the blank: In healthcare, digital marketing improves patient_____.
- h) Stakeholders in healthcare include:
 - i) Farmers, plumbers, drivers
 - ii) Only manufacturers
 - iii) Patient, doctors, pharmacies
 - iv) Only private hospitals

P.T.O.

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

- a) Describe the importance of compliance in pharma digital campaigns.
- b) Explain ethical considerations in healthcare promotion.
- c) Discuss measures used to ensure data protection in digital healthcare.

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

- a) Apply personalization techniques to design a patient engagement strategy.
- b) Apply regulatory guidelines to outline a compliant social media campaign.

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

- a) Analyse the role of content marketing in building trust in healthcare brands.
- b) Compare email, social media, and mobile apps in healthcare communication.

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

- a) Assess how effective digital campaigns are in improving patient conversion.
- b) Create a mobile-first digital marketing roadmap for a healthcare startup.



Total No. of Questions : 5]

SEAT No. :

PE5988

[Total No. of Pages : 2

[6551]-844

Second Year M.B.A.

ABM 613 MJ : AGRI-INSURANCE

(2024 Pattern) (Semester-III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Attempt any five questions.

[5×2=10]

- a) What is insurance value assessment?
- b) Define liability insurance.
- c) What is rural insurance?
- d) Mention two benefits of agricultural insurance.
- e) What is technological innovation in insurance?
- f) Define climate risk.
- g) What is MNAIS?
- h) What is indemnity?

Q2) Attempt any 2 questions out of 3:

[2×5=10]

- a) Explain general Insurance coverage and policy conditions.
- b) Describe the role of government in promoting agricultural insurance.
- c) Explain objectives and coverage of PMFBY.

P.T.O.

Q3) a) Analyse the Indian insurance market and key players. [10]

OR

b) Explain insurance marketing channels and their effectiveness.

Q4) a) Discuss the role of digital and technological innovations in agricultural insurance. [10]

OR

b) Analyse major agricultural risks and risks mitigation strategies.

Q5) a) Compare PMFBY, MNAIS and WBCIS schemes. [10]

OR

b) Evaluate the impact of government sponsored schemes on farmers.



Total No. of Questions :5]

SEAT No. :

PE-12126

[Total No. of Pages : 2

[6551]-845

S.Y. M.B.A.

**BA-613-MJ : FINANCIAL ANALYTICS
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Answer the following questions (any five) :

[5 × 2 = 10]

- a) Define Financial Analytics.
- b) State the relevance of Financial Analytics in financial decision-making.
- c) What is meant by asset returns?
- d) State any two characteristics of financial time series data.
- e) What is portfolio diversification?
- f) Define non-synchronous trading.
- g) What is Brownian motion?

Q2) Answer the following (any 2) :

[2 × 5 = 10]

- a) Explain the scope of Financial Analytics and recent trends in Financial Analytics.
- b) Discuss distributional properties of asset returns.
- c) Explain the role of econometrics in financial time series analysis.

Q3) Solve any one :

[1 × 10 = 10]

- a) Explain the basics of portfolio construction and Markowitz Theorem.
- b) Explain models for price changes and duration models used in high-frequency data analysis.

P.T.O.

Q4) Solve any one :

[1 × 10 = 10]

- a) Explain the empirical characteristics of high-frequency trading data and bid-ask spread.
- b) Explain the Capital Asset Pricing Model (CAPM) and its assumptions.

Q5) Solve any one :

[1 × 10 = 10]

- a) Discuss issues related to derivative markets and explain Brownian motion.
- b) Explain the Black-Scholes model for derivative pricing and its limitations.



Total No. of Questions : 5]

SEAT No. :

PE-5854

[Total No. of Pages : 2

[6551]-846

S.Y. M.B.A.

**FIN 613MJ: Fundamentals of Life Insurance - Products
and Underwriting
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

- 1) *All questions are compulsory.*
- 2) *Each question carries 10 marks.*
- 3) *Draw diagrams wherever necessary.*

Q1) Answer any 5 (2 marks each) :

[5 × 2 = 10]

- a) Define Insurance.
- b) What is role of IRDA in the insurance sector?
- c) State any two terminologies commonly used in life insurance.
- d) What is a Whole - Life Policy?
- e) Define subrogation.
- f) What is Motor - Third - party Insurance?
- g) Define Underwriting.
- h) What is a Discharge Voucher in claim settlement.

P.T.O.

Q2) Answer any 2 (5 marks each) :

[2 × 5 = 10]

- a) Explain the nature and scope of insurance.
- b) Compare endowment policy and ULIP.
- c) Explain the fundamental principles of an insurance contract.

Q3) Answer any 1 (10 marks) :

[10]

- a) A 35 year old customer wants long term savings, life cover, and partial withdrawal options. Apply suitable Life insurance concepts to recommend an appropriate policy. Justify your choice with features.
- b) A firm wants to protect its ware house against fire damage. Apply general insurance principles to suggest a suitable insurance product.

Q4) Answer any 1 (10 marks) :

[10]

- a) Analyse evolution of health insurance in India and identify key factors that affect functioning of health system today.
- b) Evaluate the effectiveness of the current claim settlement process in India. Discuss strengths, limitations and areas of improvement.

Q5) Answer any 1 (10 marks) :

[10]

- a) Evaluate role of insurance ombudsman and IGMs in grievance redressal. Argue whether they adequately protect consumer interests in the insurance sector.
- b) Analyse a motor accident claim situation where the insured has only third party insurance. Break down the legal aspects, coverage, limitations and role of India Motor tariff 2018.



Total No. of Questions : 5]

SEAT No. :

PE-12127

[Total No. of Pages : 2

[6551]-847

S.Y. M.B.A.

**HRM 613 MJ : DIVERSITY & INCLUSION
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

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

[10]

- a) Define intersectionality with an example.
- b) What is the difference between equity and equality?
- c) State any two inclusive behaviours observed in workplaces.
- d) What is psychological safety?
- e) Define systemic racism in the context of workplaces.
- f) Describe psychological safety in an inclusive workplace.
- g) What do you mean by the social model of disability?
- h) List any two types of unconscious biases.

Q2) Solve any two :

[10]

- a) Explain the visible and invisible dimensions of diversity with examples.
- b) Explain the importance of respectful communication in creating an inclusive culture.
- c) Explain the impact of unconscious bias on recruitment and promotion decisions.

P.T.O.

Q3) Solve any one :

[10]

- a) Explain the various theoretical frameworks of Diversity & Inclusion, including Social Identity Theory and Contact Theory. Discuss their relevance in modern organizations.
- b) Explain the concept of workplace micro aggressions. Discuss their impact on employee mental health, productivity, and inclusion.

Q4) Solve any one :

[10]

- a) Examine the challenges of managing age and generational diversity. Discuss strategies organizations can use to enable intergenerational collaboration.
- b) Evaluate the importance of equity, equality, and inclusion in building a psychologically safe workplace culture.

Q5) Solve any one :

[10]

- a) Develop a strategy to increase communication between different generations working in the organization.
- b) A multinational company notices that employees from lower socio-economic backgrounds hesitate to participate in meetings due to fear of judgement. As the HR Manager, propose an inclusive strategy to build psychological safety and belonging for these employees.



Total No. of Questions : 5]

SEAT No. :

PE-5855

[Total No. of Pages : 2

[6551]-848

M.B.A.

MKT-613MJ : DIGITAL MARKETING - I
(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions :

- 1) *All questions are compulsory with internal choice.*
- 2) *Figures to the right indicate full marks.*
- 3) *Assume suitable data if necessary and mention it clearly.*

Q1) Attempt ANY FIVE of the following questions :

[5 × 2 = 10]

- a) Analyse the components of an E-Marketing Plan and explain how each contributes to achieving online marketing objectives.
- b) Explain SWOT Analysis by analysing how internal and external factors influence digital marketing decisions.
- c) Evaluate the advantages of E-mail marketing by analysing how it impacts customer engagement and conversions.
- d) Analyse the concept of Digital Marketing and examine its key advantages in comparison to traditional promotional methods.
- e) Identify major Social Media Marketing tools and analyse how they support campaign effectiveness.
- f) Analyse the purpose of Search Engine Results Pages (SERP) and explain how their structure influences user click behaviour.

Q2) Write SHORT NOTES on ANY TWO of the following : [2 × 5 = 10]

- a) Analyse the difference between organic and paid traffic by examining how each contributes to website visibility and cost-effectiveness.
- b) Examine the concept of a landing page and analyse why it plays a critical role in digital marketing conversions.
- c) Analyse the function of a “Call To Action” (CTA) and explain how it influences user decision-making in digital platforms.

P.T.O.

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

- a) Analyse the process of conducting keyword research and evaluate its impact on developing an effective SEO strategy for an e-commerce website.
- b) Analyse the differences between Search Engine Optimization (SEO) and Search Engine Marketing (SEM). Provide suitable examples to illustrate the tactics used in each of them.

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

- a) Analyse the role of Social Media Marketing in building brand awareness and customer engagement. Evaluate examples of strategies that enhance user interaction.
- b) Analyse the differences between Digital Marketing and Traditional Marketing by comparing their approaches, tools, and outcomes.

Q5) Attempt ANY ONE of the following questions : **[1 × 10 = 10]**

- a) Analyse the ethical and privacy issues associated with digital marketing and evaluate how companies can address these concerns effectively.
- b) Analyse the importance of mobile marketing in today's digital landscape and evaluate how businesses can optimise their strategies for mobile users.



Total No. of Questions : 5]

SEAT No. :

PE12129

[Total No. of Pages : 2

[6551]-849

S.Y. M.B.A.

**OSCM 613 MJ : MANUFACTURING RESOURCE PLANNING
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Make necessary assumptions, wherever required.*
- 3) *All questions carry equal marks.*

Q1) Solve any 5 out of 8:

[5×2=10]

- a) Define buckets in MPS.
- b) How closed-loop planning work?
- c) Illustrate single level & multi-level BOM.
- d) Define infinite & finite loading.
- e) What is a shop calendar?
- f) Enlighten MRP-II framework.
- g) Define transition from MRP-I to MRP-II.
- h) What is capacity feedback?

Q2) Solve any 2 out of 3:

[2×5=10]

- a) Explain how safety stock and hedging help manage demand uncertainty in MPS?
- b) Explain MRP-I as an input & output process with a diagram.
- c) Explain production smoothing policies and their role in effective capacity utilization.

P.T.O.

Q3) Solve (a) or (b). [10]

- a) Explain pegging reports and where that used files and their role in MRP-I.

OR

- b) How closed-loop MRP helps in controlling deviations in production plans?

Q4) Solve (a) or (b). [10]

- a) Describe the MRP-II framework and explain the interaction of its major components.

OR

- b) Enlighten forward scheduling to determine job completion dates. Illustrate backward scheduling to meet a fixed delivery date.

Q5) Solve (a) or (b). [10]

- a) A garment manufacturing company faces high demand during festive seasons and low demand during off-season.

- i) Explain how production smoothing can help?
- ii) Suggest suitable capacity management techniques.
- iii) Discuss advantages of proper capacity planning.

OR

- b) An engineering department frequently changes product design, but BOM is not updated regularly.

- i) What issues may arise in production and purchasing?
- ii) Explain the importance of BOM control and revision.



Total No. of Questions : 5]

SEAT No. :

PE5856

[Total No. of Pages : 2

[6551]-850

S.Y.M.B.A.

**307 PHM-613-MJ : SUPPLY CHAIN MANAGEMENT IN
PHARMACEUTICAL SECTOR
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.*
- 2) Each question has an internal option.*
- 3) Your answer should be specific and to the point.*

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

[10]

- a) Define Pharmaceutical supply chain.
- b) State any two objectives of supply chain management.
- c) What are the key drivers of supply chain performance?
- d) Define demand forecasting in SCM.
- e) What is safety stock?
- f) State any two differences between store based supply chain and e-commerce.
- g) What is cold chain logistics?
- h) Define reverse logistics.

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

[10]

- a) Explain the importance of supply chain strategies in the Pharmaceutical industry.
- b) Describe the role of demand forecasting in supply chain planning. Explain any two forecasting techniques.
- c) Explain ABC and VEN analysis used in Pharmaceutical inventory management.

P.T.O.

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

[10]

- a) Discuss the major components of pharmaceutical supply chain. Explain how each component contributes to overall supply chain performance.
- b) Explain the store layout planning process for a pharmaceutical warehouse. Describe key areas such as receiving, storage, dispensing & cold storage.

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

[10]

- a) Compare centralized and decentralized distribution systems in the pharma supply chain. Explain advantages and limitations of each with examples.
- b) Describe why EOQ and safety stock are essential in pharmaceutical inventory management and how improper planning can lead to expiry or shortage.

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

[10]

- a) Discuss the challenges faced in global pharmaceutical supply chain management.
- b) Explain the importance of logistics in pharma supply chain. Describe clinical trial logistics, temperature control, documentation, shipment safety. Discuss how delays or poor handling can affect trial result.



Total No. of Questions : 5]

SEAT No. :

[Total No. of Pages : 2

PE12131

[6551]-851

S.Y.M.B.A.

AGRI BUSINESS MANAGEMENT SPECIALIZATION

ABM 614 MJ : Agri-Supply Chain Management

(2024 Pattern) (Semester-III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Answer any 5 out of 8:

[5×2=10]

- a) What is meant by supply chain integration?
- b) State any two benefits of efficient agri-supply chains.
- c) What is forecasting horizon?
- d) What is manufacturing management in agri-based industries?
- e) What is Just-in-time inventory?
- f) What is classification of goods in inventory management?
- g) What is fleet management?
- h) What is performance control in supply chains?

Q2) Answer any 2 out of 3:

[2×5=10]

- a) Explain the necessity of Supply Chain Management in the changing agri-business environment.
- b) Explain Material Requirement Planning (MRP) in agricultural operations.
- c) Explain the role of Third-Party Logistics (3PL) in agriculture.

P.T.O.

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

a) Explain the key components of Supply Chain Management in agriculture.

OR

b) Explain the role of forecasting as a planning tool in agri-supply chains.

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

a) Explain various inventory management techniques used in agri-supply chains.

OR

b) Analyse logistics strategies adopted for efficient agricultural distribution.

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

a) Explain methods used for performance measurement in agri-supply chains.

OR

b) Design an IT-enabled agri-supply chain model for efficient farm-to-market delivery.



Total No. of Questions : 5]

SEAT No. :

PE-5857

[Total No. of Pages : 2

[6551]-852

M.B.A.

WORKFORCE ANALYTICS

BA-614-MJ : Business Analytics

(2024 Pattern) (Credit - 3) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Attempt any 5 questions of following :

[5 × 2 = 10]

- a) What is HR Analytics, and why is it important in the digital age?
- b) What is data cleaning, and why is it important?
- c) What is visual encoding in data visualisation?
- d) What is job posting optimisation in talent acquisition?
- e) What is algorithmic bias in HR analytics?
- f) Mention one emerging trend shaping the future of HR analytics.
- g) Give one example of compensation analytics.
- h) Define employee engagement analytics.

P.T.O.

Q2) Short Answer Type (Any Two) :

- a) Explain the key steps involved in HR data collection. [5]
- b) Describe various data visualisation techniques used in HR analytics. [5]
- c) What is HR analytics storytelling? [5]

Q3) Case-Based Question (Application-Based) : [10]

- a) As an HR Data Analyst, describe how you would implement a data management strategy for this company.

OR

- b) Explain data cleaning techniques, data security and privacy measures, and methods to develop reliable HR metrics across the employee lifecycle.

Q4) Case-Based Question (Analyze and Create) : [10]

- a) Using the HR Analytics process, explain how the HR team can analyze available data to diagnose recruitment inefficiencies.

OR

- b) Explain how HR analytics can be applied to: Talent Acquisition (job posting optimisation, candidate assessment, onboarding analytics) and Workforce Management (performance analytics, compensation insights, L&D analytics)

Q5) Case-Based Question (Create) : [10]

- a) Describe the steps they should take-from defining the problem to communicating insights-and suggest data-driven solutions to improve the recruitment funnel.

OR

- b) Describe data preparation, variable selection, model building, evaluating model accuracy, and interpreting coefficients.



Total No. of Questions : 5]

SEAT No. :

PE-5858

[Total No. of Pages : 2

[6551]-853

S.Y. M.B.A.

**FIN 614 MJ : DIGITAL BANKING
(2024 Pattern) (Semester - III)**

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 :

[10]

- a) Define Digital Banking.
- b) Expand IMPS and write its meaning.
- c) State any two objectives of Branches Banking
- d) Define NACH.
- e) Mention any two innovative technologies in Banking.
- f) What are payments Banks.
- g) What is corporate Internet banking.
- h) What is financial inclusion.

Q2) Answer any two :

[10]

- a) Explain Cash Deposit Machine (CDM) with its features and profitability?
- b) Critically evaluate payment Banks.
- c) Explain Role of Artificial Intelligence in Banking and examples.

P.T.O.

Q3) Answer any one :

[10]

- a) Discuss pay of Digital Banking in financial inclusion and Economic Development.
- b) Evaluate Internet Banking and Mobile Banking in terms of Efficiency, Risk and used experience.

Q4) Answer any one :

[10]

- a) Prepare a model Shamita flow BC/BF can be used for Expand digital Banking Services in rural areas.
- b) Write an over view of Domestic and global payment system.

Q5) Answer any one :

[10]

- a) Product the future trends in banking investment over the next decade.
- b) Suggest innovative models to scale up the concept as Branches Banking in India.



Total No. of Questions : 5]

SEAT No. :

PE-5859

[Total No. of Pages : 2

[6551]-854

M.B.A.

**HRM-614MJ : HR PERSPECTIVES IN MERGER &
ACQUISITION
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Answer the following (any 5) :

[5 × 2 = 10]

- a) Define the term of mergers.
- b) State any 2 HR issues commonly faced during mergers and acquisitions.
- c) Explain the term of "Cultural Integration".
- d) List any two HR competencies required during mergers and acquisitions.
- e) What are the key skills required for managers in pre and post mergers.
- f) State the main phases involved in merger and acquisition process.
- g) What is HR resistance in mergers and acquisitions.
- h) Explain the stress management in the context of Mergers and Acquisitions.

Q2) Solve any two :

[2 × 5 = 10]

- a) Explain how the role of HR differs in the pre - manager and post-merger phases of Merger and acquisitions.
- b) Explain why attracting and retaining high performers is important during mergers and acquisitions.
- c) Explain why cultural integration is important for the success of mergers & acquisitions, especially in the Indian organization context.

P.T.O.

Q3) Solve any one :

[1 × 10 = 10]

- a) Apply the concepts of integral integration and workforce analytics to propose an HR strategy for managing excess manpower and ensuring cultural continuity after a merger in the Indian corporate concept.
- b) Explain how HR can apply human due diligence practices to ensure a smooth transition during the pre-merger phase to a cross border acquisition. Illustrate your answer with a suitable example.

Q4) Solve any one :

[1 × 10 = 10]

- a) Examine the major HR challenges related to cultural integration & workforce restructuring during mergers & acquisitions.
- b) Analyze how ineffective HR interventions can impact organizational performance in the post-merger phase.

Q5) Solve any one :

[1 × 10 = 10]

- a) Critically evaluate how stress management techniques, change management strategies and communication practices can influence the success or failure of an M&A integration.
- b) Propose a detailed communication framework for managing uncertainty among employees during mergers and acquisitions. Assess how this framework reduces ambiguity and enhances trust.



Total No. of Questions : 5]

SEAT No. :

PE5989

[Total No. of Pages : 2

[6551]-855

S.Y. M.B.A.

MKT 614 MJ : INTERNATIONAL MARKETING

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

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

[10]

- a) What is meant by Globalization?
- b) Define Regiocentric Orientation.
- c) Mention any two components of Social & Cultural Environment.
- d) What is Franchising?
- e) State any two factors affecting international pricing.
- f) What is International Product Life Cycle (IPLC)?
- g) Define Public Relations.
- h) What is Cross-Cultural Communication?

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

[10]

- a) Explain challenges of international marketing research.
- b) Discuss Global Branding Strategies.
- c) Explain international distribution channel design.

P.T.O.

Q3) Answer any 1. (10 marks each) [10]

a) Discuss International Product Planning and managing product mix.

OR

b) Explain International Marketing Environment in detail.

Q4) Answer any 1. (10 marks each) [10]

a) Explain International Promotion Mix and adaptation issues.

OR

b) Describe International Logistics and global supply chain management.

Q5) Answer any 1. (10 marks each) [10]

a) Discuss the role of digital marketing and leadership in global competitiveness.

OR

b) Explain Ethics, CSR, and sustainability practices in global markets.

x x x

Total No. of Questions :5]

SEAT No. :

PE12132

[Total No. of Pages : 2

[6551]-856

S.Y.M.B.A.

**OSCM614MJ : QUALITY MANAGEMENT STANDARDS
(2024 Pattern) (Semester-III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Answer any 05 out of 08

[5×2=10]

- a) List any two Quality management Principles.
- b) What is meant by “Quality Policy”?
- c) Explain the High-Level Structure (HLS) in ISO standards
- d) What is meant by risk -based thinking in ISO 9001:2015
- e) How is documentation useful in QMS implementation?
- f) What is the significance of management review in QMS?
- g) Why is continual improvement essential in QMS?
- h) How does effective audit follow-up strengthen QMS?

Q2) Answer any 02 out of 03

[2×5=10]

- a) Discuss the significance of the process approach in QMS.
- b) Analyse the role of internal audit in maintaining & Improving QMS improvement.
- c) Evaluate the importance of corrective action in quality management system.

P.T.O.

Q3) Answer any 01 out of 02 [10]

- a) Describe QMS? Explain their advantages to organizations
- b) Explain the concept of 'Context of the organization' and interested parties as per ISO 9001:2015.

Q4) Answer any 01 out of 02 [10]

- a) Explain the phased approach method for documentation & Implementation of a Quality management system.
- b) Analyse the role of Internal Audits in ensuring effectiveness and compliance of QMS.

Q5) Answer any 01 out of 02 [10]

- a) Critically evaluate the role of risk assessment in Quality management system.
- b) Develop a continuous improvement plan using ISO 9001 principles for an organization of your choice.



Total No. of Questions : 5]

SEAT No. :

PE5860

[Total No. of Pages : 2

[6551]-857

S.Y.M.B.A.

**308 PHM-614-MJ : PHARMACEUTICAL PRODUCTION MANAGEMENT
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

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

[10]

- a) State any two objectives of production management in the pharma industry.
- b) What are the 6Ms of production management?
- c) Define GMP and State its purpose.
- d) What is meant by process validation?
- e) Define RRP (Resource Requirement Planning)
- f) List any two basic requirements of cGMP.
- g) What is facility layout in pharmaceutical production?
- h) What is manufacturing operations control?

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

[10]

- a) Explain the importance of inventory management and the concept of Just-In-Time (JIT) in pharma production.
- b) Explain the key functions of production management in the pharmaceutical industry.
- c) Describe traditional vs modern pharma manufacturing techniques with suitable examples.

P.T.O.

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

- a) Discuss the role of Quality Assurance and Quality Control in ensuring compliance with GMP/cGMP in pharmaceutical production.
- b) Discuss how environmental and safety considerations influence the design and operations of a pharmaceutical plant.

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

- a) Discuss the stages and importance of process validation. Explain with examples relevant to pharmaceutical production.
- b) Analyze the factors affecting production scalability in the pharmaceutical industry with suitable examples.

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

- a) Critically evaluate the challenges and risk factors associated with implementing continuous manufacturing in pharmaceutical facility.
- b) Examine how digital transformation is reshaping pharmaceutical production planning and resource management.



Total No. of Questions : 5]

SEAT No. :

PE-5861

[Total No. of Pages : 2

[6551]-858

S.Y.M.B.A.(Fintech)

ABM-615-MJ : AGRICULTURAL IMPORT EXPORT

(2024 Pattern) (Semseter - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Make necessary assumptions, wherever required.*
- 3) *All questions carry equal marks.*

Q1) Solve any 5 :

[5 × 2 = 10]

- a) List the importance of international trade in agriculture.
- b) List the basic laws that govern international trade in agricultural products.
- c) The importance of finding new markets for agricultural exports.
- d) Role of Tariffs and Trade barriers play in the import of agricultural products.
- e) What are the key documents required for trade transactions?
- f) Why does insurance is needed in agricultural trade transactions?
- g) Impact of climate change on agricultural trade.
- h) What is mean by currency exchange rate?

Q2) Solve any 2 :

[2 × 5 =10]

- a) Describe the role of the Government of India in promoting agricultural exports.
- b) Discuss the major agricultural export products of India and their global significance.
- c) Discuss the customs procedures involved in import and export of agricultural goods.

P.T.O.

Q3) Solve any 1 : **[10]**

- a) A farmer wants to export organic fruits to the Europe. Explain the procedure for export of it and quality standards to complete the export successfully.
- b) How does global market conditions influence agricultural trade patterns? Explain with examples.

Q4) Solve any 1 : **[10]**

- a) How does the India's trade policies make an impact on the export of agricultural commodities like Onions, Cotton, and tea.
- b) What are the effects of tariffs and non-tariff barriers on agricultural imports in India with examples.

Q5) Solve any 1 : **[10]**

- a) A company ABC Crop. wants to import lentils from Canada due to higher local demand. They are facing high import duties and delays in customs clearance. How does the company can manage the costs and speed up customs procedure?
- b) You are appointed as an international business development manager in a company. Prepare a export plan for an agricultural products of the company with the consideration of technology, global demand, and trade agreements.



Total No. of Questions : 5]

SEAT No. :

PE-5990

[Total No. of Pages : 2

[6551]-859

S.Y.M.B.A.

BA 615 MJ : BIG DATA ANALYTICS

(2024 Pattern) (Semseter - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Answer the following questions (any five) :

[5 × 2 = 10]

- a) Define Big Data.
- b) Explain Velocity as a characteristics of Big Data.
- c) Define structured and unstructured data, giving one example of each.
- d) What is a data lake?
- e) Define predictive analytics.
- f) What is HDFS (Hadoop Distributed File System)?
- g) What is meant by customer churn prediction?
- h) Define GDPR (General Data Protection Regulation).

Q2) Answer the following any 2 :

[2 × 5 = 10]

- a) Explain the importance of data quality and data governance in ensuring effective and reliable business decision-making.
- b) Explain how data is stored and managed using data warehouses and data lakes, highlighting their key features and uses.
- c) Explain the role of Big Data in enabling digital transformation and in building a data-driven organizational culture.

P.T.O.

Q3) Answer the following (any one) : **[1 × 10 = 10]**

- a) Explain Big Data architecture and frameworks. Give an overview of the Hadoop ecosystem, including HDFS, MapReduce, and Hive.
- b) Analyze the steps involved in data preprocessing, illustrating how cleaning, integration, and transformation improve data quality for analytics.

Q4) Answer the following (any one) : **[1 × 10 = 10]**

- a) Analyze the use of analytical models such as regression, clustering, and classification in customer analytics and marketing analytics.
- b) Explain how selecting appropriate Big Data technologies based on business requirements, along with effective collaboration between business managers and technical teams, contributes to the successful implementation of Big Data solutions.

Q5) Answer the following (any one) : **[1 × 10 = 10]**

- a) A large telecom service provider in India is experiencing a growing problem of customer churn, particularly among digitally active customers. Many customers are switching to competitors due to better service quality, personalized offers, and faster complaint resolution.

The company collects large volumes of data such as call records, internet usage details, billing and payment information, customer complaints, mobile app usage, and social media feedback. Management plans to use Big Data Analytics to predict customer churn, improve customer experience, and make data-driven decisions, while also ensuring data privacy and ethical use of customer information.

Questions

- Identify the major data sources and Big Data applications used for predicting customer churn in this case.
 - Explain how predictive analytics can help reduce customer churn and improve customer experience.
- b) Evaluate the role of predictive analytics in risk and fraud detection and explain how AI, machine learning, and real-time analytics help organizations build a data-driven business strategy.



Total No. of Questions : 5]

SEAT No. :

PE-5862

[Total No. of Pages : 5

[6551]-860

M.B.A.

**FIN615MJ : DIRECT TAXATION
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions :

- 1) *All questions are compulsory.*
- 2) *Each question carries 10 marks.*
- 3) *Working Notes form part of your answer. They should be shown neatly and clearly.*
- 4) *Use of non-programmable calculator is allowed.*

Q1) Attempt any five of the following :

[5 × 2 = 10]

- a) Define the term, Person.
- b) What do you understand by Gross Total Income?
- c) Define alternative minimum tax (AMT)
- d) Explain the HRA exemption u/s 10(13A)
- e) Explain the term of Assessment Year and Previous Year
- f) What is Direct Tax and Indirect Tax?
- g) i) After a death of a person, his legal representative is treated as an assessee for that income of the deceased person on which tax has not been paid. This example is related to _____.
 - A) Assessee in default
 - B) Deemed Assessee
 - C) Special Assessee
 - D) All the Above
- ii) _____ allowance is firstly included in the salary and then deduction is allowed under section 16 if he is government employee.
 - A) City Compensatory Allowance
 - B) Dearness Allowance
 - C) Entertainment Allowance
 - D) Medical Allowance

P.T.O.

- h) i) _____ is the maximum rent which a person can legally recover from his tenant under a Rent Control Act.
- A) Fair Rent
 - B) Municipal Rent
 - C) Government Rent
 - D) Standard Rent
- ii) Deduction u/s 80 E of Income Tax Act is in respect of payment of _____.
- A) Interest on housing loan
 - B) Interest on car loan
 - C) Interest on loan taken for Higher studies
 - D) None of the above

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

- a) List of any five existing exemptions under 10 of the Income-tax Act.
- b) Elaborate on Residential Status of an Individual
- c) Explain - Tax Planning and Tax Evasion

Q3) Solve any one of the following : **[1 × 10 = 10]**

- a) Mr.Bisa Sales Manager in PQR Ltd. During F.Y. 2024-25 he has received the following towards his salary and allowances/perquisites;
 - i) Basic pay Rs. 85,000 per month up to December 2024 and there after an increase of Rs. 2,000 per month.
 - ii) Dearness allowance 40% of basic pay (whole DA forming part of retirement benefits)
 - iii) Bonus Rs.87000 p.a.
 - iv) He contributes 14% of his basic pay &DA towards his recognized provident fund and his employer company contributes the same amount.
 - v) Travelling allowance of Rs.5,000 per month towards on duty tours amount is spent completely.
 - vi) Children education allowance of Rs.600 per month, per child for his 2 son's and 1 daughter.
 - vii) Rent-free Accommodation owned by PQR Ltd. was provided to him in Hyderabad for the whole year and furniture costing Rs. 2,00,000 was also provided.

You are required to : Compute the Taxable Income under the head “Income from Salary”, for A.Y 2025-26 assuming that he does not opt for the provisions under section 115BAC.

OR

- b) Mrs. XYZ working as 'Finance Manager' in Geo India Ltd., Pune has given you the following details of her salary for the F.Y.2024-25

Basic Salary (Rs.15000 p.m.)	Rs. 1,80,000
D. A.	40% of Basic Salary (Full DA for Retirement Benefits)
H.R.A.	10% of Basic Salary
City Compensatory Allowance	5% of Basic Salary
Children Educational Allowances	2% of Basic Salary
Fully Taxable Conveyance Allowance.	Rs. 12,000 PA

She has got one daughter studying in 8th standard. She stays in a rented flat by paying monthly rent Rs. 3,000. She is provided with a car of 1200 cc for official and personal use. The entire expenditure of the car is borne by the employer. A driver is also provided along with the car. A medical expenditure of Rs. 15,500 is reimbursed by the employer. She has contributed Rs. 35,000 to the recognized provident fund. An equal amount is contributed by the employer also. Interest @15% has been credited to her recognized provident fund account amounting to Rs. 13,500. She has not exercised the new taxation regime u/s 115 BAC. You are required to compute 'Income from Salary' for A.Y. 2025-26

Q4) Solve any one of the following : **[1 × 10 = 10]**

- a) Mr.Kalyan has a residential house property which was acquired on 12-08-2005 for Rs.2,00,000. The property is sold for Rs. 25,00,000 in 1 June 2024. He incurred Rs. 15,000 towards Brokerage. He acquired another residential house on 1-07-2024 for Rs.17,00,000 for his own use. Compute his capital gain for the A.Y. 2025-26. (Cost Inflation Index: 2005- 06 -117 and 2024-25=363)

OR

- b) Mr. Guru owns two houses. He has given the following particulars for the F.Y. 2024-25

House No. 1 : Its municipal valuation is Rs. 1,00,000. He uses it for his residence. He has paid municipal taxes Rs. 10,000. He has also paid interest on housing loan Rs.16,000.

Second House : Its Municipal valuation is Rs.60,000 and has been let out at a rent of Rs.6000 p.m. He has made the following payments in respect of this house: Municipal taxes Rs.6,000, Legal expenses for getting the house vacated Rs.5000, Annual Maintenance Charges paid to the Society Rs.10,000. The house remained vacant for two months and additionally Rs.20,000 could not be recovered from the defaulting tenant during this year.

Compute his taxable income from the house property for the A.Y. 2025-26 assuming he does not opt for New Tax Regime

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

- a) Compute Shri Babu Rao's Taxable Income and Income Tax Liability for his clothing business, assuming he has opted for the new tax regime under Section 115BAC of the Income Tax Act, 1961.

Profit and Loss. Account**(For the year ended 31st March, 2025)**

Particulars	Rs	Particulars	Rs
To Salaries	88,000	By Gross Profit	3,80,000
To Rent	42,000	By Sundry receipts	20,000
To General expenses	20,000	By Dividends	40,000
To Advertisement	25,000	By Commission	30,000
To Legal expenses	15,000	By Bad debts recovered	10,000
To Sales - tax	10,000		
To Wealth-tax	20,000	By Rent from Let out Property	44,000
To Telephone expenses	12,000		
To Gratuity paid	30,000		
To Provision for bad debts	10,000		
To Advance income-tax	20,000		
To Depreciation	38,000		
To Office expenses	12,000		
To Municipal taxes of property letout	10,000		
To Contribution to employee's provident fund	6,000		
To Net Profit	1,66,000		
Total	5,24,000	Total	5,24,000

Other information:

- Legal expenses were found to have been incurred for the registration of a business asset.
- 50% of the business premises were used for residential purposes.
- General expenses include a donation of Rs. 10,000 to wards A.P. Chief Minister's Relief Fund.
- Advertisement expenses were paid in Cash.
- Allowable depreciation as per income-tax rules, Rs 46,000.

OR

- b) Mrs. Lata is Professor at one of the colleges at Pune. From the following information given below, you are required to calculate total taxable income and tax liability for the A.Y. 2025 26 as per Old Tax Regime
- i) Net Salary including- Basic Pay + DA + Taxable HRA Rs. 5,52,600
 - ii) Remuneration for examinership at Savitribai Phule Pune University Rs. 4,000.
 - iii) Royalty from a very special book on Research in Chemistry Rs. 16,300.
 - iv) Taxable Income from Let-Out Property - Rs. 22,800
 - v) Received Interest on Government Securities Rs. 4,000
 - vi) Received Interest on Deposits with info India Rs. 2,600
 - vii) She paid tuition fee of her son studying in BBA class Rs. 50,000
 - viii) She contributed to Recognized Provident Fund Rs. 11,000
 - ix) She deposited in Public Provident Fund Rs. 10,000
 - x) Mediclaim Insurance Premium paid on the health of dependent mother, aged 67, Rs. 15,500
 - xi) She gave Donation to Prime Minister's National Relief Fund Rs. 2500
 - xii) Professional Tax Rs. 2700 and TDS Rs. 22,000 are deducted from her salary.



Total No. of Questions : 5]

SEAT No. :

PE-5863

[Total No. of Pages : 2

[6551]-861

S.Y. M.B.A.

HRM 615MJ: Labour Economics & Costing
(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

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

[10]

- a) State 2 examples of unorganised sector.
- b) Define financial incentive.
- c) Define labour turnover.
- d) What is industrial relation.
- e) What is exit policy.
- f) Define industrial dispute.
- g) Define informal sector.
- h) What is formal sector.

P.T.O.

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

- a) Explain why labour economics is crucial for human resource managers in understanding employment dynamics.
- b) Explain any two unique characteristics of labour as a factor of production.
- c) Differentiate between financial and nonfinancial incentives.

Q3) Answer any 1 out of 2 (10 marks) : [10]

- a) Describe the various components of labour cost and discuss the key strategies for effective labour cost control.
- b) Explain the process of wage determination in the organised sector & unorganised sector.

Q4) Answer any 1 out of 2 (10 marks) : [10]

- a) Discuss the distinct factors influencing wage determination in the rural sector compared to the urban sector in India.
- b) Analyse the causes of the growth of the informal sector in India.

Q5) Answer any 1 out of 2 (10 marks) : [10]

- a) Discuss the impact of globalization on the Indian Labour Market.
- b) Discuss the current trends of Regional & International Labour Migration.



Total No. of Questions :5]

SEAT No. :

[Total No. of Pages : 2

PE5991

[6551]-862

S.Y.M.B.A.

**MKT 615MJ: BUSINESS TO BUSINESS MARKETING
(2024 Pattern) (Semester-III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Attempt any Five questions.

[5×2=10]

- a) Define Business to Business Marketing.
- b) Name any two criteria for selecting a target market.
- c) Define differentiated marketing.
- d) What are virtual marts?
- e) Who are industrial middlemen?
- f) What is personal selling?
- g) What is a positioning strategy?
- h) What is CRM?

Q2) Attempt any two questions.

[2×5=10]

- a) How is AI used in B2B distribution?
- b) ABC Analysis of Industrial Customers.
- c) Explain the buying centres in B2B marketing with suitable examples.

P.T.O.

Q3) Attempt any one. [10]

- a) An industrial equipment supplier uses a CRM system to record customer purchase history, service complaints, and future requirements. Sales engineers access this data before meeting clients. What role does CRM play in this situation?
- b) What is pricing. Explain the various pricing strategies.

Q4) Attempt any one. [10]

- a) Describe the organizational buying process in detail with suitable examples.
- b) Analyse the role of digital tools in B2B marketing communication and relationship management.

Q5) Attempt any one. [10]

- a) A heavy-equipment manufacturer sells directly to large construction firms but uses distributors for smaller regional buyers. Why are different distribution channels used for different customer segments?
- b) A supplier of industrial adhesives sells to automobile, electronics, and furniture manufacturers. Each industry has different requirements for strength, drying time, and certification standards. Identify the segmentation base used in this case.



Total No. of Questions : 5]

SEAT No. :

PE-12138

[Total No. of Pages : 2

[6551]-863

M.B.A.

**OSCM-615MJ : STRATEGIC SUPPLY CHAIN
MANAGEMENT
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Attempt any five questions :

[5 × 2 = 10]

- a) What is strategic fit.
- b) What is Return process.
- c) What is Adaptive strategy.
- d) What does 'accountability' mean in organization.
- e) What is "Next-Generation"
- f) "SCOR" full form.
- g) Collaboration.

Q2) Attempt any two questions :

[2 × 5 = 10]

- a) Name explain four 'Test' of supply chain architecture.
- b) What are the fine key components of a supplychain.
- c) What is the principle "Organization should Mirror process"?

Q3) Attempt any ONE questions :

[1 × 10 = 10]

- a) Discuss the processes of the SCOR model.
- b) Explain the "Roadmap to change" in a supply chain.

P.T.O.

Q4) Attempt any ONE question :

[1 × 10 = 10]

- a) How does a supply chain acts as a "Strategic Asset" rather than just a cost?
- b) How do "Next-Generation" supply chain roles differ from Traditional roles.

Q5) Attempt any ONE questions :

[10]

- a) Elaborate the stages of "Supply chain Maturity model".
- b) Evaluate the Test of Supply chain Architecture with suitable example.



Total No. of Questions : 5]

SEAT No. :

PE5864

[Total No. of Pages : 2

[6551]-864

S.Y.M.B.A.

**PHM-615-MJ : COMPENSATION MANAGEMENT & PERFORMANCE
APPRAISAL IN PHARMA & HEALTHCARE MANAGEMENT
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.*
- 2) Each questions has an internal option.*
- 3) Your answer should be specific & to the point.*

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

[10]

- a) Enlist the components of compensation management
- b) Define performance management.
- c) Explain Job analysis.
- d) Name any two techniques of job evaluation.
- e) What is the long form of FLSA?
- f) What is the rating scale method?
- g) Name methods of performance appraisal.
- h) Explain Global compensation.

Q2) Write short notes on (any 2 out of 3) (5 marks each)

[10]

- a) Ethical issues in compensation management.
- b) Challenges in linking performance appraisal to compensation.
- c) Key components of an effective performance appraisal system.

P.T.O.

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

- a) With suitable examples evaluate the methods of performance appraisal.
- b) Evaluate the labour laws affecting the compensation in pharma & health care management.

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

- a) Analyze management by objectives as the method of performance appraisal for the employees of a pharmaceutical company.
- b) Explain the process of compensation management with suitable example.

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

- a) Sahydri Hospitals wants to appraise the performance of their resident doctors. Design a suitable performance appraisal form.
- b) Big hospital chains use their compensation packages as a tool to gain competitive advantage. Is this a right move? Justify your answer.



Total No. of Questions : 5]

SEAT No. :

PE-5865

[Total No. of Pages : 2

[6551]-865

M.B.A.

**ABM 617 MJ - Current Trends in Agriculture
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Answer the following questions in one or two sentences (Any 5) : [10]

- a) What is modern agriculture?
- b) What is precision farming?
- c) Define vertical farming.
- d) What is smart farming?
- e) What is hydroponics?
- f) What is corporate farming?
- g) What is Drones in Agriculture?
- h) What is Aquaponics?

P.T.O.

Q2) Answer in Brief (Any Two) :

[10]

- a) What are the scope of modern agriculture?
- b) Explain the IoT applications in agriculture?
- c) What are challenges of precision farming?

Q3) Attempt (Any One) :

[10]

- a) What is vertical farming? Explain the technologies and infrastructure used in vertical farming.
- b) What is soilless farming? Explain benefits and challenges of soilless farming.

Q4) Attempt (Any One) :

[10]

- a) What are e-commerce platforms in agriculture supply chains? Also explain the Role of e-commerce platforms in agricultural supply chains.
- b) What is contract farming? Describe legal and regularly aspects of contract farming.

Q5) Attempt (Any One) :

[10]

- a) Describe the emerging trends and future technologies in agriculture.
- b) Explain impact of AI and machine learning in agriculture?



Total No. of Questions : 5]

SEAT No. :

PE-5992

[Total No. of Pages : 2

[6551]-866

M.B.A.

**BA 617 MJ : SUPPLY & OPERATION CHAIN ANALYTICS
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Attempt any 05 out of 08:

[5 × 2 = 10]

- a) What is operations analytics?
- b) What is the role of analytics in supply chain decision-making?
- c) Explain prescriptive analytics with reference to supply chains.
- d) Give one application of optimization models in supply chains.
- e) How is Excel used in supply chain analytics
- f) How do analytics help in supplier selection?
- g) Why is analytics important for transportation and logistics decisions?
- h) What is meant by sustainable supply chain analytics?

Q2) Attempt any 2 out of 3

[2 × 5 = 10]

- a) Describe the SCOR model and its components.
- b) Describe the use of optimization models in supply chain decisions.
- c) Evaluate the role of analytics in supplier selection.

P.T.O.

Q3) Attempt any 1 out of 2: **[10]**

- a) Describe key KPIs used to measure supply chain performance.
- b) Discuss the impact of analytics on strategic supply chain decision-making.

Q4) Attempt any 1 of 2: **[10]**

- a) Apply demand forecasting techniques to improve inventory management.
- b) Evaluate the importance of data quality and preprocessing in supply chain analytics.

Q5) Attempt any 1 out of 2: **[10]**

- a) Design an analytics-driven inventory management strategy for a retail organization.
- b) Design a risk analytics model for managing supply chain disruptions.



Total No. of Questions : 5]

SEAT No. :

PE-5866

[Total No. of Pages : 4

[6551]-867

M.B.A.

**FIN-617 MJ : FINANCIAL REPORTING
(2024 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions :

- 1) *All questions are compulsory.*
- 2) *Each question carries 10 marks.*
- 3) *Working Notes form part of your answer. They should be shown neatly and clearly.*
- 4) *Use of non-programmable calculator is allowed.*

Q1) Attempt any five of the following :

[5 × 2 = 10]

- a) Define Going Concern assumption with an example.
- b) Describe “Cash and Cash Equivalents”.
- c) Describe the Statement of Changes in Equity.
- d) Define Borrowing Costs as per Ind AS 2.
- e) Explain Earnings Per Share (EPS).
- f) Describe Materiality in financial reporting.
- g) Select the correct answer from the following :
 - i) Ind AS 115 deals with :
 - A) Cash Flow Statement
 - B) Revenue from Contracts with Customers
 - C) Interim Financial Reporting
 - D) Inventory Valuation
 - ii) Ind AS 2 applies to :
 - A) PPE
 - B) Inventories
 - C) Intangible Assets
 - D) Employee Benefits

P.T.O.

h) Select the correct answer from the following :

i) Value Added Statement reports :

- A) Profit for shareholders
- B) Wealth created and its distribution
- C) Cash inflow and outflow
- D) Segment reporting

ii) Ind AS 1 deals with :

- A) Employee Benefits
- B) Revenue Recognition
- C) Presentation of Financial Statements
- D) Borrowing Costs

Q2) Write Short Notes (any two) :

[2 × 5 = 10]

- a) Qualitative Characteristics of Financial Statements
- b) Ind AS 34-Interim Financial Reporting
- c) Value Added Statements

Q3) Answer any one of the following :

[1 × 10 = 10]

- a) Discuss the challenges and limitations faced by companies in implementing and reporting CSR activities. Provide suggestions to overcome these challenges.

OR

- b) Elaborate on the three main underlying assumptions in the preparation of financial statements - going concern, consistency, and accrual - and discuss their interrelationship.

Q4) Answer any one of the following :

[1 × 10 = 10]

- a) Zeta Telecom Ltd. enters into a ₹ 1,08,000 contract with a customer to provide :

- i) Mobile handset [Stand-alone Selling Price ₹ 40,000]
- ii) Data service for 24 months - [Stand-alone Selling Price ₹ 80,000]

Payment is made upfront to the extent of ₹ 1,08,000

Required :

- i) Identify performance obligations
 - ii) Allocate transaction price
 - iii) Determine revenue recognition at contract inception & end of Month 1
- (Assume data service is recognized evenly over the year)

OR

- b) Maruti Traders has the following inventory details :

Item	Quantity	Cost per unit (₹)	NRV per unit (₹)
Product A	1,000	50	45
Product B	500	60	70
Product C	800	55	55

Additional Information :

- i) Cost includes purchase and conversion cost
- ii) No abnormal losses included
- iii) The accountant suggests valuing inventory at total cost rather than NRV arguing that this avoids showing a “loss” and presents a stronger balance sheet.

Required:

- i) Evaluate the accountant’s treatment in the light of Ind AS 2.
- ii) Recommend the correct valuation of inventory, showing item-wise calculations.
- iii) Critically discuss how incorrect valuation would affect :
 - Profit for the year
 - Asset valuation in the Balance Sheet

Q5) Answer any one of the following :

[1 × 10 = 10]

- a) Explain the presentation requirements of Ind AS 1 - Presentation of Financial Statements with format of Balance Sheet.

OR

- b) Discuss Segment Reporting as per Ind AS 108 with its disclosure requirements.



Total No. of Questions : 5]

SEAT No. :

PE5993

[Total No. of Pages : 2

[6551]-868

S.Y. M.B.A.

**HRM-617-MJ : ORGANIZATION DIAGNOSIS AND
DEVELOPMENT**

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Solve any five out of eight questions :

[10]

- a) Write any two contributions of Kurt Lewin to organisational development.
- b) Mention any one idea contributed by McGregor to organisational development.
- c) Define T-Groups in OD.
- d) What is Double Loop Learning?
- e) Define organizational Diagnosis.
- f) Name any two dimensions of Weisbord's Diagnostic questionnaire.
- g) Give one application of PESTEL analysis in the Indian context.
- h) Mention any two traditional models of organizational diagnosis.

Q2) Answer any two : (5 marks each)

[10]

- a) Differentiate between team interventions and intergroup interventions.
- b) Explain Re-engineering as a OD intervention.
- c) Discuss Digital Transformation as a contemporary OD driver.

P.T.O.

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

[10]

- a) Explain contributions of Robert Blacke and McGregor to the evolution of organizational development.

OR

- b) Describe the foundations of OD with special reference to Action Research and Parallel Learning Structures.

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

[10]

- a) A newly formed project team in a software company is struggling with unclear roles and responsibilities, leading to missed deadlines and conflicts. Identify the team intervention techniques that can address these issues. Explain how role analysis and responsibility charting can improve team performance.

OR

- b) Analyse the internal & external environment of an organisation using Porter's five forces provide suitable examples.

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

[10]

- a) Discuss the role, responsibilities, challenges of an OD consultant, supported with example.

OR

- b) Describe with examples - Diagnostic meetings, team building sessions, and virtual team development.



Total No. of Questions : 5]

SEAT No. :

PE-5867

[Total No. of Pages : 2

[6551]-869

M.B.A.

MKT - 617 - MJ : MARKETING ANALYTICS

(2024 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) Write short answers (Any 5 out of 8) (2 marks each): [5 × 2 = 10]

- a) Define Marketing Analytics.
- b) What is a KPI?
- c) Explain Customer Lifetime Value (CLV).
- d) What is Data Cleaning?
- e) What is Market Basket Analysis?
- f) Define Conversion Rate.
- g) What is a Dashboard?
- h) Explain A/B Testing.

Q2) Attempt Any 2 out of 3 (5 marks each) : [2 × 5 = 10]

- a) Explain the stages involved in the Marketing Analytics process.
- b) Describe different types of marketing data used in analytics.
- c) Explain the significance of segmentation analytics with examples.

Q3) Attempt Any 1 : [10]

- a) Explain RFM Analysis and its applications in customer segmentation.
- b) Discuss different digital marketing metrics used to measure campaign effectiveness.

P.T.O.

Q4) Attempt Any 1 :

[10]

- a) Explain Churn Prediction. Discuss the variables and modelling approaches used.
- b) Explain the role of predictive analytics in marketing decision-making.

Q5) Attempt Any 1 :

[10]

- a) Case Study : A retail company observes declining repeat purchases. Using Marketing Analytics, suggest a structured approach to diagnose and resolve the issue.
- b) Using a suitable example, explain how attribution modelling works for digital campaigns.



Total No. of Questions :5]

SEAT No. :

[Total No. of Pages : 2

PE5868

[6551]-870

S.Y. M.B.A.

OSCM 617 MJ : BUSINESS EXCELLENCE

(2024 Pattern) (Semester-III)

Time :2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

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

[10]

- a) Define Business Excellence.
- b) What is EFQM?
- c) State any two core values in Business Excellence.
- d) What is meant by Paradigm Shift?
- e) Define Voice of Customer (VoC).
- f) What is Hoshin Kanri?
- g) What is Benchmarking?
- h) Mention any two Indian Business Excellence models.

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

[10]

- a) Explain the major components of the EFQM Excellence Model.
- b) Describe the difference between TQM and Business Excellence.
- c) Explain the concept of strategic deployment with the Balanced Scorecard (BSC).

P.T.O.

Q3) Attempt Any One :

[10]

- a) Apply the Malcolm Baldrige National Quality Award (MBNQA) framework to evaluate the operations of a medium-sized manufacturing company.

OR

- b) Illustrate the use of Voice of Customer (VoC) tools to redesign a service process in retail banking.

Q4) Attempt Any One :

[10]

- a) Analyse the role of leadership in driving strategy deployment using examples.

OR

- b) Examine how knowledge management contributes to organizational performance measurement.

Q5) Attempt Any One :

[10]

- a) Evaluate the effectiveness of benchmarking as a tool for driving Business Excellence in global organizations.

OR

- b) Discuss what makes companies like Toyota or Tata Steel best-in-class organizations based on Business Excellence principles?



Total No. of Questions : 5]

SEAT No. :

PE5869

[Total No. of Pages : 2

[6551]-871

S.Y.M.B.A.

PHM 617-MJ : HEALTH INSURANCE

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Attempt any Five of the following:

[5×2=10]

- a) Define health insurance.
- b) State any two determinants of health.
- c) What is mediclaim?
- d) What do you mean by IRDAI?
- e) Define underwriting.
- f) State any two documents required for obtaining a health insurance policy.
- g) What is claim settlement?
- h) Define consumer protection in health insurance.

Q2) Attempt any Two of the following:

[2×5=10]

- a) Explain the evolution of health insurance in India.
- b) Describe classification of health insurance products.
- c) Explain the need for underwriting in health insurance.

P.T.O.

Q3) Attempt any One of the following: [10]

- a) Explain the underwriting process and risk assessment with a suitable example.

OR

- b) Discuss the claims process in health insurance with appropriate documentation required.

Q4) Attempt any One of the following: [10]

- a) Analyse the challenges in health insurance underwriting in India.

OR

- b) Analyse fraud detection and prevention mechanisms in health insurance claims.

Q5) Attempt any One of the following: [10]

- a) Evaluate the impact of IRDAI regulations on the health insurance market.

OR

- b) Evaluate ethical considerations in health insurance with examples.



Total No. of Questions : 5]

SEAT No. :

PE-5870

[Total No. of Pages : 2

[6551]-872

M.B.A.

**ABM 618 MJ : AGRI ENTREPRENEURSHIP AND STARTUP
MANAGEMENT**

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Justify your answer with suitable examples & diagrams.*

Q1) Answer the following (Any Five)

[10]

- a) Define Rural Entrepreneurship.
- b) Mention any two natural resources available in India.
- c) State any two objectives of Rural Entrepreneurship.
- d) List two barriers to Entrepreneurship in rural India.
- e) What is Public Private Partnership (PPP).
- f) Define startup management.
- g) What is meant by a startup team.
- h) What is Bootstrapping. Explain?

Q2) Answer any 2 out of 3 :

[10]

- a) Discuss the role of government in Training Programs in promoting rural Entrepreneurship.
- b) Explain Importance of team building in startup management.
- c) Describe key operational challenges faced by rural startups in India.

P.T.O.

Q3) Write or Answer any One of below: [10]

- a) Analyze skills sets and natural resources available in rural India for Entrepreneurial Development.
- b) Suggest suitable solutions and How to overcome the major barriers to rural entrepreneurship.

Q4) Write or Answer any One of below: [10]

- a) Describe the process of building a startup team and designing an appropriate organizational structure.
- b) Explain how marketing strategies can be more profitable for rural market with suitable examples.

Q5) Write or Answer any One of below: [10]

- a) Analyze the role of government grants and microfinance in startup funding.
- b) Evaluate the role of IPR practices in protecting the global innovations.



Total No. of Questions : 5]

SEAT No. :

PE-12150

[Total No. of Pages : 2

[6551]-873
S.Y. M.B.A.
BUSINESS ANALYTICS
BA 618 MJ : Marketing Intelligence
(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

- 1) *Attempt all questions.*
- 2) *All questions carry equal marks.*
- 3) *Make suitable assumptions wherever necessary.*

Q1) Solve any five of the following: (2 marks each)

[10]

- a) Recall the meaning of “Revenue Analytics”.
- b) Mention any two features of MS Excel useful for Marketing Analytics.
- c) What is “Customer Journey Mapping”?
- d) Define product-wise sales analysis.
- e) State the meaning of “Skimming Pricing” for a new technology product in India.
- f) What is “Cluster-wise Segmentation”?
- g) Define “Data Label” in charts.
- h) What is Customer Lifetime Value (CLV)?

Q2) Solve any two of the following (5 marks each) :

[10]

- a) Explain the role of Marketing Analytics in decision making for Indian service brands such as insurance companies and hospitals.
- b) Explain price elasticity of demand and its significance in pricing decisions.
- c) Distinguish between summarizing data using simple tables and using Pivot Tables, with an appropriate example.

P.T.O.

Q3) Attempt any one (10 marks each) :

[10]

- a) A leading Indian airline wants to analyse ticket sales by route, booking channel (website, app, agents) and fare class. Describe step-by-step how you will identify profitable routes and under-performing channels.
- b) An Indian OTT video platform wants to summarise viewership data for original web series by age group and city tier. Explain the process of applying the Pareto principle to identify key age-city combinations that contribute most views.

Q4) Attempt any one (10 marks each) :

[10]

- a) A leading Indian online grocery (e.g. BLINKIT) platform wants to improve retention of high-value users. Develop a CLV-based approach that includes:
 - Steps for computing CLV using purchase frequency and margin data
 - How CLV can guide targeted promotions and personalized communication
- b) How can conjoint analysis help an Indian smart TV brand decide the best feature combination and price? Explain briefly.

Q5) Attempt any one (10 marks each) :

[10]

- a) A large Indian FMCG player plans to introduce combo offers (bundling) for personal care products on modern trade as well as e-commerce. Describe how -Revenue and cost data can be used to evaluate alternative bundle designs and how to find the most profitable bundle mix.
- b) An Indian telecom company wants to group its prepaid customers based on their usage patterns (calls, data usage, OTT subscriptions). Explain how cluster analysis can be used to create customer segments and how these segments can help in planning different promotional offers.



Total No. of Questions : 5]

SEAT No. :

PE-12151

[Total No. of Pages : 2

[6551]-874

M.B.A. (Part - II)

FIN 618 MJ : INTERNATIONAL FINANCE

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Solve any Five questions (2 marks each) :

[10]

- a) Explain the concept of zero coupon Bond.
- b) List the types of FOREX transactions settlements.
- c) What is two way quotation in context of FOREX Rate?
- d) Define the concept of transaction exposure.
- e) Define a currency Futures.
- f) Define money laundering.
- g) What is SWIFT and CHIPS in FOREX trade settlement?
- h) List the participants of Global Financial System.

Q2) Solve any TWO questions (5 marks each) :

[10]

- a) Describe the structure and participants of FOREX Market.
- b) Summarize the emerging challenges in International Finance.
- c) Write a detailed note on strategies used in International Receivables Management.

P.T.O.

Q3) Solve any One question : [10]

- a) Assess the factors affecting the demand & supply of foreign currency in international markets and its impact on FOREX rate determination.
- b) In connection with FOREX Rate Risk what is meant by transaction exposure? Analyse the various ways of hedging transaction exposure.

Q4) Solve any One question : [10]

- a) Analyse the methods used in money laundering and the role of Financial Action Task Force (FATF).
- b) How would you apply the Interest Rate Parity theory to calculate expected future exchange rates?

Q5) Solve any One question : [10]

- a) Narrate the comparison between IFRS versus IAS in connection with the effects of changes in Foreign Exchange Rates.
- b) Inspect how international financial institutions like IMF & World Bank help countries in financial crises.



Total No. of Questions : 5]

SEAT No. :

PE-5871

[Total No. of Pages : 2

[6551]-875

M.B.A.

HRM 618 MJ : HR OPERATIONS

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Answer any Five of the following. (2 marks each)

[10]

- a) State any two functions of Human Resource administration.
- b) What is a memo in disciplinary procedure?
- c) List two social security laws mentioned in the syllabus.
- d) What is meant by partial disablement under Workmen's Compensation Act?
- e) What is the purpose behind deployment order under Human Resource administration?
- f) Name any two deductions commonly Found in payroll management.
- g) Mention any two Forms of compensation under Workmen's Compensation Act.
- h) What is a suspension order in disciplinary procedure.

Q2) Answer any Two of the following (5 marks each)

[10]

- a) Describe the procedure for termination of an employee in service.
- b) Explain the steps involved in the preparation and process of Framing Personnel Policy.
- c) Draft a charge sheet in disciplinary measures.

P.T.O.

- Q3) a)** What are the steps for opening an account under Employee's provident Fund Act for a new employee? If his monthly basic wage is Rs. 25,000/- calculate his employer and employee contribution under section 6 of the Employee's Provident Fund Act, 1952. **[10]**

OR

- b)** Mr. Ramesh a Factory worker covered under the Employee State Insurance Act, 1948, earns a monthly wage of Rs. 20,000. He sustained a permanent partial disablement resulting in a loss of earning capacity of 30%. Calculate the compensation payable to him as per the ESI Act, 1948. Provide a step - wise solution. **[10]**

Q4) Answer any One of the following :

- a)** Ram and Shyam are workers in ABC manufacturing company. Ram has suffered a permanent injury and Shyam has suffered a partial injury at workplace. Analyze the eligibility conditions and procedure for claiming compensation under the Workmen's Compensation Act, 1923. **[10]**
- b)** What is the purpose of standard deduction in the Income Tax Act for salaried individuals? Mention the name & amount of the deduction as per the new tax regime. **[10]**

Q5) Answer any One of the following :

- a)** Case : Mr. Madhav (Ticket No. 1440) working in paints Department of M/s ABC company was caught by security person, taking away valuable paint (Employer's property) costing Rs. 55,000/- at the closure of 1st shift at 8: 00 PM on 1st June 2025. Explain how would you initiate the disciplinary action and discuss in detail all steps you would take as a personal manager to complete the disciplinary enquiry procedure. **[10]**
- b)** Evaluate the circumstances in which Bonus is applicable. Discuss the concept of set-on & set - off of Bonus with examples of each. **[10]**



Total No. of Questions : 5]

SEAT No. :

PE-12152

[Total No. of Pages : 2

[6551]-876

M.B.A.

MKT 618 MJ : MARKETING 5.0
(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Attempt all Questions.*
- 2) *Make suitable Asumptions wherever necessary.*
- 3) *All questions carry Equal marks.*

Q1) Solve any five of the following :

[10]

- a) Define “Human-Like Technology”.
- b) Memorise the meaning of “Customer Journey Mapping”/
- c) Recall the term “Segments of One”.
- d) Define “Contextual Marketing”.
- e) Memorise the meaning of “Predictive Analytics”.
- f) Recall the term “Virtual Reality Marketing”.
- g) Write two challenges faced in implementing Marketing 5.0 in India.
- h) Recall the meaning of “Digital Divide”?

Q2) Solve any two of the following :

[10]

- a) Illustrate how companies can market effectively to multiple generations (Boomers-Alpha) using AI-based personalization.
- b) Discuss the Opportunities of digitalisation with examples.
- c) Describe how technology influences human-centered marketing.

P.T.O.

Q3) a) Examine ‘Customer Experience (CX) roadmap’ for a Travel Booking Portal integrating AI, machine learning and human touchpoints. **[10]**

OR

b) Identify how ‘AI-Powered Chatbots and Machine Learning’ enhance ‘Digital Customer Experience’s for Social Networking Sites. **[10]**

Q4) a) Appraise a ‘Predictive Marketing Model’ for a Chinese smartphone brand for its upcoming smartphone launch. **[10]**

OR

b) Analyse how ‘Predictive Analytics’ can help an ‘Online Food Delivery App’ manage delivery operations and customer engagement during peak periods. **[10]**

Q5) a) Develop an ‘Augmented Marketing’ campaign using Virtual Reality for a Chain of Hotels in India to create an immersive brand experience for its customers. **[10]**

OR

b) Propose ‘Agile Marketing’ strategies for a Product launch campaign by a Two-Wheeler company to Leverage real-time trends and social media insights in campaign execution. **[10]**



Total No. of Questions : 5]

SEAT No. :

PE-12153

[Total No. of Pages : 2

[6551]-877

M.B.A.

OSCM 618 MJ : SERVICE VALUE CHAIN MANAGEMENT
(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Attempt all Questions.*
- 2) *Make suitable Assumptions wherever necessary.*
- 3) *All questions carry Equal marks.*

Q1) Attempt any Five questions :

[5 × 2 = 10]

- a) Define the service value.
- b) What is service pricing?
- c) Customer loyalty.
- d) What is Network?
- e) ITECS
- f) CRM
- g) E-Procurement.

Q2) Attempt any Two questions :

[2 × 5 = 10]

- a) What are the factors affecting Innovation?
- b) Discuss the key elements of service profit chain.
- c) What is Alliance between Non-competing firm?

P.T.O.

Q3) a) Discuss the factors that influence service organizational design for Innovation. **[10]**

OR

b) Explain how evaluating internal customer value leads to external customer satisfaction. **[10]**

Q4) a) Discuss the significance of the service profit chain. How do customer loyalty and satisfaction drive long term profitability. **[10]**

OR

b) Managing a business Network is more complex than managing a single firm. Evaluate this using concept of Focal firms and supplier Relationships. **[10]**

Q5) a) Discuss the challenges of managing the value chain in a multi-speciality Hospital. **[10]**

OR

b) Evaluate the impact of IT-enabled services on modern service delivery. **[10]**



Total No. of Questions :5]

SEAT No. :

[Total No. of Pages : 2

PE5872

[6551]-878

S.Y.M.B.A.

**PHM-618MJ: ENTREPRENEURSHIP IN PHARMA AND
HEALTHCARE
(2024 Pattern) (Semester-III)**

Time :2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Answer the following questions in one or two sentences. (Any 5) **[10]**

- a) Define entrepreneurial mindset.
- b) State any two factors influencing creativity in entrepreneurship.
- c) What is the X-Efficiency Theory of Leibenstein?
- d) Mention any two objectives of Entrepreneur Training Programmes.
- e) What is meant by Export-Oriented Units (EOUs)?
- f) State any two advantages of franchising to the franchisee.
- g) What is meant by 'business opportunity identification'?

Q2) Answer in Brief (Any Two). **[10]**

- a) What are the role of social, political, and demographic factors in entrepreneurial development.
- b) Describe Knight's Theory of Profit in entrepreneurship.
- c) Explain the concept of Design Thinking and its stages in entrepreneurship.

P.T.O.

Q3) Attempt Any One :

[10]

- a) Elaborate the competencies and traits required for a successful entrepreneur.

OR

- b) Describe the role and functions of institutions like NIESBUD, EDII, and SISI in entrepreneurship development.

Q4) Attempt Any One :

[10]

- a) Explain various incentives, subsidies and grants offered by the Central and State Governments to entrepreneurs.

OR

- b) Analyze the future trends in entrepreneurship development in India.

Q5) Attempt Any One :

[10]

- a) Elaborate the stages involved in creating an entrepreneurial venture, including feasibility analysis and resource mobilization.

OR

- b) What are the components of a business plan and explain the importance of networking and alliances in entrepreneurship.

