

Total No. of Questions : 5]

SEAT No. :

P3448

[Total No. of Pages : 2

[5074] - 1001

M.B.S. (Semester - I)

101 : STRATEGIC MANAGEMENT

(2013 Pattern) (CBCS)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Define strategy and explain the process of strategic management with diagram. **[10]**

OR

b) Explain the term stakeholder and state the two-way relationship between stakeholder-Organization. **[10]**

Q2) a) Prepare a Strategic Advantage Profile for Bicycle Company. **[5]**

b) Prepare a SWOT analysis for a mobile phone company. **[5]**

OR

a) Explain BCG matrix with diagram and suitable examples. **[5]**

b) Explain GE Nine cell model with diagram and suitable examples. **[5]**

P.T.O.

Q3) a) Explain Low Cost, Differentiation and Focus strategies with suitable examples. **[10]**

OR

- b) Write short notes on:
- i) Merger and Acquisition Strategies. **[5]**
 - ii) International Strategies. **[5]**

Q4) a) What is Organizational Structure? Explain the levels of Organizational Structures with diagrams wherever necessary. **[10]**

OR

- b) Write short notes on:
- i) Mintzberg's 5 Ps strategy. **[5]**
 - ii) Key components of building a Learning Organization. **[5]**

Q5) a) Explain the term Blue Ocean Strategy and state its characteristics and principles. **[10]**

OR

- b) Write short notes on:
- i) Virtual Value Chain. **[5]**
 - ii) Threats to Sustainability. **[5]**



Total No. of Questions : 6]

SEAT No. :

P3449

[Total No. of Pages : 2

[5074] - 1002

MBS (Semester - I)

102 : ENTERPRISE PERFORMANCE MANAGEMENT

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) State and discuss various methods of transfer pricing.

OR

P Ltd. has assets of Rs. 70,00,000; invested capital of Rs. 40,00,000 and net operating income of Rs. 6,00,000.

Ignoring taxes:

- a) What is P Ltd.'s RoI?
- b) If the cost of capital is 12%, what is the EVA?
- c) If management uses ROI as a performance measure, would the project be acceptable to management?
- d) If management uses EVA as a performance measure, would the project be acceptable to management?

Q2) "Capital Expenditure Control is crucial for the existence and growth of any organisation". Do you agree with this statement? Justify' your answer with the help of suitable examples.

OR

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

P.T.O.

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

- a) Customer Base;
- b) NPAs;
- c) Deposits;
- d) Investments

OR

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

- a) Gross Margin Return on Investment (GMROI)
- b) Multiple Attribute Method

Q4) ‘The process of Performance Evaluation for the Projects differs from other industries’. Elaborate this statement by highlighting the process of performance evaluation for projects.

OR

Discuss the following parameters while evaluating the performance of a non-profit organisation:

- a) Governance
- b) Social Audit

Q5) Explain auditing as a Performance Measurement tool in the light of Internal Audit and Cost Audit

OR

Q6) Write a detailed note on: “Financial Audit Vs Management Audit”.



Total No. of Questions : 5]

SEAT No. :

P3450

[Total No. of Pages : 2

[5074] - 1003

M.M.S/M.B.S. (Semester - I)

103 MKT : Services Marketing

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Explain characteristics of services with suitable example. **[10]**

OR

b) Explain classification of services with suitable example. **[10]**

Q2) a) Explain advantages and problems faced for using franchising method as method of distribution of services. Justify with appropriate example. **[10]**

OR

b) Design communication mix for “Kesari Tours & Travels”. **[10]**

Q3) a) Explain various strategies employed to manage demand and service supply or capacity in a fast food joint. **[10]**

OR

b) Explain concept of “service blue print” with suitable example.Pl. explain “moment of truth” concept with respect to this blueprint. **[10]**

P.T.O.

Q4) a) Explain role of service employees in achieving better customer satisfaction in a airlines business. **[10]**

OR

b) How will you design servicescope for travel & tourism agency office. **[10]**

Q5) a) Prepare a detailed marketing plan for a newly started co-operative bank make necessary assumptions. **[10]**

OR

b) Develop a marketing mix and marketing strategy for IIT coaching classes make necessary assumptions. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3451

[Total No. of Pages : 2

[5074] - 1004

M.B.S. (Semester - I)

FINANCIAL MANAGEMENT SPL - I

103 FIN : Indirect Taxation

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Briefly Enumerate the constitutional restrictions of taking powers of state and union.

OR

- b) Distinguish between direct taxes and Indirect taxes and explain why direct taxes are termed as “progressive” and indirect taxes are termed as “regressive”?

Q2) a) Briefly state the provisions relating to exemption available for SSI units under the CEA, 1944.

OR

- b) Explain any two from the following with reference to CEA, 1944.
- i) Doctrine of unjust Enrichment.
 - ii) Duty payment under protest.
 - iii) Availment of cenvat credit.
 - iv) Self removal procedure.

P.T.O.

Q3) a) Discuss the valuation of Goods for duty under customs Act. What are the different types of duty? Discuss briefly.

OR

b) What is the meaning of 'warehouse'. Discuss the provisions for warehouse under customs Act.

Q4) a) Explain the procedure for payment of service tax and due dates applicable for payment for different assesses.

OR

b) Explain the following under the service tax 1994 (any two):

- i) Small service provider.
- ii) Services provided outside India.
- iii) Service tax returns.
- iv) Any 5 taxable service.

Q5) a) What is meant by Inter-state and Intra-state sale? Explain in detail can goods moving under agreement to sale be considered as Inter-state sale.

OR

b) 'Value Added Tax' system removes the cascading effects of taxes. Explain.



Total No. of Questions : 5]

SEAT No. :

P3452

[Total No. of Pages : 2

[5074] - 1005

MMS/MBS (Semester - I)

103 (IT) : SOFTWARE PROJECT MANAGEMENT

Information Technology Management (IT) Specialization I
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) What is Software Project Management? Explain the various activities under the technical project management [10]

OR

Define Software Project Management. How software projects are differ from other type of project.

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

OR

Explain various Process Models in brief.

Q3) What are different cost estimation techniques? Explain Function Point Analysis Model in detail. [10]

OR

Define Software Quality and Explain various quality standards.

P.T.O.

Q4) What is Risk Management? Explain Risk management in detail. [10]

OR

Explain Resource Monitoring and Control.

Q5) Explain the importance of using a Project Management Software. [10]

OR

Explain features of MS Project in detail.



Total No. of Questions : 5]

SEAT No. :

P3453

[Total No. of Pages : 2

[5074] - 1006

M.B.S./M.M.S. (Semester - I)

PRODUCTION & MATERIALS SPECIALIZATION

103 OPE : Operations Strategy

(2015 Pattern)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) What do you understand by the term “operations strategy”? How is it different from corporate strategy? What are the major priorities associated with operations strategy?

OR

b) From an operations perspective, what are the typical performance measures for quality speed of delivery and flexibility? What should be the criteria of the management to adopt a particular performance measure?

Q2) a) What is meant by a process? List its important components. What does a product-process matrix tell us? Where should you place a “two-wheeler service centre” in that matrix?

OR

b) Discuss the product design policy behind industrial design and design for manufacture and assembly what one do you think is more important than in a customer focused product development.

P.T.O.

Q3) a) Explain value as business concept. Discuss core competence and distinctive capabilities from a strategic operations perspective.

OR

b) What is value from an operations perspective. Explain with examples how inventory, capacity, facilities and workforce can each contribute to value.

Q4) a) What capabilities can be achieved by combining process and product oriented layouts in a cellular layout.

OR

b) What is six sigma? Describe the literal implications of six sigma quality. How does it relate to process capability?

Q5) a) Explain in brief (any two) :

- i) Focussed manufacturing.
- ii) Make or Buy - merits / demerits.
- iii) Just in time.

OR

b) Explain in brief (any two) :

- i) Operations Management in the organizational chart.
- ii) World of operations in 2020.
- iii) Operations and corporate strategy.



Total No. of Questions : 5]

SEAT No. :

P3454

[Total No. of Pages : 2

[5074] - 1007

M.M.S./M.B.S. (Semester - I)

103 HR : STRATEGIC HUMAN RESOURCE MANAGEMENT

(2015 Pattern)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Define and discuss meaning of SHRM, Discuss its benefits to the organisation.

OR

b) Define SHRM and discuss objectives and barriers of SHRM.

Q2) a) Explain various types of HR strategies in brief.

OR

b) Discuss the impact of HR strategies on the performance of organisation.

Q3) a) What do you mean by competencies & How competencies differ from skill & knowledge.

OR

b) Discuss succession planning with its elements and importance.

P.T.O.

Q4) a) Discuss the role of HR strategies in cross border mergers and acquisitions.

OR

b) “Organisational effectiveness can be improved by implementation of HR Strategies”. Discuss this statement.

Q5) a) Discuss importance of developing cross cultural sensitivity” as well as training and development of staff in implementing global HR strategies.

OR

b) What do you mean by global HR strategies discuss its importance in today's scenario.



Total No. of Questions : 5]

SEAT No:

[Total No. of Pages : 2

P3455

[5074] - 1008

M.B.S (Semester - I)

103 - IB : International Business Environment

(CBCS) (2013 Pattern)

Time : 2½ Hour]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Is international business environment different from that of national business environment? What factors are accountable for changing scenario of international business environment? **[2+8]**

OR

b) Explain in detail the structure, objectives and functions of WTO. **[10]**

Q2) a) Discuss in detail the components of international financial environment with examples. **[10]**

OR

b) Discuss in detail the effects of changes in foreign exchange rate and interest rates on trade and investment flows? **[3+7]**

Q3) a) Critically evaluate the contribution of the IMF towards growth and development of global trade. **[10]**

OR

b) What is trading agreement? Discuss in detail the role of UNCTAD in global trade development. **[3+7]**

P.T.O.

Q4) a) Define multinational corporations with one or two examples.
Discuss important issues involved in Foreign Direct Investment(FDI) by multinational corporations. **[10]**

OR

b) Do developing countries require foreign investment? What are the main issues in technology transfer from the point of view developing economies. **[4+6]**

Q5) a) How do regional economic groupings help boost global trade?
Distinguish between regionalism versus multilateralism. **[5+5]**

OR

b) Write short notes (Any 2) **[10]**

- i) Structure and functioning of European Commission
- ii) The progress of NAFTA till date.
- iii) Correlation between ecological protection and international business.
- iv) The significance of counter trade.



Total No. of Questions : 5]

SEAT No:

[Total No. of Pages : 2

P3456

[5074]-1009

M.B.S (Semester - I)

103 - SCM : Strategic Supply Chain Management

(2013 Pattern)

Time : 2.5 Hour]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What is Supply chain strategy? Explain Strategic objectives of Supply chain management. **[10]**

OR

b) Describe Sustainable competitive advantage through Supply chain. **[10]**

Q2) a) What are the steps in achieving strategic fit? **[10]**

OR

b) How multiple products and customer segments works in supply chain role. **[10]**

Q3) a) Write a comment on 'Minimize local cost and functional cost perspective'. **[10]**

OR

b) How to expand strategic scope for supply chain. Explain in detail. **[10]**

Q4) a) Write a short note on 3PL, 4PL and Outsourcing. **[10]**

OR

b) Describe Strategic partnership and strategic alliances for Supply Chain. **[10]**

P.T.O.

Q5) a) What are the various implications for managers to overcome supply chain challenges? **[10]**

OR

b) Explain Ethical Supply chain, Greening and Intelligent System. **[10]**



Total No. of Questions : 5]

SEAT No:

[Total No. of Pages : 2

P3457

[5074]-1010

M.B.S. (Semester - II)

202: SPECIAL AREAS IN RURAL MARKETING

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What do you mean by rural marketing in FMCG? Explain with its characteristics? **[10]**

OR

b) Which are the challenges faced by FMCG industry from rural perspective. **[10]**

Q2) a) Comment on “Rural market scenario in consumer durable sector”. **[10]**

OR

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

Q3) a) What is role of rural banking after independence in Indian economy? **[10]**

OR

b) How Micro SIPS's and Mutual funds are major marketing service contributors in rural markets. **[10]**

Q4) a) Describe Fertilizer industry in India. **[10]**

OR

b) Describe Tractor industry in India. **[10]**

P.T.O.

Q5) a) How Cottage industries are playing a major role in rural market. **[10]**

OR

b) What is the nature of Indian handicrafts industry? **[10]**



Total No. of Questions : 5]

SEAT No:

[Total No. of Pages : 4

P3458

[5074]-1011

M.B.S (Semester - I)

103 - FBM : START UP AND NEW VENTURE MANAGEMENT

(2013 Pattern)

Time : 2 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Explain how entrepreneurship has influenced economic development and productivity in recent years. **[10]**

OR

b) What are the factors affecting entrepreneurial growth? **[10]**

Q2) a) How can franchising be seen as growth strategy by franchiser and franchisee? **[10]**

OR

b) What is intellectual property? Explain different types of Intellectual property. **[10]**

Q3) a) Explain PERT & CPM. Discuss advantages & disadvantages of PERT & CPM. **[10]**

OR

b) What is project feasibility analysis? Explain its components. **[10]**

P.T.O.

- Q4) a)** Write short notes ANY TWO. **[10]**
- i) SIDO
 - ii) Shop & establishment Act.
 - iii) SIDC
 - iv) Institutional assistance to exporters

OR

- b)** Write short notes on ANY TWO. **[10]**
- i) Incentives and facilities to Exporters
 - ii) SIDBI.
 - iii) Environment Protection Act.
 - iv) NIESBUD

- Q5) a)** Solve following case study:

EDUCATING AN ENTREPRENEUR **[10]**

Keshav, since his young age has had a creative mind and a strong sense of fashion with which he has set trends in college and won many fashion competitions too. He is also a very independent person by nature. He comes from a Gujarati business family who have been over the last 75 years into automobile spare parts manufacturing business. They are a joint family who have relocated to New Delhi 40 years ago to further the interests of the business. The family is known for its success in business and has earned respect from the industry players as well as the village from where the family hails.

Keshav instead of joining his family business, is firm on starting his own line of signature clothing. He wants his clothes to be manufactured and sold by the same company instead of outsourcing the material and only doing the designing. Keshav knows he has a good grip on various aspects of fashion per se. But he is not very sure about his footing in terms of exposure in the industry and the nuances involved in starting his own company. So, Keshav wants to take a one year course on entrepreneurship that a Singapore university is offering, so that he can learn formally all aspects of starting a venture. The university prides itself for having produced some of the most successful entrepreneurs of the decade. The salient features of the course are that it allows its students to do a pilot project of their business, provide incubation for certain select projects and is taught by practicing entrepreneurs. While the first eight months of the course would be learning the theory, the last four months would be learning specifics of the industry, in which the students wish to start through a well planned apprentice program. The course fee is Rs 25 lakhs and is completely residential. The total cost for the one year program Keshav, estimates to be about Rs 40-45 Lakhs.

When he proposed the idea to elders of his family through his uncle, he had initial opposition for wanting to move away from the family business. Under the relentless pressure from Keshav, the elders gave their agreement to Keshav to start his fashion house. However, they were quite against his desire to study entrepreneurship. As the family members have enough experience as successful business men, they were unable to understand what else he expects to learn from other entrepreneurs. Also the fact that the education was at Singapore which may, have a very different setting than the Indian business environment, was a key factor influencing their decision to oppose the study. Keshav however feels the family members over the period have become very closed in their thinking. He wants to set up a professional firm and feels the advice he gets from his family would be traditional and conservative in approach. The fact that none of them have exposure in any industry other than automobile spare parts is also a strong point he feels that should allow him to seek help from outside.

While these discussions are on, it comes to the family's notice that there is a small fashion design house in Patiala that is looking for buyers due to financial constraints of the founder. It has a complete tailoring unit, designers and a retail outlet. If Keshav could purchase it, he need not go through the rigmarole of starting off on his own.

Question: What do you think Keshav should do? Justify your answer.

OR

Q5) b) Solve following case study: **(10)**

THE SPIRITED FEW

Reshma is a chartered accountant who started her own practice after she completed her studies. She was a gold medalist and turned down quite a few creative job offers before embarking on her entrepreneurial journey. She initially started as a one woman organization and over the years has grown to become one of the most sought after companies with 10 branches across the nation and 300 professionals under her leadership.

Raghuvaran, a BBA graduate who started his work as a trainee in a manufacturing startup has now grown with the company to become its Chief Operating Officer. Within 10 years, the company's turnover has grown from 2 crores to 110 crores. Raghuvaran has been instrumental in setting up its international offices at London and Dubai. It is under his suggestion the company diversified from pure fabricators to having niche products in the windmill infrastructure. As an indicator of his contribution, the founders of the company have offered him a 5% stake in the company.

Vishnuvardhan is a hotel management graduate who has taken a franchise unit from a famous food chain. He has been running this unit for over a decade at Grant Road, the most popular road in his town. His outlet is the favorite hang-out for the young crowd. He has been the recipient of the 'Best franchise unit' and 'Best innovator' award many times during his tenure. Some of his ideas have been adopted by the franchiser for all their units as best practice.

Question: Who amongst the above, will you say would have most entrepreneurial mindset? Justify your answer.



Total No. of Questions : 5]

SEAT No:

[Total No. of Pages : 2

P3459

[5074]-1012

M.B.S.

**103 - TM : SYSTEMS & TECHNOLOGIES FOR KNOWLEDGE
MANAGEMENT**

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) i) Discuss 'Modern Knowledge Based Systems'.

ii) What are the advantages & disadvantages of Knowledge Based Systems?

[10]

OR

b) What is 'Artificial Intelligence'? Compare 'Knowledge' with 'Intelligence'.

Q2) a) Explain the terms:

[10]

- i) Rule Based Reasoning
- ii) Knowledge Engineering

OR

b) What do you mean by 'Case Based Reasoning (CBR)' and 'CBR Systems'? Give their practical applications.

Q3) a) i) Explain the term 'Repertory Grid'

ii) Discuss the techniques to automate knowledge acquisition.

[10]

OR

b) Explain the terms:

- i) Concept maps
- ii) Knowledge Capture Systems

P.T.O.

Q4) a) What are 'Artificial Neural Networks'? Discuss 'Clustering Techniques'.
[10]

OR

b) Explain the concept of 'Data Mining' What are the objectives of Data Mining?

Q5) a) What are 'Knowledge Sharing Systems'? Give the requirements of Knowledge Sharing Systems.
[10]

OR

b) Explain the term 'Knowledge Application Systems' Discuss the technologies with respect to knowledge Application Systems.



Total No. of Questions : 5]

SEAT No:

[Total No. of Pages : 2

P3460

[5074]-1013

M.B.S. (Semester - I)

104: SALES AND DISTRIBUTION MANAGEMENT

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define sales Management. Explain the objectives and scope of it. **[10]**

OR

b) What do you mean by Marketing Channels? Enumerate its functions in brief. **[10]**

Q2) a) Describe briefly the steps involved in designing and executing a sales training program. **[10]**

OR

b) What are the basic concepts of Sales organization? Explain any one of those concepts. **[10]**

Q3) a) What are sales quotas and what are the objectives behind setting up the sales quotas? **[10]**

OR

b) What is the typical process followed by a company to prepare its sales budget? **[10]**

Q4) a) Define the term Wholesaler? What are the types of it? **[10]**

OR

b) What is Franchising? Explain the significance and importance of franchisee in channel decision. **[10]**

P.T.O.

Q5) a) Explain the nature and importance of Retailing in brief. **[10]**

OR

b) What is retailing ? Explain the new trends in retailing **[10]**



Total No. of Questions : 5]

SEAT No:

[Total No. of Pages : 2

P3461

[5074]-1014

M.B.S./M.M.S. (Semester - I)

104 - FIN : Strategic Cost Management

(2015 Pattern) (CBCS)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define strategic cost Management. Write down the difference between cost reduction and Cost Management. **[10]**

OR

b) Strategic Cost Management. leads to cost reduction. Do you agree? justify. **[10]**

Q2) a) Explain any two techniques if Strategic cost Management. **[10]**

OR

b) Write in detail about life cycle costing. **[10]**

Q3) a) Explain the role of activity based costing and activity based management in decision making in SCM. **[10]**

OR

b) Write a brief note on activity based costing. **[10]**

Q4) a) Balance score card helps in the cost management for any organization. Explain with suitable example. **[10]**

OR

b) Define value chain costing. Give its importance in detail. **[10]**

P.T.O.

Q5) a) What are the phases of the learning curve management? Explain in details each phase. **[10]**

OR

b) Short note on: **[10]**

- i) Lean Management
- ii) Lean cost management



Total No. of Questions : 5]

SEAT No:

[Total No. of Pages : 2

P3462

[5074]-1015

M.B.S. (Semester - I)

Enterprise Resource Planning(ERP)

(2015 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Nestle company has adapted SAP application for overall business process. But due to targe training time & implementation, they have decided to implement ERP for their process they facing problems like financial reporting, accounts payable, accounts receivable, planning production management, demand planning etc.

As an ERP consultant suggest suitable ERP module for this organization.[10]

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

- a) What is ERP? explain advantages of ERP in detail.
- b) What is BPR? explain it in detail.
- c) Explain ERP Architecture in detail.

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

- a) Explain ERP implementation life cycle in detail.
- b) Explain ERP module for Inventory control.
- c) Explain methods for ERP vendor selection.

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

- a) Define C.R.M? explain in detail.
- b) What is BPR? explain in detail.
- c) Describe “ERP acceptance by Indian organization”.

P.T.O.

Q5) Write short note on (any two).

[2 × 5 = 10]

- a) Data mining.
- b) OLAP (online analytical processing).
- c) Data warehousing.
- d) Business intelligence.



Total No. of Questions : 5]

SEAT No:

P3463

[Total No. of Pages : 2

[5074]-1016

MBS (Semester - I)

104 - OPE : TOTAL QUALITY MANAGEMENT

(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Explain different steps involved in implementing total quality with suitable examples. [10]

OR

b) What is Little q and Big q. Write a note on Juran Trilogy. [10]

Q2) a) Explain the quality management principles postulated by Ishikawa. [10]

OR

b) Discuss Deming's 14 point philosophy. [10]

Q3) a) Write a note on Scatter diagram and regression analysis. [10]

OR

b) What are the difficulties associated with QFD?. [10]

Q4) a) Explain the DMAIC process of Six Sigma using suitable example. [10]

OR

b) What is the necessity of Statistical Quality Control? Explain importance of SQC. [10]

P.T.O.

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

OR

b) Discuss Tata Business Excellence Model. [10]



Total No. of Questions : 5]

SEAT No:

[Total No. of Pages : 2

P3464

[5074]-1017

MMS (MBS) (Semester - I)

104 - HR : Organizational Design & Development

(2013 Pattern) (CBCS)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) “Strategies affect organizational design”. Explain with the supporting examples. **[10]**

OR

b) What are the contextual and structural dimensions of Organization design? Explain the interdependencies between the two with the help of an example. **[10]**

Q2) a) Discuss the key elements of organizational structure. Compare and contrast Vertical organization with Horizontal organization. **[10]**

OR

b) Discuss the impact of “Span of control” on the management and give suitable examples. **[10]**

Q3) a) Discuss in detail the methodologies of creating a learning organization. **[10]**

OR

b) “Decision making is the lifeline of any organization” Broadly discuss the outline of decision making process in this background. **[10]**

P.T.O.

Q4) a) Identify and discuss the issues encountered while dealing with the Team/
group intervention and Intergroup/intervention in OD process. [10]

OR

b) Explain the process of OD in detail. [10]

Q5) a) Present a report on organizational culture and design of an any organization
of your choice. [10]

OR

b) “Organizational culture has direct impact on performance “Discuss with
examples. [10]



Total No. of Questions : 5]

SEAT No:

P3465

[Total No. of Pages : 2

[5074]-1018

MBS (Semester - I)

104 - IB : International Business Management Specialisation

International Financial Management

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Explain the Financial Management of MNC along with its' complexities and various issues. **[10]**

OR

b) Discuss Foreign direct investment strategies. **[10]**

Q2) a) Explain the computation of cash flow in international capital Budgeting.
b) Enumerate the various factors to be considered in computation of cashflow. **[10]**

OR

c) What is the significance of cost of capital in valuation of MNC? **[10]**

Q3) a) Is international working capital management more complex than the domestic working capital management? **[10]**

OR

b) Explain the importance of investory management in international context. **[10]**

Q4) a) Discuss the management of transaction exposure and highlight various hedging techniques. **[10]**

OR

b) What is interest rate risk and explain how it is managed. **[10]**

P.T.O.

Q5) a) What do you mean by multinational transfer pricing Explain the elements in setting the transfer price. **[10]**

OR

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

- i) Consolidated financial reporting.
- ii) Users of consolidated financial statements.



Total No. of Questions : 5]

SEAT No:

[Total No. of Pages : 2

P3466

[5074]-1019

M.B.S. (Semester - I)

(104 - SCM) KNOWLEDGE MANAGEMENT IN SUPPLY CHAINS

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What is role of information and technology in supply chain? How IT can be useful for supplier relationship management? **[10]**

OR

b) Explain “SCIS: Integrated Module” which helps in decision making during SCM. **[10]**

Q2) a) “Supply chain information systems have overcome limitations & challenges of conventional supply chain” Comment. **[10]**

OR

b) With diagram of “Supply Chain System Architecture” explain Supply Chain Information System design. **[10]**

Q3) a) How technology adoption can lead to Process Improvements in SCM? **[10]**

OR

b) Write and explain about “Pure technology applications in SC”. **[10]**

Q4) a) Discuss about benefits and opportunities of E-Supply chain to micro, small and medium scale enterprises in detail. **[10]**

OR

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

P.T.O.

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

OR

- b) Explain Communication Technology with respect to. **[10]**
- i) Bar Code and Scanning
 - ii) Global Data Synchronization



Total No. of Questions : 5]

SEAT No:

[Total No. of Pages : 1

P3467

[5074]-1020

M.B.S.

104 - RABM: AGRI SUPPLY CHAINS MANAGEMENT

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Discuss the traditional Agri supply chain management approach.

OR

b) Discuss the modern supply chain management approach.

Q2) a) Explain Demand planning and forecasting.

OR

b) Mention and explain the basic principles of manufacturing management.

Q3) a) Explain just in time (JIT) and vendor managed inventory (VMI).

OR

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

Q4) a) Explain Third party logistics.

OR

b) Discuss the history and evolution of logistics. Also give the elements of logistics.

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

OR

b) What is bench marking. Discuss the forms of bench marking.



Total No. of Questions : 5]

SEAT No:

[Total No. of Pages : 2

P3468

[5074]-1021

**M.B.S. (Semester - I)
PROJECT MANAGEMENT
(CBCS) (2013 Pattern)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Your answers should be specific and to the point.*
- 5) *Support your answers with suitable live examples.*
- 6) *Draw neat diagrams wherever necessary.*
- 7) *Use of calculator is permitted.*

Q1) a) Besides the user and the contractor, what other parties are involved in the system development cycle, Explain with examples. **[10]**

OR

b) List the main characteristics of 'Project'. How do these features distinguish project from non project activities. **[10]**

Q2) a) Explain the use of work break down structure for project control with examples. **[10]**

OR

b) Elaborate the objectives and relevance of social cost benefit analysis. **[10]**

Q3) a) "The network diagram of PERT provides a picture of the work package relationship. Explain how? **[10]**

OR

b) "The budget is not simply one facet of a plan but a control mechanism" justify. **[10]**

P.T.O.

Q4) a) “The Project control activity is exercised by monitoring process and evaluating collected data.”How? [10]

OR

b) The appropriate risk management strategy is to accommodate and mitigate risk, not to avoid or eliminate it. Support your answer with relevant examples. [10]

Q5) a) Elaborate the role of PMIS in Project management. [10]

OR

b) What do you mean by project termination. Elaborate the factors to be considered while terminating a project. [10]



Total No. of Questions : 5]

SEAT No:

P3469

[Total No. of Pages : 2

[5074]-1022

M.B.S. (Semester - I)

Specialization: Technology Management

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

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What do you mean by Product platform? Explain the various product development goals. **[10]**

OR

- b)** Write short notes on (Any two) : **[10]**
- i) Product Architecture
 - ii) Time Value of Knowledge
 - iii) Knowledge Integration

Q2) a) What is the role of knowledge generation and integration in product development and commercialization process? **[10]**

OR

- b)** Explain the phases of product development and commercialization process. **[10]**

P.T.O.

Q3) a) Explain the concept of Design for excellence. Which design is considered as Excellent Design? [10]

OR

- b) Write short notes on (Any two) [10]
- i) Weibull analysis
 - ii) Design for Environment sustainability
 - iii) Customer participation in product development

Q4) a) What is Kaizen? Explain the role and importance of Kaizen in product development and commercialization process. [10]

OR

- b) What challenges are faced by the organizations in development and commercialization of high-tech products. [10]

Q5) a) Explain the factors which affect the long-term growth of the shareholders value. [10]

OR

- b) Explain the various steps involved in product portfolio planning. [10]



Total No. of Questions : 5]

SEAT No:

[Total No. of Pages : 2

P3470

[5074]-1023

M.B.S. (Semester - I)

105 MKT : PRODUCT MANAGEMENT

Marketing Mgt. Spl.-III

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What do you mean by product management? Elaborate the role of Product Manager and skills required for product management. [10]

OR

- b) Explain the importance of product management system in market focused organisation structure. [10]

Q2) a) Define competition analysis. Explain the levels of market competition and their product strategy implications. [10]

OR

- b) Elaborate the various methods of determining competitors. [10]

Q3) a) How to prevent NPD (New Product Development) failure ? Discuss. [10]

OR

- b) Explain how consumers, voice is captured for converting into ideas, concepts and products. [10]

Q4) a) What is choice of competitors' target positioning strategy? Give suitable example. [10]

OR

- b) Being a product manager of company what product strategies do you follow over lifecycle. [10]

P.T.O.

Q5) a) What is sales analysis? Explain in brief, the value of sales analysis and the Road Block concepts. **[10]**

OR

b) What is profitability analysis ? Explain the conventional product profit accounting in detail. **[10]**



Total No. of Questions : 5]

SEAT No:

P3471

[Total No. of Pages : 2

[5074]-1024

M.B.S. (Semester - I)

105 - FIN : INCOME TAX - Part I

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define assessee, Assessment year, previous Year. **[10]**

OR

b) Explain the concept of Agricultural income in detail. **[10]**

Q2) a) Explain the concept of allowances and any five fully or partly tax exempted allowances. **[10]**

OR

b) Mr. Z was assistant manager of M/S ABC Co. Ltd., during the financial year 2014-15. She got the following emoluments. **[10]**

Sr.No.	Particulars
1	Basic Salary Rs.25,000 per month
2	Dearness Allowance Rs.2,500 per month
3	Transport Allowance Rs. 2,200 per month
4	Contribution to RPF was 15% of basic salary
5	Children education allowance for two children was Rs.500 per month
6	City Compensatory allowance Rs. 300 per month
7	Hostel expenses allowance for two children was Rs. 700 per month
8	Tax paid on employment Rs. 2,500

Compute the taxable salary of Mr.Z for the financial Year 2014-15.

P.T.O.

Q3) a) Explain the concept of Capital Gain and types of Capital Gain. [10]

OR

b) Compute the income from house property for the financial year 2014-15 for Mr. Sujay on the basis of the following information. [10]

i) Municipal Valuation	Rs. 1,00,000
ii) Fair Rent	Rs. 1,40,000
iii) Standard Rent	Rs. 1,30,000
iv) Rent Received	Rs. 1,35,000
v) Municipal Taxes Paid	Rs. 30,000
vi) Interest on borrowed capital	Rs. 35,000

Q4) a) How will you set off your losses in same year & carry forward it. [10]

OR

b) Explain the deductions applicable to individual and HUF. [10]

Q5) a) Explain the concept of self - Assessment Tax in detail. [10]

OR

b) Write notes on. [10]

- i) Tax Credit.
- ii) Advance Tax.



Total No. of Questions : 5]

SEAT No:

[Total No. of Pages : 2

P3472

[5074]-1025

M.B.S (Semester - I)

105 - IT RDBMS With Oracle

(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

Figures to the right indicate full marks..

Q1) Explain the architecture of DBMS. **[10]**

OR

Explain the Various Constraint in DBMS.

Q2) Explain RDBMS. **[10]**

OR

Explain Relational Algebra.

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

OR

Explain SQL Group Function.

Q4) Explain SQL Set Operator. **[10]**

OR

Consider the following table to solve the following queries:

Emp (eno,e_name, dob, gender, sal, deptno, designation, address, city)

Dept (deptno, dept_name, loc)

a) Create the Emp table with constraints.

b) Drop column city from EMP Table.

c) Delete the records from EMP table of Employee whose name is 'Anshu'.

d) Display the department wise total no. of employees.

e) Display list of employees whose salary is between 5000-15000.

f) Display the list of employees whose name starts with 'A'.

P.T.O.

Q5) Discusses different types of Object in Oracle.

[10]

OR

Explain Sequence and Synonyms.



Total No. of Questions : 5]

SEAT No:

[Total No. of Pages : 1

P3473

[5074]-1026

(MBS) (Semester - I)

105 - OPE : Productivity Management

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50]

Instructions to the candidates:

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

Q1) a) Explain the scope&importance of productivity with relevent examples. [10]

OR

b) Discuss the productivity macro & micro factors. [10]

Q2) a) Explain the concept of value analysis with example. [10]

OR

b) Discuss the procedure application of value analysis? [10]

Q3) a) Write a note on method study & work measurement. [10]

OR

b) What is work study & its significance. [10]

Q4) a) What is allowances & performance rating? [10]

OR

b) Discuss the technique to measure work measurement. [10]

Q5) a) What is Service level measurements. [10]

OR

b) Explain the concept of Six sigma in productivity with relevant industrial examples. [10]



Total No. of Questions : 5]

SEAT No:

[Total No. of Pages : 2

P3474

[5074]-1027

MBS (Semester - I)

HR SPECIALIZATION

105-HR Audit (2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What do you mean by HRD Audit? Explain the origin of HR Audit[10]

OR

b) Explain the importance of HRD Audit for the business with suitable examples. [10]

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

OR

b) Explain in detail the HRD Competencies. [10]

Q3) a) Write in brief about HRD Audit methodology. [10]

OR

b) Define HRD Score card.Explain the different steps involved in designing the HRD score card. [10]

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

OR

b) What are the major findings and conclusions of HRD Audit. [10]

P.T.O.

Q5) a) What do you mean by HRD System ? Explain. **[10]**

OR

b) Explain the various tools of data collection used in HRD Audit. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3475

[Total No. of Pages : 2

[5074] - 1028

M.B.S (Semester - I)

105 IB : INTERNATIONAL MARKETING

(2013 Pattern)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) a) Define international marketing. Why is it essential for a company to master the art of international marketing in the present competitive times? [10]

OR

b) Explain in detail international marketing management process. [10]

Q2) a) Explain in detail international market entry strategies. [10]

OR

b) What is meant by 'Product Standardisation' and 'Product Adaptation'? [10]

Q3) a) Explain the concept of international dumping; financing marketing transactions with suitable live examples. [10]

OR

b) Discuss the various pricing strategies that global companies implement to achieve their pricing objectives. [10]

P.T.O.

Q4) a) Explain the need of leveraging international distribution for competitive advantage. **[10]**

OR

b) Discuss in detail the international distribution channels, their roles and functions. **[10]**

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

OR

b) Describe various product-promotion strategies for international markets. Support your answer with suitable examples. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3476

[Total No. of Pages : 2

[5074] - 1029

M.B.S. (Semester - I)

**105 SCM : Purchasing & Supplier Relationship Management
(2013 Pattern)**

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) a) Write a detail note on Buyer Supplier relationship. **[10]**

OR

b) What are operational issues in purchasing function? Also explain types of purchases **[10]**

Q2) a) Explain the concept of Hybrid purchasing structure. **[10]**

OR

b) What is operational purchasing? Enlist advantages & disadvantages of decentralized purchasing. **[10]**

Q3) a) Explain in detail different types of purchasing strategies. **[10]**

OR

b) What are key supplier evaluation criteria and also explain need for supplier selection. **[10]**

P.T.O.

Q4) a) What is Supplier Quality? Why we should be concerned with supplier quality? [10]

OR

b) Write a note on Pursuing Quality at the source. [10]

Q5) a) Explain in detail negotiation process. [10]

OR

b) What are essential elements of contract & purchase order? [10]



Total No. of Questions : 5]

SEAT No. :

P3477

[Total No. of Pages : 1

[5074] - 1030

M.B.S. (RABM) (Semester - I)

105 : COMMODITY MARKET SPECIALIZATION - III

(2013 Pattern)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) a) How will you define spot Exchange. [2]

b) Explain the concept of spot exchange with the help of advantages. [8]

Q2) a) What is commodity exchange? [3]

b) Brief the concept of Chicago and New York merchantile exchanges.[7]

Q3) a) Which are the risks in commodity Market? Explain it with the help of

i) Geo-Political [5]

ii) Speculative [5]

Q4) State the importance of integration and co-operation amongst exchanges. [10]

Q5) Is it really the commodity prices get altered by high frequency trading in the country? [10]



Total No. of Questions : 5]

SEAT No. :

P3478

[Total No. of Pages : 2

[5074] - 1031

M.B.S (Semester - I)

105 FBM : BUSINESS PLANS

(2013 Pattern)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) What is the concept of a Business Plan? Explain the need and use of a Business Plan. **[10]**

OR

Explain the various factors that are considered during Business planning overview.

Q2) Explain the following key elements of a business plan: **[10]**

- a) Industry analysis and trends
- b) Competitive analysis

OR

Discuss the financial factors of a Business Plan.

Q3) Explain the types of research before preparing a business plans. **[10]**

OR

What type of information is to be collected before preparing a business plan? Explain the sources of information for the business plan.

P.T.O.

Q4) Evaluate the components of a business plan from the investors perspective. **[10]**

OR

Explain the following factors while evaluating a business plan.

- a) Opportunity,
- b) Idea,
- c) Market
- d) Present Value.

Q5) What are the various types of risk involved in any type of a business? **[10]**

OR

Explain the importance of a good team and a good opportunity for VC's



Total No. of Questions : 5]

SEAT No. :

P3479

[Total No. of Pages : 2

[5074] - 1032

M.B.S (Semester - I)

105 TM : Managing Innovation - I

(CBCS) (2013 Pattern)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) a) Explain in detail various sources of Innovation's with examples. **[10]**

OR

b) Explain the myths surrounding Creativity. **[10]**

Q2) a) Explain in detail dynamic models of Innovation **[10]**

OR

b) Explain in detail Rosenkopf Technology Life Cycle Model. **[10]**

Q3) a) Differentiate between Assets & Knowledge **[10]**

OR

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

P.T.O.

Q4) a) Explain in detail the concept of Technology. **[10]**

OR

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

Q5) a) Explain Managerial Decision Making & Disruptive Technological change with examples. **[10]**

OR

b) Explain trajectories of market need versus technology improvement with examples. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3480

[Total No. of Pages : 2

[5074] - 2001

M.B.S. (Semester - II)

**201 : Managing For Sustainability
(2013 Pattern)**

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) a) Define Corporate Social Responsibility. Also discuss the responsibility of various stakeholder groups.

OR

- b) Justify the statement “Issues and opportunities for business in socially and environmentally are sustainable.”

Q2) a) Explain the nature, scope & Significance of sustainable development.

OR

- b) Discuss the various Stakeholders in sustainable development. Explain how the reduction of socio-environmental costs and risk can be carried out.

Q3) a) Explain three Dimensions of sustainable development.

OR

- b) Write short Note on (Any Two)
- i) Sustainability Reporting
 - ii) Business Model for Sustainable Development
 - iii) Social Accountability Standard-ISO 26000

P.T.O.

Q4) a) Explain the difference between Governance and Management .Discuss Agency Theory of CSR.

OR

b) Explain the OECD principles. Discuss Friedman's theory of CSR.

Q5) a) Discuss the nature, characteristics and needs of business ethics.

OR

b) Explain Ethics and corporate excellence in business. Discuss the strategies of Organizational culture building.



Total No. of Questions : 5]

SEAT No. :

P3481

[Total No. of Pages : 2

[5074]-2002
M.B.S. (Semester - II)
(202) : STARTUP AND NEW VENTURE MANAGEMENT
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:-

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

Q1) Explain the term entrepreneur. Discuss in detail the skills required to become a successful entrepreneur. **[10]**

OR

Discuss the various factors affecting to the entrepreneurial growth.

Q2) Explain the criterias for product selection. Discuss in detail the elements of the product selection. **[10]**

OR

- a) Elaborate the concepts of sponsorship and acquisition.
- b) Explain characteristics of franchising.

Q3) Define small scale Enterprises. Discuss the role of small scale enterprises in economic development. **[10]**

OR

What is project report? Discuss the contents of project report.

P.T.O.

Q4) Explain in detail any two support institutions relating to small scale & village industries. **[10]**

OR

Write Short Notes on (Any Two) :

- a) Sale of goods Act.
- b) Industrial Employment Act.
- c) Importance of labour and management relations.

Q5) Mr. Vitthal Kamat, Executive Chairman and Managing Director of Kamat Hotels (I). He has transformed a small restaurant chain into a full - fledged hospitality services group. Mr. Kamat is an ambitious entrepreneur, who has alternative growth strategies. He has used the core competency of the hotels as an 'Ecotel', an environment friendly hotels. He had also acquired loss-making properties in places like Vapi in Gujrat and Khandala in Maharashtra and turned them into profitable business.

Question: Explain the traits of entrepreneurs with the help of above case. **[10]**

OR

Azim Premjiisan eminent entrepreneur and philanthropist. He is the Chairman of Wipro Ltd. When he took over the company as a head, it was dealing in hydrogenated cooking fats. Later it diversified to bakery fats, ethnic ingredients based toiletries, hair care soaps, baby toiletries, lighting products and hydraulic cylinders. Thereafter, he changed his focused to software industry. Under his leadership, Wipro embarked on an ambitious phase of expansion and diversification. In the 1980's this company had entered into information technology field and took advantage of the exit of IBM from the Indian market in 1975. It started manufacturing computer hardware, software, and related it ems, under a special license from sentinel. As a result, the \$1.5 million company in hydrogenated cooking fats, grew within a few years have become an over \$ 6 billion diversified, integrated corporation in sevice, medical systems, technology and consumer items with offices worldwide.

Question:

Discuss the significance of business opportunity identification with reference to above case.



Total No. of Questions : 5]

SEAT No. :

P3482

[Total No. of Pages : 2

[5074]-2003
M.B.S. (Semester - II)
230 - MKT : INTERNATIONAL MARKETING
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:-

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

Q1) What is the concept of International Marketing? Explain its need. **[10]**

OR

Illustrate the International marketing Management process.

Q2) Discuss product Designing and product standardisation. **[10]**

OR

What is the concept of product strategies? Explain International product strategies.

Q3) Explain International Dumping and its impact. **[10]**

OR

Discuss the factors affecting International price Determination.

Q4) Illustrate International Distribution channels and their functions. **[10]**

OR

Explain selection and management of overseas Agents.

P.T.O.

Q5) Write short notes on (any two):

[10]

- a) Global Advertising.
- b) Aspects of International sales.
- c) Push and pull strategies.
- d) Trade fairs and Exhibitions.

OR

Explain International Advertising and other modes of communication.



Total No. of Questions : 5]

SEAT No. :

P3483

[Total No. of Pages : 2

[5074] - 2004

M.B.S.

**203 (Fin) : International Finance
(2013 Pattern)**

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) a) Explain the nature & scope of International finance with one suitable example.

OR

b) Describe the various functions of WTO & IMF?

Q2) a) Write notes on :

- i) FEMA
- ii) Types of Exchange Risk

OR

b) Define Hedging? Explain the various techniques of hedging?

Q3) a) Discuss the major sources available to an Indian Corporate for raising foreign currency resources?

OR

b) Write a detailed note on development of global capital market.

P.T.O.

Q4) a) Write notes on :

- i) Loan Syndication
- ii) Types of Bonds

OR

- b) Distinguish between foreign bonds & Euro bonds. Also discuss why Euro bonds make up the lion's share of the international bond market?

Q5) a) Explain in detail Indian Accounting Standards (IAS) on foreign transactions.

OR

- b) Describe the concept of International receivables management & highlight its importance.



Total No. of Questions : 5]

SEAT No. :

P3484

[Total No. of Pages : 2

[5074] - 2005

M.B.S (Semester - II)

Information Technology Management (IT) Specialization - IV

203 - (IT) Software Quality Assurance

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

Figures to the right indicate full marks.

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

- a) What is the difference between Fault, Error and Failure? Explain Software quality assurance in detail with objectives.
- b) What is Review? What is its purpose? Explain types of review.

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

- a) Explain pre-project SQA Components.
- b) Explain the content of Software quality Assurance plan.

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

- a) What is SEI CMM? Explain levels of CMM in detail.
- b) Explain software quality factors in detail.

P.T.O.

Q4) Attempt the following question (Any one)

[10]

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

Q5) Write short notes on (Any Two)

[10]

- a) Software error, software faults and software failure
- b) ISO/IEC 12207 standard
- c) Verification and validation



Total No. of Questions : 5]

SEAT No. :

P3485

[Total No. of Pages : 2

[5074] - 2006

M.B.S. (Semester - II)

Operations Management Specialization IV

203 OPE : Toyota Production System

(2013 Pattern)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) a) Explain '4P' model of Toyota Way.

OR

- b) Define Toyota Production System. Explain benefits of TPS to the organization.

Q2) a) Explain Pull System & Push System. Differentiate between Push & Pull System.

OR

- b) What do you understand by 'Continuous Process Flow'. What are the benefits?

Q3) a) Explain the concept of 'Quality Right First Time'. How First Time Right is ensured in any organization practicing TPS.

OR

- b) Explain the relevance of 'Use only reliable, thoroughly tested technology' in TPS.

P.T.O.

Q4) a) Is developing exceptional people and teams important in TPS? Why?

OR

b) Comment on 'Grow Leaders who thoroughly understand the work'. State other qualities of leader for TPS.

Q5) a) Which statement is true - 'Rapid decision making is important in TPS' or 'Rapid implementation is important in TPS' ? Why?

OR

b) What do you understand by 'Genchi Genbutsu' in TPS?



Total No. of Questions : 5]

SEAT No. :

P3486

[Total No. of Pages : 2

[5074] - 2007

M.B.S (Semester - II)

203 HR : GLOBAL HR

(2013 Pattern) (Specialization - III) (CBCS)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) a) “Human Resource Management plays a key role in managing international business ethics” Discuss. **[10]**

OR

b) “Talent management, getting the significance in the international HR context” Explain the statement with suitable examples. **[10]**

Q2) a) “Staffing is a more challenging task in the context of international assignments” Explain. **[10]**

OR

b) “It is possible to carry out the International assignments successfully if it linked with Organizational strategy” explain the statement. **[10]**

Q3) a) “Pre departure training enhances the effectively of employee in international jobs” Discuss the statement by giving supporting examples. **[10]**

OR

b) State the objectives of International compensation and discuss in detail the key elements of it. **[10]**

P.T.O.

Q4) a) Discuss in detail, how Trade union response and influence the multinationals. **[10]**

OR

b) Discuss the Impact of digital economy on International HR, give supporting examples. **[10]**

Q5) a) Explain the issue of social dumping in the context of International HR. **[10]**

OR

b) Explain in detail, the PM system in Multinationals. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3487

[Total No. of Pages : 2

[5074] - 2008

M.B.S.

(203 IB) Global Logistics and Supply Chain

(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) a) What is global logistics? Explain importance of logistics documents in global logistics **[10]**

OR

b) Describe 5 P's of logistics. What is the use of incoterms in logistics. **[10]**

Q2) a) What are types of ships in global logistics? Explain any two in detail **[10]**

OR

b) What are merits and demerits of railway transportation? **[10]**

Q3) a) Describe shipping corporation of India. **[10]**

OR

b) What is the role of shipping agent in shipping transportation? Explain bulk carriers in shipping. **[10]**

P.T.O.

Q4) a) How part codes play important role in logistics. Explains world's major parts in brief **[10]**

OR

b) What is international chamber of shipping? Explain major seaports of World's in brief **[10]**

Q5) a) Explain inland container depots and container freight stations with its functions and benefits. **[10]**

OR

b) What is general and specific cargo service. Describe container classification in brief. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3488

[Total No. of Pages : 2

[5074] - 2009

M.B.S. (Semester - II)

203 - SCM : SUPPLY CHAIN PLANNING

(2013 Pattern)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) a) Define the term forecasting. Discuss how forecasting can be used for SCM. **[10]**

OR

b) Explain risk in forecasting. What are the different methods of forecasting? **[10]**

Q2) a) What are the concepts of demand management and collaborative planning? **[10]**

OR

b) Explain order fulfillment and order management in SCM. **[10]**

Q3) a) Describe the concept of aggregate planning and its role in SC. **[10]**

OR

b) Explain various aggregate planning strategies? Discuss the role of IT in SCM. **[10]**

P.T.O.

Q4) a) Discuss the decision environment of SC. Explain the external factors responsible for SC. **[10]**

OR

b) Explain the concept of variability and impact of seasonality. **[10]**

Q5) a) Discuss network decisions and their choices for network configurations. **[10]**

OR

b) Discuss the challenges in network configurations and explain their models. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3489

[Total No. of Pages : 2

[5074] - 2010

M.B.S. (Semester - II)

**203 : Special Areas in Rural Marketing
(2013 Pattern)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) a) Describe scenario of Rural Marketing in FMCG [10]

OR

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

Q2) a) Differentiate between Consumer durable and FMCG marketing in rural markets? [10]

OR

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

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

OR

b) How rural market for Financial services spreading in India? [10]

P.T.O.

Q4) a) Describe 'Indian Agrochemical market' and its impact in rural market. **[10]**

OR

b) Describe Global agrochemical market scenario in detail **[10]**

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

OR

b) Explain Characteristics of Handicrafts industry **[10]**



Total No. of Questions : 5]

SEAT No. :

P3490

[Total No. of Pages : 2

[5074] - 2011
M.B.S. (Semester - II)
203 : Intrapreneurship
(2013 Pattern)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) What are the risks to be an intrapreneur? Also discuss in details the benefits of an intrapreneur. **[10]**

OR

What are the responsibilities of an intrapreneur? How an intrapreneur is different from entrepreneur? **[10]**

Q2) What is idea generation and mobilization? How the role of intrapreneur and manger differs? **[10]**

OR

What are the design considerations of idea generation? How it helps the intrapreneur? **[10]**

Q3) How valuing the experimental culture helps the organizational growth Discuss with suitable examples. **[10]**

OR

How the experimentation process to test the feasibility of ideas is developed? What are the benefits of doing the same? **[10]**

P.T.O.

Q4) How Performance Measurement of commercialization is done? Discuss in details. **[10]**

OR

Negotiating Compensation for Idea and Effort is the most difficult task for intrapreneur. Justify the statement. **[10]**

Q5) How Community approach helps in intrapreneurship development? Discuss with suitable example **[10]**

OR

How the concept of intrapreneurship helps in sustained competitive advantage? What should be the ideal feedback mechanism in organization for intrapreneurship development? **[10]**



Total No. of Questions : 5]

SEAT No. :

P3491

[Total No. of Pages : 2

[5074] - 2012

M.B.S (Semester - II)

Technology Management Specialization - IV

203 (TM) : Technology Transfer and Commercialization

(2013 Pattern)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Explain role of Intellectual Property in protecting innovations. **[10]**

OR

Explain steps in Technology transfer and transmission. **[10]**

Q2) Explain the negotiations of deals and marketing of innovations. **[10]**

OR

Describe how the market assessment and alignment of technology is done. **[10]**

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

OR

Elaborate on developments within the company that are essential to success for the business. **[10]**

Q4) Elaborate relevance of Science and Technology Policy while formulating business plan. **[10]**

OR

Explain process of negotiating and monitoring the License Agreement. **[10]**

Q5) New featured technology has introduced by leading Mobile manufacturing company. Elaborate how Market Assessment and Alignment of Technology the company should do for successful launching of produced. **[10]**

OR

A company has planned to introduce soft drink products. Elaborate on various financial factors a company has to consider before starting a venture. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3492

[Total No. of Pages : 2

[5074]-2013
M.B.S. (Semester - II)
204 - Mkt : CUSTOMER RELATIONSHIP MANAGEMENT
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:-

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

Q1) a) Discuss the customer satisfaction - loyalty - business performance linkage. Enlist the Relationship management theories. **[10]**

OR

b) Define and explain CRM. Discuss the misunderstandings about CRM. Mention the models of CRM.

Q2) a) Discuss the sources of customer value. Explain processes, people and physical evidence. **[10]**

OR

b) Discuss the Economics of customer Retention. Also discuss how the companies decide which customers to retain.

Q3) a) Discuss the importance of maintaining the database related to customers. Explain - Data Integration. **[10]**

OR

b) What is meant by Customer Experience. Discuss the Exponential marketing strategies and Tactics.

P.T.O.

Q4) a) Bring out the importance of Supplier relationships. Discuss - Supplier Accrediation Programmes. **[10]**

OR

b) What is Value Delivery? Explain the partners in Value Delivery.

Q5) a) Discuss the conventional customer management structures. **[10]**

OR

b) Write short notes on: (Any two)

i) Organizational roles and CRM.

ii) Team Selling.

iii) Employees and Internal Marketing.



Total No. of Questions : 5]

SEAT No. :

P3493

[Total No. of Pages : 3

[5074]-2014
M.B.S. (Semester - II)
FINANCIAL MANAGEMENT SPL. -V
204 - Fin. Income Tax (Part - II)
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Explain the concept of Residential status & incidence of tax? **[10]**

OR

Define the following terms as per Income Tax Act, 1961.

- a) Previous year
- b) Person

Q2) List out the various expenses which are specifically disallowed under the head 'profits & gains from business or profession'? **[10]**

OR

For the year ending 31st March 2014 Mr. Ramkishan Agrawal's P & L A/c is as under:

Particulars	Amount	Particulars	Amount
To Salary & Wages	10,000	By Gross profit	2,51,800
To Rent & Tax	5,000	By Interest on	
To Commercial expenses	1,600	Securities	1,600
To Advertisement	1,000	By Rent received	
To Household		from property	4,800
expenses	4,750		

P.T.O.

To Discount	1,075	By Discount & Commission	8,000
To Postage & Stationery	200	By Bad debts recovered	2,000
To Fire Insurance premium (House)	300		
To Life Insurance premium	1,000		
To Donation	1,000		
To Income tax	1,800		
To Depreciation	1,500		
To Repairs (House)	500		
To Audit expenses	525		
To Loss on stock	1,700		
To Interest on capital	400		
To Municipal Tax	800		
To Net Profit	2,35,050		
	2,68,200		2,68,200

Allowed depreciation for business assets is Rs. 1,900. Fire Insurance Premium, Repairs & Municipal taxes are related to such house of which half portion is used in business & remaining is let out. Find out income from business for the A.Y. 2015-16.

Q3) Explain the types of capital gain & list out the transactions where Indexation is required? **[10]**

OR

Mr. Pankaj Thakkar owns a house municipal valuation of which is Rs. 72,000. 2/3 portion of the house is self occupied & remaining portion is let out for Rs. 3,000 per month. Municipal taxes paid are Rs. 12,000. Other expenses are repairs Rs. 13,000, Ground Rent Rs. 3,000, Insurance premium Rs. 4,500 & Interest on loan Rs. 27,000.

Q4) Write short notes on (Any Two):

[10]

- a) Carry forward of losses
- b) MAT
- c) Set off of losses

OR

Explain the procedure of computing gross total income & tax liability with an example?

Q5) Describe the process of Tax planning for Mergers & Acquisitions?

[10]

OR

Explain in detail the tax planning procedure for managerial decisions?



Total No. of Questions : 5]

SEAT No. :

P3494

[Total No. of Pages : 1

[5074] - 2015
M.B.S. (Semester - II)
INFORMATION TECHNOLOGY MANAGEMENT (IT)
SPECIALIZATION - V
201 (IT) : Information Security and Audit
(2013 Pattern)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) List & Explain various Biometric Controls for protecting system assets. [10]
OR

Explain the importance of Physical Security and Risks involved in it.

Q2) Why Network Security requires Auditing? Explain. [10]
OR

Explain overview of Network Security in Digital Communications.

Q3) Explain Intrusion Detection System in detail. [10]
OR

Explain various Cryptographic Techniques to enhance the security.

Q4) Explain steps and methodologies involved in ISA. [10]
OR

What is the need of Information Security Auditing? How it helps to increase the Performance?

Q5) Explain Information Security and Audit Control's Process in depth. [10]
OR

Explain different types of ISA Controls with Risks involved in it.



Total No. of Questions : 5]

SEAT No. :

P3495

[Total No. of Pages : 1

[5074]-2016
M.B.S. (Semester - II)
QUALITY MANAGEMENT STANDARDS
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:-

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

Q1) What are the core tools for TS 16949? **[10]**

OR

Which are the implementation requirements for certification of TS 16949.

Q2) What are the responsibilities of top management Implementation of Q.M.S. standards. **[10]**

OR

Explain the procedure for resources management in Q.M.S. standards.

Q3) Explain the objectives and programmes for Implementation of E.M.S. Standards. **[10]**

OR

What is the planning process of Implementation and certification for E.M.S. standards.

Q4) What is the steps in planning process of OHSAs 18001-2007 in an Indian Industry. **[10]**

OR

Explain the general Requirements for implementation and certification for OHSAS-18001-2007 standards.

Q5) What is a legal register and risk register in Q.M.S. **[10]**

OR

Explain the significance of E.R.P. in an organisation.



P.T.O.

Total No. of Questions : 5]

SEAT No. :

P3496

[Total No. of Pages : 2

[5074] - 2017
M.B.S. (Semester - II)
204-HR : EMPLOYEE REWARD MANAGEMENT
(HRM, Elective Core)
(2013 Pattern)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) a) Define Reward Management. Discuss the concept of Reward Management, its aims and achieving the aims of Reward System. **[10]**

OR

b) Describe the elements of a reward system and analyse the factors affecting to reward management policy and practice. **[10]**

Q2) a) What is meant by 'Grade and Pay Structure'? Explain the types of Grade and Pay structure with suitable examples from different industries. **[10]**

OR

b) Explain How HR Manager can develop Grade and Pay Structure. Explain the factors affecting pay levels. **[10]**

Q3) a) Write short notes on;

i) Individual Pay and Team Pay **[5]**

ii) Paying for Organisational Performance **[5]**

OR

b) Discuss the considerations affecting the rewards of directors (boardroom pay) and senior executives with suitable examples. **[10]**

P.T.O.

Q4) a) Union plays an important role in structuring and determination of the reward system. Discuss with examples. **[10]**

OR

b) Write short notes on:

i) Alternate Reward System; and **[05]**

ii) National Wage Policy **[05]**

Q5) a) Explain the features of rewards for sales representatives and customer service staff in turn. **[10]**

OR

b) What is meant by Rewarding Knowledge Workers? Explain the approaches to rewarding knowledge workers with suitable examples. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3497

[Total No. of Pages : 2

[5074]-2018
M.B.S. (Semester - II)
204 - IB : FOREIGN EXCHANGE MANAGEMENT
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:-

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

Q1) Explain 'Foreign Exchange Market', 'Foreign Exchange rate' and 'Foreign exchange management'. **[10]**

OR

Explain 'Euro Market' and 'Gold standard'.

Q2) Discuss 'Purchasing power parity approaches' and India's forex scenario. **[10]**

OR

Explain the sources of demand for and supply of foreign exchange.

Q3) Write short notes on (any two): **[10]**

- a) Exchange rate fluctuations.
- b) Real and effective exchange rates.
- c) Trade Balance.
- d) Exchange rate overshooting.

OR

Explain 'Price Theory of Exchange' rate volatility.

P.T.O.

Q4) Explain forward market and forward premium in exchange market. **[10]**

OR

Discuss the 'theory of expectation' and 'International Fisher effect'.

Q5) Illustrate the 'foreign Exchange regulation' in India. **[10]**

OR

Explain currency futures, options and determination of their market value.



Total No. of Questions : 5]

SEAT No. :

P3498

[Total No. of Pages : 1

[5074] - 2019
M.B.S. (Semester - II)
204-SCM : SUPPLY CHAIN COORDINATION
(2013 Pattern)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) a) What is the importance of Coordination of Supply chain with R&D? [10]

OR

- b) What are the adverse effects of lack of coordination between sales function and Supply chain function? [10]

Q2) a) Discuss the causes of Bullwhip effect in supply chain coordination. [10]

OR

- b) Discuss in detail role of IT in supply chain Coordination. [10]

Q3) a) Explain in detail how Operational performance can be improved with examples. [10]

OR

- b) Discuss in detail aligning of goals and incentives with examples. [10]

Q4) a) Discuss designing effective conflict resolution mechanisms in detail. [10]

OR

- b) Elaborate on creating effective contracts. [10]

Q5) a) Explain in detail Collaborative assortment planning and Store replenishment collaboration with examples. [10]

OR

- b) What are the requirements for successful CPFR? [10]



Total No. of Questions : 5]

SEAT No. :

P3499

[Total No. of Pages : 1

[5074] - 2020

M.M.S./M.B.S. (Semester - II)

**204 - RABM : RURAL AND AGRIBUSINESS
MANAGEMENT**

ICT for Agriculture Management

(2013 Pattern)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates :

Figures to the right indicate full marks.

Q1) Explain leapfrogging technology and its ramifications for rural economics. **[10]**

OR

Explain the history of adoption of ICT in developing Countries. **[10]**

Q2) Explain Short term and Long term productivity information services. **[10]**

OR

Explain the advantage and opportunities for information services. **[10]**

Q3) Explain virtual trading floor and holistic trading services. **[10]**

OR

Explain Risk management information services. **[10]**

Q4) Explain the advantage and opportunities for financial inclusion. **[10]**

OR

Explain the issues and challenges for ICT financial inclusion services. **[10]**

Q5) Explain in detail planning and implementation of GIS. **[10]**

OR

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



Total No. of Questions : 5]

SEAT No. :

P3500

[Total No. of Pages : 2

[5074]-2021

M.B.S. (Semester - II)

**MANAGING GROWING AND EXITING THE NEW VENTURE
(2013 Pattern)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Explain the concept of new entry in family business Discuss the statement “New entry can be source of compitative advantage”.

OR

b) Explain the Advantages and disadvantage of exploiting New entries.

Q2) a) Write shorte note on :

- i) Penetration strategy as growth strategy
- ii) Product Development strategy as growth strategy.

OR

b) Discuss overcoming pressures on the management of employees while implementation of growth strategy.

P.T.O.

Q3) a) Explain the term “Franchising” What are the advantages and disadvantages of Franchising.

OR

b) Discuss the concept of joint ventures and types of joint ventures.

Q4) a) Explain terms timing of going public and underwriter selection.

OR

b) Discuss various kinds of myths concerning Going public.

Q5) a) Explain the term ‘Bankruptcy’ Discuss the strategy to overcome of Bankruptcy.

OR

b) Write short notes on

i) Harvesting strategy

ii) Bankruptcy.



Total No. of Questions : 5]

SEAT No. :

P3501

[Total No. of Pages : 2

[5074]-2022

M.B.S. (Semester - II)

TECHNOLOGY MANAGEMENT : SPECIALIZATION - V
(204 TM): Technology Use and Assessment
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question carries 10 marks.*
- 3) *Figure in right indicate marks for that question / sub question.*
- 4) *Support your answer with suitable examples.*

Q1)a) Discuss the importance of Technology Assessment in policy making at organizational level. **[10]**

OR

b) Explain the various technology Assessment criteria.

Q2) a) Describe the technology & its influence on society. Government and Politics. **[10]**

OR

b) Discuss in detail the influence of technology on health sector.

P.T.O.

Q3) a) Explain the various Decision Analysis tools for selection of a technology. **[10]**

OR

b) Write short notes on :

i) Trend Extrapolation

ii) Cross - Effect matrices.

Q4) a) Describe the purpose of study of technology use. **[10]**

OR

b) Define Usability. Explain the various Usability Attributes

Q5) a) Describe the importance of setting standards for variability, validity and reliability. **[10]**

OR

b) Explain the stages in Conducting Research on technology use.



Total No. of Questions : 5]

SEAT No. :

P3502

[Total No. of Pages : 2

[5074]-2023

M.B.S.

205 MKT :RETAIL MARKETING

(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1)a) What is retailing? Explain Global retail scenario in detail with suitable examples. [10]

OR

b) Define retailing? Also Discuss classification of Retailers [10]

Q2) a) Explain the strategic retail planning process in detail. [10]

OR

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

Q3) a) Variety (breadth), Assortment (depth) and product availability are the corner stones of the assorted planning process. Provide examples of retailers that have done an outstanding job of positioning their stores on the basis of one or more of these issues. [10]

OR

b) Explain in detail Retail Administration along with suitable examples. [10]

P.T.O.

Q4) a) Explain in detail concept of Merchandise pricing? **[10]**

OR

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

Q5) a) Discuss the different challenges in Indian Retail Sector & measures to overcome it. **[10]**

OR

b) Discuss the major nationally and international player in the retail world. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3503

[Total No. of Pages : 2

[5074]-2024

M.B.S. (Semester - II)

205 FIN - FINANCIAL RISK MANAGEMENT

(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) What are the various risk management approaches that an organization can adopt? [10]

OR

Explain the following form of financial risk: [10]

- a) Currency risk
- b) Interest rate risk
- c) Equity risk
- d) Commodity risk

Q2) What are the different measures of volatility? . [10]

OR

Discuss how ARMA process is used in generating currency forecasts and decision making. [10]

Q3) a) Describe currency risk analysis in global investing. Explain cross currency risk analysis. [10]

OR

b) Explain interest rate parity. What is yen-carry trade syndrome? [10]

P.T.O.

Q4) a) What is the rationale behind the rating used by credit rating agencies? [10]

OR

b) What are the RBI guidelines for credit and market risk management? [10]

Q5) a) Explain an integrated approach to risk management considering issues such as operational, supervisory, legal and accounting risk in an institution. [10]

OR

b) Explain the role of risk management offices. Discuss the various settings of risk limits. [10]



Total No. of Questions : 5]

SEAT No. :

P3504

[Total No. of Pages : 2

[5074]-2025

M.B.S. (Semester - II)

**205 IT: INFORMATION TECHNOLOGY MANAGEMENT
SPECIALIZATION -IV**

Data Warehousing and Data Mining

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) What is data processing? Explain major task related with it. **[10]**

OR

What is data warehousing? Explain three -tier data warehousing architecture in detail.

Q2) Define dimension modeling. Explain various types with example. **[10]**

OR

What is data cube? Explain OLAP data indexing

Q3) Explain queries processed using OLAP **[10]**

OR

What is data Mining? explain data mining functionalities in detail

P.T.O.

Q4) Discuss how data mining is helpful in telecommunication industry. [10]

OR

Explain clustering and its method in data mining.

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

- a) Current trends in data mining
- b) Data cleaning
- c) Schemas
- d) Backend tools of data warehousing



Total No. of Questions : 5]

SEAT No. :

P3505

[Total No. of Pages : 2

[5074]-2026

M.B.S. (Semester - II)

205 OPE: WORLD CLASS MANUFACTURING

(2013 Pattern)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Explain the emergence and the challenges of the information Age.

OR

Explain the problems in the manufacturing industries.

Q2) How to gain competitive Advantage through world class manufacturing.

OR

What is world class manufacturing? Explain Hall's framework of value-added Engineering.

Q3) Overview of system and tools for world class manufacturing.

OR

Write short notes on (any two):

- | | |
|-----------------------|---------------------------|
| i) Poka yoke | ii) Lean Production Tools |
| iii) Bar Code Systems | iv) Kanban |

P.T.O.

Q4) Explain the competitiveness of Indian Manufacturing.

OR

Discuss strategic use of IT in Indian Manufacturing.

Q5) Discuss Business strategies and Global competitiveness.

OR

Explain Human Resource Dimensions in world class Manufacturing.



Total No. of Questions : 5]

SEAT No. :

P3506

[Total No. of Pages : 2

[5074]-2027

M.B.S. (Semester - II)

205 : CHANGE MANAGEMENT (HR)

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Define change explain the seven phases in detail.

OR

How do people experience change? Explain with the help of shock & surprise phase of change.

Q2) Change is essential for any organization to progress comment.

OR

Explain the various areas of change in detail.

Q3) Explain the role of manager in managing change.

OR

Discuss the challenges involved in managing change with gender perspective.

P.T.O.

Q4) Discuss the organization development model of change in detail.

OR

Explain the organizational politics & change in detail.

Q5) Who is responsible to lead changes in organization explain with the help of suitable example.

OR

Change: A managerial necessity comment.



Total No. of Questions : 5]

SEAT No. :

P3507

[Total No. of Pages : 2

[5074]-2028

M.B.S. (Semester - II)

205 IB : International Business

Paper - Global Competitiveness & Strategic Alliance
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Explain the various factors that determines the international environment.

OR

What are the key. inputs required for competitive advantage analysis?

Q2) “It is critically important for India to take immediate steps to achieve world class competitiveness” Comment on statement and write steps to achieve the world class competitiveness.

OR

Give suitable example of management of technology and how it helps to gain competitive advantages.

Q3) Explain various causes for lack of competitiveness in Indian Companies in the International market.

OR

Write strategic options for building Competitiveness for Indian car manufacturing company.

P.T.O.

Q4) What benefits an Indian company can have by having joint venture and strategic alliance with foreign partner?

OR

Write the types of alliances with their limitations?

Q5) A construction company specialized in pre-engineering giant steel constructions for factories and warehouses have short listed Russia and china for the first overseas market entry. Which country would you suggest for the first venture.

OR

An Indian leading 2 & 3 Wheeler manufacturing company would like to launch its low cost 4 Wheeler car in srilanka. Evaluate the Srilankan enviornment and suggest suitable entry strategies.



Total No. of Questions : 5]

SEAT No. :

P3508

[Total No. of Pages : 2

[5074]-2029

M.B.S. (Semester - II)

**205 - SCM : SUPPLY CHAIN PERFORMANCE MANAGEMENT
(2013 Pattern) (Specialisation - VI)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

Attempt all questions, each question carry equal marks of 10.

Q1) What do you understand by measuring the supply chain performance along the supply chain?.

OR

For each of these below cases develop at least 6 different suitable Performance Metrics which will help their managements evaluate their SCM performance:

- i) Specialty Hospital
- ii) Cement Manufacturing Company
- iii) Government transport undertaking
- iv) Retail Stores Chain

Q2) An engineering firm manufacturing wind turbines wishes to select vendors for its major raw materials and engineering components supplies. Prepare a plan of action for this purpose and develop a detailed list of background information and performance indicators/metrics that you would seek from all prospective vendors to assist in your vendor assessment and selection

OR

Explain the concept of Supply chain management. How can you improve the SCM Competitiveness?

P.T.O.

Q3) What is EVA? What are the advantages claimed for EVA? What are its limitations?

OR

Discuss the concept of Balance Score Card in detail.

Q4) Discuss SCOR model with reference to supply chain performance.

OR

Discuss the benefits of SCOR model?

Q5) Few organizations know the true length of their end-to-end supply pipeline. One useful overall measure is the cash-to-cash cycle time. What is its significance considering the various elements of a supply chain? How does tracking of these individual elements help to monitor and improve their performance?

OR

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



Total No. of Questions : 5]

SEAT No. :

P3509

[Total No. of Pages : 2

[5074]-2030

M.B.S. (Semester - II)

RURAL AND AGRIBUSINESS MANAGEMENT SPECIALIZATION -VI

Millennium Development Goals

(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) “Concept of MDG’s is an outcome of worldwide challenges during the 20th century” Explain. **[10]**

OR

How eight MDG’s (Millennium Development Goals) could contribute to the development of Indian agriculture? Discuss. **[10]**

Q2) What do you mean by marginalization of poverty under structural adjustment? Do you find the prospect of reducing poverty with the help of MDG? Explain in detail. **[10]**

OR

What do you understand by “Pro-Poor” economic growth? is agriculture the only means to achieve this? Justify your answer. **[10]**

Q3) Elaborate the role of agro-based industries in achieving sustainable growth. **[10]**

OR

Define food security. How can it be translated into nutritional security? Explain in Indian context. **[10]**

P.T.O.

Q4) “Planned Agriculture water management (AWM) investments can lead to rural poverty alleviation” Discuss. **[10]**

OR

What are the emerging issues in meeting MDGS (Millennium Development Goals)? What is a micro economic reform? How it would contribute to rural and agricultural development? Discuss in detail. **[10]**

Q5) What is the role of Governance structures in agricultures for achieving the MDG’S? Explain with relevant examples. **[10]**

OR

Bring an account of Non-farm sector in rural India. How it is significant as a Sustainable employment generator? Discuss with relevant examples.

[10]



Total No. of Questions : 5]

SEAT No. :

P3510

[Total No. of Pages : 2

[5074]-2031

M.B.S. (Semester - II)

205 FBM : Private Equity

(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Describe the Structure of VC Industry. Explain the corporate venture capital funds. **[10]**

OR

Explain the issues in Private Equity in Emerging Markets (PEEM).

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

OR

Explain the evolution and need of fund development in selected emerging markets.

Q3) Explain the working of PE with International financial institutions like World Bank and regional development banks. **[10]**

OR

What are the special diligence factors in emerging markets? Explain the approaches to analyze the diligence factors.

P.T.O.

Q4) What are the special considerations short term sheet provisions in PEEM-IFC's? **[10]**

OR

Explain the buyout considerations in deal structuring of P.E. How does it contrast with U.S. system?

Q5) Explain the exit planning of PE keeping in view of entrepreneur's expectations and goals. **[10]**

OR

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



Total No. of Questions : 5]

SEAT No. :

P3511

[Total No. of Pages : 2

[5074]-2032

M.B.S. (Semester - II)

MANAGING INNOVATION - II

205 TM : Specialization - VI

(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Neat diagrams must be drawn wherever necessary.*
- 3) *Figures to the right side indicate full marks.*
- 4) *Assume suitable data if necessary.*

Q1) Explain Globalization in context of Innovation. Discuss Generic strategies for worldwide Innovation. [10]

OR

What is Balancing cost and Innovation? What is the role complimentary technologies for Innovations. [10]

Q2) Explain the concept of Innovation for Emerging Economies. What is value stock? [10]

OR

What are the entry strategies and later stages for PLC? [10]

Q3) What is the role of National Government in Innovations? Why it is essential? [10]

OR

How Innovations (R and D) are Financed? What is the effect of politics and government for financing R and D? [10]

P.T.O.

Q4) Explain the concept of Innovation in service organization. Discuss the types of innovation in services. [10]

OR

Discuss - CI-3 Frameworks. State its benefits. [10]

Q5) Write note Business innovations and Process Innovations. [10]

OR

Give any examples of Brazil, Japan, USA and Denmark for organizational innovation. [10]

