

Total No. of Questions : 5]

SEAT No. :

P3799

[5265]-101

[Total No. of Pages : 9

M.B.A.

**101: ACCOUNTING FOR BUSINESS DECISIONS
(2013 Revised Pattern) (Semester - I)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Explain the classification of cost as per elementwise along with suitable example.

OR

b) Explain in brief the role of management accounting in global business.

Q2) a) From the following trial balance and additional information, prepare trading and profit and loss A/c for the year ended 31st March 2014 and a Balance Sheet as on that date:

Trial Balance as on 31st March 2014

Particulars	Amount (Rs.)	Particulars	Amount (Rs.)
Cash in hand	2,400	Capital	2,00,000
Sales Return	200	Bills Payable	40,000
Purchases	2,40,000	Sundry Creditors	48,000
Opening stock	25,000	Sales	3,00,200
Sundry Debtors	1,10,000	Bad debts recovered	800
Plant & Machinery	1,20,000	Bank overdraft	2,500
Furniture	40,000	Outstanding Rent	2,000
Bills Receivable	30,000	Commission	4,000
Rent & Taxes (office)	4,000	Interest	1,500
Insurance	3,000	Interest Received in advance	1,000
Outstanding Commission	2,000		
Prepaid Insurance	1,500		
Wages	21,000		
Carriage Inward	900		
	6,00,000		6,00,000

P.T.O.

Additional Information.

- i) Closing stock on 31st March 2014 Rs. 1,25,000 .
- ii) Purchases include goods Rs. 5,000 withdrawn by proprietor for personal use.
- iii) Depreciation to be charged at 10% on plant & machinery.
- iv) Further bad debts of Rs. 5,000 to be written off.
- v) Reserve for discount on debtors & creditors to be created at 2%.

OR

- b) From the undernoted Trial balance of M/S xyz as on 31st March 2015, prepare a trading and profit & loss Account for the year ended 31st March 2015 and a Balance Sheet as on that date.

Trial Balance

Particulars	Amount (Rs.)	Particulars	Amount (Rs.)
Cash in hand	1,200	Capital	80,000
Purchases	1,20,000	4% Bank loan	20,000
Opening stock	35,000	Bills Payable	22,000
Sundry Debtors	50,000	Sundry creditors	24,000
Plant & Machinery	60,000	Sales	2,00,000
Furniture	15,000	Bad debts reserve	1,200
Bills Receivable	20,000		
Rent & Taxes	10,000		
Wages	16,000		
Salaries	20,000		
	3,47,200		3,47,200

Additional information:

- i) Closing Stock Rs. 40,000
- ii) Provide outstanding liabilities: Rent & Taxes-Rs. 2,000, Wages-Rs. 3,000, Salaries - Rs. 4,000.
- iii) Depreciation on plant & machinery at 5%, on furniture at 10%.
- iv) Write off Rs. 500 as bad debts.
- v) Create bad debts reserve at 2.5% on sundry debtors.

- Q3) a) Prepare the cost sheet to show the total cost incurred to manufacture product X by m/s ABC ltd. for the month of July 2016.

Particulars	Amount (Rs.)
Stock of Raw Materials on 1-7-2016	3,000
Raw Material Purchased	28,000
Stock of Raw materials on 31-7-2016	4,500
Wages (Direct)	7,000
Depreciation on plant	1,500
Factory Rent & Rates	3,000
Office Rent	500
General expenses	400
Discount on sales	300
Advertisement	600
Income tax paid	2,000

The number of units produced during July 2016, was 3,000.

The stock of finished goods on 1-7-2016 was Rs. 2,800

The stock of finished goods on 31-7-2016 was Rs. 5,184

OR

- b) The stock on January, 2016 was 5,000 Nos. valued at 1.10 each. The following purchases & issues subsequently made. Prepare stores ledger A/c showing how the value of the issues would be recorded under LIFO method and what value would you place on stock as on 31st January 2016.

<u>Date</u>	<u>Qty.</u>	<u>Particulars</u>
<u>2016</u>		
Jan. 5	1,000	Purchased at Rs. 1.20 each
Jan. 11	2,000	Issued
Jan. 13	1,500	Purchased at Rs. 1.30 each
Jan. 18	2,400	Issued
Jan. 20	1,000	Issued
Jan. 24	1,000	Purchased at Rs. 1.40 each
Jan. 27	1,500	Purchased at Rs. 1.30 each
Jan. 28	2,000	Issued

- Q4) a) i)** Write note on “Flexible Budget”.
- ii) From the following information calculate
- 1) Material price variance.
 - 2) Material usage variance.
 - 3) Material Mix variance.

Material	Standard	Actual
A	90 units @ Rs. 12	100 units @ Rs. 12
B	60 units @ Rs. 15	50 units @ Rs. 16

OR

- b) i) Explain standard costing in brief. Discuss the use of standard costing in cost control.
- ii) For production of 10,000 electrical Irons the following are budgeted expenses:

<u>Particulars</u>	<u>Per unit (Rs.)</u>
Direct materials	60
Direct labour	30
Variable overheads (Production)	25
Fixed overheads (Rs. 1,50,000)	15
Variable expenses (direct)	5
Selling expenses (10% fixed)	15
Administrative expenses (Rs. 50,000 fixed for all levels of production)	5
Distribution expenses (20% fixed)	5
Total cost of sales per unit	160

Prepare a flexible budget for production of 6,000 & 7,000 Irons showing distinctly total cost.

- Q5) a) i)** Explain Break even point in detail.
- ii) M/s. R. Ltd. has prepared the following budget estimates for the year 2016.

Sales units	15,000
Fixed cost	Rs. 34,000
Sales value	Rs. 1,50,000
Variable cost	Rs. 6 per unit

You are required to find out

- 1) P/V Ratio.
- 2) Break even point
- 3) Margin of safety

OR

- b) i) Explain the use of marginal costing in optimizing product mix.
- ii) From the following particulars, calculate the sales required to earn a profit of Rs. 1,20,000.

Sales	Rs. 6,00,000
Variable costs	Rs. 3,75,000
Fixed costs	Rs. 1,80,000

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Total No. of Questions : 5]

P3799

[5265]-101

M.B.A.

101 : ACCOUNTING FOR BUSINESS DECISIONS

(2013 Pattern) (Semester - I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What is meant by Management Accounting? Explain the role of Management Accounting in today's business context.

OR

b) Explain the Accounting concepts with suitable example (any five).

Q2) a) Define financial statements. Explain the objectives and importance of financial statements.

OR

b) Explain the following financial statements in detail (any two).

- i) Balance sheet.
- ii) Income statement.
- iii) Cash flow statement.

Q3) a) From the following information, prepare the cost sheet of M/s xyz Ltd. for the month of January 2015.

Particulars	Amount (Rs.)	Particulars	Amount (Rs.)
Stock of Raw material on 1/1/2015	50,000	Factory Rent, Rates & Taxes	30,000
Stock of Raw Material on 31/1/2015	45,000	Bad debts	5,000
Raw material purchased	3,00,000	General expenses	10,000
Office Rent, Rates & Taxes	15,000	Advertisement	6,000
Wages	80,000	Depreciation on plant	20,000
Income tax paid	15,000	Sales	6,00,000

OR

- b) Classify the following items into:
- i) Factory overhead.
 - ii) Administration overhead.
 - iii) Selling & distribution overhead.
 - iv) Items excluded from cost sheet.

Sr. No.	Particulars	Sr. No.	Particulars
1	Indirect material	11	Office Rent
2	Audit fees	12	Postage & Telegram
3	Salaries	13	Printing & stationery
4	Bad debts	14	Travelling expenses
5	Carriage outward	15	Warehouse expenses
6	Donations	16	Delivery van charges
7	Power & fuel	17	Factory lighting
8	Interest on capital	18	Office furniture
9	Advertisement	19	Drawing office expenses
10	Repairs & maintenance of machinery	20	Depreciation on plant

- Q4)** a) From the following information of M/s ABC Ltd. for the month of August 2015. Prepare a store ledger account by adopting FIFO method of pricing of issues of material.

Date	Particulars	Qty.	Rate
1	Opening balance	200	6
2	Purchases	300	5
4	Issues	250	
5	Purchases	200	6
10	Issues	150	
18	Issues	200	
21	Purchases	200	4
26	Issues	250	
28	Purchases	250	5
31	Return to vendor, purchased on 28/1/2015	20	

OR

- b) M. Machines Ltd. have three production departments (A, B & C) and two service departments (D & E). From the following figure extracted from the records of the company, show the distribution of overheads.

Particulars	Amount (Rs.)	Particulars	Amount (Rs.)
Indirect materials	15,000	Rent, Rates & Taxes	10,000
Indirect wages	10,000	Electric power for machinery	15,000
Depreciation on machinery	25,000	Electric power for lighting	5,000
Depreciation on Building	5,000	General expenses	15,000

Items	Total	A	B	C	D	E
Direct materials (Rs.)	60,000	20,000	10,000	19,000	6,000	5,000
Direct wages (Rs.)	40,000	15,000	15,000	4,000	2,000	4,000
Value of machinery (Rs.)	2,50,000	60,000	1,00,000	40,000	25,000	25,000
Floor Area (sq. ft.)	50,000	15,000	10,000	10,000	5,000	10,000
Horse power of machines	150	50	60	30	5	5
No. of light points	50	15	10	10	5	10
Labour Hours	15,000	5,000	5,000	2,000	1,000	2,000

- Q5) a) Draw up a flexible budget for overhead expenses on the basis of the following data at 70%, 80% and 90% plant capacity.

Particulars	Capacity level 80 % Rs.
Variable overheads	
Indirect labour	12,000
Stores including spares	4,000
Semi variable overheads	
Power (30% fixed, 70% variable)	20,000
Repairs & maintenance (60% fixed, 40% variable)	2,000
Fixed overheads	
Depreciation	11,000
Insurance	3,000
Salaries	10,000
Total overheads	62,000

OR

b) M/s LML Ltd. have furnished the following information.

Selling price Rs. 8/- per unit

Variable cost Rs. 5/- per unit

Fixed cost Rs. 45,000

Sales 25,000 units

Calculate :

- i) Contribution.
- ii) P/V Ratio.
- iii) BEP in units
- iv) BEP in sales
- v) Margin of safety in units

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Total No. of Questions : 5]

SEAT No. :

P3800

[5265] - 102

[Total No. of Pages :2

M.B.A.

**102 :ECONOMIC ANALYSIS FOR BUSINESS DECISIONS
(CBCS- 2013 Pattern) (Semester-I)**

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.*
- 8) *Use of calculator is permitted (as applicable)*

- Q1) a)** 1) What is the difference between Accounting Profit and Economic Profit? Explain with the help of suitable example. [5]
- 2) Explain the Role of Profit in market system. [5]

OR

- b) What is the rationale of Firm? Explain various objectives of Firm. [10]

- Q2) a)** How price and output are determined under Perfect Competition in Short-Run and Long-Run? [10]

OR

- b) Explain various degrees of Price Elasticity with suitable examples. [10]

- Q3) a)** 1) What is the importance of Opportunity Cost in Economic Analysis? [5]
- 2) Explain the significance of Marginal Cost in business decision making. [5]

OR

- b) 1) Explain Cost-Volume -Profit Analysis. [7]
- 2) What is Operating Leverage? [3]

P.T.O.

Q4) a) Explain the structure of Money Market. What are its functions? [10]

OR

b) What is a Stock Market? What role does it play in Economic Growth of a country? [10]

Q5) a) Define National Income and state various methods of its estimation in India. [10]

OR

b) Explain the concept and composition of Plan and Non-Plan expenditure in Union Budget and its relevance in Economic Growth. [10]



Total No. of Questions : 5]

SEAT No. :

P3801

[5265]-103

[Total No. of Pages : 2

M.B.A.

**103: LEGAL ASPECTS OF BUSINESS
(2013 Pattern) (Semester-I)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

- Q1)** a) A manufacturer of laptops published an advertisement “we now offer a new model laptop for less than 30,000/- contact nearest dealer” Is the statement an offer? **[2]**
- b) Explain any four essentials of a valid offer. **[8]**

OR

Anil directs Bhushan to sell good for him, and agrees to give Bhushan 5% commission on the price fetched by the goods. Anil afterwards, by letter revokes Bhushan’s authority. Bhushan after the letter is sent, but before he receives it, sells good for Rs. 100/-

- a) Explain whether the sale is binding on Anil. **[5]**
- b) Explain any five ways by which a contract of agency can be terminated. **[5]**
- Q2)** a) Rajan was to deliver Rohit, 500 pieces of teakwood at a price of Rs. 150/- each Rajan supplied 550 pieces instead of 500 should Rohit accept compulsory the excess quantity. Explain the provisions of delivery of wrong quantity according to the sale of goods act. **[10]**

OR

- b) Smita agrees to sell Kirti a certain painting provided she is able to purchase it from its present owner.
- i) Explain what type of goods are discussed in the above example. **[4]**
- ii) Explain the types of goods according to the sale of goods act. **[6]**

P.T.O.

Q3) a) Indu promises to Pay 'B' Rs. 500 on Seema's death, provided Seema leaves Indu enough to pay that amount.

i) Answer whether this is a promissory note? If yes why ? No, why is it not a promissory note? [4]

ii) Explain any six essentials of a promissory note. [6]

OR

b) Define Indorsement (endorsement) and explain any four types of endorsement. [10]

Q4) The articles of a company required that all deeds and other important documents should be signed by the managing director, the secretary and a working director on behalf of the company. Darshan accepted a deed of mortgage executed by the secretary and the working director only. Does Darshan has any right of claim under this deed. Explain the contents of the Article of Association to support your answer. [10]

Q5) Write short notes on any two. [10]

- a) Buy back shares.
- b) Digital signature.
- c) Registration of Design.
- d) Rights of consumer.



Total No. of Questions : 5]

SEAT No. :

P3802

[5265]-104

[Total No. of Pages : 3

M.B.A.

**140 : BUSINESS RESEARCH METHODS
(CBCS - 2013 Pattern) (Semester - I)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate the marks for that question/ sub questions.*
- 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 calculator is permitted.*

- Q1) a)**
- i) What is Business Research? What are the essentials of a good business research? **[5]**
 - ii) State the management dilemma. Formulate management questions and research questions for any one. **[5]**
 - 1) The advertising manager of a leading news paper.
 - 2) The chief of police in the city.

OR

- b)** Draft a research proposal for any one of the following. **[10]**
- i) A Bank interested in evaluating the effectiveness of services.
 - ii) ABC Ltd. wants to launch a fresh Mango Juice. The management is interested to evaluate the market potential for the same.

- Q2) a)**
- i) What is Research Design? What are the features of good research Design. **[5]**
 - ii) You are the administrative manager of Three Star Hotel. Your CEO informs that guest complaints related to House Keeping and employee attitude are increasing. You have to investigate it. State the suitable research design you will adopt. Why? **[5]**

OR

P.T.O.

- b) i) What is hypothesis? State its characteristic. [5]
- ii) Develop a Hypothesis and state dependant and independent variable for any of the following situations. [5]
- 1) Morale of the employee and improvement in working conditions.
 - 2) Attendance in the class and students performance in the examination.

Q3) a) What do you mean by measurement? Explain the different levels of measurement. [10]

OR

- b) Draft a questionnaire for any one following study.
- i) To study the consumer buying preferences for a two wheeler.
 - ii) To study the impact of training on employee performance.

Note : Make necessary assumptions. [10]

Q4) a) “Research may be forced to adopt convenience sampling method. Explain this statement by stating the advantages and disadvantages of convenience sampling. [10]

OR

- b) Explain the suitable sampling method” for any two of the following situations and justify your choice. [10]
- i) To study the extent of unemployment in your city.
 - ii) A survey to control street begging in your city.
 - iii) To study the impact of advertisement and creativity of the advertisement.

Q5) a) i) A die is thrown 120 times and frequencies of various faces are as follows.

Face No.	1	2	3	4	5	6
Frequency	10	15	25	25	15	27

Given : Chi- square calculated is 11.40 chi square at 5% level of significance at 5 d. f is 11.070 comment whether die was fair. **[5]**

ii) For a sample of 400 students are found to have a mean height of 171.38 cm. Can it be reasonably regarded as a sample from a large population with mean height 171.17 cm and standard deviation 3.30 cm. **[5]**

Given Z calculated is 1.27

Z tabulated is 1.96

OR

b) Draw a histogram of the following data.

Wages in ('00 Rs)	0-10	10-20	20-30	30-40	40-50	50-60
No. of workers	2	4	11	15	25	18

Also find mode from graph. **[10]**

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Total No. of Questions : 5]

SEAT No. :

P3803

[5265] - 105

[Total No. of Pages :2

M.B.A - I

**105 :ORGANISATIONAL BEHAVIOUR
(2013 Pattern) (Semester-I)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the Students:

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

Q1) a) “Behaviour is generally predictable, so there is no need to formally study OB.” Do you agree or Disagree with this statement? Why? **[10]**

OR

- b) Define ‘Organisational Behaviour’. Explain in brief the models of OB-[10]
- 1) Autocratic Model
 - 2) Custodial Model
 - 3) Supportive Model

Q2) a) Explain the meaning of Personality? Enumerate the Big Five Personality Model with suitable examples? **[10]**

OR

- b) What is an ‘attitude’? Explain the relationship between the attitude and Behaviour. **[10]**

Q3) a) Define ‘Group’. Explain the five Stages Model of Group Development with suitable examples. **[10]**

OR

P.T.O.

b) Define 'Leadership'. Explain the styles of Leadership with Justifying examples. [10]

4) a) "Leaders make a real difference in an organisation's performance." Substantiate the statement. [10]

OR

b) "We should be opposed to the manipulation of individuals for organisational purposes, but a degree of social uniformity enables organisations to work better." What are the implications for organisational Culture in the backdrop of the statement? [10]

Q5) a) Explain the concept of Resistance to Change. What are the steps to be taken by an Individual and Management to overcome the Resistance to Change? [10]

OR

b) "The ability to manage and adapt to Organisational Change is an essential ability required in the workplace today". Substantiate the statement with support of theory and suitable examples in brief. [10]



Total No. of Questions : 5]

SEAT No. :

P3804

[5265]-106

[Total No. of Pages : 2

M.B.A.

**106 : BASICS OF MARKETING
(CBCS - 2013 Pattern) (Semester - I)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for that question/sub-question.*
- 5) *Your answers should be specific & 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 understand by Marketing Myopia? Cite a company known to you that is afflicted by this weakness & explain. **[10]**

OR

b) What do you mean by Holistic Marketing? What are its different components? Explain in the context of **[10]**

i) A chemical fertilizer manufacturing company.

OR

ii) An industrial boiler manufacturing firm.

Q2) a) What are the steps in Buying Decision process? Imagine the process of buying for the following: **[10]**

i) A two wheeler.

ii) Laptop.

OR

b) “The marketers have to keep pace with the changing tastes and preferences of Indian consumers”. Do you agree? Justify. **[10]**

Q3) a) “Marketing Managers have to constantly take and revise their marketing decisions considering the changes in macro environment forces” Comment Explain various types of environmental forces and factors influencing marketing decisions. **[10]**

OR

P.T.O.

- b) A thorough grasp of the marketing environment of India is an essential groundwork for implementing any marketing strategy in the Indian markets. Do you agree? Elaborate. [10]

Q4) a) Describe how Titan watches segmented the market for watches with value orientation and carved out many distinct segments. [10]

OR

- b) For each of the following products, identify the segmentation base that you consider to be the best one for targeting consumers:
- i) Coffee.
 - ii) Soups.
 - iii) Home exercise equipments.
 - iv) Mobile phones.
 - v) Non-fat frozen food.
- Explain your choices. [10]

Q5) a) Explain the concept of 'Goods-Services Continuum' in details with an appropriate examples. [10]

OR

- b) Elaborate the concept of product mix. Explain product mix for motor cycle Automobile Industry. [10]



Total No. of Questions : 5]

SEAT No. :

P3805

[5265] - 201

[Total No. of Pages :2

M.B.A

**201: MARKETING MANAGEMENT
(2013 Pattern) (Semester-II)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 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) Branding the product is important decision of a Company, comment.
Write note on brand equity **[10]**

OR

b) Explain the characteristics and strategies of PLC stages with examples. **[10]**

Q2) a) Pricing decision is very crucial for the organization. comment. **[10]**

OR

b) Which pricing strategy will you adopt for following products? Justify your answer. **[10]**

i) New version of sport bike

ii) Mobile handset at maturity stage

Q3) a) Discuss the importance of distribution channels. Which distribution channel will you suggest for air conditioner and why? **[10]**

OR

b) Describe the role of wholesaler and retailer in distribution channel. **[10]**

P.T.O.

Q4) a) What do you mean by marketing communication? Discuss the role of marketing communication in marketing of goods & services. **[10]**

OR

b) Explain the steps in developing effective marketing communication. **[10]**

Q5) a) Discuss marketing audit in detail. Explain the importance. **[10]**

OR

b) Elaborate the various types of marketing evaluation and control. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3806

[5265]-202

[Total No. of Pages : 9

M.B.A.

**202 :- FINANCIAL MANAGEMENT
(2013 Pattern) (Semester - II)**

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.*
- 4) *Figures to the right indicate marks for that question/sub-question.*
- 5) *Your answers should be specific and to the point.*
- 6) *Draw neat diagrams and illustrations supportive to your answer.*
- 7) *Use of Simple Calculator is permitted.*

Q1) a) “The Financial Manager’s primary task is to plan for acquisition and use of funds so as to maximize the value of the firm”. Do you agree? Comment. **[10]**

OR

b) Explain the role of Finance Manager in detail. **[10]**

Q2) a) Following are the summarized Balance Sheet of Prakash Ltd. as on 31st March, 2015 and 2016. You are required to prepare a Funds Flow Statement for the year ended 31st March, 2016. **[10]**

Balance Sheet

Liabilities	2015 Amount Rs.	2016 Amount Rs.	Assets	2015 Amount Rs.	2016 Amount Rs.
Share Capital	20,000	25,000	Goodwill	-	500
General Reserve	5,000	6,000	Land and Building	20,000	19,000
Profit & Loss A/c	3,050	3,060	Plant and Machinery	15,000	16,900
Long Term Bank Loan	7,000	13,520	Stock	10,000	7,400
Creditors	15,000	-	Debtors	8,000	6,420
Provision for Tax	3,000	3,500	Cash in Hand	50	860
Total Rs.	53,050	51,080	Total Rs.	53,050	51,080

P.T.O.

Additional Information:

- i) Depreciation written-off on Plant and Machinery Rs. 1,400 and on Land and Building Rs. 1,000.
- ii) Provision for Tax was made during the year Rs. 3,300.
- iii) Dividend of Rs. 2,300 was paid.

OR

- b) The standard ratios for the industry and the ratios of Pratibha Ltd. are given below. Comment on the financial position of the company compared to industry standards and give suggestions for improvement:

[10]

Ratio	Industry Standard Ratio	Ratio of Pratibha Ltd.
Current Ratio	2.4	2.55
Quick Ratio	1.5	1.10
Inventory turnover Ratio	8	5
Average Collection Period	36	42
Debt Equity Ratio	2:1	1.40:1
Net Profit Ratio	17%	17.7%
Price to Earnings Ratio	16	5.88

- Q3) a) Shruti Ltd. is planning an investment in new project. The investment budget of the company is Rs. 2,800. The company has following two investment alternatives:

[10]

Particulars	Year	Project P	Project Q
Initial Investment Rs.	0	2,800	2,800
Cash Inflows (in Rs.)	1	400	2,000
	2	800	1,600
	3	1,200	800
	4	1,800	400
	5	2,400	400

Compute the Profitability Index and Net Present Value at 10% cost of capital and suggest which project is profitable for the company.

OR

- b) Shlok Ltd. is considering an investment proposal to install a new machine. The project will cost Rs. 50,000 and will have a life of 5 years and no salvage value. The company's tax rate is 35% and no investment allowance is allowed. This firm uses straight line method of depreciation. The estimated net income before depreciation and tax from the proposed investment proposal are as follows: **[10]**

Year	Net Income before Depreciation & Tax (Rs.)
1	10,000
2	11,000
3	14,000
4	15,000
5	25,000

Compute the following:

- i) Pay Back period.
- ii) NPV
- iii) Profitability index

- Q4) a)** A proforma cost sheet of a Ramachandra Ltd. provides the following data: **[10]**

Cost Per Unit	Rs.
Raw Material	10
Direct Labour	4
Overheads	3
Total cost	17
Profit	3
Selling Price	20

The following is the additional information available:

Average raw material in stock: one month;

Average works in process: half a month,

Finished goods in stock: on average one month.

Credit allowed to debtors - one month.

Credit allowed by suppliers - one month.

Time lag in payment of wages - one month.

Time lag in payment of overheads - one month.

Cash balance is expected to be Rs. 10,000.

You are required to prepare a statement showing working capital needed to finance a level of activity of 60,000 units of output as per *Total cost Approach Method of Working Capital Estimation*. You may assume that production is carried on evenly throughout the year and wages and overheads accrue.

OR

- b) The cost structure of a company's product is as follows: [10]

Cost Per Unit	Amount (Rs.)
Raw Material	20
Direct Labour	5
Overheads	15
Total Cost of Production	40
Profit	10
Selling Price	50

- i) The annual production is 2,40,000 units.
 - ii) It is the policy of the company is to maintain the stock of raw materials equivalent to one month's production.
 - iii) Half a month's production will remain in process throughout the year.
 - iv) The finished goods remain in warehouse on an average for a month.
 - v) The company sells its goods on credit and allows two months' credit to its customers.
 - vi) The suppliers of raw materials provide 3 months credit to the company.
 - vii) The period of lag for wages and overheads is one month.
 - viii) A minimum cash balance of Rs. 25,000 is expected to be maintained.
- You are required to prepare a statement showing *working capital requirement as per Cash Cost Approach method of Working Capital Estimation*.

- Q5) a) Explain the different factors affecting the capital structure. [10]

OR

- b) Write a note on NI and NOI Approach. [10]

☆ ☆ ☆

Total No. of Questions : 5]

P3806

[5265]-202

M.B.A.

**202 : FINANCIAL MANAGEMENT
(Revised 2013 Pattern) (Semester - II)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question carries 10 marks.*
- 3) *Figures to the right indicate marks.*
- 4) *Simple calculator is allowed.*

Q1) a) Define Financial management. What are the various approaches to Financial Management. **[10]**

OR

b) Discuss goals of Financial Management. Write key strategies of Financial Management. **[10]**

Q2) a) From the following Balance Sheet of “Shail Shree Ltd.” as on 31st March 2012 and 31st March 2013, you are required to prepare: **[10]**

- i) Change in working capital.
- ii) Funds flow statement.

Liabilities	31/03/12 Rs.	31/03/13 Rs.	Assets	31/03/12 Rs.	31/03/13 Rs.
Share Capital	1,00,000	1,10,000	Building	40,000	38,000
Gen. reserve	14,000	18,000	Plant & M/c	37,000	36,000
P&L A/c	4,000	3,000	Investment (long term)	10,000	21,000
Creditors	8,000	5,400	Stock	30,000	23,400
Bills Payable	1,200	800	Bills Receivables	2,000	3,200
Provision for Tax (non-current)	16,000	18,000	Debtors	18,000	19,000
Provision for Doubtful Debts	400	600	Cash at bank	6,600	15,200
	1,43,600	1,55,800		1,43,600	1,55,800

OR

b) From the Balance Sheet of “XYZ Ltd.” as on 31st March 2015. [10]

Liabilities	Amount (Rs.)	Assets	Amount (Rs.)
Sh. Capital (equity)	10,00,000	Building	8,00,000
Gen. Reserve	9,00,000	Plant	4,00,000
P & L A/c	75,000	Machinery	2,00,000
6% Debentures	3,00,000	Investment (long term)	1,00,000
<u>Current Liabilities</u>		<u>Current Assets</u>	
Sundry creditors	2,00,000	Stock	4,25,000
Bills Payable	1,50,000	Sundry Debtors	1,90,000
Bank Over Draft	1,00,000	Cash at Bank	6,10,000
	27,25,000		27,25,000

i) Calculate the following Ratios:

- 1) Current Ratio.
- 2) Acid test Ratio.
- 3) Fixed Asset turnover Ratio.

(consider sales Rs. 30,00,000)

ii) Explain (Interpret) the impact of following transactions on current Ratio with reasons (ie. whether current ratio will Improve, Reduce or no change / no impact)

- 1) Company make payment of Bank Over Draft Rs. 1,00,000/-.
- 2) Company purchases stock of Rs. 2,00,000/- by cash.

- Q3) a)** A firm considering purchase of a machine, machine “A” and machine “B” are available and each costing Rs. 1,00,000 only. While comparing the profitability of machines discounting rate at 10% to be used. Earning after taxation are expected to be as follows. **[10]**

Year	Machine “A”	Machine “B”	PV Factor @ 10%
1	25,000	80,000	0.909
2	32,000	68,000	0.826
3	35,000	35,000	0.751
4	25,000	43,000	0.683
5	20,000	50,000	0.621

Evaluate and advise the firm, which machine to be purchase by using.

- i) Profitability Index (PI).
- ii) Accounting Rate of Return (ARR)

OR

- b) ABC Ltd. wants to undertake a project, you are required to make suggestion with reasons by using following tools and discounting factor at 12%. **[10]**

- i) Pay Back period method.
- ii) Net present value method.

The cash flows of projects are expected as follows.

Year	Project “A”	Project “B”	PV factor @ 12%
1	85,000	70,000	0.892
2	1,15,000	90,000	0.797
3	1,50,000	1,15,000	0.711
4	1,25,000	75,000	0.635
5	75,000	65,000	0.567
6	70,000	60,000	0.506

- Q4) a) i)** Elaborate on various sources of working capital.
- ii) From the following extracts of “Mach Tech Ltd.”, you are required to calculate operating cycle duration.

Particular	Rs. in lakhs
Sales	3,000
Op. Inventory	610
Cl. Inventory	475
Op. Receivables	915
Cl. Receivables	975

[10]

OR

- b) Prepare an estimate of working capital requirements from the following details.

[10]

Production	60,000 units
Selling Price per unit (sp)	Rs. 5
Raw materials	60% of sp
Direct wages	10% of sp
Over heads	20% of sp
Material in hand	2 months
Production time (WIP)	1 month
Finished Goods in store	3 months
Credit for materials	2 months
Cash Balance	Rs. 20,000

In the production all the required materials are charged in the initial stage.

One month (1 month) delay in payment of wages and overheads.

Assume 10% margin for contingencies.

Note : In calculating WIP, F.G. & Debtors, take all required expenses at 100%.

Q5) a) i) ABN corporation provided the following financial data from which calculate: **[10]**

- 1) Operating Leverage.
- 2) Financial leverage.
- 3) Combined leverage

Particulars	Rs. in lakhs
Sales	40
Variable cost	25
Fixed cost	06
10% Debts	30
Equity capital	45

ii) Write note on net operating Income Approach.

OR

- b) i) Discuss the net Income Approach with the help of assumptions and Graph/Diagram.
- ii) P Q R. Ltd. supplied following information, calculate Weighted Average Cost of Capital (WACC).

Source of Finance	Book value (Rs.)	Cost
Equity capital	10,00,000	12%
Pref. Capital	2,00,000	10%
Debt. Capital	8,00,000	8%

[10]

☆ ☆ ☆

Total No. of Questions : 5]

SEAT No. :

P3807

[5265]-203

[Total No. of Pages : 2

M.B.A.

**203: HUMAN RESOURCE MANAGEMENT
(2013 Pattern) (Semester-II)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define HRM and discuss in detail the future challenges faced by HR Manager. **[10]**

OR

b) “Best HR practices leads the organization towards achievement of their goals”. Discuss. **[10]**

Q2) a) “Job analysis help HR Manager to evaluate the performance of the employees”. Discuss with suitable example. **[10]**

OR

b) Define Human Resource Planning and explain its need in the service Industry. **[10]**

Q3) a) What are different methods of training used by organizations. Discuss in detail. **[10]**

OR

b) Explain the concept of training evaluation & discuss in detail Implementation of management development program. **[10]**

P.T.O.

Q4) a) Define performance appraisal and discuss 360° appraisal system in detail. **[10]**

OR

b) “compensation has linkage with performance”. Discuss the statement with suitable examples. **[10]**

Q5) a) Write the Importance of managing employee relations and explain the concept of flexible work arrangement and employee survey, give suitable example. **[10]**

OR

b) Write short notes on:

i) Downsizing. **[5]**

ii) Hand books. **[5]**



Total No. of Questions : 5]

SEAT No. :

P3808

[5265]-204

[Total No. of Pages : 4

M.B.A.

DECISION SCIENCE

(2013 Pattern) (Semester - II)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Attempt Five Questions.*
- 2) *Each question has an internal option.*
- 3) *Use of scientific calculator is not allowed.*
- 4) *Graph paper will not be provided, draw all graphs on answer paper.*

Q1) a) Solve the following LPP using graphical method.

[10]

Maximise $z = 4x_1 + 2x_2$

Subject to the constraints that

$$2x_1 + 3x_2 \geq 30$$

$$x_1 + x_2 \leq 14$$

$$x_1 + x_2 \leq 18$$

$$x_1 \text{ and } x_2 \geq 0.$$

OR

- b) The Marketing Director of a multi - unit company has a problem in assigning 5 senior manager to six zones. The efficiency of these managers in different zones is given in the matrix below. The remaining zone has to be assigned to a junior manager. Find out which one of these zones is to be assigned to junior manager because of non availability of senior manager?

[10]

Managers	Zones					
	I	II	III	IV	V	VI
A	73	91	87	82	78	80
B	81	85	69	76	74	85
C	75	72	83	84	78	91
D	93	96	86	91	83	82
E	90	91	79	89	69	76

P.T.O.

Q2) a) In a railway marshalling yard, goods trains arrive at a rate of 30 trains per day. Assuming that the inter arrival time follows Poisson exponential distribution and the service time distribution is exponential with an average of 36 minutes per train, calculate: **[10]**

- i) The average time the train spends in the yard
- ii) The mean queue size
- iii) Probability that the arriving train does not have to wait

OR

b) It was found in the survey that the mobility of the population in a state to the village, town and city is as follows. What will be the proportion of population in village, town and city after two years given that the present population is 0.7, 0.2 and 0.1 respectively. **[10]**

From	To		
	Village	Town	City
Village	50%	30%	20%
Town	10%	70%	20%
City	10%	40%	50%

Q3) a) Solve the following game by using the principle of dominance **[10]**

Player A	Player B					
	I	II	III	IV	V	VI
1	4	2	0	2	1	1
2	4	3	1	3	2	2
3	4	3	7	-5	1	2
4	4	3	4	-1	2	2
5	4	3	3	-2	2	2

OR

- b) Find the regret table from the following pay - off table: [10]

Events	Actions			
	A ₁	A ₂	A ₃	A ₄
E ₁	80	430	-20	30
E ₂	330	30	230	330
E ₃	-120	130	30	330
E ₄	80	30	130	30

Also find expected regret for each action if

$$P(E_1) = 0.15, P(E_2) = 0.45, P(E_3) = 0.25, P(E_4) = 0.15$$

- Q4) a)** Write short notes on any two of the following. [10]

- i) PERT
- ii) CPM
- iii) EST, LST, EFT, LFT

OR

- b) The activities involved in a PERT project are as follows: [10]

Job i-j	Duration (days)		
	a	m	b
1-2	3	6	15
2-3	6	12	30
3-5	5	11	17
7-8	4	19	28
5-8	1	4	7
6-7	3	9	27
4-5	3	6	15
1-6	2	5	14
2-4	2	5	8

- i) Draw a network diagram
- ii) Find the critical path

Q5) a) i) A committee of four, has to be formed among 3 economists, 4 engineers, 2 statisticians and 1 doctor. **[5]**

- 1) What is the probability that each of four professions is represented in the committee?
- 2) What is the probability that the committee consists of the doctor and at least one economist?

OR

a) ii) It has been found that 80% of the tourists who visit India visit Delhi, 70% of them visit Mumbai and 60% of them visit both. What is the probability that a tourist will visit at least one city? **[5]**

b) i) In an intelligence test administered to 1000 students, the average score was 42 and the standard deviation was 24 find the number of students lying between 30 and 54 marks. $(-0.5 \leq z \leq 0.5) = 0.383$ **[5]**

OR

b) ii) There are 50 applications for a job in a factory. Some of them are MBA's and some are not. Some of them have at least 2 years' experience and some have not with the following details. **[5]**

	MBA	Not MBA
At least 2 years' experience	11	6
Less than 2 years experience	19	14

Let M is an event that the first applicant interviewed is MBA and E is the event that first applicant interviewed is with at least 2 years' experience. Find $P(M)$, $P(E)$, $P(M \cap E)$.



Total No. of Questions : 5]

SEAT No. :

P3809

[5265]-205

[Total No. of Pages : 2

M.B.A.

**205: OPERATIONS AND SUPPLY CHAIN MANAGEMENT
(2013 Pattern) (Semester-II)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

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

OR

b) Correlate variety-volume matrix with strategic choice of production process. **[10]**

Q2) a) i) Design of Service Systems. **[5]**

ii) Define Total Quality from customer view. **[5]**

OR

b) Describe the characteristics of Job Production and Batch Production. **[10]**

Q3) a) “ABC Analysis and EOQ are complementary to each other”. Comment. **[10]**

OR

b) Discuss in detail Customer view and Manufacturer’s view. **[10]**

P.T.O.

Q4) a) What is operation & Supply chain management? Describe operation process in detail. **[10]**

OR

b) i) Explain Lean Production system. **[5]**

ii) Annual usage = 6000, Cost of placing an order = Rs. 30 Carrying cost as a percent of inventory = 20%, Cost per unit of material = Rs. 5. Determine the EOQ. **[5]**

Q5) a) How are internal customers? Discuss the steps for retaining internal customer? **[10]**

OR

b) Discuss the objective & function of production, planning and control? Explain the input & output of CRP. **[10]**



Total No. of Questions : 10]

SEAT No. :

P3810

[5265]-206

[Total No. of Pages : 2

M.B.A.

**206: MANAGEMENT INFORMATION SYSTEM
(2013 Pattern) (Semester-II)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question carriers 10 marks.*
- 3) *Draw neat and suitable diagram, if necessary.*

Q1) How MIS will lead to success or failure of the Sale organization? Explain with suitable example.

OR

Q2) For the Cyber city, IT manager plans to develop a network of 100 plus computers. Suggest the right topology considering the parameters like Complexity, Performance, Reliability and Expandability.

Q3) How a business should store, access and distribute data and information about their internal and external environment?

OR

Q4) ‘A Co-Operative Bank’ would like to develop the MIS for smooth functioning of day to day activities. Being a system analyst suggests the suitable SDLC model.

Q5) “Data Mining extracts business knowledge from a Data Warehouse”. Elaborate the statement.

OR

P.T.O.

Q6) “Expert System acts as a consultant to the Manager”. Justify your comment.

Q7) Describe the appropriate e-business model for an organization which is selling used cars.

OR

Q8) How intellectual property rights can be used for IT products/services? Justify your answer.

Q9) Financial System

Following are the critical functions in a finance department; you may identify and add any other relevant function in finance and accounts department of a typical Business enterprise.

Financial Planning and Budgeting

Managing Financial Transactions

E-Commerce Applications of Financial Transactions

Expense Management Automation

Investment Management

Control and Auditing

Identify what would be the functional requirements from an information system by this department.

OR

Q10) How MIS is applied in Hospital Management? Discuss in detail its critical control application.



Total No. of Questions : 5]

SEAT No. :

P3811

[5265]-301

[Total No. of Pages : 3

M.B.A.

**301 : STRATEGIC MANAGEMENT
(2013 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Case study

Axis Bank's innovation lab, Thought Factory, in Bangalore is working closely with the bank's business teams and the start-up community to drive cutting edge innovation through collaboration. Set up in June last year, close to a dozen young engineers have been asked to work on block chain, artificial intelligence, mobility and cloud technologies, to make banking easier for the customer.

These new technologies are all set to disrupt many of the banking functions-credit, deposits, wealth management, customer service, mobile payments and cyber security.

Going by the trend, globally, the third largest private bank in India has created an institutional framework for innovation to achieve the next level of growth. Axis Mobile, a digital wallet, for instance, has doubled its user base to 2.4 million in 2015/16, and witnessed transaction volumes of 8 million amounting to Rs 7,500 crore.

The bank has also launched several digital and mobile services, including the option to open savings accounts on the go. Last fiscal year, it also launched INSTA Personal Loan facility, where eligible customers could get pre-approved loans credited to their accounts instantly through ATMs, Axis Mobile App and Internet banking platforms.

P.T.O.

A busy 2015/16 in terms of innovations has earned Axis Bank the 'Best Digital Bank' award in the country. In fact, the bank is among the top three large banks in terms of financial performance. It has scored very high on parameters such as cost-to-income ratio, capital adequacy, return on assets and return on capital employed, The bank is at the top in terms of its fee income contribution to total income (13.76 per cent), followed by HDFC Bank (12.18 per cent) and ICICI Bank (11.30 per cent).

Globally, Royal Bank of Scotland is trying out a virtual chatbot, Luvo. Back home, ICICI Bank has already come out with software robotics and claims there are over 200 robots performing over 10 lakh transactions per day. By the end of the fiscal year, ICICI plans to deploy 500 such robots to help automate 20 per cent of its total transactions. HDFC Bank, too, is in an advanced stage to roll out its robotic offering. Axis Bank has about 3,000 branches and 12,743 ATMs. The bank currently has one of the lowest cost - to-income ratio at 0.39.

Demonetisation has also come as a shot in the arm for many digitally - advanced banks. The average daily debit card transaction volumes of Axis have more than doubled post demonetization.. While the POS (Point of Sale) network is still limited in India, Axis Bank is very active in acquiring merchants. Meanwhile, it is felt the most important thing in digital banking is cyber security.

- i) Attempt to define Axis Bank's business along the dimensions of customer groups, customer functions and alternative technologies?
- ii) Identify critical success factors for Axis Bank?

OR

- b) Define strategic intent. Explain role of objectives in strategic management. Give suitable examples.

Q2) a) A value chain is a set of interlinked value - creating activities performed by an organisation. Comment.

OR

- b) Explain the two dimensions used to build 'GE nine cell matrix'.

Q3) a) Explain these expansion corporate level strategies with example:-

- i) Concentration
- ii) Integration
- iii) Diversification
- iv) Cooperation
- v) Internationalisation

OR

b) What are generic strategies. Consider any one of the following organisation and explain three generic strategies of low cost, differentiation and focus strategy.

- i) Bank
- ii) Mobile phone manufacturer

Q4) a) Explain the concept of Six Sigma and its usefulness for strategy implementation of the organisation.

OR

b) Explain relevance of Mintzberg's 5Ps for strategy implementation, with suitable examples.

Q5) a) Discuss on the integrating social and environmental sustainability issues in strategic management.

OR

b) Write short notes on (any two):-

- i) 4 action framework.
- ii) E commerce business models.
- iii) People - Planet - Profits.



Total No. of Questions : 5]

SEAT No. :

P3812

[5265]-302

[Total No. of Pages : 3

M.B.A.

**302 : ENTERPRISE PERFORMANCE MANAGEMENT
(CBCS) (2013 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for that question/ sub - question.*
- 5) *Use of calculators is permitted.*

Q1) a) ‘Long Term enterprise performance is influenced by Non-Financial performance measures’ Explain the above statement with the help of ‘Balanced Score Card’ in detail. **[10]**

OR

- b) A company is organized on decentralized lines with each manufacturing division operating as a separate Profit Centre. Each division manager has full authority to decide on the sale of the division’s output to outsiders and to other divisions.

Division C has always purchased its requirement of a component from Division A. But when informed that Division A was increasing its selling price to Rs. 150, the manager of Division C decided to look at outside suppliers.

Division C can buy the component from an outside supplier for Rs. 135. But Division A refuses to lower its price in view of its need to maintain its return on investment.

The top management has the following information

Division C’s annual purchases of the component - 1000 units

Division A’s variable cost per unit - Rs. 120

Division A’s Fixed Cost per unit - Rs. 20

P.T.O.

Required -

- i) Will the company as a whole will benefit, if Division C bought the components at Rs. 135 from an outside supplier.
- ii) If Division A did not produce the material for Division C, it could use the facilities for other activities resulting in a cash operating savings of Rs. 18,000. Should Division C then purchase from outside sources?
- iii) Suppose there is no alternative use of Division A's facilities and the market price per unit for the components drops by Rs. 20, Should Division C buy from outside? **[10]**

Q2) a) What is 'Capital Budgeting'? Explain the need and importance of 'Capital Budgeting'. Also enumerate the process of 'Capital Budgeting'. **[10]**

OR

- b) Explain the following concepts in details **[10]**
 - i) Technical Performance Measurement
 - ii) Post Completion Audit

Q3) a) Evaluate the overall enterprise performance of banks on the basis of following parameters **[10]**

- i) Spread
- ii) Customer Base
- iii) NPA
- iv) Credit appraisal

OR

- b) Explain following evaluation parameters which could be effectively use to measure the enterprise performance of multi-brand retail stores. **[10]**
 - i) ABC Analysis
 - ii) GMROI
 - iii) Multi Attribute Method
 - iv) Sell Through Analysis

Q4) a) Explain the 'Project Control process' in detail? Discuss 'Time Overruns' & 'Cost Overruns' in detail. **[10]**

OR

b) Explain the features of 'Non - Profit Organization'. Also explain 'Social Audit' in detail. **[10]**

Q5) a) What is 'Management Audit'? Discuss principles & objectives of 'Management Audit'. **[10]**

OR

b) Explain role of 'Audit' as a control tool. Distinguish in detail between 'Financial Audit' & 'Internal Audit'. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3813

[5265]-303

[Total No. of Pages : 2

M.B.A.

**303: START UP AND NEW VENTURE MANAGEMENT
(2013 Pattern) (Semester-III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Explain entrepreneurship as a process and the importance of innovation to that process.

OR

- b) If any person started venture, what are different factors which affects entrepreneurial growth? Bring out the role of economic growth with special reference to India.

Q2) a) In your opinion, do opportunities exit “out there” in the external world, or are they purely a construction of human thought? Why?

OR

- b) Innovators will develop ideas from experience of their proximity to problems or events. Consider a pressing problem that you face and how you right resolve it with new products or process.

Q3) a) After completing your studies, if you want to become an entrepreneur, how would you plan and schedule your project/venture using networking techniques of PERT & CPM.

OR

P.T.O.

- b) Vanni intends to start with a footwear industry requiring a wide variety of resources both material and human. To execute her project in an organised and systematic manner, help her in drafting a feasibility plan, commenting upon the following areas.
- i) Executive summary.
 - ii) Objective of the business.
 - iii) Marketing strategies.
 - iv) Operational plan.

Q4) a) How does a skill Development program enables an entrepreneur to set up his/her own enterprise.

OR

- b) Potray the role of state financial corporations for the development of SSE.

Q5) a) Characterize the SICK SSE. What measures can be taken to alleviate the sickness in SSEs.

OR

- b) Write short notes on:
- i) Technology transfer.
 - ii) Industrial reconstruction.



Total No. of Questions : 5]

SEAT No. :

P3814

[5265]-304

[Total No. of Pages : 2

M.B.A.

**305: CONTEMPORARY MARKETING RESEARCH
(2013 Pattern) (Semester-III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) What is 'Marketing Research'? Explain the role of information in marketing decisions.

OR

Discuss the meaning of 'qualitative research' and applications of 'depth interview'.

Q2) Define 'questionnaire'. Explain 'observation' forms for different marketing situations.

OR

Discuss the applications of 'Likert' and 'Semantic' differential scales for positioning research.

Q3) Write short notes on (any two):-

- i) Sampling frame
- ii) Sample and sample unit
- iii) Application related to 'Test marketing'.

OR

Explain the study of effectiveness of advertising and sales promotional campaigns.

P.T.O.

Q4) Explain the testing hypothesis for 'one mean' and 'two mean' with example.

OR

What is the concept of 'conjoint analysis'. Discuss the application of 'Factor Analysis'.

Q5) What is 'Cluster Analysis'? Explain its application in marketing research.

OR

Explain the 'Multi dimensional scaling and 'Peruptual Mapping'.



Total No. of Questions : 5]

SEAT No. :

P3815

[5265]-305

[Total No. of Pages : 2

M.B.A. - II

**MKT-306: CONSUMER BEHAVIOUR
(2013 Pattern) (Semester-III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Differentiate between Customers and Consumers. Discuss the concept of consumerism.

OR

b) Explain the effect of marketing mix variables on the behaviour of consumers.

Q2) a) Discuss the characteristics of the following.

- i) Memory systems
- ii) Attitudes

Also comment on the strategies that could be adopted for changing attitude of the consumers.

OR

b) Describe the types of Buying motives, motive Hierarchy and Dimensions of Involvement.

Q3) a) Explain the process of store and non-store purchase and patterns of purchase.

OR

b) Describe the following terms:

- i) Consumer satisfaction & dissatisfaction.
- ii) Customer Delight & Complaint behaviour.

P.T.O.

Q4) a) Explain the Howard Sheth Model of consumer behaviour.

OR

b) Discuss the Engel-Blackwell-Miniard Model of consumer behaviour.

Q5) a) Discuss the demographic and socio-economic profile of the Indian Consumer.

OR

b) Explain:

i) Living Standards Measures (LSM).

ii) Characteristics of BOP Consumers.



Total No. of Questions : 5]

SEAT No. :

P3816

[5265]-306

[Total No. of Pages : 1

M.B.A.

**305-F: FINANCIAL REGULATORY FRAMEWORK(Fin.Spl.)
(2013 Pattern) (Semester-III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Discuss the role of 'NABARD' and 'SIDBI'. **[10]**

OR

Explain the need and importance of Regulatory framework in the field of finance.

Q2) Enumerate role and functions of the Competition Commission of India. **[10]**

OR

Explain promotional functions of 'RBI'.

Q3) Explain key provision in the Indian Companies Act 2013 in relation issue of share capitals and Borrowing Powers. **[10]**

OR

What are the various types of Directors? Explain in details the duties and power of Directors.

Q4) Explain in details provisions of FEMA regarding acquiring property outside India. **[10]**

OR

Discuss in details for Raising Funds through GDR's & ADR's in regulatory framework.

Q5) What do you mean by Foreign Direct Investment? Explain the need and regulation of FDI. **[10]**

OR

What is Indian Trust Act 1882? Explain formation procedure of Trust.



Total No. of Questions : 5]

SEAT No. :

P3817

[5265]-307

[Total No. of Pages : 2

M.B.A.

306 : FIN - MERCHANT BANKING AND FINANCIAL SERVICES

Finance Specialization

(2013 Pattern) (Semester-III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define Merchant Banking. Explain the process of registration for Merchant Banker.

OR

b) What is stock exchange? Explain the role of a stock exchange in the secondary market..

Q2) a) State the functions of public issue management.

OR

b) Define underwriting. Explain the types and benefits of underwriting.

Q3) a) Write down the SEBI guidelines for buy-back of shares.

OR

b) Define Merger, amalgamation, acquisition. State the types of mergers.

P.T.O.

Q4) a) What do you mean by Factoring? Explain the advantages and disadvantages of Factoring.

OR

b) Define Financial Services. Explain the importance, scope and evolution of financial services.

Q5) a) What do you mean by 'Mutual fund'? Explain in detail products and SEBI requirement for Association of Mutual Funds.

OR

b) Explain the following terms in detail:

i) Exit Mechanism

ii) Credit rating agencies



Total No. of Questions : 5]

SEAT No. :

P3818

[5265]-308

[Total No. of Pages : 2

M.B.A.

(IT Specialization)

**305 : INFORMATION TECHNOLOGY MANAGEMENT
(2013 Pattern) (Semester-III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Explain various input and Output device of CPU.

OR

b) Explain memory type and storage structure.

Q2) a) Difference between application software and system software

OR

b) Explain managerial consideration in selection, maintenance, controlling and replacement of software.

Q3) a) Explain network topology.

OR

b) Explain internet, intranet and Extranet.

P.T.O.

Q4) a) Explain Database User

OR

b) Explain Database recovery Technique

Q5) a) Explain people management in IT organization

OR

b) Explain Need and Tool of Security Management?



Total No. of Questions : 5]

SEAT No. :

P3819

[5265]-309

[Total No. of Pages : 2

M.B.A.

306-IT: E - BUSINESS

(2013 Pattern) (Semester-III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Briefly explain evaluation of e-business.

OR

b) Discuss on concept, features and function of e-business.

Q2) a) Explain uses of information system and managing technology in commercial and corporate level.

OR

b) What is concept of information distribution? How does it important to the business.

Q3) a) Explain scope and basic model of mobile commerce.

OR

b) Elaborate the terms capacity planning and performance modelling.

Q4) a) Explain e-business security and online community building systems.

OR

P.T.O.

- b) Write notes on:
- i) e-Scm
 - ii) e-procurement

Q5) a) What do you mean by e-business strategy? What are its challenges and legal issues?

OR

- b) Explain 'Launching e-business plan' rights from idea to trill realization.



Total No. of Questions : 5]

SEAT No. :

P3820

[5265]-310

[Total No. of Pages : 2

M.B.A.

OPERATIONS MANAGEMENT (OPE) SPECIALIZATION

305-OPE: Planning and Control of Operations

(2013 Pattern) (Semester-III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) “Effective planning & control of operations guarantees better utilization of machines & labour”. Discuss.

OR

b) What is planning & control of operations? Explain the role played by other departments towards improving effectiveness of planning & control department.

Q2) a) Explain in detail the steps involved in designing a forecasting system.

OR

b) What is the role of forecasting in an organization? How does it help the planning process in an organization?

Q3) a) Explain Aggregate production planning. What is the importance of Aggregate production planning in a manufacturing company?

OR

b) What are the alternatives available to an organization to modify demand and supply?

P.T.O.

Q4) a) Suppose that an organization prepared a MRP on the basis of incorrect data on lead time of the components. What will the impact of this be on the actual operation?

OR

b) What are the steps involved in the MRP methodology?

Q5) a) What is the importance of scheduling in operations management?

OR

b) What are the operational control issues in mass production systems?



Total No. of Questions : 5]

SEAT No. :

P3821

[5265]-311

[Total No. of Pages : 2

M.B.A.

OPERATIONS SPECIALIZATION

306-OPE: Inventory Management

(2013 Pattern) (Semester-III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Explain the impact of different types of inventory costs on inventory management decision.

OR

b) Discuss the role of inventory in operations management. Explain pressure with high and low inventories.

Q2) a) Discuss the concept of ABC classification with suitable example.

OR

b) What is inventory management control. Give suitable example.

Q3) a) What is the basic E.O.Q. model. Discuss the utility of MS-Excel in different models.

OR

b) Explain recorder point and safety stock with well labelled diagram.

P.T.O.

Q4) a) What is JIT? Explain its principles with examples.

OR

b) Write a note on Merits and Demerits of JIT.

Q5) a) Discuss in detail about various factors in make or buy.

OR

b) How is the performance of material function executed in an organization.



Total No. of Questions : 5]

SEAT No. :

P3822

[5265]-312

[Total No. of Pages : 2

M.B.A.

**305-HR: LABOUR LAWS
(2013 Pattern) (Semester-III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All Questions are compulsory.*
- 2) *Each Question carries equal marks.*

Q1) a) Define wages and explain the objectives and scope of Payment of Wages Act.

OR

b) Explain the provision for set-on & set-off of Bonus in accordance with payment of Bonus act.

Q2) a) Explain the Health provisions under Factory Act.

OR

b) Explain Welfare provisions under Factory Act.

Q3) a) Explain the Employee provident Fund scheme under EPF Act,. 1952.

OR

b) Explain provision for Nomination and it's importance according the payment of Gratuity Act.

P.T.O.

Q4) a) Explain all the benefits under Employee's State Insurance Act, 1948.

OR

b) Explain provisions for Employer's Liability for compensation and amount of compensation in accordance with workman compensation act.

Q5) Write short notes on (Any Two):

a) Role of ILO.

b) Welfare offices under Factory Act.

c) Available and Allocable surplus.

d) Workman under Workman Compensation Act.



Total No. of Questions : 5]

SEAT No. :

P3823

[5265]-313

[Total No. of Pages : 2

M.B.A.

**306-HR : PERFORMANCE MANAGEMENT
(2013 Pattern) (Semester-III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What do you mean by performance management? Differentiate performance management Vs HRM.

OR

b) Explain the process for managing performance.

Q2) a) Explain components of manager's performance and development plan.

OR

b) How to achieve effective performance appraisal and focus on different types of performance appraisal?

Q3) a) Explain the factors affecting effective use of performance management.

OR

b) You are a HR manager for Dobiwala Laundry in city. Around 150 workers plus 200 small other laundries are linked with you. For their betterment of their performance suggest the strategies for effective implementation of performance management.

P.T.O.

Q4) a) What do you mean by reward system? What is linkage of performance management and reward system?

OR

b) Explain in detail efficiencies of performance appraisal.

Q5) a) Explain ethical issues and dilemmas in performance management.

OR

b) Explain ethical strategies in performance management.



Total No. of Questions : 5]

SEAT No. :

P3824

[5265] - 314

[Total No. of Pages :2

M.B.A

305 (I B): INTERNATIONAL BUSINESS ECONOMICS

(2013 Pattern) (Semester-III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Answer Five questions.*
- 2) *All questions Carry equal marks (10).*

Q2) Define 'Globalisation'. Explain the nature and scope of 'International Trade'.

OR

What is the concept of 'Global institution'? Explain the emergence of global institutions.

Q2) Define 'Trade Theory'. Discuss the implication of Trade Theories.

OR

Discuss 'Economies of Scale' and 'Imperfect Competition' in International Trade.

Q3) Define Tariff. Explain the 'Non-Tariff' trade Business.

OR

Discuss 'Economic integration' and 'Free Trade Areas' in international Trade.

Q4) Define 'Foreign financial environment'. Discuss the 'Exchange rate determination'.

OR

Explain the function and role of FDI in global economic development.

P.T.O.

Q5) Write short notes on (any two):

- a) 'Gold Exchange standard'
- b) International Reserves.
- c) International Lending Risk.

OR

Explain the concept of 'International Debt' and 'International Risk'.



Total No. of Questions : 5]

SEAT No. :

P3825

[5265] - 315

[Total No. of Pages :1

M.B.A.

**306 (IB) : EXPORT DOCUMENTATION & PROCEDURE
(2013 Pattern) (Semester-III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the Candidates:

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

Q1) Explain aligned documentation system (ADS).How many Commercial documents are standardised in the export documentation framework, write in detail.

OR

What do you understand by export / trading houses? How are these categorized?

Q2) What is letter of Credit and what are the various parties of letter of Credit.

OR

Explain the role of forwarding agent in International movement of goods.

Q3) Write a note on provisions of RBI's Exchange Control Manual.

OR

Write notes on Role of Exim Bank in the promotion of International Trade.

Q4) Explain the importance of commodity boards and ITPO in Export promotion.

OR

Explain in detail EPCG Scheme.

Q5) Explain the provisions of Foreign Exchange Management Act,2000.

OR

Explain the provisions of Quality Control Act,1963.



Total No. of Questions : 5]

SEAT No. :

P3826

[5265] - 316

[Total No. of Pages :2

M.B.A.

SUPPLY CHAIN MANAGEMENT SPECIALIZATION

305 : Essentials of Supply Chain Management

(2013 Pattern) (Semester-III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What is Supply Chain? Why can the current movement towards the establishment of supply chains be characterized as a revolution. **[10]**

OR

b) Explain the elements of customer service. Discuss Globalization and information technology in and supply chain management. **[10]**

Q2) a) Discuss with suitable examples the importance and benefits of collaboration in the development of supply chain inventory strategies. **[10]**

OR

b) What is meant by integration management? Describe the 21st Century supply chain operations using digital business transformation. **[10]**

Q3) a) Explain Physical distribution to Logistics to SCM, Physical Goods and Service Perspectives. **[10]**

OR

b) i) Tradeoff between Push and Pull **[5]**

ii) Commodity cost and centric Supply Chain. **[5]**

P.T.O.

- Q4)** a) i) Explain Value added Service. [5]
ii) Explain Customer value requirement mapping. [5]

OR

- b) Explain the concept of supply chain management. Discuss in details
Role of supply chain as a value driver. [10]

- Q5)** a) Explain the customer focused marketing and supply chain service outputs. [10]

OR

- b) i) Customer Relationship Management. [5]
ii) Distribution management in supply chain. [5]



Total No. of Questions : 5]

SEAT No. :

P3827

[Total No. of Pages : 2

[5265] - 317

M.B.A.

SUPPLY CHAIN MANAGEMENT SPECIALIZATION

306 - SCM : Logistics Management

(2013 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) Explain the concept of Logistics Management. Discuss activities of Logistics and value added role of logistics.

OR

Define logistics. Explain the role and importance of logistics in modern day economy.

Q2) Explain micro dimensions of logistics and its interface with operations and Supply Chain.

OR

Explain problems which are associated with organisation in integrating logistics?

Q3) Explain cost centres and Nodes Vs. Links in logistics systems.

OR

What is cost perspective and level of optimality in analyzing logistics systems?

Q4) Explain 4PL and 3PL with examples.

OR

What is product relationship, spatial relationship and intensity of involvement in logistics?

P.T.O.

Q5) Write in brief about overview of service operations - productivity and global service issues.

OR

Write short notes on (Any Two) :

- a) Distribution channel.
- b) Service delivery system.
- c) Waiting time.
- d) Service Productivity.



Total No. of Questions : 5]

SEAT No. :

P3828

[Total No. of Pages : 2

[5265] - 318

M.B.A.

305 - RABM : AGRICULTURE AND INDIAN ECONOMY

(2013 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) What is the 'Green Revolution'? Explain the place of agriculture in the Indian Economy.

OR

Explain the progress of agriculture under the Five Year Plans.

Q2) What is the concept of 'Food Security'? Explain the 'Second Green Revolution'.

OR

Explain the salient features and implementation of Food Security Act.

Q3) What is the concept of 'Irrigation'? Discuss the multipurpose 'river valley project'.

OR

Explain the 'Private Sector' participation in irrigation in India.

Q4) Discuss 'Land Reforms'. Explain its need and scope.

OR

What is the meaning of 'economic holding' and 'changing pattern of ownership' in India?

P.T.O.

Q5) Define Agriculture Labour. Explain the present position of agricultural labour in India.

OR

Write short notes on (Any Two) :

- a) Abolition of Bonded Labour.
- b) Unorganised Sector Employment.
- c) National Commissions of Rural Labour (NCRL).
- d) India's Informal Economy.



Total No. of Questions : 5]

SEAT No. :

P3829

[Total No. of Pages : 2

[5265] - 319

M.B.A.

306 - RABM : RURAL MARKETING - I

(2013 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Discuss in detail Rural Marketing environment. Also explain their implications on rural Marketers. **[10]**

OR

b) What is Rural Marketing? Explain in detail rural inhibiting factors. **[10]**

Q2) a) Explain the significance of "Uttam Bandhan" in the marketing strategy of Chambal Fertilizers. **[10]**

OR

b) Enumerate precisely the experiences and learnings from 'Case of HLL - Social Marketing'. **[10]**

Q3) a) Explain in detail models of consumer behavior with examples. **[10]**

OR

b) "Rural consumers are brand loyal". Evaluate the statement and examine the innovation adoptability of rural consumers. **[10]**

P.T.O.

Q4) a) Discuss the innovative tools and approaches adopted by rural researchers. **[10]**

OR

b) Explain the significance and sources of information for decision making with reference to rural markets. **[10]**

Q5) a) Explain the concept Targeting and Positioning with examples. **[10]**

OR

b) "Marketing approaches vary with degree of segmentation". Discuss giving Indian examples. **[10]**



Total No. of Questions : 5]

SEAT No. :

P4345

[Total No. of Pages : 1

[5265]-320

M.B.A. (Semester - III)

**305: ESSENTIALS OF FAMILY BUSINESS MANAGEMENT-I
(2013 Pattern)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidate :

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

- Q1)** a) Describe the term family business and its nature.
b) Explain the competitive challenges faced by family business.
- Q2)** a) Explain the terms family culture, Organizational culture and cultural blur
b) Describe the various people involved in family business.
- Q3)** a) Explain the different types of family communications in family business.
b) How do families involved in family business articulate values?
- Q4)** a) “For any family member, the outside experience is very important before joining family business”, explain.
b) Explain the different human resource management issues to be handled in family business?
- Q5)** a) How can family culture be extended to non-family managers?
b) Explain the various career opportunities present in family business for non-family members.



Total No. of Questions : 5]

SEAT No. :

P3830

[Total No. of Pages : 2

[5265] - 321

M.B.A. - II

306 - FBM : MANAGING INNOVATION - I

(2013 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) What is innovation? Why is innovation needed in the changing business scenario? Discuss with suitable example. **[10]**

OR

Define the concept circumstantial sources of innovation. Which are the circumstantial sources of innovation? Describe any one of them in details. **[10]**

Q2) List the static models of innovation. Discuss Strategic leadership view in details with example. **[10]**

OR

Distinguish between Incremental and radical innovation in details with the help of appropriate examples. **[10]**

Q3) Bring out relationship between the assets and competencies. Which are various sources of assets? Discuss any one of them in details. **[10]**

OR

How value configuration contributes to innovation? Discuss in light of the concepts value chain value network and value shop. **[10]**

P.T.O.

Q4) Quoting any recent example discuss how the emotional appeal is created for need identification in innovation. **[10]**

OR

Discuss the importance of innovation portfolios for established organizations. **[10]**

Q5) What are value networks? Describe its use for innovation and how it affects innovation? **[10]**

OR

Give examples of disruptive technological change. How the managerial decision is affected in this type of change? **[10]**



Total No. of Questions : 5]

SEAT No. :

P3831

[Total No. of Pages : 2

[5265] - 322

M.B.A.

TECHNOLOGY MANAGEMENT SPECIALIZATION

305 - TM : FUNDAMENTALS OF TECHNOLOGY MANAGEMENT

(2013 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) Define Technology. Explain characteristics of technology with example.

OR

Discuss levels of development of technology and society.

Q2) Discuss product technology, technology and national economy.

OR

Explain role of technology in wealth creation.

Q3) Explain link between science and technology in technology management.

OR

What are the types of innovation? Discuss creativity and innovation.

Q4) Explain MOT guiding principle for managing enterprises.

OR

What is structure and management of organisation? Explain project planning and management, management of human resources.

P.T.O.

Q5) Define indicators of competitiveness? Explain the micro level competitiveness of India and China - A comparative analysis.

OR

Write short notes on (Any Two) :

- a) Competitives - Game of Nations.
- b) Patents.
- c) Productivity and trade.
- d) Global competitiveness.



Total No. of Questions : 5]

SEAT No. :

P3832

[Total No. of Pages : 2

[5265] - 323

M.B.A.

306 - TM : MANAGING INNOVATION - I

(2013 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) "Innovation is not creativity" Prof. Vijay Govindrajan. Do you agree? Define Innovation and creativity with appropriate examples. **[10]**

OR

Explain the Functional sources of innovation. **[10]**

- Q2)** a) Explain the Abernathy-Clark Model of Innovation. **[5]**
b) Explain the relationship between imitability & complementary Assets. **[5]**

OR

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

- a) Utterbeck-Abernathy model.
- b) Innovation value added chain.
- c) Strategic Leadership view for Innovation.

Q3) What are the sources of assets and competencies? What role do assets and competencies play in acquiring competitive advantage through Innovation? **[10]**

OR

P.T.O.

Draw the value chain diagram. For a Copier manufacturer. Explain the value creation logic for a Copier manufacturer. **[5 + 5]**

Q4) Explain the concept of 'Innovation Portfolio'. Discuss the process of managing Innovation Portfolio in brief. **[10]**

OR

Explain the following terms : **[10]**

- a) Pioneers.
- b) Migrators.
- c) Settlers.

Q5) Explain the innovator's dilemma for Selecting technologies to gain competitive advantage. **[10]**

OR

Write short notes on (Any Two) : **[10]**

- a) Value Networks.
- b) Upward Migration & Resource Allocation.
- c) Market need and technology Improvement.



Total No. of Questions : 5]

SEAT No. :

P3833

[Total No. of Pages : 2

[5265] - 401

M.B.A.

401 : MANAGING FOR SUSTAINABILITY

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) Give a detail description of Stake holders and analyse their relationship to business with reference to 'CSR'.

OR

Explain the Bottom of the Pyramid Model for Market Development.

Q2) Define sustainable Development. Discuss the History of Sustainable Development.

OR

Explain Gandhian thought on Sustainable Development.

Q3) Describe the dimension of Sustainable Development.

OR

What is 'Tripple bottom line' reports? Explain the importance of 'TBL'.

Q4) Explain the 'stake holder value approach' to corporate Governance risk and financial stability.

OR

What is the organisation for economic co-operation and development (OECD)? Explain the OECD principles of Corporate Governance.

P.T.O.

Q5) What is professional code of ethics? Explain the characteristics of professional ethics.

OR

Define the term 'Value'. Explain the types and importance of 'Value'.



Total No. of Questions : 5]

SEAT No. :

P3834

[Total No. of Pages : 2

[5265] - 402

M.B.A.

403 - MKT : SERVICES MARKETING

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) What is the concept of 'Services Marketing'? Explain its characteristics and significance.

OR

Explain factors influencing customer expectations of service, with example.

Q2) Discuss on 'Integrated Service marketing communication' and 'Visual Merchandising'.

OR

Explain 'Servqual Model' and 'Critical Incident Model' in Services Marketing.

Q3) Discuss on 'Blue Print Demand' and 'Capacity Management' in Service Process of Services Marketing.

OR

Explain the 'Quality function Deployment' in Services Marketing.

Q4) What is 'Service Culture'? Explain employee's role in Service Delivery.

OR

What is 'Internal Marketing' in Service? Explain 'Service Profit Chain' in Services Marketing?

P.T.O.

Q5) Write short notes on (any two) :

- a) Health Care Sectors.
- b) IT and ITES.
- c) Hospitality.
- d) Logistics in Services Marketing.

OR

Explain the applications of Services Marketing in 'Tourism' and 'Telecom'.



Total No. of Questions : 5]

SEAT No. :

P3835

[Total No. of Pages : 2

[5265] - 403

M.B.A.

**404 - MARKETING : SALES & DISTRIBUTION MANAGEMENT
(2013 Pattern) (Semester - IV)**

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) Define Sales Management. Explain the importance of Sales environment and Sales planning in the sales management. **[10]**

OR

Explain the Scope & functions of Marketing Channels. **[10]**

Q2) What is Sales organization? Explain in detail different methods of determining Sales Force Size. **[10]**

OR

Dr. Reddy's Laboratories Ltd. is a famous pharmaceutical company in India, with a large trained sales force. To become number one pharmaceutical company in India, they have decided to focus on their sales force. Set the criterion to evaluate the performance of sales people. **[10]**

Q3) What is Sales Quota? Discuss the factors considered in setting Sales Quota & various types of Sales Quotas. **[10]**

OR

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

- a) Sales to Marketing Expenses Ratio.
- b) E Commerce.

P.T.O.

Q4) Explain the role and significance of C & F Agents. **[10]**

OR

Explain the significance & importance of Franchisee in channel decision. Also state the advantages of Franchisee. **[10]**

Q5) What is Retailing? Explain various formats of organized retailing. **[10]**

OR

Discuss in detail the New Trends in Retailing. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3836

[Total No. of Pages : 1

[5265] - 404

M.B.A.

403 - FIN : INTERNATIONAL FINANCE

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) Explain the role of World Bank in International Finance.

OR

Explain various credit rating agencies in the International level.

Q2) Discuss various active participants or major player in Foreign Exchange market.

OR

Explain various techniques of Hedging in International business.

Q3) Explain various benefits of LPG and its impact in India.

OR

What are the advantages and disadvantages of Debt instruments?

Q4) Explain various types of Bond used in International Bond Market.

OR

Define Zero Coupen Bond and its types.

Q5) Explain Cash Management. Give the advantages and disadvantages of Cash Management.

OR

Explain various factors to be consider for International Receivable Management.



Total No. of Questions : 5]

SEAT No. :

P3837

[Total No. of Pages : 2

[5265] - 405

M.B.A.

404 - FIN : CORPORATE FINANCE

Finance Specialisation

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

- 1) *There are Five questions of 10 marks.*
- 2) *All questions are compulsory with internal choice.*
- 3) *Figures to the right indicate marks for that question/sub-question.*
- 4) *Use of simple calculator is allowed.*

Q1) a) State the financial goals of Corporation. [10]

OR

b) What is Corporate Investment decisions? State importance of investment decisions. [10]

Q2) a) The following information of a company is given -

EBIT = Rs. 5000 lacs

Tax rate = 35%

65% of the company's assets are financed by debt which has an after tax cost of 4% while 35% is financed by equity with a cost of 9.9%.

Average total capital employed over the period amounted to Rs. 50,000 lacs. Find EVA. [10]

OR

b) A company has WACC 13% & cost of Equity 15%.

FCFF is Rs. 340 crores & FCFE is Rs. 260 crores.

FCFF is expected to grow forever at 7.5% & FCFE is expected to grow forever at 8%. The company has debt outstanding at Rs. 1400 crores.

Find the value of the company using FCFF & FCFE Approach. [10]

P.T.O.

Q3) a) Define value based management? State the benefits of VBM. [10]

OR

b) Define Corporate governance & state any 3 models. [10]

Q4) a) A company has EPS of Rs. 16. The market rate of discount applicable to the company is 12%. The dividends are expected to grow at 11% annually. The company retains 70% of its earnings. Calculate the market value of the share using Gordon's Model. [10]

OR

b) The Company's EPS is Rs. 15. The market rate of discount applicable to the company is 13%. Retained earnings reinvested at IRR of 10%. The company is paying out Rs. 5 as dividend. Calculate market price of share using Walter's Model. [10]

Q5) a) Explain the concept of Corporate restructuring? State the need for corporate restructuring. [10]

OR

b) Describe the expansion techniques of Corporate restructuring. [10]



Total No. of Questions : 5]

SEAT No. :

P3838

[Total No. of Pages : 2

[5265] - 406

M.B.A.

403 - IT : SOFTWARE PROJECT MANAGEMENT

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *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 Software Project Management in detail. **[10]**

OR

b) Define Software Project Management. How Software Project Management is different from Software Engineering. **[10]**

Q2) a) Define Dynamic System Development. Explain in detail the process of Dynamic Systems Development. **[10]**

OR

b) Explain the steps done in project evaluation done in Software Project Management. **[10]**

Q3) a) Describe the significance of PERT/CPM with an example. **[10]**

OR

b) Explain COCOMO model with an example. **[10]**

P.T.O.

Q4) a) Describe risk management. Explain PERT a tool of risk management. **[10]**

OR

b) Explain in detail risk management in software projects. **[10]**

Q5) a) Explain the importance of using project management software. **[10]**

OR

b) Explain Ms-Project in detail and give the difference between CPM/PERT. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3839

[Total No. of Pages : 2

[5265] - 407

M.B.A.

404 - IT : ENTERPRISE RESOURCE PLANNING

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question carries 10 marks.*
- 3) *Draw neat diagrams if required.*

Q1) What is ERP Implementation? What explain Direct and Indirect costs of ERP Implementation? Discuss TANGIBLE and NON-TANGIBLE benefits of ERP. **[10]**

OR

Explain ERP implementation strategies. Which one is more suitable for companies with operations in different states in India? **[10]**

Q2) Explain ERP Life-cycle in details and discuss different ERP projects. **[10]**

OR

Explain ERP architecture in detail. List out various features of ERP. **[10]**

Q3) Explain the modules in production planning and operations of ERP system. **[10]**

OR

Explain the Inventory Process from ERP view? How do ERP solution with this? **[10]**

P.T.O.

Q4) What are typical terms of contract with ERP Package Vendors? When is ERP developed 'in-house' and under what conditions should it be 'outsourced'.**[10]**

OR

What is data-mining? How is it different from business intelligence? Explain various applications of these. **[10]**

Q5) Write short notes (Any Two) : **[10]**

- a) ERP for in Large Manufacturing Industry.
- b) Financial Viability of Installed Base for ERP Package Selection.
- c) Analytics for Service Industry.



Total No. of Questions : 5]

SEAT No. :

P3840

[Total No. of Pages : 2

[5265] - 408

M.B.A.

403 - OPE : OPERATIONS STRATEGY

Operations Management Specialization

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) What is Operations Strategy? Explain Current perspective strategic fit. [10]

OR

Explain in the detail about Operations Strategy in global economy. Discuss.[10]

Q2) Explain with suitable example the methodology for developing operations strategy. Discuss. [10]

OR

a) Write note on Value chain concept focus. [5]

b) Write note on stake holders and strategy. [5]

Q3) Explain with suitable example Technology strategy issues in new product development time to market. [10]

OR

Explain Operation Strategy Implementation. Discuss strategy nature of process. [10]

P.T.O.

Q4) Explain the concept of Strategic Resource Management. State the importance and issues. **[10]**

OR

a) Write note on Improving Delivery system for (SRM). **[5]**

b) Explain Key performance indicator. **[5]**

Q5) Explain the role of Technology in Operations Strategy. Discuss concept of ERP. **[10]**

OR

State ITES enabling the effective strategy and resource implementation. Discuss. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3841

[Total No. of Pages : 2

[5265] - 409

M.B.A.

404 - OPE : TOTAL QUALITY MANAGEMENT

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) What is the concept of Quality? Explain cost of Quality.

OR

Explain the Economic models of quality of conformance zone of improvement.

Q2) Explain Demings' 14 point philosophy of quality.

OR

Compare the quality philosophy of Juran and Crosby.

Q3) Write short notes on (any two) with examples :

- a) Check list.
- b) Flow chart.
- c) Tally charts.
- d) Histograms.

OR

What is QFD? Explain the difficulties associated with QFD.

Q4) Explain the need and importance of Statistical Quality Control (SQC).

OR

P.T.O.

Write short notes on (any two) :

- a) Six Sigma quality.
- b) OC curves.
- c) 'P' charts.
- d) AOQL.

Q5) What is the concept of Quality Management Awards? Explain Deming prize for quality.

OR

What is ISO : 9000-2000? Explain the functions of CII.



Total No. of Questions : 5]

SEAT No. :

P3842

[Total No. of Pages : 2

[5265] - 410

M.B.A.

HRM

**403 - HR : Industrial Relations
(2013 Pattern) (Semester - IV)**

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) Discuss the objectives and importance of Industrial Relations. [10]

OR

Discuss the various approaches to Industrial Relations. [10]

Q2) What is Industrial Dispute? Describe the machinery for settlement of Industrial Dispute. [10]

OR

Explain the various provisions for Lay-off and Retrenchment under I.D. Act, 1947. [10]

Q3) Explain the various provisions of Registration of Trade Union. [10]

OR

Explain the various provisions relating to illegal strikes and illegal Lockouts under M.R.T.U. and P.U.L.P. Act, 1971. [10]

Q4) Explain various provisions relating to procedure for submission of Draft Standing Orders. [10]

OR

Describe provisions for Licensing of contractors under Contract Labour (R & A) Act, 1970. [10]

P.T.O.

Q5) What is Workers Participation in Management? Describe levels of WPM.[10]

OR

Write short notes :

[10]

- a) Challenges of WPM.
- b) Collective Bargaining.



Total No. of Questions : 5]

SEAT No. :

P3843

[Total No. of Pages : 2

[5265] - 411

M.B.A.

HRM SPECIALISATION

404 - HR : Strategic Human Resource Management

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) Define Strategy. Elaborate the terms HRM & SHRM. **[10]**

OR

Define HRM & SHRM. Discuss aims & approaches of SHRM. **[10]**

Q2) What is the impact of implementing HR strategies on Organisational Performance? **[10]**

OR

Explain the importance of conducting a strategic review. **[10]**

Q3) Define career planning. Discuss individual centered career planning. **[10]**

OR

What do you mean by competencies? How do competencies differ from Knowledge & Skills. **[10]**

Q4) Discuss strategies for culture management. Discuss the importance of culture. **[10]**

OR

Discuss impact of Mergers & Aquaisition on organisation with suitable example. **[10]**

P.T.O.

Q5) Define cross cultural sensitivity along with its importance. [10]

OR

"Training & Development of International Staff is important". Discuss. [10]



Total No. of Questions : 5]

SEAT No. :

P3844

[Total No. of Pages : 1

[5265] - 412

M.B.A.

403 - IB : INTERNATIONAL BUSINESS ENVIRONMENT

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

- 1) *All questions are compulsory with internal choice within the questions.*
- 2) *Each question carries 10 marks.*

Q1) Elaborate the framework for analyzing the international business environment.

OR

Explain the impact of domestic, foreign & global environment on international business decisions.

Q2) Discuss the pattern & structure of Foreign Investment.

OR

Elaborate the Positive & Negative effect of foreign investment.

Q3) Explain in detail objectives & functions of World Bank.

OR

Explain in detail WTO.

Q4) What is MNC? Discuss the involvement of MNC's in International Business.

OR

Explain the issues related to foreign investment involving technology transfer, pricing & regulations.

Q5) Explain the concept of Regionalism & Multilateralism.

OR

Explain the emerging developments & other issues in International Business.



Total No. of Questions : 5]

SEAT No. :

P3845

[Total No. of Pages : 2

[5265] - 413

M.B.A.

404 - IB : INDIAN ECONOMY AND TRADE DEPENDENCIES

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) Explain the trends in National Income, Growth and structure of Indian Economy since 1991.

OR

What is Human Development and explain its progress in India?

Q2) What is the concept of Human Capital? Explain the role of it for developing the Economy.

OR

Explain Economic reforms and Reduction of Poverty in India.

Q3) State the review of Industrial Growth under 11th Five Year Plan.

OR

Explain Growth and present state of IT Industry in India.

Q4) What is the concept of the Foreign Trade? Explain the composition of India's Foreign Trade.

OR

Explain the concept of Foreign investments flows and role of SEZ.

P.T.O.

Q5) Discuss Liberalisation and Globalisation of India with the Global Economy.

OR

Write short notes on (any two) :

- a) Role of WTO.
- b) Foreign Exchange Reserves.
- c) India in Global Trade.



Total No. of Questions : 5]

SEAT No. :

P3846

[Total No. of Pages : 2

[5265] - 414

M.B.A.

**403 - SCM : STRATEGIC SUPPLY CHAIN MANAGEMENT
(2013 Pattern) (Semester - IV)**

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) Explain sustainable competitive advantage through supply chain.

OR

What is SCM? Explain the strategic objectives of SCM.

Q2) Explain impact of 'Customer needs' and impact of 'uncertainty'.

OR

What is 'Strategic Fit'? Explain the steps in achieving strategic fit.

Q3) What is Strategic Scope? Explain 'Maximize Company Profit Perspective' with respect to SC.

OR

Elaborate the 'Agile intercompany interfunctional scope'.

Q4) Write short notes on (any two) :

- a) Core competence.
- b) 3PL and 4PL outsourcing.
- c) Collaborative Advantage.
- d) Strategic Alliance.

OR

Explain strategic prerequisites and strategic implementation issues.

P.T.O.

Q5) Explain Greening and Ethical Supply Chain.

OR

Explain Supply Chain challenges and Intelligent System involve with Supply Chain.



Total No. of Questions :5]

SEAT No. :

P3847

[Total No. of Pages :2

[5265] - 415

M.B.A. - II

404(SCM) : KNOWLEDGE MANAGEMENT IN SUPPLY CHAINS

(Supply Chains Management Spl.)

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) What is supplier relationship management? Explain the briefly describe the concept? **[10]**

OR

b) Explain in detail the framework of IT in supply chain? **[10]**

Q2) a) i) Explain the importance of information systems in supply chain? **[5]**

ii) Write note on Information for strategic SC decisions. **[5]**

OR

b) Explain the risks & challenges associated in implementing supply chain information system? **[10]**

Q3) a) What do you mean by digital markets & efficient supply chain? **[10]**

OR

b) Enumerate the various improvements in organizational process with relation to technology adoption? **[10]**

P.T.O.

Q4) a) Explain the various organizational issues involved while implementing the functioning of resource Management? **[10]**

OR

b) i) Explain collaborative Demand Planning. **[5]**

ii) Write note on B-2-B Perspective. **[5]**

Q5) a) Explain the infrastructure of Information technology with regards to supply chain in detail. **[10]**

OR

b) Write Short Note on (Any Two): **[10]**

i) EPOS.

ii) GPRS.

iii) RFID.



Total No. of Questions :5]

SEAT No. :

P3848

[Total No. of Pages :2

[5265] - 416

M.B.A.

403(RABM) : RURAL CREDIT & FINANCE

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Discuss the role played by agriculture in the economic development of India.

OR

b) Discuss the importance and characteristics of Indian agriculture.

Q2) a) Give the structure, functions of financial intermediaries in agriculture with respect to India.

OR

b) Discuss the role of credit in agriculture and also the various sources of agriculture finance in India.

Q3) a) Explain the structure and functions of District central cooperative Banks.

OR

b) Discuss the impact of liberalization on co-operative Banks with special reference to de-regulation of interest rates and prudential norms.

P.T.O.

Q4) a) Discuss : Kind Loans Vs Cash Loans.

OR

b) Explain the principle of Micro and Macro - finance.

Q5) a) Explain the concept of approach, delivery channels and actors involved, and linkages with respect to Rural Finance.

OR

b) Explain various players and approaches in the area of rural finance and micro finance.



Total No. of Questions :5]

SEAT No. :

P3849

[Total No. of Pages :1

[5265] - 417

M.B.A.

404(RABM) : RURAL MARKETING - II

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Discuss about packaging and brand building strategies.

OR

b) What is product Life cycle strategies and fighting fakes.

Q2) a) Explain Rural Vs Urban pricing strategy.

OR

b) How pricing strategy affects to the retailers. Give relevant example.

Q3) a) What are distribution practices and trends in distribution strategy.

OR

b) Explain Direct Vs Indirect marketing in distribution strategy.

Q4) a) Explain the rise of organized retailing with example.

OR

b) What are government initiated retail outlets? Explain with examples.

Q5) a) What are the objectives and frame work for IMC.

OR

b) What is promotional mix? How it affects the promotion strategy.



Total No. of Questions :5]

SEAT No. :

P3850

[Total No. of Pages :2

[5265] - 418

M.B.A.

403(FBM) : ESSENTIALS OF FAMILY BUSINESS

MANAGEMENT - II

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Discuss the shareholders priorities and responsibilities towards the company.

OR

b) Discuss the difference between Advisory Boards and Board of Directors.

Q2) a) Discuss the terms in detail

- i) Family complexity.
- ii) Ownership complexity.

OR

b) What type of policies can be made to face growing complexities in cousin companies.

Q3) a) Discuss the challenges ahead of the succession planning in family Business.

OR

b) Discuss the succession planning with next generation.

P.T.O.

Q4) a) Discuss the concept of 'Transfer of Power' in Family Business.

OR

b) Discuss the unique roles of the CEO spouse.

Q5) a) Write short note on

i) Organic competencies.

ii) Intrapreneurship.

OR

b) Discuss in detail three states of evolution.



Total No. of Questions :5]

SEAT No. :

P3851

[Total No. of Pages :2

[5265] - 419

M.B.A. - II

404 (FBM) : MANAGING INNOVATION - II

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) What are the generic strategies that are made by organizations for World Wide Innovation? **[10]**

OR

How mergers and acquisition leads to innovation in business in this globalization era. **[10]**

Q2) Explain the future of innovation in emerging markets. **[10]**

OR

How implementing technology transfer and commercialization help in innovation for emerging economies? **[10]**

Q3) “National Government is a provider of Public Complimentary Assets”. Explain **[10]**

OR

What is the role of National Government in Innovations? **[10]**

Q4) Define the concept of innovation in services. Explain the types of innovation in services. **[10]**

OR

P.T.O.

Explain the following:

- a) Customer Blending.
- b) Customer Mind Mapping.
- c) Customer Ecosystem Mapping.

Q5) Explain the 'business and process innovation' of India.

[10]

OR

Give an overview of national innovation system of Brazil.



Total No. of Questions :5]

SEAT No. :

P3852

[Total No. of Pages :2

[5265] - 420

M.B.A.

SPECIALIZATION : TECHNOLOGY MANAGEMENT

403 (TM) : Technology Competition and Strategy

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *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 the term ‘Competitive Domains’? How do competitive domains evolve due to technological change? **[10]**

OR

b) Which are the major trends in the technological environment that are shaping the competitive domains? And How? **[10]**

Q2) a) How do we gather and analyze technology intelligence? How do we incorporate the intelligence into decision making? **[10]**

OR

b) Distinguish between external and internal technology intelligence? Explain role of organizational arrangements for gathering data. **[10]**

Q3) a) What is meant by Strategy? Explain the business strategy and technology strategy. How do organizations become more competitive by linking technology strategies with business strategies? **[10]**

OR

P.T.O.

- b) Explain the SWOT Matrix and explain the four types of strategies which can be formulated after SWOT Analysis. [10]

- Q4)** a) What are different stages for formulating Technology Strategy for a firm? [10]

OR

- b) What are the key principles underlying the formulation of Technology Strategy? [10]

- Q5)** a) What are the different risks of collaborative activity for the firms involved in technology collaborative mode? [10]

OR

- b) What is a collaborative arrangement? What are the different reasons for collaborative arrangements as Technology Strategy? [10]



Total No. of Questions :5]

SEAT No. :

P3853

[Total No. of Pages :2

[5265] - 421

M.B.A.

MANAGING INNOVATIONS - II

404 (TM) : Specialization

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Discuss about protecting Entrepreneurial Rents .Give examples of Team Up, Block and Run. **[10]**

OR

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

Q2) a) Discuss about technology Transfer and Commercialization. What is value stock? **[10]**

OR

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

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

OR

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

P.T.O.

Q4) a) How are Innovations carried in service organization? Discuss the types of innovation in services. **[10]**

OR

b) What are a Customer Intelligence, Customer Intimacy and Customer Innovations.? State its benefits. **[10]**

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

OR

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

