

Total No. of Questions : 5]

SEAT No. :

P1943

[Total No. of Pages : 4

[4770] - 1001

M. B. A (Semester - I)

101 : ACCOUNTING FOR BUSINESS DECISIONS

(2013 Pattern)

[Time : 2:30 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 question/sub question.*
- 5) *Answers to the questions should specific and to the point.*
- 6) *Use of calculator is permitted (as applicable).*

Q1) Discuss the importance of concepts and conventions in preparation of final account?

OR

“Management accounting is the presentation of accounting information in such way as to assist the management in decision making”. Comment.

Q2) How does financial statement of proprietary firm differs from limited company?

OR

Define financial statement analysis. Explain in what ways such an analysis may benefit managerial personnel, owner and creditors.

Q3) Classify the following items into :

- a) Factory overheads
- b) Administration overheads
- c) Selling and distribution overheads and

P.T.O.

d) Items excluded from cost sheet with reasons;

Sr. No.	Particulars
1	Income tax paid
2	Interest on capital
3	Warehouse Expenses
4	Cost of Mailing Literature
5	Sales Manager's Salaries
6	Insurance of Showroom
7	Sales Director's Fees
8	Sales Office Expenses
9	Rent of Sales Office
10	Depreciation of Delivery Vans
11	Interest on loan
12	Donations
13	Wealth tax
14	Subscription to Trade Journals
15	Office Lightings
16	Establishment Charges
17	Directors Travelling Expenses
18	Consultants Fees
19	Contribution to Provident Fund
20	Postage
21	Discount on shares & Debentures
22	Commission to Partners
23	Overtime Wages
24	Fuel and Power
25	Rent and Taxes
26	Insurance
27	Factory Lightings
28	Supervision
29	Brokerage
30	Preliminary Expenses Written off.

OR

Q3) From the following information for the month of January, Prepare a cost sheet to show the following components:

- Prime cost,
- Factory Cost,
- Cost of production and
- Total cost.

Particulars	Amt. Rs.
Direct martial	57000
Direct wages	28500
Factory rent and rates	2500
Office rent and rates	500
Plant repairs and maintenance	1000
Plant depreciation	1250
Factory heating and lighting	400
Factory manager's salary	2000
Office salaries	1600
Director's remuneration	1500
Telephone and postage	200
Legal Charge	150
Printing and stationary	100
Advertisement	1500
Salesmen's salaries	2500
Showroom rent	500
Sales	116000

Q4) From the following information compute :

- a) Mix variance, b) Price variance and
c) Usage variance

	Standard			Actual		
	Quantity (Kg.)	Unit Price (Rs.)	Total (Rs.)	Quantity (Kg.)	Unit Price (Rs.)	Total (Rs.)
Martial A	4	1.00	4.00	2	3.50	7.00
Martial B	2	2.00	4.00	1	2.00	2.00
Martial C	2	4.00	8.00	3	3.00	9.00
Total	8	—	16.00	6	—	18.00

OR

An umbrella manufacturer makes an average Profit of Rs. 2.50 per units on a selling price of Rs. 14.30 by producing and selling 60000 units at 60% of potential capacity.

His cost of sales per unit is as follows :

Direct materials	Rs. 3.50
Direct Wages	Rs. 1.25
Factory Overhead	Rs. 6.25 (50% Fixed)
Sales Overhead	Rs. 0.80 (25% Variable)

During the current year, he intends to produce the same number but estimates that his fixed cost would go up by 10% while the rates of direct wages and direct materials will increase by 8% and 6% respectively. However, the selling price cannot be changed.

Under this situation, he obtains an offer for a further 20% of his potential capacity.

What minimum price would you recommend for acceptance of the offer to ensure the manufacturer and overall profit of Rs. 167300/-?

Q5) The manager of Repairs and Maintained Department in response to a request, submitted the following budget estimates for his department that are to be used to construct a flexible budget to be used during the coming budget year:

Details of Cost	Planned at 6000	Planned 9000
	Direct repair hours	direct repair hours
Employee salaries	30000	30000
Indirect repair materials	40200	60300
Miscellaneous cost, etc.	13200	16800

- Prepare a flexible budget for the department up to activity level of 10000 repair hours (use increments of 1000 hours).
- What would be the budget allowance at 8500 direct repair hours?

OR

Allied Manufacturing Company has given you the following information.

	Product 'A'	Product 'B'
	Rs.	Rs.
Fixed overhead – Rs. 10000 p.a.		
Direct material per unit	20	25
Direct labour per unit	10	15
Variable overhead (100% of direct labour)		
Selling price per unit	60	100

You are required to present a statement showing the marginal cost of each product and recommend which of the following sales mixes should be adopted:

- 900 units of 'A' and 600 units of 'B'
- 1800 units of 'A' only.
- 1200 units of 'B' only.
- 1200 units of 'A' and 400 units of 'B'



Total No. of Questions : 5]

SEAT No.

P1946

[Total No. of Pages : 2

[4770] - 1002

M. B. A (Semester - I)

102 : Economic Analysis For Business Decisions

(2013 Pattern)

[Time : 2:30 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Knowledge and application of economic principles, theories, dogmas and modelling is of great help in business decision making. Discuss. **[10]**

OR

b) What is the rationale of firm? Explain various types and objectives of firms.

Q2) a) How price and output are determined in Monopoly in short-run and Long run. **[10]**

OR

b) Explain various degrees of price Elasticity with suitable examples.

Q3) a) Distinguish between the following costs and indicate which are relevant to managerial decision making. **[10]**

- i) Implicit cost and explicit costs.
- ii) Accounting and Economic costs.
- iii) Fixed costs and variable costs.
- iv) Marginal and incremental costs.

OR

b) What is decision tree technique of risk analysis? Explain with the help of an example.

P.T.O.

Q4) a) What are the various instruments of organised and un-organised sectors of Indian money market. **[10]**

OR

b) What is capital market? Discuss in brief the Industrial securities market in India.

Q5) a) Define National Income and state various methods to estimate national income in India. **[10]**

OR

b) Differentiate between revenue deficit and fiscal deficit. What is the status of India in this regard?



Total No. of Questions : 10]

SEAT No. :

P1945

[Total No. of Pages : 2

[4770] - 1003

M. B. A (Semester - I)

103 : LEGAL ASPECTS OF BUSINESS

(2013 Pattern)

[Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) What is contract? Explain the classifications of contract.

OR

- Q2)** a) When a weighing machine is installed on a railway platform by the railway authority, where anyone weights putting coin after acceptance. Is it offer? If then which type of and give justification?
- b) Explain discharge of contract.

Q3) What is unpaid seller? Write the rights of unpaid seller.

OR

Q4) Write the concept of contract of sale. Explain the formalities of contract of sale.

Q5) What is the concept of 'negotiation'? Explain the types of endorsements.

OR

Q6) What is the concept of 'negotiable Instrument'? Explain the dishonour of negotiable instrument.

Q7) Explain the provisions of memorandum of association of a company according to the companies Act 1956.

OR

Q8) Explain the features and types of a company according to the companies Act. 1956.

P.T.O.

Q9) Describe the provisions of information technology Act.

OR

Q10) What is 'intellectual properties'? Explain its different types.



Total No. of Questions : 5]

SEAT No. :

P1944

[Total No. of Pages : 3

[4770] - 1004
M.B.A (Semester - I)
104 : Business Research Methods
(2013 Pattern)

[Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

- Q1) a) i)** Define the term business research. What are the objectives of the business research? **[5]**
- ii)** Briefly describe steps in research process. **[5]**

OR

- b)** Draft a research proposal for any one of the following :
- i)** For conducting a study on increasing market share for a detergent company.
 - ii)** A passenger car company which is keen to conduct a study on dealer effectiveness.

- Q2) a) i)** What is research design? What are the features of the good research design? **[5]**
- ii)** A soft drink company is interested in launching a mango fruit drink. You are appointed as a general manager of the company. You are entrusted to find out the preference of consumers. Which type of research design will you advice? **[5]**

P.T.O.

OR

- b) i) What is hypothesis? What are the good qualities of hypothesis?
- ii) State the dependent and independent variable for any one of the following situations :
 - A) Sales promotion expenses and sales.
 - B) Employee training and Employee productivity.

Q3) a) What is 'measurement' in research? Explain all types of measurement scale with relevant examples. **[10]**

OR

- b) Prepare a questionnaire for any one of the following situation :
 - i) Causes of Small Scale Industries Sickness in India.
 - ii) Problem faced by customers for online shopping.

Q4) a) Define the following concept with example. **[10]**

- i) Population.
- ii) Sampling
- iii) Sampling Error.
- iv) Non Sampling Error.
- v) Sample Size

OR

- b) What type of sample would you draw for any two of the following :
 - i) Purchasing priority for house hold appliances.
 - ii) Traffic analysis in the city for pollution control
 - iii) To study the extent of unemployment in your city.

Q5) a) Draw histogram of the following data

Profit in lakhs (Rs.)	10-20	20-30	30-40	40-50	50-60	60-70
No. of Companies	10	14	24	21	19	14

Also find mode from the graph.

[10]

OR

b) i) A researcher found that the correlation coefficient between price of Tea and price of coffee is 0.929. Interpret the result. **[2]**

ii) The number of defects per unit in a sample of 330 units of a manufactured products was found as follows. **[3]**

Number of defects	0	1	2	3	4
No. of units produced	214	92	20	3	1

Comment on the hypothesis that the number of defects does not depend on number of units produced.

Given Chi square calculated = 0.0292

Chi square at 0.05 = 3.84

iii) Explain in detail structure of Research report. **[5]**



Total No. of Questions : 5]

SEAT No. :

P1947

[Total No. of Pages : 2

[4770] - 1005

M. B. A. (Semester - I)

105 : ORGANISATIONAL BEHAVIOUR

(2013 Pattern)

[Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Why organisational Behaviour is needed to study in the modern era? Explain. **[10]**

OR

b) There are always limitations to study the field of social science. Discuss the limitations of an organisational Behaviour with examples.

Q2) a) Financial or non financial motivation is a need human being in day to day work environment in the organisation. Explain with the help of A.H. Maslow's hierarchy theory of motivation. **[10]**

OR

b) Motivation helps to achieve the organisational goals-Discuss it with any one motivational theory.

Q3) a) People in the organisation can't live alone, they join the group-Discuss Explain-How group efforts are important to achieve the organisational productivity. **[10]**

OR

b) An individual can't achieve the target but a team can do it more effectively - Discuss.

P.T.O.

Q4) a) Do you agree that organisational culture determine human behaviour in an organisation. It further helps to create healthy human relations - Explain. **[10]**

OR

b) Discuss the main feature of Indian culture and it's impact on sustaining the multi National companies business.

Q5) a) Resistance to change is natural attitude of human being-Discuss with few examples. **[10]**

OR

b) Change always lead the business in this modern era-Explain and Discuss with examples.



Total No. of Questions : 5]

SEAT No. :

P1948

[4770] - 1006

[Total No. of Pages : 2

M.B.A. (Semester - I)
106 : BASICS OF MARKETING
(2013 Pattern)

Time : 2.30 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) The evidence that the product concept was alive and well in ford motor company. Founder of the ford motor company henry ford's famous reaction to consumer requests for more color options was "you can have any color car you want as long as it is black." Analyze the statement in context of concept of Marketing. **[10]**

OR

b) "Because the purpose of business is to create a customer, the business enterprise has two-and only two basic functions: Marketing and innovation. Marketing and innovation produce results; all the rest are costs. Marketing is the distinguishing, unique function of the business." Comment and define marketing. Explain the core concept of marketing.

Q2) a) i) Consumer wants to purchase laptop. Explain the various factors, which would affect the consumer buying behavior. **[5]**
ii) What type of decision process would you expect most consumers to follow in their purchase of two-wheeler? **[5]**

OR

b) i) Analyze the steps involved in buying decision process for refrigerator.
ii) Company 'Jal' wants to launch flavored drinking water. As a marketing manager which factors you would consider that affect the consumer buying behavior.

P.T.O.

Q3) a) Explain various elements of micro and macro environment and how do they affect business organization with the help of suitable example. **[10]**

OR

- b) Undertake the environmental analysis for any two of the following markets.
- i) Family holiday package.
 - ii) LED TV.
 - iii) Rat killer.

Q4) a) Name and describe the bases for segmentation that might be used in segmenting consumer markets. Which segmenting variable(s) do you think 'Godrej' is using for 'Hair Dyes'? **[10]**

OR

- b) Denta tooth past has taken early lead in terms of creating positioning in consumer mind. Company launches various variances like denta white, Denta plus, Denta herbal. Analyze various bases of segmentation used by the company.

Q5) a) What is 'Goods-service continuum'? explain with a diagram and appropriate example. **[10]**

OR

- b) What do you mean by a product? Classify consumer products and industrial products in detail.



Total No. of Questions : 7]

SEAT No. :

P1750

[4770]-409

[Total No. of Pages : 1

M.B.A.

INTERNATIONAL BUSINESS (Specialization-IV)

404-F : International Business Operations

(2008 Pattern) (Semester-IV)

Time : 3 Hours]

[Max. Marks : 70

Instructions to the candidates:

- 1) *Attempt any 5 questions.*
- 2) *All questions carry equal marks.*

Q1) Explain various issues involved in Make or Buy decisions in International operations.

Q2) Discuss various factors considered for facility location and layout in International Business.

Q3) Explain concepts involved in Toyota Production System.

Q4) 'Internationalization of Technology has played a vital role in International Business Operations'. Discuss.

Q5) Discuss the interface of International Business Operations with other departments of the organization.

Q6) Discuss, with examples, various options in strategic alliances in International Business Operations.

Q7) Write short note on Any Two:

- a) International HR Practices.
- b) Benchmarking in International Operations.
- c) Management of Global Products.
- d) Global Sourcing.



Total No. of Questions : 5]

SEAT No. :

P1949

[4770] - 2001

[Total No. of Pages : 2

M.B.A. (Semester - II)

201 : MARKETING MANAGEMENT

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Explain the need for new product development. **[4]**

b) Discuss the Booz Allen and Hamilton classification scheme for new product. **[6]**

OR

a) What do you mean by new product?

b) Explain the method and source of new product idea for a fast moving consumer's goods like an antiseptic bathing soap.

Q2) What do you mean by price? **[2]**

As the president of an electronic company decide the pricing of smart watch between penetration or skimming price policy in Indian market. **[8]**

OR

Explain various objectives of pricing policy. Discuss any four methods of pricing with merits and demerits.

Q3) Explain the major consideration in the selection of distribution channel for consumer products give examples. **[10]**

OR

Define marketing channels. What are the important functions of channels?

P.T.O.

Q4) Explain the role of marketing communication, discuss the various objectives of advertising. **[10]**

OR

Define marketing communication & elaborate the factors affecting on marketing communication.

Q5) What do you mean by marketing audit? Discuss the benefits of marketing audit? **[10]**

OR

What is marketing plan? Explain the contain of marketing plan.



Total No. of Questions : 5]

SEAT No. :

P1950

[4770] - 2002

[Total No. of Pages : 5

M.B.A. (Semester - II)

202 : FINANCIAL MANAGEMENT

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for that question/sub-question.*
- 5) *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) “Financial Management is closely related to Economics”. Explain. [10]

OR

- b) “The Finance 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 with the statement? Comment.

Q2) a) The ratios of two leading firms in the heavy Commercial vehicles (HCV) sector namely; Tetra Motors and Rapid Auto are provided for the year ended on 31st March 2013. Interpret these ratios and comment on the relative financial. [10]

Performance of these companies

Ratios	Tetra Motors	Rapid Auto
Current Ratio	0.62	0.89
Quick Ratio	0.43	0.47
Gross profit margin%	4.73	6.78
Net profit margin%	2.26	4.24
Total debt to equity	0.56	0.82
Fixed assets turnover Ratio	1.66	2.01
Inventory Turnover Ratio	11.54	6.63
EPS (Rs)	3.91	2.13

P.T.O.

OR

- b) From the following balance sheets as on 31st March 2012 and 31st March 2013 of Dayanand Ltd. You are required to prepare funds flow statement.

Balance Sheet

Liabilities	Amount (Rs.)		Assets	Amount (Rs.)	
	31/03/2012	31/03/2013		31/03/2012	31/03/2013
Equity Capital	3,00,000	4,00,000	Goodwill	1,15,000	90,000
8% Redeemable Pref. Shares	1,50,000	1,00,000	Land & Building	2,00,000	1,70,000
General Reserve	40,000	70,000	Plant	80,000	2,00,000
Profit & Loss A/c	30,000	48,000	Debtors	1,60,000	2,00,000
Proposed Dividend	42,000	50,000	Stock	77,000	1,09,000
Creditors	55,000	83,000	Bills Receivable	20,000	30,000
Bills payable	20,000	16,000	Cash in Hand	15,000	10,000
Taxation Provision	40,000	50,000	Cash at Bank	10,000	8,000
Total	6,77,000	8,17,000	Total	6,77,000	8,17,000

Following additional information is provided :-

- Interim Dividend of Rs. 20,000 has been paid in 2012-13.
- Income Tax paid during the year 2012-13 is Rs. 35,000

- Q3) a) i) What are the different types of capital budgeting decisions? [5]**
- ii) A leading apparel Mfg. Co. is considering a replacement of its existing cutting machine with a new automatic machine to improve the productivity. The cost of new machine is (Rs.) 25 lakhs. The cost of the company's capital is 10%. The incremental cash flows projected during five year period are estimated as follows.

	Year 1	Year 2	Year 3	Year 4	Year 5
Cash Flows (Rs. in Lakhs)	2.5	5.00	8.00	10.00	12.5
PVF@10%	0.909	0.826	0.751	0.683	0.621

Comment on the suitability of the project by using NPV and PI. [5]

OR

- b) i) Why capital expenditure budget is required for corporate organizations? [5]
- ii) A leading company in the infrastructure contracts is considering a proposal for the purchase of earth moving equipment. The data on the proposal is given below : [5]

Cost of the Machine (Rs.)	30,00,000
Life of the Machines	6 years
Depreciation	Straight line method
Salvage value (Rs.)	Nil

The estimated cash flows before depreciation and income tax in different years as follows.

Year	Amount (Rs.)
1	7,50,000
2	8,00,000
3	8,50,000
4	10,00,000
5	12,00,000
6	14,00,000
Total	60,00,000

The corporate tax rate is 30%. You are required to calculate the cash flows after tax but before depreciation and comment on the suitability of the machine bases on pay-back period.

- Q4) a)** A proforma cost-sheet of a company provides the following particulars:[10]

Element of Cost	Cost per unit (Rs.)
Raw Material	80
Direct labour	30
Overheads	60
Total cost of production	170
Profit	30
Selling price	200

Following further particulars are available :

- i) Raw Materials are in stock on an average one month.
- ii) Materials are in process on an average half a month.
- iii) Finished goods are in stock on an average one month.
- iv) Credit allowed by suppliers is one month.
- v) Credit allowed to debtors is two months.
- vi) Lag in payment of wages and overheads are 1 month.
- vii) One fourth of the output is sold against cash.
- viii) Cash on hand and at bank is expected to be Rs.25,000.

You are required to prepare a statement showing the working capital needed as per total approach method of working capital to finance a level of activity of 60,000 units of production annually. The production is carried out evenly throughout the year.

OR

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

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 (Stage of completion 50%).
- 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) i)** A leading company manufacturing cosmetics is in need of a capital for its expansion plans. Which factors do you think are required to be considered for raising the long-term funds to finance the plan? **[5]**
- ii)** The entire capital structure of a company is provided along with the tax adjusted cost of each component. Determine the weighted average cost of capital (WACC). **[5]**

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

OR

- b) i)** State the various assumptions made in capital structure theories. **[5]**
- ii)** Rajaram Ltd. Has the following capital structure. **[5]**

Particulars	Market values	Book values	Component cost % (Post - Tax)
Equity Capital	80	120	18
Pref. Share Capital	30	20	15
Secured Debentures	40	40	14

Calculate weighted average cost of capital (WACC) of the company based on both book and marked values.



Total No. of Questions : 5]

SEAT No. :

P1951

[Total No. of Pages : 2

[4770] - 2003
M.B.A. (Semester - II)
(203) : HUMAN RESOURCE MANAGEMENT
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define HRM & explain various functions of HRM. **[10]**

OR

- b) What are the strategic functions of HRM understood and implemented in the company. Discuss.

Q2) a) What is need of man power planning in an organization? Discuss its benefits & process in detail. **[10]**

OR

- b) Explain in your own language internal & external sources of recruitment.

Q3) a) Define training and explain the significance & steps of training needs assessment. **[10]**

OR

- b) Design a training programme. For newly inducted employees in the sales department of a pharmaceutical company.

Q4) a) Explain the concept of performance appraisal & discuss how it is different from performance management system. **[10]**

OR

- b) Explain the advantages & problems of linking compensation with performance.

P.T.O.

Q5) a) Explain the concept of employee relation & discuss its importance in organisation context. **[10]**

OR

b) Discuss in detail the advantages & disadvantages of flexible work arrangement in an organization.



Total No. of Questions : 10]

SEAT No. :

P1952

[4770] - 2004

[Total No. of Pages : 3

M.B.A. (Semester - II)
204 : DECISION SCIENCE
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Attempt 5 (five) questions.*
- 2) *Each question has an internal option.*
- 3) *Each question carry equal marks. (10)*
- 4) *Figures to the right indicate marks for questions.*
- 5) *Graph will not be provided, draw diagram on answer sheet.*
- 6) *Non scientific calculator is allowed.*

Q1) Solve the following LPP graphically (graphical method). **[10]**

Maximise $z = 120x + 100y$

Subject to the constraints :

$$10x + 5y \leq 80$$

$$6x + 6y \leq 66$$

$$4x + 8y \geq 24$$

$$5x + 6y \leq 90$$

$$x \geq 0, y \geq 0$$

OR

Q2) A company has to assign four workers A,B,C and D to four jobs w, x, y, z. The cost matrix is given below. **[10]**

Workers	job w	Job x	Job y	Job z
A	1000	1200	400	900
B	600	500	300	800
C	200	300	400	500
D	600	700	300	1000

Find an optimal assignment schedule and total corresponding cost.

P.T.O.

Q3) Patients arrive at a clinic according to poisson distribution at the rate of 20 patients per hour. Examination time per patient is exponential with mean rate of 30 per hour. **[10]**

Find :

- a) Find the traffic intensity
- b) What is the probability that new arrival does not have to wait.
- c) What is the average waiting time of patient before he leaves the clinic.

OR

Q4) The rainfall distribution in monsoon seasons is as fallows : **[10]**

Rain in cm.	0	1	2	3	4	5
Frequency	50	25	15	5	3	2

Simulate the rainfall for 10 days using the following random variables; 67, 63, 39, 55, 29, 78, 70, 06, 78, 76 and then find average rainfall.

Q5) Find the optimal strategies for A and B in the following game. Also obtain the value of the game. **[10]**

	B's Strategy		
	B ₁	B ₂	B ₃
A ₁	9	8	-7
A ₂	3	-6	4
A ₃	6	7	7

OR

Q6) The conditional pay - offs in erors of rupees for the three models of a car for the various likely sales figures are as follows : **[10]**

Model	Sales in units		
	1 lakh	2 lakh	3 lakh
X	30	10	10
Y	55	20	3
Z	16	35	65

- Q7)** a) Explain the 'PERT' and 'CPM' are the most widely applied techniques. **[5]**
b) Role of network techniques in project management explain it. **[5]**

OR

Q8) Explain with example : EST; LST; EFT; LFT, Slack & Float; Network activity. **[10]**

- Q9)** a) What is the probability of getting a primary number in a single throw of a dice? **[5]**
b) What is the probability of getting head in tossing of a coin. **[5]**

OR

- Q10)**a) Find the binomial distribution whose mean is 3 and variance is 2. **[5]**
b) Explain interval estimation and standard errors of estimation. **[5]**



Total No. of Questions : 5]

SEAT No. :

P1953

[Total No. of Pages : 2

[4770] - 2005

M.B.A. (Semester - II)

205 : OPERATIONS AND SUPPLY CHAIN MANAGEMENT

(2013 Pattern)

Time: 2 $\frac{1}{2}$ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for that question/sub question.*
- 5) *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 Management? Explain scope, objective and significance of supply chain management. [10]

OR

b) Discuss the types of processes and operation. Explain the process product mix with help of diagram. Also discuss its advantages. [10]

Q2) a) i) Define production planning and control. [5]

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

OR

b) Explain important three flows in Supply Chain Management. [10]

Q3) What is reorder point? Explain inventory control system with various control techniques. Discuss. [10]

OR

Explain the elements of customer service. Discuss globalization and information technology in operation and supply chain management. [10]

P.T.O.

Q4) a) Explain EOQ with quantity discounts also discuss single & multiple price breaks. Explain various inventory control technique. **[10]**

OR

b) i) Batch Production & Job Production. **[5]**

ii) Note on SDE Analysis. **[5]**

Q5) a) i) Explain T.Q.M. **[5]**

ii) Explain PERT & CPM. **[5]**

OR

b) Explain - “Forecasting is a planning tool”. **[10]**



Total No. of Questions : 10]

SEAT No. :

P1954

[Total No. of Pages : 2

[4770] - 2006

M.B.A. (Semester - II)

206 : MANAGEMENT INFORMATION SYSTEM

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Attempt all questions.*
- 2) *Figures to right indicates marks.*

Q1) “Effective use of information and knowledge supports a company’s decision making to achieve competitive advantages”. Justify. **[10]**

OR

Q2) For the cyber city, IT manager plans to develop a network of 300 plus computers. Suggest the right topology considering the parameters like complexity, performance, reliability and expandability.

Q3) A website development company ‘Arrival Soft Tech’ wants to develop a website for a client company. Illustrate the steps of system development life cycle for the same with the help of appropriate diagram. **[10]**

OR

Q4) “Prototyping has become a popular way to develop business applications”. Comment on the statement.

Q5) “Data mining extracts business knowledge from a data ware house”. Elaborate the statement. **[10]**

OR

Q6) “Expert system arts as a consultant to the manager”. Justify your comment.

P.T.O.

Q7) “BPOs and call centers have gained important in India as e-business models towards the end of 20th century”. Discuss. **[10]**

OR

Q8) What would be examples of positive and negative efforts of use of MIS in the ethical and societal dimensions?

Q9) M/S Chapekar is wholesale trading firm engaged in business for over 30 years. It has over 75 vendors, about 2000 retailer’s deals in 150 items. The firm has now decided to move into the IT era computerize its organisation. Being MIS executive, describe the requirements from information system to enhance their functioning of the business. Justify your answer from point of view of business. **[10]**

OR

Q10) As marketing, one of the core function of business organisation. It involves analysis of data and decision making with report to pricing of product or services. Sales person productivity, profitability, analysis, sales analysis and trends, new products/services, market planning market research etc. Discuss all these above functions.



Total No. of Questions : 5]

SEAT No. :

P1955

[Total No. of Pages : 6

[4770] - 3001

M.B.A. (Semester - III)

301 : STRATEGIC MANAGEMENT

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) “Organizations can spread themselves through mergers & Acquisitions”. Illustrate the statement from strategic aspect. **[10]**

OR

b) “Indian advantage in IT enabled services maynot last long”. Do you agree? Justify your answer.

Q2) a) Mr. Kalanidhi Maran, Chairman of Sun Group has been increasingly seen as saviour of troubled businesses such as Spicejet, Deccan chargers (the IPL fame), etc. In the light of the growth strategies discuss pros & cons of the moves, the company can adopt in the volatile business environment. **[10]**

OR

b) Describe “Generic Competitive Strategies” with their advantages & disadvantages.

Q3) a) How Sahara Group or UB Group fiasco has highlighted the need for corporate Governance in the Indian industry. **[10]**

OR

b) What do you understand by a business model? What are its essential components? List various types of E-commerce business models used for/with traditional business, with suitable examples.

P.T.O.

Q4) a) Explain relevance of Mintzberg's 5Ps for strategy implementation, with suitable examples. **[10]**

OR

- b) Select any one of the following sectors of your choice. Identify the high priority environmental factors in its relevant internal and external environment. Use this information to prepare a summary ETOP for the organization.
- i) E-Commerce Companies.
 - ii) Real Estate - infrastructure Industry.
 - iii) Automobile industry sector.

Q5) a) Domino's Pizza. **[10]**

“We tasted all kinds of parathas to understand the kind of breads that people love consuming”, says Jaravta. “We came up with 20 options and finally made an innovative Taco Mexicana, which is also inspired by the Malabari paratha”, adds Jaravta, who joined Domino's India in 2007 and goes out on a food walk once in 15 days. While Taco Mexicana has a blend of Western and Indian cuisine, two other latest products for south India have drawn heavily from regional food. South Zesty Veggie pizza, for example, is inspired by Andhra chilli gravy. Raw banana is cooked in thickened gravy and served as pizza topping. The second, Southern Chilli Chicken, has its roots in Andhra-style chilli chicken that's cooked in a paste of green chillies and other spices.

Jaravta is the man in charge of coming up with innovative offerings as the largest pizza brand in the country with 772 outlets across 158 cities (as of early August) has been grappling with falling same store sales (SSS) over the past three consecutive quarters. From a high of 36.7 percent in the first quarter of fiscal year 2012, SSS growth is now in negative territory (see As Revenue Growth...). Jubilant FoodWorks, the master franchise holder of the US Domino's Pizza brand and Dunkin Donuts, posted an 18.47 percent decline in standalone net profit for the first quarter.

To be sure, the entire quick service restaurant (QSR) industry has been struggling with a challenging macro-economic environment, rising inflation and falling discretionary spend by consumers over the past few years. At Domino's the pace of innovation has only increased during the

slowdown. Lebanese Rolls, Spicy Baked Chicken, Calzone Pockets, Fresh Pan Pizza, Stuffed Garlic Bread, Potato Smackers and Spicy Twistyz all rolled out in the past two years. Add to this the 10 exotic products that it launched last quarter, a first for a brand in 18 years that has been used to rolling out 2-3 new products every quarter.

Innovate and Improve

The pizza maker has its finger on the pulse of the variety seeking Indian, say marketing experts. “Domino’s has read this mindset and reinvented itself to serve the variety seeking consumer”, says Ashita Aggarwal Sharma, associate professor and head of marketing at SP Jain Institute of Management & Research, Mumbai. “They are mixing cuisines, merging the east and the west and providing options to consumers”. Innovation, feels Jaravta, keeps the brand young. Over the past eight months, the head chef has travelled across villages of Rajasthan, Punjab, Haryana, Karnataka and Tamil Nadu to draw inspiration for his culinary innovations. “We have created a database of all popular regional cuisines”, says Jaravta. The idea, he explains, is to draw some kind of inspiration which could be a starting point for a lot of product concepts. “This is exactly what the idea of a food walk is. Started in 2007, it has helped us in mixing local cuisines in our products”.

A report by BNP Paribas in March this year ranked Jubilant FoodWorks as the 5th most innovative company in Asia, just a rank below Titan Industries. “Driven by a credo to deliver more”, the report says, “Jubilant FoodWorks is engaged in a constant innovation process which seeks to improve its consumer facing proposition and at the same time improve its internal processes”.

The innovation approach, points out the report, is democratic as nearly all employees participate. And nobody knows it better than Ajay Kaul, CEO of Jubilant FoodWorks, who along with top 24 senior leaders of the company ventured out in April this year to get a taste of street food of India in an experiment dubbed Project Hinterland Immersion. Five teams, comprising five members each, went into different geographic locations, including Rajasthan, Gujarat and Maharashtra, and central India for four days.

Questions:

- i) Carry out an ETOP for the Domino’s Pizza.
- ii) Do you think Domino’s Pizza will succeed in India? Why or Why not?

OR

b) **Evolution of Retailing and Online Retailing in India.**

Subhiksha was started by R. Subramaniam, an IIM A and IIT Chennai alumnus with its first store at Chennai. Ram Chandra Aggarwal set up his Vishal Garments Store in 1994 - three years before Biyani's Pantaloon and seven years before setting up Vishal Retail.

Both of them are discount stores at prices which are much lower than other retail outlets.

The Indian retail industry has been riding a wave for the last couple of years.

According to a latest report, **retail sales are expected to rise from US\$ 343 billion currently to US\$ 543 billion.**

Reliance Fresh, Subhiksha, Vishal Retail, Spencer's, More, Big Bazaar and many more have entered India since the modern format retail concept began. The expanding middle and upper classes has played a big role in the expansion of existing modern format stores and entry of new ones.

Indian e-Commerce industry is currently going through a very interesting phase. Lots of startups are opening, getting VC funded and then closing down. On the other hand, data reveals that more and more Indians are shopping online and the market is growing at a rate of 33% yearly.

Indian e-Commerce market currently stands at \$12 billion, which is expected to grow to \$38 billion by 2015 and expand to whopping \$78 billion by 2020.

How much shopping is done online?

Over 27% of respondents shared that their 50% of all shopping activity is done online. This was hugely surprising and inspiring as online shopping only constitutes 1-3% of total retail market in India. 31% of surveyed people admitted that online shopping constitutes less than 30% of their overall shopping activity. This suggests that more and more people are now comfortable shopping online and the trend is only increasing.

Now, Indian leading Venture Capital firm Accel Partners has released an in-depth study of Indian e-commerce space, according to which Indian e-commerce will quadruple from a \$2 billion industry in 2013 to nearly 8.5 Billion by 2016 at a CAGR of 63%.

At the same time, the number of Indian shoppers online will grow from 20 million to 40 million by year 2016.

As per the announcements, the **‘Big Billion Day’ sale was conducted so that one billion Indians can converge on Flipkart on one particular day.**

Flipkart officially declared that they had done a business of Rs. 600 crore in 10 hours flat. Snapdeal had also announced similar sale, but more subdued, that day. They also managed to do good business.

Three years back, in 2011, when Flipkart had \$10 million GMV, they had said that they plan to cross \$1 billion GMV by 2015 which has been crossed this year itself. “This means that we have grown 100X in the last three years”. noted the memo.

Flipkart is currently on a roller coaster ride, as it has now established themselves as the number 1 e-commerce portal in India. Their closest competitor Snapdeal has predicted they will cross \$1 billion GMV by 2015 and Amazon and eBay are trying hard as well to cross this milestone. Last year, **Myntra had overtaken Flipkart** in terms of traffic, but as of now, Flipkart has beaten them all.

Founded in 2007, Flipkart started with selling books online. But with increasing traffic and popularity, within 2 years they became India’s largest online bookseller surpassing Infibeam, Landmark and IndiaPlaza. In 2010, they diversified into electronic gadgets and by 2011, they were selling literally everything online. By 2012, Flipkart had become **India’s first Billion Dollar Internet Company**, and now, they have crossed \$1 billion GMV!

As Indian e-Commerce industry is set to become \$22 billion industry, catering to 200 million + Internet users, it would be really interesting to watch the progress of Flipkart, and how can they capitalize on their position to make bigger dents in the Indian e-Commerce industry.

India has been identified as the fastest growing online market during the same period, with a 41% rise. This is much higher than China (5%). Brazil (6%) and Russia (20%). With most online categories in Indian exhibiting an average reach below the global figures, the potential seems to be high.

Between 2010-2030, India will add 241 Million people in working-age population (and that means the children who are currently in our **education system**), Brazil will add around 18 million, while China will add a meager 10 million people during the same time.

So even with all the drawbacks that India has, this particular Indian aspect is going to prove pivotal in making India the world leader in coming years.

Amazon's biggest rival in the online retail market in India is Flipkart. Earlier this week, **Flipkart's big-billion-day fiasco** indirectly benefitted Amazon hugely though the response to their own much anticipated Diwali-dhamaka today has been lukewarm, to say the least.

India is seen by online retailers as one of the most rapidly expanding markets and is expected to touch Rs. 50,000 crore by 2016 as suggested by CRISIL.

Together, **Flipkart and Myntra account for more than half the sales** in online fashion retail.

- i) Discuss the issues related to forcibly attempts by big MNCs to enter in to Indian market and sustainability issues for Indian e-retailers.



Total No. of Questions : 5]

SEAT No. :

P1956

[Total No. of Pages : 2

[4770] - 3002

M.B.A. (Semester - III)

302 : ENTERPRISE PERFORMANCE MANAGEMENT

(2013 Pattern)

Time : 2 $\frac{1}{2}$ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) “Performance Management at all levels and across the organisation has become the need of the day”. Elucidate in the light of Strategic Planning, Management Control and Operational Control.

OR

ABC Ltd. has a policy of fixing the Transfer Price on cost plus 20% RoI basis. The following information of Div. A is available for the financial year 2013-14.

Fixed Assets	Rs. 12,50,000
Current Assets	Rs. 7,50,000
Debtors	Rs. 5,00,000

Annual fixed cost of the Div. A Rs. 20,00,000

Variable Cost per unit of Prod. Rs.50

Budgeted Volume (units) 2,00,000

- a) Determine the Transfer Price for Div.A.
- b) If the volume (in units) is increased by 10% Current Assets increase by Rs. 2.5 lacs; Debtors increase by Rs. 2.5 lacs. What will be the impact on transfer Price?

P.T.O.

Q2) a) State and discuss various tools and techniques of Capital Expenditure Control.

OR

b) What do you understand by Capital Expenditure Control? Explain the process of Capital Budgeting in detail.

Q3) State and discuss various parameters of Performance Evaluation of a Commercial Bank.

OR

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

- a) Sell through analysis.
- b) Multiple Attribute Method.

Q4) a) State and Elaborate the process of Performance Evaluation for the projects.

OR

Discuss the following parameters while evaluating the performance of a Non-Profit organisation:

- a) Governance.
- b) Product Pricing.

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

OR

- b) Write a detail note on:
“Financial Audit Vs Management Audit”.



Total No. of Questions : 5]

SEAT No. :

P1957

[Total No. of Pages : 2

[4770] - 3003

M.B.A. (Semester - III)

303 : Start up and New Venture Management

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) 'Morally correct companies will be rewarded working on a noble cause'. Discuss this in the context of an entrepreneur's role and personality.

OR

- b) "Economic development consists of employing resources in a different way in doing a new combination of means of production". Discuss about the process of entrepreneurship and economic development.

Q2) a) A product is anything that can be offered to a market for procurement, use or consumption. What are the criteria for product selection.

OR

- b) In the business arena, start ups in today's competitive era have an extended horizon for their business. Elucidate the entry strategies for a new product in this context.

Q3) a) Define small scale industry and explain the role of SMEs in economic development of India.

OR

- b) There are various factors considered by financial institutions while appraising a project. Explain it in the light of economic viability and market feasibility.

P.T.O.

Q4) a) Discuss the objectives and functions of SIDBI.

OR

b) Discuss various laws/acts affecting incorporation of SSI.

Q5) a) Discuss the key variables explaining success of entrepreneurs.

OR

b) Write short notes on:

i) Technology Obsolescence.

ii) Industrial reconstruction.



Total No. of Questions : 5]

SEAT No. :

P1961

[Total No. of Pages : 2

[4770] - 3007

M.B.A. (Semester - III)

306 : Finance Specialization

MERCHANT BANKING AND FINANCIAL SERVICES

(2013 Pattern)

Time : 2.30 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) Discuss the development of Merchant banking in India. Explain the various services provided by Merchant bankers? **[10]**

OR

b) What is Money market? What are the different instruments traded in the Indian money market?

Q2) a) What is meant by Public Issue Management? Explain its activities involved in public issue. **[10]**

OR

b) Short notes on:

- i) Post issue activities undertaken by lead manager
- ii) Underwriter

Q3) a) Explain the term 'Merger', and 'Acquisitions'. Describe stepwise procedure for M & A. **[10]**

OR

b) "Portfolio decisions for an individual investor are influenced by variety of factors." - Elucidate.

P.T.O.

Q4) a) Describe the term ‘Financial Services’? Explain the evolution of financial services in Indian? **[10]**

OR

- b) i) Explain the concept of leasing and state its characteristics?
ii) What do you understand by Factoring? What are the types of factoring?

Q5) a) Define the term ‘Credit Rating’. Why there is need of credit rating in India? **[10]**

OR

- b) “We have one of the largest pools of scientific and technical manpower, yet, many of our young people and new entrepreneurs find it difficult to raise the necessary capital.” — Finance Minister. Elucidate the statement.



Total No. of Questions : 10]

SEAT No. :

P1968

[Total No. of Pages : 2

[4770]-3014

M.B.A. (Semester - III)

INTERNATIONAL BUSINESS MGT. SPL.

IB - 305 : International Business Economics

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) What is International Business? Explain its significance in modern era.

OR

Q2) Write short notes on (any two) :

- a) The Globalisation Debate.
- b) Balance of Trade.
- c) Balance of Payment.

Q3) Discuss the doctrine of The Law of the comparative Advantage in International Trade.

OR

Q4) Write short notes on (any two) :

- a) Demand and supply of International Trade.
- b) Internal vs Foreign Trade.
- c) 'Ohlin Theory'.

Q5) What is Tariff? Explain Non-Tariff Trade barriers.

OR

Q6) Write short notes on (any two) :

- a) International Market Stability.
- b) Forward and futures Market Globally.
- c) Foreign currency options.

P.T.O.

Q7) What is foreign Exchange Market? Explain Exchange Rate Determination.

OR

Q8) What is 'FDI' and 'MNC'? How India is facing challenges after allowing FDI in open market in India?

Q9) Write short notes on (any two) :

- a) Special Drawing rights.
- b) International Lending Risk.
- c) International Debt and its problems.

OR

Q10) What is International monetary fund? Explain its role in International market Economy.



Total No. of Questions : 10]

SEAT No. :

P1969

[Total No. of Pages : 1

[4770]-3015

M.B.A. (Semester - III)

IB - 306 : EXPORT DOCUMENTATION AND PROCEDURES

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

All questions carry equal marks. (10).

Q1) Explain the significance of procedures and documentation in International Trade.

OR

Q2) Describe the procedures and documentation as trade barriers.

Q3) Explain

- a) Export contract and
- b) Export price quotations.

OR

Q4) Describe the custom balance of export and import cargo.

Q5) What is International Trade? Explain methods of payment in international trade.

OR

Q6) Explain provisions of RBI's Exchange control manual.

Q7) Discuss major export promotion schemes in India.

OR

Q8) Write short notes on (any two) :

- a) EPCGS
- b) DEPB scheme
- c) Duty exemption scheme

Q9) Explain the major regulations for International Trade.

OR

Q10) What is foreign Trade Act? Explain inspection and quality control Act, 1963.



Total No. of Questions : 5]

SEAT No. :

P1970

[Total No. of Pages :2

[4770]-3016

M.B.A. (Semester - III)

305: ESSENTIALS OF SUPPLY CHAIN MANAGEMENT

Supply Chain Management Specializaion

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) A) Discuss how supply chain management decisions impact the ability to excel in certain dimensions as given below: **[10]**

- i) Conformance to requirements.
- ii) Product selection
- iii) Value added services
- iv) Price

OR

B) Explain the logistics-manufacturing interface that exists in an organization. Discuss the customer service issues at the logistics supply chain interface.

Q2) A) i) Explain Financial sophistication. **[10]**

- ii) Explain Agile Supply chain

OR

B) What is Supply chain Management? Describe the concept 21st Century Supply chains.

P.T.O.

Q3) A) Explain Total Supply chain impact of globalization and technological revolution. **[10]**

OR

B) Discuss "Operational integration creates value in supply chain management".

Q4) A) State the relation of customer service strategy with supply chain strategy. Suggest a framework for developing customer service strategy. **[10]**

OR

B) i) Explain CRM

ii) Generalized Supply chain Module

Q5) A) Define Inventory Management? Explain concept and types of inventory management in detail. **[10]**

OR

B) Explain structure of a supply chain. Discuss the concept of Push based and Pull based Supply chain.



Total No. of Questions : 5]

SEAT No. :

P1971

[Total No. of Pages : 2

[4770] - 3017
M.B.A. (Semester - III)
SUPPLY CHAIN MANAGEMENT SPECIALIZATION
306 - SCM : Logistics Management
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) Attempt 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) Discuss materials management Vs physical distribution? Give relevant examples?

OR

What is short run of static analysis? Discuss long-run of dynamic analysis?

Q4) Explain types of logistics relationships?

OR

Explain the concept of 4PL and 3PL?

Q5) What is service organisation. Discuss service productivity and global service issues?

OR

Write short notes on (any two)

- a) Waiting time
- b) distribution channel
- c) Service delivery systems
- d) Service productivity.



Total No. of Questions : 10]

SEAT No. :

P1972

[Total No. of Pages : 2

[4770]-3018

M.B.A. (Semester - III)

RURAL AND AGRI.BUSINESS MANAGEMNT SPL.

305: Agriculture and Indian Economy

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) What is the concept of “Green Revolution”? Explain the place of agriculture in the national economy.

OR

Q2) Explain ‘Crop Pattern in India since 1951’.

Q3) What is the concept of food security? Explain food self sufficiency.

OR

Q4) What is the concept of Poverty and Poverty level? Explain the need for ‘Public distribution system’.

Q5) What is the irrigation for agriculture? “Multipurpose river valley project - a controversy” – Justify the statement.

OR

Q6) Write short notes on (any two) :

- a) Private sector participation in irrigation.
- b) Fertilizers and manures for agriculture.
- c) Soil conservation and reclamation.

P.T.O.

Q7) Write the concept of Land reforms. What is the need and scope for land reforms in a developing economy.

OR

Q8) What is the meaning of economic holding? Explain the changing pattern of ownership and operational holdings in India.

Q9) What is agriculture labour? Explain the present position of agricultural labour in India.

OR

Q10) What is the unorganised sector in Agriculture in India? What is the estimation of organised and unorganised workers in Agricultural sector.



Total No. of Questions : 5]

SEAT No. :

P1973

[Total No. of Pages : 2

[4770]-3019

M.B.A. (Semester - III)

RURAL & AGRI. BUSINESS MGT. SPL.

306: Rural Marketing - I

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Discuss in detail Growth Model. [10]

OR

- b) What is Rural Marketing? Differentiate between Rural versus Urban Marketing.

Q2) a) Enumerate precisely the experiences and learnings from 'Case of ITC - e-Choupal'. [10]

OR

- b) Enumerate, precisely the experiences and learnings from 'Case of Colgate - Education'.

Q3) a) Discuss in detail Environmental factors influencing the decision making process. [10]

OR

- b) Explain in detail buying decision process with example

P.T.O.

Q4) a) Discuss in detail challenges in rural marketing research. **[10]**

OR

b) Explain in detail sources of information in Rural marketing research.

Q5) a) Explain in detail emerging segments along with examples. **[10]**

OR

b) Explain the concept Targeting and Positioning with examples.



Total No. of Questions : 5]

SEAT No. :

P1974

[Total No. of Pages : 2

[4770]-3020

M.B.A. (Semester - III)

FAMILY BUSINESS MANAGEMENT SPECIALIZATION

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

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define Family Business and explain the succession and continuity associated with it.

OR

- b) What is the nature of Family business. Discuss uniqueness of family business.

Q2) a) Explain the concept of managing conflicts in Family firm and exploit how Business interaction is a resource in creation of inimitable competitive advantages.

OR

- b) Explain Family culture and organisational culture in family business firms.

Q3) a) Explain ways of communication in Family business firms.

OR

- b) What is “conflict” and explain with illustration creative and destructive conflicts.

P.T.O.

Q4) a) How will you apply HRM functions of Recruitment, Training and Performance appraisal in Family business and discuss issues related to it.

OR

b) Discuss the statement “To join or not to join” Family business in detail.

Q5) a) Explain the perspective of nonfamily managers and career opportunities for non family Managers.

OR

b) How non-family managers can be keep motivated to maintain healthy relationship in Family business.

Total No. of Questions : 5]

SEAT No. :

P1975

[Total No. of Pages : 2

[4770]-3021

M.B.A. (Semester - III)

FAMILY BUSINESS MANAGEMENT SPECIALIZATION

306-FBM: Managing Innovation - I

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Why innovation is imperative in today's business scenario. Also define the concept of creativity, invention, innovation.

OR

- b) Define and explain the following :
- i) Business design.
 - ii) Innovation to Energize.
 - iii) Innovate for Growth.

Q2) a) Discuss incremental versus Radical innovation. Explain the Abernathy - Clark model.

OR

- b) Explain: Tushman - Rosen Kopf life cycle model.

Q3) a) Discuss the relationship between competencies and Assets. Also mention the sources of Assets and competencies.

OR

- b) Explain the concept of Value chain, Value Network, Value shop.

P.T.O.

Q4) a) Draw and explain the Pioneers-Migrators-Settlers Map.

OR

b) “Identifying Feelings and Needs is an important aspect in innovation. - Explain.

Q5) a) Discuss the functional sources of Innovation.

OR

b) Discuss the circumstantial sources of Innovation.



Total No. of Questions : 5]

SEAT No. :

P1976

[Total No. of Pages : 2

[4770]-3022

M.B.A. (Semester - III)

TECHNOLOGY MANAGEMENT SPECIALIZATION

305-TM: Fundamentals of Technology Management

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Why organizations should be concerned about effective management of technology in present business scenario, discuss with examples?

OR

- b) Explain firm as a value chain and discuss industries as competitive domain, value creation and competitive advantage?

Q2) a) Explain role of technology in wealth creation?

OR

- b) Discuss production technology and product technology evolution with relevant example?

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

OR

- b) What are the types of innovation. Discuss creativity and innovation.

P.T.O.

Q4) a) Explain MOT guiding principle for managing enterprises.

OR

b) What is structure and management of organization? Explain project planning and Management, management of human resources.

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

OR

b) Write short notes on (any two) :

- i) Competitiveness - The Game of Nations.
- ii) Patents.
- iii) Productivity and trade.
- iv) Global competitiveness.



Total No. of Questions : 5]

SEAT No. :

P1977

[Total No. of Pages : 2

[4770] - 3023

M.B.A. (Semester - III)

TECHNOLOGY MANAGEMENT SPECIALIZATION

306TM : Managing Innovations - I

(2013 Pattern)

Time : 2½ Hours]

[Maximum 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.

Q1) a) “Innovation is applied creativity”, Elaborate the statement by defining innovation with suitable examples. Differentiate between innovation and Creativity. **[10]**

OR

b) Explain circumstantial sources of Innovation in detail. **[10]**

Q2) a) Explain the Incremental Innovation and Radical Innovation with examples. **[10]**

OR

b) Explain the following models of Innovation **[10]**

- i) Abernathy - Clark Model
- ii) Technology Life Cycle Model

Q3) a) Explain the role of assets and competencies in acquiring competitive advantage through Innovations. **[10]**

OR

P.T.O.

- b) Explain the following three distinct value configurations required to understand and analyze firm level value creation logic across a broad range of industries and firms [10]
- i) The Value chain,
 - ii) The Value shop,
 - iii) The Value network.

Q4) a) What are the issues associated with innovators? How do organization search for Innovation opportunities? [10]

OR

- b) “Rather than hoping that their future will emerge from a collection of ad hoc efforts, smart firms manage for “total innovation.” Elaborate the statement in relation with managing innovation for established organization. [10]

Q5) a) Explain the innovator’s Dilemma for selecting the technologies for competitive advantage. [10]

OR

- b) Write short note on (Any Two) [10]
- i) Trajectories of market need versus technology improvement.
 - ii) Managerial decision making and disruptive technological change
 - iii) Resource allocation for Innovation.



Total No. of Questions : 5]

SEAT No. :

P1978

[Total No. of Pages : 2

[4770] - 4001

M.B.A. (Semester - IV)

**401 : Managing for Sustainability
(2013 Pattern)**

Time : 2.½ Hours]

[Maximum Marks : 50

Instructions to the candidates:

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

Q1) What is Social Responsibility? Explain it with respect to different stakeholders.

OR

What is the Bottom of the Pyramid opportunities? Explain economic potential of it.

Q2) What is the concept of sustainable Development? Explain its importance.

OR

Differentiate between sustainable development and Green development.

Q3) Write short notes (any two) :

- a) CSR report.
- b) Understanding Ecological foot prints.
- c) Economic dimension of sustainable development.

OR

Explain Environmental Impact Assessment (EIA). Also explain EIA in India.

Q4) What is the concept of corporate Governance? Distinguish between Governance and Management.

OR

What is the Organisation for Economic Cooperation and Development (OECD)? Explain the OECD principles of Corporate Governance.

P.T.O.

Q5) Explain Business ethics with its nature and need.

OR

Write short notes on any two :

- a) Ethical values in different cultures.
- b) Code of Ethics.
- c) Ethics and corporate excellence.



Total No. of Questions : 5]

SEAT No. :

P1979

[Total No. of Pages : 1

[4770] - 4002

M.B.A. (Semester - IV)

MARKETING MANAGEMENT SPECIALIZATION

403(MKT) : Services Marketing

(2013 Pattern)

Time : 2.30 Hours]

[Maximum Marks : 50

Instructions to the candidates:

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

Q1) Explain the extended marketing mix.

OR

Explain search, experience and credence attributes of services.

Q2) Explain the steps in SERVQUAL & GAP model.

OR

Discuss the concept of traditional marketing mix elements in services.

Q3) What is self service technologies (SST)? Explain its different types.

OR

Write short notes on (any two) :

- a) Services of Hotel
- b) Service delivery process.
- c) Service Design.

Q4) What is internal marketing? Explain its relevance in service business.

OR

What is services profit chain? Explain emotional labour in services.

Q5) Discuss the 7 p's involved in Air travel services.

OR

“Tourism business are experiences and hospitality and hence tourism is a service based industry”. Justify the statement.



Total No. of Questions : 5]

SEAT No. :

P1980

[Total No. of Pages : 2

[4770] - 4003

M.B.A. (Semester - IV)

404 - MKT : SALES AND DISTRIBUTION MANAGEMENT

(2013 Pattern)

Time : 2½ Hours]

[Maximum 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) a) What is Sales Management? Discuss the nature & scope of the Sales Management.

OR

b) What are the causes for channel conflict? Explain the techniques to overcome the conflict.

Q2) a) What do you mean by selection of sales force? Discuss the process of selection of sales force.

OR

b) You have been appointed as a sales manager of FMCG company. How will you motivate and evaluate the performance of the sales force. (Make necessary assumptions)

Q3) a) What are the objectives of sales control. Explain the various types of sales reports.

OR

b) Write short notes on
i) Sales Force productivity Indicators.
ii) Online marketing.

Q4) a) What do you mean by wholesaling. Explain different types of wholesalers.

OR

b) What is Franchising? Describe Franchiser & Franchisee relationship.

P.T.O.

Q5) a) What is Retailing? Describe the various factors affecting location and size of retail store.

OR

b) Assume you are store manager of Branded mens wear. How will you conduct promotional activities to boost up the sale of the store.



Total No. of Questions : 5]

SEAT No. :

P1981

[Total No. of Pages : 1

[4770] - 4004

M.B.A. - II (Semester - IV)

403 FIN : INTERNATIONAL FINANCE

(2013 Pattern)

Time : 2.5 Hours]

[Maximum Marks : 50

Instructions to the candidates:

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

Q1) Define IMF. Explain the origin, objectives & operations of IMF. **[10]**

OR

‘The relative inflation rates of different countries will have impact on their currency exchange rates’. Discuss the statement in view of purchasing power parity theorem.

Q2) Describe the role of Reserve Bank of India in management of foreign exchange. **[10]**

OR

Explain the hedging techniques of Foreign Exchange risk management.

Q3) Explain the various methods raising resources by borrowers in International markets. **[10]**

OR

Describe the following :

- a) Deregulation.
- b) Globalization.

Q4) Describe ‘Floating - rate’ Notes & Equity related bonds in detail. **[10]**

OR

What are the rights & duties of managing and Agents banks in ‘International Bond markets’.

Q5) Explain the International Accounting Standards (IAS - 21) on foreign transactions. **[10]**

OR

What are the strategies used for International receivables management.



Total No. of Questions : 5]

SEAT No. :

P1982

[Total No. of Pages : 2

[4770] - 4005
M.B.A. (Semester - IV)
FINANCE SPL.
FIN - 404 : Corporate Finance
(2013 Pattern)

Time : 2½ Hours]

[Maximum Marks : 50

Instructions to the candidates:

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

Q1) Describe the nature and significance of investment decision of a firm. **[10]**

OR

Define 'A corporation'. Explain the goals of corporation.

Q2) Suppose a firm has employed a total capital of Rs. 1,000 Lakh (Provided equally by 10 percent debt and 5 Lakh equity shares of Rs. 100 each), its cost of equity is 14 percent and it is subject to corporate tax of 40 percent. The projected free cash flows to all investors of the firm for 5 years are given in the table. **[10]**

Year	Rs. in Lakh
1	300
2	200
3	500
4	150
5	600

Compute :

- i) Valuation of firm.
- ii) Valuation from the perspective of equity holders. Assume 10 percent debt is repayable at the year - end 5 and interest is paid at each year - end.

OR

P.T.O.

Following is the condensed income statement of a firm for the current year

Particulars	Rs in Lakhs
Sales Revenue	500
less : Operating costs	300
less : Interest cost	12
Earning before taxes	188
Less taxes (0.40)	75.2
Earning after taxes	112.8

The firms existing capital consist of Rs. 150 Lakh equity funds, having 15 percent cost of Rs. 100 Lakh, 12 percent debt. Determine the economic value added during the year.

Q3) Describe the Markaov approach and mckinsey approach of value based management system. [10]

OR

Explain the models of corporate Governance.

Q4) The shares of a chemical company are selling at Rs. 20 per share. The firm has paid dividend @Rs. 2 per share last year. The estimated growth of the company is approximately 5% per year [10]

- a) Determine the cost of equity capital of the company.
- b) Determine the estimated market price of the equity share if the anticipated growth rate of the firm (a) rises to 8% and (b) fall to 3%.

OR

ABC Ltd. was started a year back with a paid up equity capital of Rs. 40,00,000. The other details are as under :

Earnings of the company	Rs. 4,00,000
Price - Earning Ratio	12.5
Dividend paid	Rs. 3,20,000
Number of shares	40,000

You are required to find out whether the company's dividend payout ratio as optimal, using walters formula.

Q5) What are the various strategies for corporate restructuring? [10]

OR

What are the constraints to corporate restructuring?



Total No. of Questions : 5]

SEAT No. :

P1983

[Total No. of Pages : 2

[4770] - 4006

M.B.A. (Semester - IV)

COMPUTER MANAGEMENT (Theory)

**403 (IT) : Software Project Management
(2013 Pattern)**

Time : 2½ Hours]

[Maximum Marks : 50

Instructions to the candidates:

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

Q1) a) Define Software Project Management. How software projects are differ from other type of project. **[10]**

OR

- b) What is a project management? Briefly describe the project management framework providing examples of stakeholders, knowledge areas, tools and techniques, and project success factors.

Q2) a) What are the software process models? Explain briefly the waterfall model of software development. **[10]**

OR

- b) What is Dynamic System Development. Explain in detail the process of Dynamic Systems Development.

Q3) a) Explain the different levels of CMM and its advantages. **[10]**

OR

- b) Explain COCOMO model with an example.

Q4) a) Explain different software risks and how to manage them. **[10]**

OR

- b) Describe risk management. Explain PERT a tool of risk management.

P.T.O.

Q5) a) Explain Ms - Project in detail and give the difference between CPM/
PERT. **[10]**

OR

b) Explain the importance of using a Project Management Software.



Total No. of Questions : 5]

SEAT No. :

P1984

[Total No. of Pages : 2

[4770] - 4007

M.B.A. (Semester - IV)

404 IT : ENTERPRISE RESOURCE PLANNING

(2013 Pattern)

Time : 2.5 Hours]

[Maximum Marks : 50

Instructions to the candidates:

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

Q1) What is ERP? Which are major reasons for adopting ERP? Discuss potential benefits of ERP.

OR

Explain ERP architecture in detail. List out various features of ERP.

Q2) Explain ERP life cycle in detail & discuss different ERP projects.

OR

Explain the ERP implementation strategies. Which one is more suitable in a company with factories in multiple states of India?

Q3) Explain the modules in production planning & operations.

OR

What are the typical capabilities required in 'benefits & payroll' from an ERP? How do ERP solutions help in this?

Q4) What are different types of Portals? Discuss benefits of a Portal.

OR

What is analytics? How it differs from the business intelligence? Explain various segments of analytics in brief.

Q5) Consumer Goods Industry is not one industry and has several segments under this like : Food & Beverage, Apparel/Textile, Footware, Non - food FMCG products, consumer Electronics.

Again each of these segments can be divided into several sub - segments, each having their own specific requirements from an ERP solution. For an

P.T.O.

example, 'Food & Beverage' segment can have several subsegments like : Fresh foods, Beverage, Dairy, Packaged food etc. Discuss above case with respect to 'Industry Requirements' and 'Expectation for ERP solutions' in this industry.

OR

Health care globally is one of the largest industry that affect almost every people around the globe. There are different players in the health care ecosystem starting with patient, healthcare providers (i.e. hospitals, nursing homes etc.) and players for health care services (ex - health care insurance agencies). Health care provider has need to manage typical process & information.

Discuss the process for a health care provider. Also, discuss above case with respect to 'Industry Requirements' and 'Expectation for ERP solutions, in this industry.



Total No. of Questions : 5]

SEAT No. :

P1986

[Total No. of Pages : 2

[4770] - 4009

M.B.A. (Semester - IV)

**404 (OPE) : Total Quality Management
(2013 Pattern)**

Time : 2½ Hours]

[Maximum Marks : 50

Instructions to the candidates:

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

Q1) What is the concept of quality? Explain internal and external quality perspective.

OR

Discuss internal failure cost and external failure cost of quality and analyse prevention cost of it.

Q2) What is the concept of 'quality philosophy'? Discuss Demin's 14 point philosophy of quality?

OR

Discuss the quality philosophy given by Crosby and Taguchi.

Q3) Explain quality control tools are as (any two) :

- a) Cause and effect diagram.
- b) Pareto Analysis.
- c) Flow chart.
- d) Histodiagram.

OR

What is Quality Function Deployment (QFD)? Explain difficulties associated with it.

P.T.O.

Q4) Elaborate statistical quality control and its importance.

OR

Write short notes on (any two) :

- a) 'P' chart and 'C' chart.
- b) 'Six sigma' quality.
- c) Acceptance sampling.
- d) 'OC' - curves.

Q5) "Quality Management Awards is always influencing to maintain quality by the manufacturer or service provider" - Justify the statement with example.

OR

Explain ISO 9000 - 2000 and CII.



Total No. of Questions : 5]

SEAT No. :

P1987

[Total No. of Pages :2

[4770] - 4010

M.B.A. (Semester -IV)

Specialization :- Human Resource Management

IR (403) :- INDUSTRIAL RELATIONS

(2013 Pattern)

Time :2: 30 Hours]

[Max. Marks :50

Instructions :

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

Q1) a) Explain concept of Industrial relations with evaluation of Industrial relations. **[10]**

OR

b) Define Industrial relations. Explain Approaches to Industrial relations.

Q2) a) What are the authorities under Industrial dispute Act 1947? **[10]**

OR

b) What are the duties of labour courts Tribunals & national tribunals?

Q3) a) Discuss the rights & liabilities of registered trade union? **[10]**

OR

b) Define trade union. Explain the provisions for illegal strikes & lockouts under trade union Act.

P.T.O.

Q4) a) Explain the procedure for certification & submission of draft under Industrial Employment (Standing order) Act 1946. **[10]**

OR

b) Explain the provisions for welfare & Health of contract labour Act- 1970.

Q5) a) Define Workers Participation in management what are the challenges to the worker's participation in management? **[10]**

OR

b) Write short notes (Any Two)

- i) Gandhian approach of Industrial Relations.
- ii) Unfair labour practices under trade Union Act.
- iii) Collective Bargaining process.
- iv) Works committee.



Total No. of Questions : 5]

SEAT No. :

P1988

[Total No. of Pages :2

[4770] - 4011

M.B.A. - (Semester - IV)

H.R.M. Spl.

**HR - 404: Strategic Human Resource Management
(2013 Pattern)**

Time :2: 30 Hours]

[Max. Marks :50

Instructions :

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

Q1) a) Differentiate between traditional HRM and SHRM. [10]

OR

- b) Describe the Indian perspective on SHRM. How it differs from the western view of SHRM.

Q2) a) Describe strategic partner model with the help of dawid ulrich model and business partnering. [10]

OR

- b) Elaborate the implementation of HR strategies.

Q3) a) Explain the career planning perspective including organisational and individual centered career planning . [10]

OR

- b) Explain employee retention. What factors influencing retention of employees in today's individual and organisation level.

P.T.O.

Q4) a) Describe the strategies for improving organisational effectiveness.[10]

OR

b) Elaborate the strategies for learning organisation.

Q5) a) How do HR functions add value to the organisation? [10]

OR

b) What do you understand by international compensation? Explain in detail factors influencing compensation policy.



Total No. of Questions : 5]

SEAT No. :

P1989

[Total No. of Pages :2

[4770] - 4012

M.B.A. - (Semester - IV)

**(403 - IB): INTERNATIONAL BUSINESS ENVIRONMENT
(2013 Pattern) (Theory)**

Time :2 . 30 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) What do you understand International business environment? Explain the importance of the study of International Business.

OR

Discuss the trends & development in global trading environment.

Q2) Describe factors influencing interest rate movements & impact of movements in interest rate on trade & investment.

OR

Discuss the pattern & structure of foreign investment.

Q3) Explain in detail WTO with objectives & functions.

OR

What is Agreement on Textile & Clothing? Explain it along with various provisions.

P.T.O.

Q4) Explain the issues related to foreign investment involving technology transfer, Pricing & regulations.

OR

Examine the concept of international collaborative arrangement & strategic alliance.

Q5) Explain - Structure & Functioning of European commission (EC).

OR

Explain in detail North American Free Trade Agreement (NAFTA).



Total No. of Questions : 5]

SEAT No. :

P1990

[Total No. of Pages :2

[4770] - 4013

M.B.A. (Semester - IV)

INTERNATIONAL BUSINESSNGT. SPL.

(404 - IB): Indian Economy And Trade Dependencies

(2013 Pattern)

Time :2 . 30 Hours]

[Max. Marks :50

Instructions :

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

Q1) Explain the trends in national income and growth in Indian Economy since 1991.

OR

What is the concept of Human development ? Explain progress of Human development in India.

Q2) Explain Planning and Economic development of India.

OR

Describe Economic reforms and reduction of poverty in India.

Q3) Elaborate the review of Industrial growth of India under 11th five year plan.

OR

Explain the growth and present state of IT Industry in India.

P.T.O.

Q4) What is the concept of 'foreign trade'? Explain the trends of Export and imports of India.

OR

Explain the concept of foreign capital. Describe its need.

Q5) Explain liberalisation and integration of India with the global Economy.

OR

Write short notes on (any two).

- a) Role of WTO.
- b) Foreign Exchange reserves.
- c) Convertibility of the rupee.



Total No. of Questions : 5]

SEAT No. :

P1991

[Total No. of Pages :2

[4770]-4014

M.B.A. (Semester - IV)

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

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) What is the concept of SCM? Explain the strategic objectives of SCM.

OR

Define the term competitive advantage. Explain sustainable competitive advantage through supply chain.

Q2) Explain the managing supply chain for strategic fit.

OR

What is the concept of strategic fit? Explain the steps in achieving fit.

Q3) Discuss expanding strategic scope based on minimise local cost perspective.

OR

Discuss expanding strategic scope based on minimise functional cost perspective.

Q4) Explain the strategic partnerships and alliance is needed and must in SCM, with example.

OR

Write short notes on (any two):

- a) 3 PL and LPL.
- b) Collaborative Advantages
- c) Advantages and disadvantages of outsourcing in SCM.

Q5) What are the challenges faced by the SCM? How to overcome?

OR

Explain mass customisation and Globalisation are the strategies of SCM.



Total No. of Questions : 5]

SEAT No. :

P1992

[4770] - 4015

[Total No. of Pages : 2

M.B.A. (Semester - IV)

SUPPLY CHAINS MANAGEMENT (SPL.)

404 : knowledge management in supply chains

(2013 Pattern)

Time : 2.30 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 the difference between Supplier relationship management & customer relationship management **[10]**

OR

B) Explain in detail the framework of IT in supply chain?

Q2) A) i) Write note on Information for strategic SC decisions? **[5]**

ii) Explain the benefits of SC information Systems **[5]**

OR

B) Explain briefly describes various strategic issues associated with manufacturing?

Q3) A) Explain web enabled supply chains & the use of technology applications in supply chain? **[10]**

OR

B) What do you mean by digital markets & efficient supply chain?

P.T.O.

- Q4) A) i) Write note on Digital Markets [5]**
ii) Explain collaborative Demand Planning [5]

OR

B) What is the impact of E - Business on supply chain management?

- Q5) A) Explain the concept of ERP in brief ? [10]**

OR

B) Write Short Note on (Any Two)

- i) Image Processing
ii) Global Data Synchronization
iii) GPRS



Total No. of Questions : 5]

SEAT No. :

P1993

[4770] - 4016

[Total No. of Pages : 1

M.B.A. (Semester - IV)

**403 RABM: RURAL CREDIT & FINANCE (Specialization)
(2013 Pattern)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

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

OR

b) Explain the importance and characteristics of Indian agriculture.

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

OR

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

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

OR

b) Explain Apen cooperative Banks structure and functions with example.

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

OR

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

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

OR

b) What is triangle of Micro finance. Illustrate the role of BDS in rural finance.



Total No. of Questions : 5]

SEAT No. :

P1994

[4770] - 4017

[Total No. of Pages : 1

M.B.A. (Semester - IV)

404 - RABM : RURAL MARKETING - II

(2013 Pattern)

Time : 2.½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Explain the meaning & significance of product strategy? Explain customer value strategies.

OR

What are product identify strategies? Explain their types.

Q2) Discuss the concept & significance of pricing strategy with relevant examples.

OR

Discuss the factors responsible for pricing strategy.

Q3) What is distribution strategy. Discuss distribution decision.

OR

State the distribution practices and explain its trends.

Q4) What is E- Tailing & PPP models.

OR

Discuss Rural retailing with examples.

Q5) Explain promotion strategy with examples.

OR

Discuss IMC strategy & Rural Advertising.



Total No. of Questions : 5]

SEAT No. :

P1995

[4770] - 4018

[Total No. of Pages : 2

M.B.A. (Semester - IV)

403 FBM : ESSENTIALS OF FAMILY BUSINESS

MANAGEMENT - II

(2013 Pattern)

Time : 2.5 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) A) Discuss responsibilities of shareholders to the company and effective governance of shareholders in family business.

OR

B) “The success of family Business in reflection of good family business governance”. Discuss this statement.

Q2) A) Explain the various complexities faced by cousin companies.

OR

B) What is family governance and discuss setting up family governance process.

Q3) A) Discuss the responsibilities of a leader of family business to face challenges in transition.

OR

B) What are the next generation attributes, interests and abilities.

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

OR

B) Write short notes on

- a) Life insurance
- b) Role of CEO spouse

P.T.O.

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

OR

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



Total No. of Questions : 5]

SEAT No. :

P1996

[4770] - 4019

[Total No. of Pages : 1

M.B.A. (Semester - IV)

FAMILY BUSINESS MANAGEMENT SPECIALIZATION

(404) Managing Innovation - II

(2013 Pattern)

Time : 2.½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Explain how technological uncertainty and market uncertainty affect innovation? **[10]**

OR

Describe the role of complementary technologies in innovation.

Q2) What are the techno-economic factors that help the emerging economies innovation? **[10]**

OR

‘Emerging economies lead the way for sustainable innovation’. Explain.

Q3) What are the Government actions that assist the organizations in innovation? **[10]**

OR

Describe the role of Government as Information centre and provider of political stability.

Q4) Does a service organization innovate? Explain. **[10]**

OR

Define the CI-3 Framework. Explain the benefits of the CI-3 Framework.

Q5) Discuss the effect of social innovations and organizational innovations. **[10]**

OR

Give an overview of national innovation system of Singapore.



Total No. of Questions : 5]

SEAT No. :

P1997

[4770] - 4020

[Total No. of Pages : 2

M.B.A. (Semester - IV)

SPECIALIZATION : TECHNOLOGY MANAGEMENT

Technology Competition and Strategy (403 TM)

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

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

OR

B) Explain the term ‘Competitive Domains’. How do competitive domains evolve due to technological change?

Q2) A) How does technology intelligence will help organization to compete with their rival? Give appropriate examples. **[10]**

OR

B) Distinguish between external and internal technology intelligence? Explain role of organizational arrangements for gathering data.

Q3) A) What is meant by Strategy? Explain the business strategy and technology strategy. Explain one of the following methods for strategic analysis and decision making of business.

- i) Product Evaluation Matrix used by 3M
- ii) Market Growth-Market Share Analysis Matrix (BCG Matrix) **[10]**

P.T.O.

OR

- B) Microsoft has developed GUI OS applications over DOS based applications as windows and then Internet based applications for Personal Computers and also acquired Mobile manufacturing company 'Nokia'. Explain the core competency of Microsoft. How do they link the technology strategies with business strategies?

Q4) A) What are the key principles underlying the formulation of Technology Strategy? [10]

OR

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

Q5) A) What is a collaborative arrangement? What are the different advantages of Inter-Firm collaboration for small and large firms? [10]

OR

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



Total No. of Questions : 5]

SEAT No. :

P1998

[4770] - 4021

[Total No. of Pages : 1

M.B.A. (Semester - IV)

404 TM: MANAGING INNOVATION - II (Specialization)

(2013 Pattern)

Time : 2.30 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) Does globalization lead to innovation? Explain. **[10]**

OR

Explain the generic strategies for worldwide innovation.

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

OR

‘Emerging economies lead the way for sustainable innovation’. Explain.

Q3) What is the role of National government in Businesses? **[10]**

OR

Explain the role of Government as Information centre and provider of political stability.

Q4) Does service organization need innovation? Explain. **[10]**

OR

What are the benefits of the CI-3 framework?

Q5) Explain the business / process innovation of India. **[10]**

OR

Give an overview of national innovation system of Brazil.

