

Total No. of Questions : 5]

SEAT No. :

P1717

[4970]-1001

[Total No. of Pages : 10

M.B.A.

101 - ACCOUNTING FOR BUSINESS DECISIONS

(2013 Revised Pattern) (Semester - I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *All questions carry equal marks.*
- 3) *Use of calculators (as applicable) is allowed.*

Q1) a) Explain in detail the role of Financial Accounting, Cost Accounting and Management Accounting in a business organisation.

OR

- b) Classify and analyse costs on the basis of following:
- i) Relevant costs
 - ii) Irrelevant costs
 - iii) Differential costs

Q2) a) What is the important objectives of Financial Statements? Elaborate the various concepts and conventions of financial statements.

OR

- b) Following is the Trial Balance of Sona and Mona. They share profit and losses in the proportion of 3:2. Prepare Trading, Profit and Loss A/c for the year ending 31/3/2015 and Balance sheet on that date:

Trial Balance

Particulars	Dr. (Rs.)	Cr. (Rs.)
Stock as on 1/4/2014	45,000	
Purchases and Sales	1,12,500	1,87,500
Drawings:		
Sona	16,500	
Mona	15,000	
Returns	3,600	1,500

P.T.O.

Wages:		
Productive	5,250	
Unproductive	900	
Salaries	9,300	
Rent, Rates and Insurance	5,100	
Bad debts	600	
Discount	1,950	1,500
Machinery	22,500	
Building	54,300	
Sundry Debtors and Creditors	76,500	45,000
Cash	1,500	
Capitals:		
Sona		52,500
Mona		67,500
Bank overdraft		15,000
	3,70,500	3,70,500

Adjustments:

- i) On 31st March 2015 the stock was valued at Rs. 28,000.
- ii) Outstanding productive wages Rs. 300.
- iii) Rent, Rates and Insurance include Rs. 800 paid for one year ending 30th June 2015.
- iv) Provide for doubtful debts on debtors @5%.
- v) Depreciate Building @5% and Machinery @10%.
- vi) Goods worth Rs. 1,250 were distributed as free samples for which no record has been made in the books.

Q3) a) The following is the record of receipts and issues of certain material in the factory during the week of April 2015.

1/4/15 Opening stock 50 tonnes @ Rs. 10 per tonne.

Issued 30 tonnes.

2/4/15 Received 60 tonnes @ Rs. 10.20 per tonne.

3/4/15 Issued 25 tonnes (stock verification reveals loss of one tonne)

4/4/15 Received back 10 tonnes (previously issued at Rs. 9.15 per tonne)

5/4/15 Issued 40 tonnes.

6/4/15 Received 22 tonnes @ Rs. 10.30 per tonne.

7/4/15 Issued 38 tonnes

Use LIFO method and show at what prices you will issue the material.

OR

b) A Factory has three production and two service departments. The following figures have been extracted from the financial books.

Particulars	Amt (Rs.)
Supervision	6,000
Repairs of Plant & Machine	3,000
Rent	8,000
Light	2,000
Power	3,000
Employer's contribution to ESI	600
Canteen Expenses	1,000

The following further details of production departments A, B and C and service departments D & E are furnished.

Particulars	A	B	C	D	E
Direct Wages (Rs.)	4,000	3,000	2,000	2,000	1,000
Area of Square Feet	2,000	1,000	500	500	100
No. of employees	50	40	20	20	10
Value of Machine (Rs.)	10,000	5,000	3,000	3,000	1,000
Ligh Point (Nos)	80	60	30	30	20
Horse Power of Machines (Hp)	200	100	50	50	20

Q4) a) The statement given below gives the flexible budget at 60% capacity. Prepare a tabulated statement giving budget figures at 75% capacity and 90% capacity.

- i) Direct Material Rs. 1,60,000 (100% variable)
- ii) Direct labour Rs. 40,000 (80% variable)
- iii) Indirect material and spares Rs. 48,000 (100% Variable)
- iv) Depreciation Rs. 60,000 (100% Fixed)
- v) Indirect Labour Rs. 40,000 (40% Fixed)
- vi) Rent Rs. 12,000 (100% Fixed)
- vii) Electric Power Rs. 8,000 (40% Fixed)
- viii) Repairs and Maintenance Rs. 20,000 (40% Variable)
- ix) Insurance and Machinery Rs. 12,000 (100% Fixed).

OR

b) From the following calculate

- i) Material cost variance
- ii) Material usage variance
- iii) Material price variance separately for A and B.

Material	Std. Qty. (kg)	Price (Rs.)	Actual Qty. (kg)	Price (Rs.)
A	20	8	22	4.75
B	25	10	28	8.50
	45		40	

Q5) a) The following information is given:

- i) Fixed Cost Rs. 13,000.
- ii) Variable Cost Rs. 15,000.
- iii) Total Cost Rs. 28,000.
- iv) Net Profit Rs. 2,000
- v) Net Sales Rs. 30,000

Find out:

- 1) BEP.
- 2) Profit for Sales Volume Rs. 50,000.
- 3) The volume of sales to make a net profit of Rs. 10,000.

OR

b) Rahul and Sujatha have a unit each for manufacturing T.V. sets. Details are as under.

	Rahul (Rs.) Lakhs	Sujatha (Rs.) Lakhs
Sales	300	120
Variable Costs	220	90
Fixed overhead	40	20

Rahul's unit runs at 100% capacity and Sujatha at 60% capacity. They decide to merge the two units to form Kumar Bros. Calculate

- i) Post merge P/V ratio and BEP.
- ii) Profit of the merged firm at 75% capacity.



Total No. of Questions : 5]

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[4970]-1001

M.B.A.

101 - ACCOUNTING FOR BUSINESS DECISIONS

(2015 Pattern) (Semester - I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define Management Accounting? Explain the relationship between Financial, Management & Cost accounting in detail?

OR

- b) Write short Notes on: (Any 2)
- i) Dual Aspect Concept.
 - ii) Accounting Period Concept.
 - iii) Convention of Conservatism.

Q2) a) What do you mean by Financial Statements? Give the format of Financial Statements of Sole proprietorship firm?

OR

- b) Give the disclosure requirements of following items of Balance Sheet as per Schedule VI of Companies Act, 1956.
- i) Miscellaneous Expenditure.
 - ii) Secured Loans & Unsecured Loans.

Q3) a) Write Notes On:

- i) Objectives of Cost Accounting.
- ii) Elements of Cost.

OR

- b) From the following information, prepare a Cost Sheet of Radiance Co. Ltd.

Sales		7,80,000
Purchases		4,83,375
Salaries : Office	40,350	
Selling	<u>22,950</u>	63,300
Rent & Taxes: Office	2,700	
Selling	<u>1,350</u>	4,050
Consumable Stores		3,850
Depreciation on Plant & Machinery		13,950
Advertising		4,700
Indirect Materials		2,350
Travelling expenses		3,000
Opening Stock of Raw Material		1,14,375
Sundry Expenses: Office	16,500	
Selling	<u>8,250</u>	24,750
Closing Stock of Raw Material		1,47,750
Dividend on Shares		13,500
Preliminary Expenses		4,500
Discount on issue of Shares		6,000

Q4) a) Following transactions have taken place in respect of a material during March, 2013.

Date:

- 1 Opening balance 500 units @ Rs. 6 per unit.
- 5 Purchased 100 units @ Rs. 7 per unit
- 7 Issued 400 units
- 9 Purchased 300 units @ Rs. 8 per unit.
- 19 Issued 250 units.
- 22 Issued 50 units.
- 25 Purchased 300 units @ Rs. 7.50 per unit.
- 30 Issued 250 units.

Prepare the stores Ledger account assuming that the issues are valued on weighted Average Basis.

OR

b) Superclass Co. Ltd. has 3 production departments X, Y and Z and two service departments A & B.

The following estimated figures for a certain period have been made available:

	Rs.
Rent & Rates	10,000
Lighting & Electricity	1,200
Indirect Wages	3,000
Power	3,000
Depreciation of Machinery	20,000
Other expenses	20,000

The following further details are also available:

	Total	X	Y	Z	A	B
Floor space (Sq. Mt)	10,000	2,000	2,500	3,000	2,000	500
Light Points (Nos.)	120	20	30	40	20	10
Direct Wages	20,000	6,000	4,000	6,000	3,000	1,000
Horse Power of Machines	300	120	60	100	20	-
Cost of Machinery	1,00,000	24,000	32,000	40,000	2,000	2,000
Working Hours	-	4,670	3,020	3,050	-	-

You are required to prepare Primary distribution summary of overheads.

Q5) a) The Directors of Steel Manufacturing Co. gives the following information.

Sales - (1,00,000 units) - Rs. 1,00,000

Variable Costs - Rs. 40,000

Fixed Costs - Rs. 50,000

i) Find out P/V Ratio, Break Even Point & Margin of Safety.

ii) In case of 20% increase in Physical sales volume, calculate P/V Ratio, Break Even Point & Margin of Safety.

OR

b) Prepare a cash budget for the month of May, June & July, 2011 on the basis of the following information:

Month	Credit Sales	Credit Purchases	Wages	Manufacturing Expenses	Office Expenses	Selling Expenses
March	60,000	36,000	9,000	4,000	2,000	4,000
April	62,000	38,000	8,000	3,000	1,500	5,000
May	64,000	33,000	10,000	4,500	2,500	4,500
June	58,000	35,000	8,500	3,500	2,000	3,500
July	56,000	39,000	9,500	4,000	1,000	4,500
August	60,000	34,000	8,000	3,000	1,500	4,500

- i) Cash Balance on 1st May 2009, 8,000 Rs.
- ii) Plant costing Rs. 16,000 is due for delivery in July, payable 10% on delivery & the balance after 3 months.
- iii) Advance tax of Rs. 8,000 each is payable in March & June.
- iv) Period of credit allowed by Suppliers is 2 months & to customers is 1 month.
- v) Lag in Payment of Manufacturing expenses is ½ month.
- vi) Lag in payment of office & selling expenses - 1 month.



Total No. of Questions : 5]

SEAT No. :

P1718

[4970]-1002

[Total No. of Pages : 2

M.B.A.

102 - ECONOMIC ANALYSIS FOR BUSINESS DECISIONS

(2013 Pattern) (Semester - I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What is the rationale of firm? Explain various objectives of firms.

OR

- b) What is the difference between Accounting Profit and Economic Profit? Explain the role of profit in market system.

Q2) a) Define demand. Explain the various determinants of market demand.

OR

- b) What is the concept of Price? Discuss pricing determination under monopolistic competition in short run.

Q3) a) Define 'cost'. Describe the following costs with example (any two):

- i) Opportunity cost.
- ii) Marginal Cost.
- iii) Incremental Cost.
- iv) Sunk Cost.

OR

- b) What is hedging? How can firms manage risk with the help 'diversification'?

P.T.O.

Q4) a) Give the concept of 'Stock Exchange'. Explain the role and functions of 'Stock Exchange' in India.

OR

b) What is 'Money Market'? Explain the various types of money markets instruments.

Q5) a) Write short notes on (any two):

i) GATT

ii) WTO

iii) GDP

iv) Growth rate & PPP

OR

b) What is the concept of 'National Budget' of India? Explain its importance in Indian Economy.



Total No. of Questions : 10]

SEAT No. :

P1719

[4970]-1003

[Total No. of Pages : 2

M.B.A.

103 - LEGAL ASPECTS OF BUSINESS

(2013 Pattern) (Semester - I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Attempt all questions.*
- 2) *All questions carry equal marks - 10.*

Q1) What is the concept of contracts of indemnity? Explain the right of indemnity holder.

OR

Q2) What is the contract of guarantee? Explain the provisions relating to various types of guarantee.

Q3) What is the meaning of 'Contract of sale of goods'? Explain the essentials of contract of sale.

OR

Q4) What is the concept of unpaid seller? Explain the rights of unpaid seller.

Q5) Explain the characteristics and types of negotiable instruments with example.

OR

Q6) What are the liabilities of parties on Negotiable Instruments in different types?

Q7) Write short notes on (any two):

- a) Articles of Association of a company.
- b) Prospectus of a company.
- c) Memorandum of a company.
- d) Share capital and its different types.

OR

P.T.O.

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

Q9) Explain consumer dispute redressal agencies.

OR

Q10) Explain 'Digital Signature' and 'Electronic Governance' according to the Information Technology Act.



Total No. of Questions : 5]

SEAT No. :

P1720

[4970]-1004

[Total No. of Pages : 2

M.B.A.

104 - BUSINESS RESEARCH METHODS

(2013 Pattern) (Semester - I) (CBCS)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define Research. Explain in detail the components that make a good research. **[10]**

OR

b) Giving suitable illustration explain the various elements of a research proposal. **[10]**

Q2) a) Differentiate between qualitative and quantitative research approach. **[10]**

OR

b) Explain the procedure of hypothesis test. Describing various stages involved. **[10]**

Q3) a) What is questionnaire? Describe different types of questionnaire methods. **[10]**

OR

b) Explain in detail levels of measurement, explaining nominal, ordinal, interval and ratio scale. **[10]**

P.T.O.

Q4) a) What is error sampling? Explain Sampling and Non-sampling errors. [10]

OR

b) Define the following concept with example. [10]

- i) Population
- ii) Sampling
- iii) Sample size
- iv) Sample Unit
- v) Sample Frame.

Q5) a) The monthly profit (in Rs.) of 100 shops are distributed are as follows:
Draw histogram of the following data: [10]

Profit per shop	0-100	100-200	200-300	300-400	400-500	500-600
No. of shops	12	18	27	20	17	06

Determine mode of the distribution graphically.

OR

- b) i) An automatic machine is designed to fill tins with 2kg of oil with a std. dev. 0.1 kg. A sample of 100 tins was examined and the average weight was found to be 1.94 kg. Can we say that the machine is working properly. Given $Z = -6$ (calculated) at 5% level of significance. Table value / Critical value 1.96 at 5% level of significance. [5]
- ii) Explain the characteristic of good research report. [5]



Total No. of Questions : 5]

SEAT No. :

P1721

[4970]-1005

[Total No. of Pages : 2

M.B.A.

105 - ORGANISATIONAL BEHAVIOUR

(2013 Pattern) (Semester - I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) “Behaviour is predictable: so there is no need to study organisational behaviour formally”. Elaborate.

OR

b) How organisational behaviour is evaluated over a period of time? State scope and importance of organisational behaviour.

Q2) a) Mr. Ram, HR Manager (1st level), ABC Pvt. Ltd. wants to identify that one of your subordinates is being rowdy disrupting other’s work and generally making nuisance of him. What would you do to change his behavior? Write specific steps you would take.

OR

b) Comment. “Attitudes are likes and dislikes”. State importance of workplace.

Q3) a) You must have experienced group think in some situation. What did you learn from the experience? Was it good or bad for the team? Discuss.

OR

b) What do you mean by leadership? What are different styles of leadership?

P.T.O.

Q4) a) How the positive organisational culture can be created? What are the advantages of organisational culture?

OR

b) Comment - "Change is one of the facts of life in organisational behaviour". Change is necessary.

Q5) a) What are the different-levels of resistance to change? How to deal with resistance at group and individual level?

OR

b) What is organisational culture? What are the different approaches to managing organisational culture?



Total No. of Questions : 5]

SEAT No. :

P1722

[4970]-1006

[Total No. of Pages : 2

M.B.A.

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

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) “If our product is good, we do not require any marketing; customer will come on their own and buy it” says one business owner. Do you agree? With reference to above explain the term Marketing Myopia and differentiate between Sales and Marketing orientations in the context of A four wheeler company. **[10]**

OR

b) “Marketing appeals to businessmen as it is arguably the most important department of any business” comment. Define Marketing and explain the core concepts of Marketing. **[10]**

Q2) a) i) Consumer wants to purchase Life Insurance. 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 car perfume? **[5]**

OR

b) i) “If you are able to know why & how consumers buy, what they buy, you can be successful marketer” Comment and explain the various factors, which affect the consumer buying behavior. **[5]**
ii) Enlist and analyze the steps involved in the buying decision process for the product ‘iPod’. **[5]**

P.T.O.

- Q3) a)** Undertake the macro environmental analysis for any two of the following markets: **[10]**
- i) Mobile repairing.
 - ii) Saloon.
 - iii) Ice-cream parlor.

OR

- b) “Marketing managers have to take and revise their Marketing Decisions considering the change in macro environmental forces” comment. Explain various types of environmental forces and factors influencing marketing decisions. **[10]**

- Q4) a)** Shivansh private ltd. manufactures variety of woolen garments. As a marketing manager of a company how would you segments the market for such products to be sold all over India? Analyze various segmentation bases used by marketing manager of company. **[10]**

OR

- b) As a marketing manager of an organization develop ‘market segment, targeting and positioning’ for marketing plan for following: **[10]**
- i) Sugar free tablets.
 - ii) 350 cc Bike.

- Q5) a)** What do you mean by a product? Classify consumer products and industrial products in detail. **[10]**

OR

- b) i) The basic purpose of having any motorbike is to commute between two locations; for which two wheelers are used. However, still we find that every motorbike manufacturer has a range of product E.g. Bajaj Auto has a range from Platina, Discover, Pulsar and Avenger etc. What do you think is the rational of having such long product line in same category of the product. **[5]**
- ii) What is ‘Goods-Service continuum’? Explain with diagram and appropriate examples. **[5]**



Total No. of Questions : 5]

SEAT No. :

P1723

[4970]-2001

[Total No. of Pages : 2

M.B.A.

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

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What do you mean by PLC? Explain the characteristics of PLC stages with Examples. **[10]**

OR

b) Describe the new product development process. **[10]**

Q2) a) Define Advertising. Discuss the importance of advertising. **[10]**

OR

b) What do you mean by marketing communication? Discuss the merits and demerits of TV and RADIO as advertising media. **[10]**

Q3) a) What do you mean by price? Discuss the internal and external factors influencing pricing decision. **[10]**

OR

b) Define price. Which pricing method will you adopt for following products? **[10]**

- i) Smart Phones.
- ii) Hair oil with unique fragrance.

P.T.O.

Q4) a) Discuss the importance of distribution channels. Which distribution channel will you suggest for generator set for business buyer and why. **[10]**

OR

b) Write note on wholesaling retailing and franchisee. **[10]**

Q5) a) What do you mean by marketing plan? Prepare a marketing plan for any one of the following product? **[10]**

i) Newly introduced fruit juice.

ii) A college planning to introduce new course.

iii) A bank planning to open its branch in rural area.

OR

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



Total No. of Questions :5]

SEAT No. :

P1724

[Total No. of Pages :5

[4970] - 2002

M.B.A.

202 : FINANCIAL MANAGEMENT

(Semester - II) (2013 Pattern) (CBCS)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) “Financial Management is something more than an art of accounting and book-keeping”. Explain. **[10]**

OR

b) ‘A Finance Manager is a person who is responsible in a significant way to carry out the finance functions’. Justify. **[10]**

Q2) a) Following are the summarized Balance Sheet of Abhijit Ltd. as on 31st March, 2014 and 2015. You are required to prepare a Funds Flow Statement for the year ended 31st March, 2015. **[10]**

Balance sheet

Liabilities	Amount Rs. 31.3.2014	Amount Rs. 31.3.2015	Assets	Amount Rs. 31.3.2014	Amount Rs. 31.3.2015
Share Capital	1,00,000	1,25,000	Goodwill	-----	2,500
General Reserve	25,000	30,000	Land and Building	1,00,000	95,000
Profit & Loss A/c	15,250	15,300	Plant and Machinery	75,000	84,500
Long Term Bank Loan	35,000	67,600	Stock	50,000	37,000
Creditors	75,000	-----	Debtors	40,000	32,100
Provision for Tax	15,000	17,500	Cash in Hand	250	4,300
Total Rs.	2,65,250	2,55,400	Total Rs.	2,65,250	2,55,400

P.T.O.

Additional Information:

- i) Depreciation written-off on Plant and Machinery Rs. 7,000 and on Land and Building Rs. 5,000.
- ii) Provision for Tax was made during the year Rs. 16,500.
- iii) Dividend of Rs. 11,500 was paid.

OR

- b) The standard ratios for the industry and the ratios of Anand Ltd are given below. Comment on the financial position of the company compared to industry standards and give suggestions for improvement: [10]

Ratio	Industry Standard Ratio	Ratio of Mohit Ltd.
Current Ratio	2.3	2.6
Quick Ratio	1.6	1.10
Inventory turnover Ratio	6	3
Average Collection Period	40	45
Net Profit Ratio	9%	10%

- Q3) a) i) Explain the importance of Capital Budgeting. [5]
- ii) Charulata Ltd. is planning an investment in new project. The investment budget of the company is Rs. 2,80,000. The company has following two investment alternatives: [5]

Particulars	Year	Project A	Project B
Initial Investment Rs.	0	28,000	28,000
Cash Inflows (in Rs.)	1	4,000	20,000
	2	8,000	16,000
	3	12,000	8,000
	4	18,000	4,000
	5	24,000	4,000

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

OR

- b) i) Explain the factors influencing Capital Budgeting. [5]
- ii) From the following information you are required calculate ARR. An investment costing Rs. 40,00,000 is expected produce following profits: [5]

Year	Amount Rs.
1	3,20,000
2	6,40,000
3	7,20,000
4	2,40,000

Q4) a) A proforma cost sheet of Deepali company provides the following data:[10]

Cost Per Unit	Rs.
Raw Material	10
Direct Labour	4
Overheads	6
Total cost	20
Profit	5
Selling price	25

The following is the additional information available:

Average raw material in stock: one month

Average works in process: half a month
 Finished goods in stock: on average one month
 Credit allowed to debtors – 2 months
 Credit allowed by suppliers – one month
 Time lag in payment of wages – one month
 Time lag in payment of overheads – one month
 Cash balance is expected to be Rs. 25,000.

You are required to prepare a statement showing working capital needed to finance a level of activity of 40,000 units per **Total Cost Approach method of Working Capital Estimation**. You may assume that production is carried on evenly throughout the year and wages and overheads accrue.

OR

- b) Amey Ltd. is commencing a new project to manufacture a plastic component. The following per unit cost information has been ascertained for annual production of 1,00,000 units. [10]

Cost per unit	Rs.
Raw Material	40
Direct Labour	15
Overheads (including Depreciation of Rs. 5 per unit)	30
Total Cash Cost	85

Additional Information:

- i) Selling price Rs. 100 per unit
- ii) Raw Materials in Stock, average 4 weeks.
- iii) Work in progress, average 2 weeks.
- iv) Finished Goods in Stock, average 4 weeks.
- v) Credit allowed to Customers, average 8 weeks.
- vi) Credit allowed by Suppliers, average 4 weeks.
- vii) Lag in Payment of Wages, 1.5 weeks
- viii) Cash in hand is expected to be, Rs. 50,000.

You may assume that production is carried out on evenly throughout the year (52 weeks) and wages and overheads accrue similarly. All Sales are on credit basis only. You are required to prepare a statement showing working capital requirement as per *Cash Cost Approach method of Working Capital Estimation*.

- Q5) a) i) Write a note on factors affecting Capital Structure. [5]
 ii) Pradnya Ltd. has the following capital structure: [5]

Source	Rs.
Equity Capital (Expected Dividend 12%)	50,000
10% Preference Shares	25,000
8% Loan	75,000

Your are required to calculate the WACC, assuming 50% as the rate of Income Tax, before and after tax.

OR

- b) i) Write a note on importance of capital structure. [5]
 ii) Madhuri Ltd. has its books on the following amounts and specific costs of each type of capital. [5]

Type of Capital	Book Value Rs.	Market Value Rs.	Specific Costs %
Equity	6,00,000	9,00,000	15
Preference	1,00,000	1,10,000	8
Debt	4,00,000	3,80,000	5
Retained Earnings	2,00,000	3,00,000	13
Total Rs.	13,00,000	16,90,000	

Determine the WACC using-

- i) Book Value Weights.
 ii) Market Value Weights.



Total No. of Questions :5]

SEAT No. :

P1725

[Total No. of Pages :2

[4970] - 2003

M.B.A.

203 : HUMAN RESOURCE MANAGEMENT

(Semester - II) (2013 Pattern)

Time : 2 Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) Discuss the importance of HRM and explain HRM functions & Objectives with examples.

OR

What are various models of HRM? Explain atleast one model in detail.

Q2) What is job analysis? Discuss its importance & purpose with illustration.

OR

What is human resource planning. Explain the process of HRP in your own language.

Q3) Define Training. Explain significance of training need analysis with reference to training evaluation.

OR

Design a training program for newly joined sales trainee of a Pharmaceutical company.

P.T.O.

Q4) Explain performance Appraisal & discuss its relevance to employee's Compensation.

OR

What are various methods of performance Appraisal and which one is how comprehensive. Justify?

Q5) Explain the concept of employee Relationship Management in organisational context.

OR

“Flexible work Arrangement enhances employee's productivity”. Discuss with justification.



Total No. of Questions : 10]

SEAT No. :

P3929

[Total No. of Pages : 4

[4970] - 2004
M.B.A. (Semester - II)
204 : DECISION SCIENCE
(2013 Pattern)

Time : 2½Hours]

[Max. Marks : 50

Instructions to the candidates :-

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

Q1) Solve the following problem for maximizing the Production output. The data refers to the production of an article for the given operators and machines. **[10]**

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

OR

Q2) Solve the following L.P.P. using graphical method **[10]**

$$\text{Minimize } Z = 6X_1 + 14X_2$$

$$\text{Subject to } 5X_1 + 4X_2 \geq 60$$

$$3X_1 + 7X_2 \leq 84$$

$$X_1 + 2X_2 \geq 18$$

$$X_1, X_2 \geq 0$$

P.T.O.

Q3) In a bank on an average every 15 min a customer arrives for cashing the cheque. The staff at the payment counter takes 10 min for serving a customer on an average. **[10]**

Calculate :

- a) Probability that system is busy.
- b) Average Queue Length.
- c) Average no of customers in the bank.
- d) Average waiting time of customer in queue before service.

OR

Q4) At a bus depo every bus should leave with driver. At the terminus they should keep two drivers as reserved if anyone on scheduled duty is sick and could not come following is the Probability distribution that driver become sick. **[10]**

No of Sick drivers	0	1	2	3	4	5
Probability	0.30	0.20	0.15	0.10	0.13	0.12

Simulate for 10 days and find utilization of reserved drivers. Also find how many days and how many buses cannot run because of non Availability of the drivers.

Use following random numbers 30,54,34,72,20,02,76,74,48,22.

Q5) Solve the following game using Principle of Dominance. **[10]**

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

OR

Q6) A farmer wants to decide which of the 3 crops he should plant. The farmer has categorized the amount of rainfall as High, Medium and Low, Estimated profit is given below. **[10]**

Rainfall	Estimated Profit (in Rs.)		
	Crop A	Crop B	Crop C
High	8000	3500	5000
Medium	4500	4500	4900
Low	2000	5000	4000

Farmer wishes to Plant one crop. Decide the best crop using.

- Hurwicz Alpha Criterion (Coefficient of Optimism $\alpha = 0.6$)
- Laplace Criterion
- Minimax Regret Criterion

Q7) The following information is gather for a project :

[10]

Activity	Preceding Activity	Duration
A	-	1
B	A	3
C	A	4
D	A	3
E	D	2
F	B,C,E	4
G	D	9
H	D	5
I	H	2
J	F,G,I	2

- Draw the Network Diagram.
- Determine the Critical Path and Project Duration.

OR

Q8) Write short Notes on.

- Concept of Network diagram with example. **[5]**
- Dummy Activities and events with example. **[5]**

- Q9)** a) What is the probability that a leap year selected at random will have 53 Mondays? [5]
- b) The daily production (in number of units) for a week in a factory is 56,59,62,57,53,60,66 units. If it is checked at random on a day, what is the probability that it will be less than the average? [5]

OR

- Q10)** a) There are three stock items, each of which can be substituted for the other. Each has stock out probability of 0.03 and is independent of others. The material manager wants to know the probability that [5]
- i) All item are in stock
- ii) No item in stock.
- b) A card is drawn at random from a well shuffled Pack. Find the Probability that [5]
- i) It is not a spade
- ii) It is a face card.



Total No. of Questions :5]

SEAT No. :

[Total No. of Pages :2

P1726

[4970] - 2005

M.B.A.

205 : OPERATIONS AND SUPPLY CHAIN MANAGEMENT

(Semester - II) (2013 Pattern)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *All questions carry equal marks.*
- 3) *For all questions internal choice within the questions is given.*

Q1) a) Define operations Management? Explain significance and functions of operations Management. **[10]**

OR

b) Short Note on

- i) Definitions of Quality from various perspectives. **[5]**
- ii) Concept of Internal customer. **[5]**

Q2) a) Differentiate between intermittent flow system and continuous flow system. **[10]**

OR

b) What do you mean by Job shop production? Explain its advantages and disadvantages. **[10]**

Q3) a) Explain various sources of data for forecasting. **[10]**

OR

b) Explain objectives and functions of Master Production schedule. **[10]**

P.T.O.

Q4) a) Why there is need for Inventory? Explain various types of inventory. **[10]**

OR

b) Short Note on **[10]**

i) ABC Analysis.

ii) VED Analysis.

Q5) a) Define customer service? Explain Linkages between supply chain Management and customer service. **[10]**

OR

b) Short Note on **[10]**

i) Cash to Cash conversion.

ii) Transportation.



Total No. of Questions : 5]

P2645

SEAT No. :

[Total No. of Pages : 2

[4970]-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 the right indicate marks.*

Q1) a) “MIS is central repository in an organisation” Comment and explain. **[10]**

OR

- b) For the service provider back office develop a network of 200 + computers. Suggest the right topology for the same with explanation.

Q2) a) Explain the concept of rapid development tools and case tools. **[10]**

OR

- b) A co-operative bank wants to computerise all of its day-to-day services. Illustrate the steps of SDCC for the same.

Q3) a) Explain how an expert system acts as a consultant to the manager. **[10]**

OR

- b) Suggest suitable DSS model for reputed transport agency which has 5 different office in all over India.

Q4) a) Explain the intellectual property rights as related to IT services, with suitable example. **[10]**

OR

- b) Explain security challenges of today's e-business.

P.T.O.

Q5) a) MS and brothers is a shopping mall of capacity of 20,000 sq.ft. They want to develop MIS for their critical functions relating to their inventory control. Identify and add other relevant functions for the same. Suggest what would be the functional requirements from an information system.[10]

OR

b) Nirmal life is a multispeciality hospital is interested to develop MIS for smooth functioning. Discuss in details its applications including patient history, doctors profile, billing, different test and many other front and back office operations.



Total No. of Questions :5]

SEAT No. :

P1727

[Total No. of Pages :3

[4970] - 3001

M.B.A. - II

301 : STRATEGIC MANAGEMENT

(Semester - III) (2013 Pattern)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Case study

Flipkart to sell furniture now

The 1,40,000 crore Indian furniture market is highly fragmented with products from different manufacturers, wholesalers and retailers. Flipkart, an e-commerce major entered the furniture segment, offering over 10,000 items to shop from under its 'home' category. The category aims to provide customers with the largest selection of contemporary, new-age, traditional and region specific furniture. Flipkart has tied up with large format home retailers like HomeTown, Durian, @Home & Homestop along with regional sellers across the country to offer consumers more variety. Customers can shop for furniture products priced between Rs. 2,000 and Rs. 1,50,000 with free shipping and installation.

Logistics and good customer experience are the most common sticking points for e-commerce companies in India. As a result, most online retailers are increasingly partnering with logistics firms to address the problem. "Our efforts are focused on expanding our delivery network without compromising on the customer service levels and expectation," said Neeraj Aggarwal, Senior Director (Delivery Operations) at Flipkart.

P.T.O.

Experience zones have been set up by Flipkart's logistics and delivery unit Ekart. Unavailability of customers during delivery and restricted entry of delivery boys into gated communities are among the primary reasons that leads to customer dissatisfaction with the delivery process. Experience zones will allow customers to collect shipments at their own convenience and collect products ordered online. In its first phase, large furniture will be available for customers in Delhi, Mumbai and Bengaluru which will be extended across the country in the coming months.

Ankit Nagori, Chief Business Officer, Flipkart, said "while furniture is often viewed as an offline category, research shows that customers are increasingly opting for furniture shopping online." "We foresee furniture becoming one of the largest drivers for our home category." In second phase, Flipkart aimed to introduce more selection and brands and scale up furniture for customers to shop from."

- i) Identify critical success factors for flipkart to sell furniture in India.
- ii) Identify key performance Indicators for CSF's to be measured.

OR

- b) Describe the process of strategic management. Draw a neat chart showing comprehensively the different elements in the strategic management process.

Q2) a) What are the strategic options for firms operating in emerging and growth stage industries? Discuss with relevant examples.

OR

- b) Consider an organisation from any one of the following Industry. Prepare an OCP and summarise the results in the form of a SAP clearly indicating the nature of the impact of different capability factors.
 - i) Infrastructure industry.
 - ii) Manufacturing industry.

Q3) a) Why do firms enter into strategic alliances? How can organisations manage strategic alliances successfully.

OR

b) How Sahara Group or UB group fiasco as highlighted the need for good corporate Governance? Analyze current situation of corporate governance in Indian industries.

Q4) a) Discuss six sigma structure? How can it be useful for strategy implementation of the organisation.

OR

b) What approaches can strategists adopt to create a strategy - supportive culture.

Q5) a) Discuss Blue Ocean and Red ocean strategy in details. Correlate sustainability and strategic management.

OR

b) Write short notes on any two of the following:

i) E - commerce Business Models.

ii) People - Planet - Profits.

iii) Triple Bottom line.



Total No. of Questions :5]

SEAT No. :

P1728

[Total No. of Pages :2

[4970] - 3002

M.B.A.

302 : ENTERPRISE PERFORMANCE MANAGEMENT

(Semester - III) (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 calculators is permitted.*

Q1) a) “The performance evaluation tool ‘Balanced Score Card’ gives a balanced approach to the management for decision making”. Do you agree? Justify your answer. **[10]**

OR

b) A company has two divisions A & B. Div. A produces a component used by Div. B in making the final product. The following information is available:

Due to purchase of new machinery, depreciation cost has increased for Div. A and hence want to transfer the component at Rs. 220/- that is available externally at Rs. 200/- for Div. B. **[10]**

Div. A: Variable cost – Rs. 190/-; Fixed cost per unit : Rs. 20; Prod. Capacity: 2000 units

Div. B: Processing cost – Rs. 150/- Selling price of final product: Rs. 400/- per unit

- i) If there is no alternative use of the production facilities of A, will the company as a whole benefit if Div. B buys from external supplier?
- ii) If internal facilities of Div. A can be alternately used to generate annual cash operating savings of Rs. 30,000/- for Div. A, should Div. B purchase the component from outside suppliers?

P.T.O.

- Q2) a)** Write notes on (Any TWO): **[10]**
- i) Payback Period Method
 - ii) Net Present Value Method
 - iii) Profitability Index Method

OR

- b) What do you understand by Post Completion Audit? Explain the objectives and techniques of Post Completion audit. **[10]**

- Q3) a)** What do you understand by ‘Non Performing Assets’? Discuss various categories of NPAs and impact of NPAs on Banking Operations. **[10]**

OR

- b) Discuss GMROI. State and explain the merits and demerits of GMROI as a performance measurement tool in the context of retail. **[10]**

- Q4) a)** State and discuss the parameters for ‘Performance Evaluation of Projects’. **[10]**

OR

- b) “Performance measurement of non-profit organisations is different from profit making organisations”. Do you agree? Justify your answer. **[10]**

- Q5) a)** State and explain the attributes of a ‘Good Audit Report’. **[10]**

OR

- b) Write notes on (ANY TWO): **[10]**
- i) Management Audit
 - ii) Elements of Audit Report.
 - iii) Financial Audit



Total No. of Questions :5]

SEAT No. :

P1729

[Total No. of Pages :2

[4970] - 3003

M.B.A. - II

303 : STARTUP AND NEW VENTURE MANAGEMENT

(Semester - III) (2013 Pattern)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) “People with high need for achievement are more likely to be entrepreneurs”. Discuss the statement in light of Mc Cellands theory.[10]

OR

b) Discuss the role of entrepreneurship in Economic development. [10]

Q2) a) Discuss the various types of entry strategies and suggest a suitable entry strategy for a MNC planning to enter mobile handset market in India.[10]

OR

b) Discuss the need for protection of intellectual property by entrepreneurs. [10]

Q3) a) Define small and medium enterprises and explain the role of SME’s in economic development of India. [10]

OR

b) Discuss the various methods of project appraisal in detail. [10]

P.T.O.

Q4) a) Critically examine the role of support institutions in the development of SME's in India. **[10]**

OR

b) Explain the various laws applicable to SME's in India. **[10]**

Q5) a) Discuss the key variables that lead to failure of entrepreneurs. **[10]**

OR

b) Discuss the success story of any entrepreneur you know. What factors made him/ her successful. **[10]**



Total No. of Questions :5]

SEAT No. :

P1730

[Total No. of Pages :2

[4970] - 3004

M.B.A.

MARKETING SPECIALIZATION

305 :(MKT) Contemporary Marketing Research

(Semester - III) (2013 Pattern)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Define Marketing Research. Explain its nature, scope & importance in business.

OR

b) What is qualitative research. Discuss the applications of indepth & focus groups interviews.

Q2) a) Prepare a questionnaive to collect customer feed back of newly launched LED TV in Indian market.

OR

b) Discuss the reliability & validity of scales in marketing research.

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

- i) Sample & Universe
- ii) Sampling unit & frame
- iii) Determination of sample size
- iv) Quota sampling

OR

b) Define Test marketing. Discuss the experimental design in study of effectiveness of advertising campaign.

P.T.O.

Q4) a) What is the concept of conjoint analysis? Explain its applications in marketing research.

OR

b) Discuss factor analysis and its applications in consumer behavior studies.

Q5) a) What are objectives of discriminant analysis? Discuss the applications of discriminant analysis in marketing.

OR

b) Discuss the concept of Multi-dimensional scaling & Perceptual mapping and applications in data analysis in Marketing research.



Total No. of Questions :5]

SEAT No. :

P1731

[Total No. of Pages :2

[4970] - 3005

M.B.A. II

MARKETING SPECIALIZATION

(306 - MKT) : Consumer Behaviour

(Semester - III) (2013 Pattern)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Define Consumerism. Explain the factors Contributing to consumerism.

OR

- b) Explain the changing roles of family members
- i) Role of husband and wife.
 - ii) Role of women
 - iii) Role of children in family purchasing decision.

Q2) a) Define Attitude. Explain various strategies for changing attitudes, intensions.

OR

- b) What is Recall? Explain the types of Recall and the factors affecting Recall.

Q3) a) Describe store purchasing process with suitable example. Explain the factors in fluencing store choice decision.

OR

- b) 'Situational influences are unique to a time or place that can affect consumer decision making and the volue received from consumption comment.

P.T.O.

Q4) a) Explain Howarth sheth model of Consumer behaviour.

OR

b) Explain Engel - Blackwell- Miniard model of Consumer behaviour.

Q5) a) What do you understand by social class. In what circumstances would you expect income to be a better predictor of consumer behaviour than socio economic status.

OR

b) Write short notes on

i) SEC

ii) BOP Consumers.



Total No. of Questions :5]

SEAT No. :

P1732

[Total No. of Pages :2

[4970] - 3006

M.B.A.

FINANCIAL SPECIALIZATION

(305 - FIN) : Financial Regulatory FrameWork

(2013 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) What is the concept of financial Regulatory framework and explain their goals of Regulation. **[10]**

OR

Explain the objectives and functions of small industries development Bank of India. **[10]**

Q2) Write in detail the functions of securities and exchange Board of India. **[10]**

OR

Explain the Role & functions of the Board for payment and Settlement systems. **[10]**

Q3) What are the types various types of directors? Discuss the duties and power of Directors. **[10]**

OR

What is memorandum of Association? What are the various clauses of memorandum of Association? **[10]**

P.T.O.

Q4) Explain the Regulatory framework for raising funds through GDR in detail.[10]

OR

Explain the objectives and salient feature of foreign exchange Management Act (FEMA) and elucidate the Provision of FEMA regarding acquiring property outside India. [10]

Q5) What is meant by Nidhi companies? Explain the formation & acceptance of deposits under Nidhi company. [10]

OR

Explain in detail supervisory framework for NBFC's. [10]



Total No. of Questions :5]

SEAT No. :

P1733

[Total No. of Pages :2

[4970] - 3007

M.B.A.

FINANCE SPECIALISATION

306 - FIN : MERCHANT BANKING AND FINANCIAL SERVICES

(Semester - III) (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 Merchant Banking. Explain its importance and scope.

OR

b) Elaborate the structure of money market. Discuss in detail the players in the Indian Money Market.

Q2) a) Write short notes on (any two):

- i) Functions of Public Issue Management.
- ii) Bonus Issue Method.
- iii) Pure prospectus method.

OR

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

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

OR

b) What is portfolio manager? Explain the registration of portfolio manager.

P.T.O.

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

OR

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

Q5) a) 'Venture Capital is the most vital funding to a new startup'. Explain in detail the types and stages of venture capital.

OR

b) Explain the following terms in detail:

- i) Exit Mechanism
- ii) Credit rating agencies.



Total No. of Questions : 5]

SEAT No. :

P1734

[4970]-3008

[Total No. of Pages : 2

M.B.A.

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

Time : 2.30 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Explain in details on Hardware and computer peripherals. How does the CPU work explain with diagram?

OR

b) “The storage approach selected for a particular application is determined by the way data are organised and processed”. Discuss.

Q2) a) How do the different roles of system software and application software impacted an you as a business and user? How do you see this changing in future?

OR

b) Describe the various types of operating system and law database management is really helpfull in business.

Q3) a) Explain the differences between the internet, an Intranet and an extranet. What is the common bond among all three?

OR

b) Define computer network. Explain the different types of network.

P.T.O.

Q4) a) What is a database? Why do organization, need a database?

OR

b) Distinguish between data warehousing and data mining in detail.

Q5) a) Describe the types of computer crime & write a brief on cyber law.

OR

b) Explain need and tool of security management.



Total No. of Questions : 5]

SEAT No. :

P1735

[4970]-3009

[Total No. of Pages : 2

M.B.A.

INFORMATION TECH. SPL.

306 - IT : E-Business

(2013 Pattern) (Semester-III)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define e-commerce concept. Explain its feature and function in the present scenario.

OR

- b) Describe about e-commerce companies and problem facing during driving the e-commerce revolutions.

Q2) a) Explain in detail e-business Architecture.

OR

- b) Describe scope and models of e-commerce.

Q3) a) Elaborate mobile commerce, its need and function in business.

OR

- b) Describe capacity planning and performance modelling with the help of any business industry.

Q4) a) Describe different e-Business models.

OR

- b) From your point of view, what should be security aspects in regards to e-Business security and payment services.

P.T.O.

Q5) a) What are different challenges and illegal issues involved in e-business strategy designing and implementing?

OR

b) Comment on “In contemporary market environment is having cut throat competition for e-business”.



Total No. of Questions : 5]

SEAT No. :

P1736

[4970]-3010

[Total No. of Pages : 2

M.B.A. (Operations Management)
305 - OPE : PLANNING & CONTROL OF OPERATIONS
(2013 Pattern) (Semester-III) (Specialization)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Elaborate the need, Importance & functions of planning & control

OR

- b) Draw a process layout indicating flowchart of material from machine to machine in manufacturing Industry.

Q2) a) Explain the concept of Demand Forecasting in detail.

OR

- b) Explain various sources of data for demand forecasting.

Q3) a) What is Aggregate production planning? Explain.

OR

- b) Write a note on “Master Production Schedule”.

Q4) a) Discuss the aspect of planning frame work for dependent demand items.

OR

- b) Elaborate the concept of MRP & MRP II.

P.T.O.

Q5) a) Write a detailed note on “Scheduling”.

OR

b) Discuss various operational control issues in mass production systems.



Total No. of Questions : 10]

SEAT No. :

P1737

[4970]-3011

[Total No. of Pages : 2

M.B.A.

OPERATION MANAGEMENT (SPL)

306 - OPE : Inventory Management

(2013 Pattern) (Semester-III)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Discuss Inventory concepts with examples Explain Types of Inventory

OR

Q2) Discuss the application of any one type of Inventory in FMCG industry.

Q3) What is inventory control system? Discuss Inventory control with industrial examples.

OR

Q4) State with examples continuous review (Q) systems & periodic review (P) systems.

Q5) What is Quantity Discounts. Explain Reorder point with variable demand.

OR

Q6) Explain order quantity with variable demand by giving example.

P.T.O.

Q7) Explain the principles of JIT with example.

OR

Q8) Explain benefits & disadvantages of JIT.

Q9) How make & buy decision is carried in Industry.

OR

Q10) Explain material management in JIT environment.



Total No. of Questions : 5]

SEAT No. :

P1738

[4970]-3012

[Total No. of Pages : 2

M.B.A.

BOS : HUMAN RESOURCE MANAGEMENT (SPL)

305 - Labour Laws

(2013 Pattern) (Semester-III)

Time : 2 ½ Hours]

[Max. Marks : 50

Instruction to the candidates:

1) All questions are compulsory & carry equal marks (10 marks).

Q1) With the technological development & globalization, what are the challenges before HR manager in area of labour management relations? How should they cope up with this?

OR

Explain the role of ILO in the changing scenario.

Q2) Explain what is meant by deduction from wages. Throw light on any five permissible deduction under the payment of wages act.

OR

Explain the following terms:

- a) Minimum & maximum bonus.
- b) Available & Allocable surplus.

Q3) Explain the provisions regarding health under the Factories Act, 1948.

OR

Maltibai, a worker in XYZ Mfg. Co. is made to lift weights at 50 kgs. She has fallen sick & complaints that it is against the maximum weights to be allowed to be lifted under Factories Act, 1948. Is her complaint right? Discuss the special provisions regarding women, under Factories Act.

P.T.O.

Q4) Discuss in brief the family pension scheme under provident fund & Misc. Provision Act.

OR

Explain with reference to payment of Gratuity Act.

- a) Continuous service.
- b) Provisions under gratuity Act regarding nomination.

Q5) What are the various disablement benefits under workmen's compensation Act? Explain in detail.

OR

Discuss the various benefits under ESIC Act, 1948.



Total No. of Questions : 5]

SEAT No. :

P1739

[4970]-3013

[Total No. of Pages : 2

M.B.A.

HUMAN RESOURCE MANAGEMENT (SPL)

306 - HR : Performance Management

(2013 Pattern) (Semester-III)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Explain the scope and historical development in performance management.

OR

- b) What are the difference between performance management and performance appraisal.

Q2) a) You are a supervisor at a manufacturing firm, for effective performance appraisal, suggest monitoring and mentoring process.

OR

- b) Discuss in detail performance managing, objective, process and importance of it.

Q3) a) Your organisation is considering implementing a team performance management system. You have collected data from performance appraisal of your team members, which help to identify top leader talent. Give your views for implementation of team performance management.

OR

- b) How to build performance oriented work culture at four wheelers service center.

P.T.O.

Q4) a) Discuss in detail compensation system performance management pit falls and remedies.

OR

b) Discuss the guideline for performance appraisal and good practices.

Q5) a) Explain ethical strategies in performance management.

OR

b) Explain ethical issues and dilemmas in performance management.



Total No. of Questions : 5]

SEAT No. :

P1740

[4970]-3014

[Total No. of Pages : 2

M.B.A.

INTERNATIONAL BUSINESS MGT. (SPL)

305 - IB : International Business Economics

(2013 Pattern) (Semester-III)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Explain Globalisation and International Business.

OR

b) Discuss the terms Foreign Trade Multiplier and Balance of Payment.

Q2) a) Write the concept of International Trade. Discuss ohlin theory.

OR

b) Explain the law of comparative advantage in the International Trade.

Q3) a) What is Tariff? Explain the non-Tariff Trade Barriers.

OR

b) Explain the 'Foreign Exchange Market'. Discuss types of Foreign Exchange Transactions.

Q4) a) Explain 'FDI' and 'MNC' and their role in International Business.

OR

b) Discuss the consequences of Economic Globalisation.

P.T.O.

Q5) a) Explain the concept of 'Reserves' and 'Debt and Risk' in the International Banking.

OR

- b) Write short notes (Any Two):
- i) International Monetary Fund.
 - ii) Eurocurrency Market.
 - iii) Gold Exchange Standard.



Total No. of Questions : 5]

SEAT No. :

P1741

[4970]-3015

[Total No. of Pages : 2

M.B.A.

INTERNATIONAL BUSINESS MANAGEMENT (SPL)

306 - IB : Export Documentation and Procedures

(2013 Pattern) (Semester-III)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) What is the International Trade? Explain the procedure of International Trade as trade barriers.

OR

What is the concept of WTO? Explain the provisions of WTO.

Q2) Discuss Export order processing and Export Contract.

OR

Explain shipping and customs clearance of export and import cargo.

Q3) Discuss the methods of payments in International Trade.

OR

Explain the provisions of RBI's Exchange control manual.

Q4) What is the concept of export promotion and export promotion scheme in India?

OR

P.T.O.

Write short notes (Any Two):

- a) Duty exemption scheme.
- b) Facility for deemed export.
- c) Export promoting Institution.

Q5) Discuss the regulations for International Trade.

OR

Explain the major laws governing India's Export Import Trade.



Total No. of Questions : 5]

SEAT No. :

P1742

[4970]-3016

[Total No. of Pages : 2

M.B.A.-II

SUPPLY CHAIN MANAGEMENT (SPL)

**305 - SCM : Essentials of Supply Chain Management
(2013 Pattern) (Semester-III)**

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for that question/sub question.*
- 5) *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? Discuss the concept and physical distribution of supply chain. **[10]**

OR

b) Explain role of supply chain as value driver. Discuss with suitable example. **[10]**

Q2) a) i) Write note on Commodity and cost centric in supply chain. **[5]**

ii) Write note on Push based supply chain. **[5]**

OR

b) Discuss identifying appropriate push and pull strategy for supply chain. **[10]**

Q3) a) Explain the shift form linear supply chain to collaborative. Discuss in details. **[10]**

OR

b) What is total supply chain management? Explain the increased complexity processes. **[10]**

P.T.O.

Q4) a) Explain the supply chain management blockers. Discuss overview of customer focus & demand. **[10]**

OR

b) i) Write short notes on Distribution management in supply chain management. **[5]**

ii) Write short notes on procurement and supplier focus. **[5]**

Q5) a) Explain the Customer Relationship Management. Discuss in detail with suitable example. **[10]**

OR

b) What is Customer Value? Explain value added service with suitable example. **[10]**



Total No. of Questions : 5]

SEAT No. :

P1743

[4970]-3017

[Total No. of Pages : 2

M.B.A.

SUPPLY CHAIN MANAGEMENT (Specialization)

306 - SCM : Logistics Management

(2013 Pattern) (Semester-III)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define Logistics. Explain the role and importance of logistics in modern day economy.

OR

b) Discuss the concept of Logistics Management with relevant examples.

Q2) a) Explain problems which are associated with organisation in integrating logistics?

OR

b) Explain microdimensions of logistics and its interface with operations and supply chain.

Q3) a) What is short run of static analysis? Discuss long run of dynamic analysis?

OR

b) Discuss materials management Vs physical distribution. Give examples.

P.T.O.

Q4) a) Explain types of logistics relationships.

OR

b) Explain the concept of 3 PL & 4 PL?

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

OR

b) Write a note about service capacity waiting times & distribution channels.



Total No. of Questions :5]

SEAT No. :

P1744

[4970]-3018

[Total No. of Pages :2

M.B.A.

RURAL & AGRI. BUSINESS MGT. (SPL.)

**305-RABM: Agriculture and Indian Economy
(2013 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

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

OR

b) Explain the progress of agriculture under the five year plans.

Q2) a) Write the concept of food security. Explain food self - sufficiency.

OR

b) Explain the salient features and implications of Food Security Act.

Q3) a) What is the concept of irrigation? Explain multipurpose river valley project.

OR

b) Write short notes on (any two):

- i) Fertilisers and manures.
- ii) Social conservation and reclamation.
- iii) Live stock and dairy development.

P.T.O.

Q4) a) What is land reform? Explain the need and scope for land reforms in a developing Economy.

OR

b) What is the meaning of economic holding? Explain the changing pattern of ownership of land in India.

Q5) a) Write the concept of Agriculture Labour. Explain the present position of agricultural labour in India.

OR

b) Explain unorganised sector and India's informal economy.

EEE

Total No. of Questions :5]

SEAT No. :

[Total No. of Pages :2

P1745

[4970]-3019

M.B.A.

306: RABM (SPL.)

Rural Marketing - I

(2013 Pattern) (Semester - III)

Time : 2.5 Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Elaborate Bottom of the pyramid approach. **[10]**

OR

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

Q2) a) Enumerate precisely the experiences and learnings from Case of 'HUL-Project Shakti' which can be applied in present era of Rural Marketing in India. **[10]**

OR

b) Enumerate precisely the experiences and learnings from 'Case of Colgate - Education'. **[10]**

Q3) a) Explain in detail buying behavior patterns and also buyer characteristics. **[10]**

OR

b) Elaborate various 'Models of Consumer Behavior'. **[10]**

P.T.O.

Q4) a) Explain in detail sources of information in Rural marketing research. **[10]**

OR

b) Explain significance of information and also differentiate between rural versus urban marketing research. **[10]**

Q5) a) Discuss in detail bases for segmentation. **[10]**

OR

b) Explain the concept Targeting and positioning with examples. **[10]**

EEE

Total No. of Questions : 5]

SEAT No. :

P4517

[Total No. of Pages : 1

[4970] - 3020

M.B.A. (Semester - III)

**FBM - 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) Write definition of Family Business and explain the concept “Uniqueness of Family Business” in brief.

OR

b) Explain the concept of Family Business with its definition and give two examples of successful Family Business.

Q2) a) Explain in brief life cycle stages in family business.

OR

b) Which different people are called as family business people? Also explain cultural change in family business.

Q3) a) How Family adds value in Family Business? How it relates with family emotional intelligence.

OR

b) Explain creative versus destructive conflict in FBM?

Q4) a) Explain the importance of outside experience in Family Business.

OR

b) Which are the different human resource management issues faced by Family Business.

Q5) a) How Non Family Managers acts as bridge between President or CEO, outsider advisor, family consultant?

OR

b) Explain the importance of motivation of non Family Manager.



Total No. of Questions :5]

SEAT No. :

P1746

[4970]-3021

[Total No. of Pages :2

M.B.A. -II

FAMILY BUSINESS MGT - (SPL.)

306- FBM: Managing Innovation - I

(2013 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Define innovation and creativity. Using examples bring out the difference between innovation and creativity. **[10]**

OR

b) Describe briefly innovation to energize and the concept of business design. **[10]**

Q2) a) Discuss Foster's 'S' curve. **[10]**

OR

b) Explain disruptive technological change model and innovation value added chain. **[10]**

Q3) a) What are implications for competition, innovation and competencies in a business? Discuss **[10]**

OR

b) What is coreness of competency? Explain its relation to imitability and profits. **[10]**

P.T.O.

Q4) a) Why feelings are important for designing portfolios? Explain how to identify feelings and needs. **[10]**

OR

b) How the searching for innovative opportunities is carried out? **[10]**

Q5) a) Which are the circumstantial sources of innovation? Discuss each one of them in brief. **[10]**

OR

b) What is the meaning of spillovers in terms of business? Explain spillovers from competitors and suppliers. **[10]**

EEE

Total No. of Questions :5]

SEAT No. :

P1747

[4970]-3022

[Total No. of Pages :1

M.B.A.

TECHNOLOGY MANAGEMENT (SPL.)

305-TM: Fundamentals of Technology Management

(2013 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Discuss market based views and resource based views in management.

OR

- b) Explain the relation between knowledge and technology. Give the levels of technology development.

Q2) a) Discuss the role of technology in wealth creation.

OR

- b) Bring out the relationship between technology and the National Economy.

Q3) a) Discuss the various aspects of bringing innovation to market.

OR

- b) Explain the types of innovation. Differentiate between creativity and innovation.

Q4) a) Discuss the MOT guiding principles for managing enterprises.

OR

- b) Discuss what are the changes happening in organizational forms and structures.

Q5) a) Explain the various indices on competitiveness. Also discuss competitiveness of firms.

OR

- b) Carry out a comparative analysis of competitiveness of India and China.

EEE

Total No. of Questions :5]

SEAT No. :

P1748

[4970]-3023

[Total No. of Pages :2

M.B.A.

TECHNOLOGY MANAGEMENT (SPL.)

306- TM: Managing Innovations -I

(2013 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) “Customer is the main source of Innovation”. Elaborate the above statement with appropriate examples. Explain the different sources of Innovation. **[10]**

OR

b) “Innovation is applied creativity”, Elaborate this statement by defining innovation with suitable examples. Explain the business strategies where organisation have to go for innovations. **[10]**

Q2) a) Explain any one of the following models of Innovation. **[10]**

- i) Tushman - Rosenkopf technology Life Cycle Model.
- ii) Abernathy - Clark Model.

OR

b) From the following examples identify which is Incremental and /or Radical Innovation. **[10]**

- i) Process technology - Robotics in Manufacturing.
- ii) Product technology - 486 microprocessors with reference to this explain Incremental Innovation and Radical Innovation.

P.T.O.

Q3) a) Do you think that all aspects of value chain get affected as we move from mass production to mass customization? Justify your answer. [10]

OR

b) Explain the terms - 'competencies', "Assets", & "knowledge". How do competencies relate with Assets? Explain the role of these three capabilities of an organisation for sustainable growth. [10]

Q4) a) Describe the impact of technology and psychology on process of Innovation. [10]

OR

b) Write short note on: [10]

i) Pioneers

ii) Migrators

iii) Settlers

Q5) a) Describe the concept of "Value Networks". What are the implications of the value network for Innovations. [10]

OR

b) Describe the process of management of disruptive technological change with appropriate examples. [10]

EEE

Total No. of Questions :5]

SEAT No. :

P1749

[4970]-4001

[Total No. of Pages :2

M.B.A.

401: MANAGING FOR SUSTAINABILITY

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Justify the statement “issues and opportunities for business in socially and environmentally are sustainable”.

OR

b) Explain the scope and significance of corporate social responsibility.

Q2) a) Explain Gandhian thought on sustainable development with illustrations.

OR

b) Explain the nature, scope and significance of sustainable development.

Q3) a) Discuss the business case for sustainable development on three dimensions environmental, economic and socially.

OR

b) Write short notes on (any two):

- i) Sustainability reporting.
- ii) Business model for sustainable development.
- iii) Social accountability standard - ISO 26000.

P.T.O.

Q4) a) What is the nature and scope of corporate Governance. Write the difference between 'Governance' and 'Management'.

OR

b) Explain the corporate 'Governance Code' and CFO certification.

Q5) a) Discuss the nature, scope and significance of ethics in business practices.

OR

b) Define the 'ethical value system'. Explain the impact of law on 'Business Ethics'.

EEE

Total No. of Questions :5]

SEAT No. :

P1750

[4970]-4002

[Total No. of Pages :2

M.B.A.

MARKETING SPL.

**403-MKT: Services Marketing
(2013 Pattern) (Semester - IV)**

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Write the characteristics and classification of services.

OR

- b) Explain factors influencing customer expectations of service with example.

Q2) a) Explain the 'Traditional marketing mix elements' in services.

OR

- b) Write short notes on (any two):
 - i) Serv Qual Gap model,
 - ii) Critical Incident model,
 - iii) Service pricing,
 - iv) Challenge of service communication.

Q3) a) Explain service process 'Blue print demand' and 'capacity management'.

OR

- b) Define 'standardisation' in service. Explain self service technologies.

P.T.O.

Q4) a) Write the concept 'service profit chain'. Explain internal marketing in service.

OR

b) Explain the statement "experience service scape elements including architectural design" in service.

Q5) a) Explain the applications of service marketing in 'Airlines' and 'Telecom' with example.

OR

b) Discuss on the service implementation in 'Hospitality' and 'Logistics Management' with example.

EEE

Total No. of Questions :5]

SEAT No. :

[Total No. of Pages :2

P1751

[4970]-4003

M.B.A.

MARKETING (SPL.)

**404-MKT: Sales and Distribution Management
(2013 Pattern) (Semester - IV)**

Time : 2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Define sales management. Explain the strategic role of sales management.

OR

b) What are the types of channel conflict? How to manage channel conflict?

Q2) a) What is sales organization? Explain the different methods of determining salesforce size.

OR

b) Explain various types of compensation plans. Describe the requirements of a good compensation plan.

Q3) a) Explain the various types of sales report.

OR

b) Write short notes on:

- i) Sales budgeting.
- ii) Mobile marketing.

P.T.O.

Q4) a) Describe functions and various types of wholesalers.

OR

b) Explain the importance of franchisee in channel decision. Also explain the process of appointment of franchisee.

Q5) a) What is retailing? Explain various organized & unorganized retailing formats.

OR

b) Assume that you are a store manager of branded jewellery. How will you conduct advertising and sales promotion activity to increase the sale?

EEE

Total No. of Questions : 5]

SEAT No. :

P1752

[Total No. of Pages : 2

[4970] - 4004

M.B.A. (Semester - IV)

403 FIN: INTERNATIONAL FINANCE

(2013 Pattern)

Time :2.5 Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) What are the types of risk in International finance? Explain risk management in International finance. **[10]**

OR

Write short notes on

- a) Purchasing power parity
- b) Real Interest parity

Q2) Who are the participants in foreign exchange market? Describe the role played by the participants in foreign exchange market. **[10]**

OR

Explain the tools and techniques of foreign risk exchange risk management.

Q3) Who are the participants in global capital market? Explain each participants in detail. **[10]**

OR

Write notes on (Any two)

- a) Disinter mediation
- b) Deregulation
- c) Securilization

P.T.O.

Q4) What are the right and duties of managing and agent banks in International bond market. **[10]**

OR

Describe the development of International bond markets. State and explain the types of bonds.

Q5) Describe the International accounting standards (IAS -21) on foreign transactions. **[10]**

OR

Explain the strategies used for International cash management.



Total No. of Questions : 5]

SEAT No. :

P1753

[Total No. of Pages : 2

[4970] - 4005

M.B.A.

404 FIN: CORPORATE FINANCE

(2013 Pattern)

Time :2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) What do you understand by the concept of corporate Investment and Financial Decisions.

OR

b) What are the various goals of the corporation for good governance of the firm.

Q2) a) Following is the condensed income statement of a firm for the current year.

Particulars	Rs.
Sales	5,00,000
Less : Operating costs`	3,00,000
Less: Interest costs	12,000
Earning Before Taxes	1,88,000
Less : Taxes (40%)	75,200
Earning after taxes	1,12,800

The firm's existing capital structure consists of Rs. 1,50,000/- equity funds having 15% cost and of Rs.1,00,000/- 12% debt. Determine the economic value added during the year.

OR

b) Two firms XYZ Ltd. and ABC Ltd. are identical in all respects, except leverage in capital structure XYZ Ltd. has 10% Rs. 3,00,000/- debentures. Both the firms have the same Earning before Interest and tax of Rs. 50,000/- The equity Capitalization rate of XYZ Ltd. is 16% and ABC Ltd 12.5% . You are required to calculate the total Value of each firm.

P.T.O.

Q3) a) Explain the concept and features of value based management.

OR

b) What are the various criterias that has to be completed in order to achieve Good Corporate Governance in India.

Q4) a) From the following information of a firm calculate share price based on Walter's model and also say whether you are satisfied with the current dividend policy or not?

- i) Earnings per share - Rs.4/-
- ii) Dividend per share - Rs.3/-
- iii) IRR - 10%
- iv) Return required by shareholder - 15 %

OR

b) The following data relate to a firm.

- i) Earnings per share - Rs.10/-
- ii) Capitalisation rate - Rs14%
- iii) Retention rate - 40%

Determine share price using Gordon's model if IRR is 15%, 14% and 10%.

Q5) a) Define 'Corporate Restructuring'. What are the various reasons for restructuring and the board areas of restructuring?

OR

b) Elaborate the following related to Corporate Restructuring.

- i) Expansion technique
- ii) Disinvestment technique.



Total No. of Questions : 5]

SEAT No. :

P1754

[Total No. of Pages : 2

[4970] - 4006

M.B.A.

403 (IT) SOFTWARE PROJECT MANAGEMENT

(2013 Pattern) (Semester - IV)

Time :2.5 Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Describe the methods and methodology for software project management. **[10]**

OR

b) What is a project management? Briefly describe the project management with examples. **[10]**

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

OR

b) Explain the process of cost benefit analysis. **[10]**

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

OR

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

P.T.O.

Q4) a) Explain COCOMO model with an example. [10]

OR

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

Q5) a) Explain in brief MS-Project 2010. [10]

OR

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



Total No. of Questions : 5]

SEAT No. :

P1755

[Total No. of Pages : 2

[4970] - 4007

M.B.A. (Semester - IV)

404 (IT) ENTERPRISE RESOURCE PLANNING

(2013 Pattern)

Time :2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) What is ERP? Discuss various features of ERP.

OR

What return can be expected from an ERP investment? How long does it take for most companies to see return on an ERP investment?

Q2) Explain different types of ERP security issues. How data masking is useful for managing data security?

OR

Explain ERP lifecycle in detail & explain different ERP projects.

Q3) Explain typical sales order management cycle. How does an ERP system support such cycle?

OR

What are the functionalities capabilities offers compensation management of HRM - ERP solution?

Q4) What are the emerging trends in ERP application? Explain any one in brief.

OR

Write short note on.

- a) Data warehousing
- b) Data mining

P.T.O.

Q5) A well developed & evolved insurance sector is a boon for economic development of a country. Insurance companies have lot of complex processes & functions. For insurance company, ERP provides various modules like policy management, claim management, reinsurance & Investment management. Discuss each module along with its functionalities in detail.

OR

Pharma industry is one of the largest industries globally. This industry has lot of unique requirements like patient management, intellectual property management, product / patient safety, laboratory information management system, secure tracing & tracking, secrecy of formulation, regulatory compliance submission. Discuss these industry requirement & expectation from ERP solution in detail.



Total No. of Questions : 5]

SEAT No. :

P1756

[Total No. of Pages : 2

[4970] - 4008

M.B.A.

403 (OPE): OPERATIONS STRATEGY

(2013 Pattern) (Semester - IV)

Time :2.5 Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Explain the impact of changing nature of world business on the operations strategy of any organization. **[10]**

OR

b) Write short notes:

- i) Importance of operations strategy. **[5]**
- ii) Strategic fit. **[5]**

Q2) a) Explain the concept of Lean manufacturing systems in detail. **[10]**

OR

b) Briefly describe various strategic issues associated with manufacturing.

Q3) a) Briefly describe various issues associated with implementation of technology strategy at the time of development of new product. **[10]**

OR

b) Explain the concept of Make or Buy decisions in detail.

P.T.O.

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

OR

b) i) Explain Key Performance Indicator **[5]**

ii) Describe the concept of strategic resource management & its importance. **[5]**

Q5) a) Briefly describe the concept of SAP & its importance in decision making. **[10]**

OR

b) What is the role of Technology in operations strategy? Discuss in brief.



Total No. of Questions : 5]

SEAT No. :

P1757

[Total No. of Pages : 2

[4970] - 4009

M.B.A. (Semester - IV)

404 (OPE): TOTAL QUALITY MANAGEMENT

(2013 Pattern)

Time :2½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Explain the organizational vision, mission, and quality policy and quality circle.

OR

b) Explain the formulation of quality goals and steps in implementing total quality.

Q2) a) Discuss the quality philosophy of Ishikawra and taguchi.

OR

b) Comparision of quality philosophy of Juran and crosby.

Q3) a) What is the concept of QFD (quality function deployment)? Explain its implementation.

OR

b) Explain checklist, flow chart, tally charts and Histogram as quality control tools.

Q4) a) Write short notes on (any two):

- i) Six sigma quality
- ii) P-charts and C-charsts
- iii) SQC (Statistical quality control)
- iv) Oc - curve

P.T.O.

OR

- b) What is the concept of process control? Explain process control for attributes and variables.

Q5) a) Explain national quality award and Deming prize.

OR

- b) What is ISO 9000 - 2000? Discuss Ramakrishna Bajaj Awards.



Total No. of Questions : 5]

SEAT No. :

P1758

[Total No. of Pages : 2

[4970]-4010

M.B.A. (Semester - IV)

403 (HR): INDUSTRIAL RELATIONS

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *There are five questions each of 5 marks.*
- 2) *All questions are compulsory with internal choice.*

Q1) Define Industrial Relation. Explain Gandhian approach of Industrial Relation. **[10]**

OR

Describe the philosophy and evolution of Industrial IR.

Q2) What is Industrial Dispute Act 1947? Explain the main provisions under Chapter V. **[10]**

OR

Explain the terms Reconciliation and Works Committee.

Q3) Describe the Maharashtra Recognition of Trade Unions and Prevention of Unfair Labour Act 71. **[10]**

OR

“Recognition of Trade Union is the backbone of Collective Bargaining”
Comment.

P.T.O.

Q4) Describe the Contract Labour (Regulation and Abolition) Act 1970 under section 2. **[10]**

OR

What are the Industrial Establishments covered by the Industrial Employment Act 1946?

Q5) Write short note on : **[10]**

- a) Worker's Participation in Management
- b) Collective Bargaining

OR

'Worker's Participation Management' can strengthen the Industrial Relations. Explain.



Total No. of Questions : 5]

SEAT No. :

P1759

[Total No. of Pages : 2

[4970]-4011

M.B.A. (Semester - IV)

404 HR: STRATEGIC HUMAN RESOURCE MANAGEMENT

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Discuss on SHRM and its challenges.

OR

- b) Explain concept of SHRM and its needs in today world.

Q2) a) Define HR strategies. Discuss various types of HR strategies.

OR

- b) Comment on “Implementation of HR strategies can enhance organisational performance”.

Q3) a) Elaborate the terms Career planning and succession planning. Discuss relation between both of them.

OR

- b) Define ‘Competencies’. How competencies are useful in HR strategies.

P.T.O.

Q4) a) Elaborate HR strategies for development of culture development.

OR

b) Explain the cultural issues in mergers and acquisitions along with effects on performance of organisation.

Q5) a) What do you understand by international compensation? Explain in detail factors influencing compensation policy.

OR

b) Explain importance of training and development of International staff. Explain the term Global compensation issues.



Total No. of Questions : 5]

SEAT No. :

P1760

[Total No. of Pages : 2

[4970]-4012

M.B.A.

403-IB: INTERNATIONAL BUSINESS ENVIRONMENT

(2013 Pattern) (Semester - IV)

Time : 2 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 by International Business Environment? Explain the importance of the study of International Business.

OR

Explain the impact of Domestic, Foreign & Global Environment on International Business decision.

Q2) Elaborate the Positive & Negative effects of Foreign Direct Investment.

OR

Describe factors Influencing Interest rate movements & Impact of movements in interest rate on trade & investment.

Q3) What is Agreement on Textile & Clothing? Explain it along with various provisions.

OR

Explain in detail objectives & functions of IMF.

P.T.O.

Q4) Examine the concept of International collaborative arrangement & strategic alliance.

OR

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

Q5) Explain the concept of Regionalism & Multilateralism.

OR

Explain-Structure & functioning of European Commission (EC).



Total No. of Questions : 5]

SEAT No. :

P1761

[Total No. of Pages : 2

[4970]-4013

M.B.A. (Semester - IV)

404(IB): INDIAN ECONOMY TRADE DEPENDENCIES

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Explain the 'New Industrial Policy 1991' in Indian Economy.

OR

- b) What is the concept of 'National Income'? Explain the Trends in National Income and Growth since 1991.

Q2) a) What is the Foreign Aid? Explain the problems of Foreign Aid.

OR

- b) Explain the 'Regional Disparities and the measures to remove 'Regional Disparities'.

Q3) a) Discuss the Growth and Recent state of IT Industry in India.

OR

- b) What is 'out sourcing'? Explain Small Sector Industrial Policy in India.

P.T.O.

Q4) a) Explain the Growth and Structure of India's Foreign Trade since 1991.

OR

b) Explain the concept of 'Foreign Capital' and its importance in Indian Economy.

Q5) a) Write short notes on (any two) :

- i) India in International Trade.
- ii) Globalisation strategies and its impact.
- iii) Foreign Exchange Reserves.
- iv) Convertibility of the Rupee.

OR

b) Explain the role and relation between WTO and India.



Total No. of Questions : 5]

SEAT No. :

P1762

[Total No. of Pages : 2

[4970]-4014

M.B.A. (Semester - IV)

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.*

Q1) Explain the strategy of SCM based on customer focused and product development.

OR

Discuss the supply chain strategy based on Market development and diversification.

Q2) 'Managing supply chain for strategic fit based on impact of customer needs and impact of uncertainty'. Explain.

OR

Explain the impact of multiple products and customer segments for managing supply chain.

Q3) Discuss expanding strategic scope in SCM on maximise company profit perspective.

OR

Discuss expanding strategic scope in SCM on maximise SC surplus perspective.

P.T.O.

Q4) Write short notes on (any two) :

- a) Core competence.
- b) Frame work for Strategic Alliance.
- c) Collaborative Advantages.

OR

Define outsourcing. Explain advantages and disadvantages of it with respect to SCM.

Q5) Elaborate the idea of supply chain faced challenges and to overcome adoption strategies for the future.

OR

What is the concept of Greening, and Ethical supply chain?



Total No. of Questions : 5]

SEAT No. :

P1763

[Total No. of Pages : 2

[4970]-4015

M.B.A. (Semester - IV)

404(SCM): KNOWLEDGE MANAGEMENT IN SUPPLY CHAINS
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

- i) Customer Relationship Management. [5]
- ii) Transaction Management. [5]

OR

b) Briefly describe the concept of supplier relationship management. [10]

Q2) a) i) Advantages of supply chain information system. [5]

- ii) Risk & Challenges in implementing supply chain information system. [5]

OR

b) Explain the importance of information system in supply chain. [10]

P.T.O.

Q3) Enumerate the various improvements in organizational process with relation to technology adoption. [10]

OR

What do you mean by digital markets & explain its importance. [10]

Q4) a) i) Explain B-2-B Perspective of supply chain. [5]

ii) Write Note on collaborative demand planning. [5]

OR

b) Explain the impact of E-business on supply chain management. [10]

Q5) Explain the concept of ERP in detail. [10]

OR

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



Total No. of Questions : 5]

SEAT No. :

P1764

[Total No. of Pages : 2

[4970]-4016

M.B.A.

403(RABM): RURAL CREDIT & FINANCE

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

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

OR

b) Explain the characteristics of Indian agriculture.

Q2) a) Give the classification of agricultural finance. Also highlight the importance of co-operative credit.

OR

b) Discuss the structure and performance of financial intermediaries in agriculture.

Q3) a) Discuss the impact of liberalization on Co-operative Banks with particular reference to deregulation of interest rates and prudential norms.

OR

b) Explain the structure and functions of District Central Cooperative banks.

P.T.O.

Q4) a) Discuss and explain the concept of 3C's, 7P's and 3R's of credit.

OR

b) Explain the principle of Micro and Macro finance.

Q5) a) With respect to rural finance explain the delivery channels and actors involved.

OR

b) Give the role of BDS in rural finance. Also explain the triangle of microfinance.



Total No. of Questions : 5]

SEAT No. :

P1765

[Total No. of Pages : 2

[4970]-4017

M.B.A.

404(RABM): RURAL MARKETING - II

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Discuss about product identify strategies? Explain their types.

OR

State the meaning & significance of product strategy. Explain customer value strategies.

Q2) State & explain the factors responsible for pricing strategy.

OR

Explain the concept & significance of pricing strategy with relevant examples.

Q3) Discuss the distribution practices and explain its trends.

OR

Explain the concept of distribution strategy. What is distribution deviation?

P.T.O.

Q4) What is Rural retailing? Explain with examples.

OR

Discuss E-Tailing & PPP models.

Q5) What is IMC strategy & Rural Marketing? Explain it with examples.

OR

What is promotion strategy? Discuss with examples.



Total No. of Questions : 5]

SEAT No. :

P1766

[Total No. of Pages : 2

[4970]-4018

M.B.A. (Semester - IV)

**403(FBM): ESSENTIALS OF FAMILY BUSINESS MANAGEMENT - II
(2013 Pattern)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Success of family business is related role of Balance Board of Directors. Elaborate this statement.

OR

- b) Explain the process of recruitment and selection of Advisory Board and Board of Directors in family business.

Q2) a) Discuss the term family governance and explain the various complexities occurs in family governance in multigenerational family firms.

OR

- b) Write short notes on :
- i) Structuring family governance.
 - ii) The family assembly.

Q3) a) Discuss the different factors which may acts as resistance to succession planning in family business.

OR

- b) Discuss the responsibilities of a leader of family business to face challenges of transition.

P.T.O.

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

OR

b) Elaborate the statement “The CEO as architect of governance and succession”.

Q5) a) Discuss the three states of evolution in family business.

OR

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



Total No. of Questions : 5]

SEAT No. :

P1767

[Total No. of Pages : 2

[4970] - 4019

M.B.A. (Semester - IV)

404FBM : MANAGING INNOVATION - II

(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) Explain the generic strategies for World Wide innovation. **[10]**

OR

Does Globalization lead to innovation? Explain.

Q2) Describe the Entry Strategies of Product Life Cycle and Value stock. **[10]**

OR

What are the techno-economic factors that help the emerging economies innovation?

Q3) Explain how Public Complementary Assets and Network Externalities of Government help in innovations. **[10]**

OR

What are the Government actions that assist the organizations in innovation?

Q4) Explain the concept of innovation in services. What are the types of innovation in services? **[10]**

OR

Does a service organization innovate? Explain.

Q5) Give an overview of national innovation system of Brazil. **[10]**

OR

Discuss the effect of social innovations and organizational innovations.



Total No. of Questions : 5]

SEAT No. :

P1768

[Total No. of Pages : 2

[4970] - 4020

M.B.A.

SPECIALIZATION : TECHNOLOGY MANAGEMENT

403 - TM : Technology Competition and Strategy

(2013 Pattern) (Semester - IV)

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 answers.*

Q1) a) Explain framework for analysis of technology emergence and influence of environmental trends on competition with reference to communication industry. **[10]**

OR

b) Criticise with appropriate example: technology strategy and technology leadership in competitive business environment. **[10]**

Q2) a) Explain the mechanism for data collection in technology intelligence. **[10]**

OR

b) Give appropriate examples to explain: 'How technology intelligence will help organisation to compete with their rival'. **[10]**

Q3) a) Explain challenges before Volks-Wagon in terms of technology interface with Market, Customers and Suppliers. **[10]**

OR

b) Explain the following methods of strategic analysis. **[10]**

i) Product Evaluation Matrix

ii) Strength, Weakness, Opportunity Threats Matrix

Q4) a) Explain the role of technology strategy choice as effective competitive advantage of an organisation. **[10]**

OR

b) Discuss a framework for formulation of technology strategy and its execution. **[10]**

Q5) a) What is Collaborative arrangement? What are different advantages of inter firm collaboration for small and large firms? **[10]**

OR

b) Explain deployment of technology in: **[10]**

i) New Product

ii) Value Chain



Total No. of Questions : 5]

SEAT No. :

P1769

[Total No. of Pages : 2

[4970] - 4021
M.B.A. (Semester-IV)
MANAGING INNOVATION - II
(2013 Pattern)

Time : 2:30 Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Explain Market Uncertainty Endogeneity in context of Innovations .
Discuss Generic strategies for worldwide Innovation. **[10]**

OR

b) Explain the various methods of Globalizations. **[10]**

Q2) a) Explain the concept of technology Transfer with respect to Innovations.
What is value stock? **[10]**

OR

b) Discuss about value stock and Techno-economic factors. **[10]**

Q3) a) Explain the concept Public Complimentary Assets and Network Externalities. **[10]**

OR

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

P.T.O.

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

OR

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

Q5) a) Write note on **[10]**

i) Social Innovations

ii) Organization Innovation

OR

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

