

Total No. of Questions : 5]

SEAT No. :

P3784

[4870]-1001

[Total No. of Pages : 8

M.B.A.

101 : ACCOUNTING FOR BUSINESS DECISIONS

(2013 Pattern) (Semester - I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) “Management accounting is an important tool for planning, control & decision making. Explain this statement. **[10]**

OR

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

- i) Going Concern Concept
- ii) Business Entity concept
- iii) Convention of consistency

Q2) a) Explain the importance & objectives of financial statements. **[10]**

OR

b) Give the disclosure requirements of following items of Balance Sheet as per schedule VI of companies Act- **[10]**

- i) Fixed Assets
- ii) Reserves & Surplus

Q3) a) Define Cost Accounting? Also explain the various types of costs? **[10]**

OR

b) Prepare Cost Sheet from the following information: **[10]**

Rs.

Raw Materials Consumed 40,000

Wages paid to labourers 10,000

P.T.O.

Directly chargeable expenses		2,000
Oil & Waste		100
Wages of Foreman		1,000
Storekeepers Wages		500
Electric Power		200
Lighting : Factory	500	
Office	<u>200</u>	700
Rent : Factory	2,000	
Office	<u>1,000</u>	3,000
Repairs & Renewals:		
Factory Plant	500	
Machinery	1,000	
Office premises	<u>200</u>	1,700
Depreciation:		
Office Premises	500	
Plant & Machinery	<u>200</u>	700
Consumable stores		1,000
Manager's Salary		2,000
Director's fees		500
Office Printing & Stationery		200
Telephone charges		50
Postage & Telegrams		100
Salesmen's Commission & Salary		500
Travelling Expenses		200
Advertising		500
Warehouse charges		200
Carriage outward		150

Q4) a) The following transactions took place in respect of a material item: **[10]**

Data	Receipt Quantity	Rate	Issue Quantity
March 2	200	Rs.20	
March 3	300	Rs.24	
March 15			250
March 18	250	Rs.26	
March 20			200

Prepare a stores Ledger A/C, using

- i) Simple average method
- ii) Weighted average method

OR

b) X Ltd. has two production departments & two service departments & provides you the following data: **[10]**

	Production Dept.		Service	Dept.
	P ₁	P ₂	S ₁	S ₂
Direct Materials	40,000	30,000	20,000	10,000
Direct Wages	15,000	20,000	5,000	10,000
Floor Area (sq.Feet)	5,000	4,000	3,000	2,000
Value of plant & machinery	50,000	60,000	20,000	10,000
Value of stock	35,000	25,000	5,000	5,000
No.of Workers	10	50	25	25
No.of light points	200	50	25	25
Horse Power of machines	50	25	15	10

The indirect expenses for the period were:

Factory Rent, Rates, Taxes & Repairs	Rs.14,000
Depreciation, Insurance & Repairs of Machinery	Rs.28,000
Insurance of stock	Rs.7,00
Supervision & staff welfare expenses	Rs.2,000

Stores Overheads	Rs.1,000
Lighting & Heating	Rs.3,000
Power	Rs.1,000

Prepare the statement showing the apportionment of overheads.

Q5) a) The sales turnover & profit during two years were as follows: **[10]**

Year	Sales(Rs.)	Profit(Rs.)
2011	1,40,000	15,000
2012	1,60,000	20,000

You are required to calculate:

- P/v Ratio
- Sales required to earn a profit of Rs. 40,000
- Profit when sales are Rs.1,20,000.

OR

b) The expenses for the production of 5,000 units in a factory are given as follows: **[10]**

	Per Unit Rs.
Materials	50
Labour	20
Variable Overheads	15
Fixed Overheads (Rs.50,000)	10
Administrative Expenses (5% variable)	10
Selling Expenses (20% Fixed)	6
Distribution Expenses (10% Fixed)	5
Total Cost of sales per unit	<u>Rs.116</u>

You are required to prepare a budget for the production of 7,000 units.



Total No. of Questions : 5]

P4445

[4870]-1001

M.B.A.

101 : ACCOUNTING FOR BUSINESS DECISIONS

(2013 Pattern) (Semester - I) (Revised)

Time : 2 ½ 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) What are the key areas of difference between Financial, cost and management accounting? Elaborate in detail.

OR

b) “Role of Management accounting is increasing day by day in the global business environment”. Explain the statement.

Q2) a) Write in detail the various concepts and conventions of financial accounting.

OR

b) From the following transaction of Mrs. Sharma and company you are required to prepare trading, profit and loss A/C and balance sheet for the year ended 31-3-2015.

Particulars	Rs.	Particulars	Rs.
Sales	3,55,000	Sundry debtors	30,000
Sales Returns	5,000	Rent Received	3,000
Purchase	2,52,000	Discount Received	3,000
Return out wards	2,000		
Carriage out ward	1,000	Discount allowed	2,000
Carriage inward	5,000	Commission allowed	1,000
Opening stock	40,000	Taxes and Insurance	3,000
Direct expenses	5,000	Provision for doubtful	
Capital	60,000	Debts	2,000
Furniture	5,000	Bad debts	1,500
Bank Over draft	10,000	Salaries	20,000
Plant and Machinery	40,000	Dividend paid	5,000
Building	45,000	General Exp	5,000
Sundry creditors	25,000	Rent paid	3,000
Bills payable	30,000	Bills Receivable	21,500

Additional Information

- i) Stock at the end Rs. 42,000
- ii) Depreciation made on plant and machinery Rs.2,000 and Building Rs.1,000.
- iii) Provision for doubtful Debts@5% on sundry debtors.
- iv) Out standing Rent Rs.1,000.
- v) Prepaid salaries Rs.1,000.
- vi) Interest on capital @5%.

Q3) a) The following are the receipts and issues of coal in a factory for the month of January 2015.

- Jan 1 Opening stock 200 tonnes@Rs460 per tonne.
- Jan 3 Issued 140 tonnes
- Jan 6 Purchased 350 tonnes @ Rs.450 per tonne
- Jan 8 Condemned due to deterioration in quality and transferred to scrap 30 tonnes
- Jan 9 Issued 80 tonnes
- Jan 14 Issued 210 tonnes
- Jan 17 Purchased 200 tonnes @ Rs.480 per tonne
- Jan 20 Issued 120 tonnes
- Jan 25 Purchased 180 tonnes @ Rs. 470 per tonne
- Jan 28 Issued 280 tonnes

Show the stores ledger account under FIFO system.

b) A company has three production departments and two service departments their primary distribution costs are as follows:

Production Dept	Service Dept
A. Rs.7,810	X Rs. 4,000
B. Rs. 12,543	Y Rs.2,600
C. Rs. 4,547	

The expenses of service department are charged on a percentage basis as follows.

Particulars	A	B	C	X	Y
Service Dept X	30%	40%	20%	-	10%
Service Dept Y	10%	20%	50%	20%	-

Show secondary Distribution under

- a) Repeated "Distribution Method
- b) Simultaneous Equation Method

- Q4) a)** A company expenses to have Rs.37,500/- cash in hand on 1st January 2015 and requires you to prepare an estimate of cash position during the three months January 2015 to March 2015. The following information is supplied to you

	Sales Rs.	Purchases Rs.	Wages Rs.	Factory Expenses Rs.	Office Expenses Rs.	Selling Expenses Rs.
Nov 14	75,000	45,000	9,000	7,500	6,000	4,500
Dec 14	84,000	48,000	9,750	8,250	6,000	4,500
Jan 15	90,000	52,500	10,500	9,000	6,000	5,250
Feb 15	1,20,000	60,000	13,500	11,250	6,000	6,570
March 15	1,35,000	60,000	14,250	14,000	7,000	7,000

Other information

- i) Period of credit allowed by suppliers - 2 months
- ii) 20% of sales is for cash and period of credit allowed to customers for credit sales is one month
- iii) Delay in payment of all expenses 1 month.
- iv) Income Tax of Rs.57,500 is due to be paid in March 15th 2015.
- v) The company is to pay dividend to shareholders and bonus to workers of Rs.15,000 and Rs.22,000 respectively in the month of Jan
- vi) New plant has been purchased and cash to be paid in the month of february 2015. It will cost Rs. 1,20,000.

- b) From the following information compute
- Material Mix variance and
 - Material usage variance

Material	Standard			Actual		
	Qty kg	Unit Price (Rs)	Total (Rs)	Qty kg	Unit Price (Rs)	Total (Rs)
A	10	2.00	20.00	5	3.00	15.00
B	20	3.00	60.00	10	6.00	60.00
C	20	6.00	120.00	15	5.00	75.00
TOTALS	50		200.00	30		150.00

- Q5) a) The price structure of a pocket radio manufactured by M/s XYZ Ltd is as follows.

	Per Radio (Rs)
Material Cost	120
Labour Cost	40
Variable overheads	40
Fixed overheads	<u>100</u>
Total Cost	300
Profit	<u>100</u>
Selling price	<u>400</u>

The cost structure is based on 1,000 radio per year. In order to face the increasing intensity of the competition the company wants to reduce the price without affecting the existing profit

You are required to find out sales volume if:

- The selling price is decreased by 10%
 - The selling price is decreased by 20%
- b) The following information is obtained from ABC Ltd and XYZ Ltd in a year

Particulars	ABC Ltd (Rs)	XYZ Ltd (Rs)
Sales	3,00,000	3,00,000
(-) Variable Cost	2,00,000	2,25,000
(-) Fixed Cost	50,000	25,000
Estimated Profit	50,000	50,000

You are required to calculate for each company

- Profit volume ratio and Break Even point
- Margin of safety



Total No. of Questions :5]

SEAT No. :

P3785

[4870]-1002

[Total No. of Pages :2

M.B.A.

102: ECONOMIC ANALYSIS FOR BUSINESS DECISIONS

(2013 Pattern) (Semester - I)

Time : 2 ½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) a) Define 'business economics'. Explain its role to take business decisions.

OR

b) Explain the contribution of Adam Smith in business economics with his invisible hand theory.

Q2) a) What is price elasticity of demand? Explain various kinds of price elasticity with suitable examples.

OR

b) What is the concept of 'Oligopoly'? Explain the concept of price rigidity with the help of kinked demand curve.

Q3) a) What is the concept of cost volume profit analysis? Discuss its merits and de-merits.

OR

b) Write short notes on (any two):

- i) Decision tree analysis,
- ii) Hedging .
- iii) Opportunity cost.
- iv) Break even point analysis.

P.T.O.

Q4) a) What is the concept of 'capital market'? Explain its role and functions in Economics.

OR

b) What is RBI? Explain its role and functions in Indian economy.

Q5) a) What is the concept of foreign trade? Explain the role of WTO in foreign trade.

OR

b) Differentiate between the following terms (any two):

i) Capital account and revenue account.

ii) Planned expenditure and non planned expenditure.

iii) Revenue deficit and fiscal deficit.

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Total No. of Questions :10]

SEAT No. :

P3786

[4870]-1003

[Total No. of Pages :2

M.B.A.

103: LEGAL ASPECTS OF BUSINESS

(2013 Pattern) (Semester - I)

Time : 2 ½ Hours]

[Max. Marks :50

Instructions to the candidates:

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

Q1) Explain the elements of valid contract.

OR

Q2) What is breach of contract? Describe the remedies of breach of contract.

Q3) Define 'goods' according to the sale of goods Act 1930. Explain the essentials of contract of sale.

OR

Q4) Explain with illustrations:

- a) Conditions and
- b) Warranties in sale of goods Act.

Q5) What is the concept of Negotiable Instrument? Explain the types of Negotiable Instruments.

OR

Q6) Explain the rights of a 'Holder'. What are the conditions to be satisfied, a person can claim to be a 'Holder in due course'?

P.T.O.

Q7) Define company according to the companies Act 1956. Explain types of companies.

OR

Q8) What is the concept of 'share capital'? Explain the types of share capitals.

Q9) Define 'consumer' according to consumer protection Act 1986. Explain consumer dispute and complaint.

OR

Q10) Write short notes on (any two):

- a) Digital signature.
- b) Electronic Governance.
- c) Concept of patents.
- d) Trademark and design.

EEE

Total No. of Questions : 5]

SEAT No. :

P3787

[4870] -1004

[Total No. of Pages : 2

M.B.A.

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

Time : 3 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) *Your answer should be specific & to the point*
- 5) *Support your answers with suitable live examples.*
- 6) *Draw neat diagram & illustrations supportive to yours answers.*
- 7) *Use of simple calculator is allowed.*

Q1) a) What is business research? What are the objectives and importance of business research? **[10]**

OR

b) Briefly describe the steps involved in research process. **[10]**

Q2) a) What is hypothesis? What are the good qualities of hypothesis and give one example for hypothesis. **[10]**

OR

b) What is descriptive research design? What are its types and state its advantages? **[10]**

Q3) a) What is primary data? Explain the advantages & disadvantages of primary data over secondary data. **[10]**

OR

b) Prepare a questionnaire for any one of the following situation. **[10]**

- i) To conduct a study on absenteeism in a manufacturing unit.
- ii) To collect feed back of training session.

P.T.O.

Q4) a) Explain following term with example **[10]**

- i) Systematic sampling
- ii) Cluster sampling
- iii) Judgement sampling
- iv) quota sampling.

OR

b) What is error sampling? Explain sampling & Non-sampling error. **[10]**

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) Explain the characteristic of good research report. **[5]**

ii) Explain the structure of Research report. **[5]**



Total No. of Questions : 5]

SEAT No. :

P3788

[4870] -1005

[Total No. of Pages : 2

M.B.A.

105 : ORGANIZATIONAL BEHAVIOUR

(2013 Pattern) (Semester - I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Comment - “Organisational behaviour is relatively young field of study that borrows many concepts and methods from behaviour and social science”.

OR

- b) What do you understand by organisational behaviour? What are the challenges before organisational behaviour?

Q2) a) Organisational behaviour is misnomer because it is not the study of how organisation behave but rather the study of individual behaviour in an organisation. Elaborate.

OR

- b) Elaborate the three level of organisational behaviour and relation between organisational behaviour and individual behaviour.

Q3) a) Comment “ A group comprises of two or more persons who interact with one another in a such manner that each person influences and is influended by each other person”. What are different types of groups?

OR

- b) How individual behaviour is different from the group behaviour? Which factors characterise the individual behaviour.

P.T.O

Q4) a) What is workplace culture? State the criticisms? Work place spirituality.

OR

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

Q5) a) What do you understand by organisational change? What are the forces that acts as stimulants to change?

OR

b) How to overcome the resistance to change?

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Total No. of Questions : 5]

SEAT No. :

P3789

[4870]-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 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) “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 Wrist Watch Company. **[10]**

OR

b) “The power of marketing and the way it can manipulate a person’s view of a company or brand is something which has fascinated for several years” comment. Define Marketing and explain the core concepts of Marketing. **[10]**

Q2) a) 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.
ii) Analyze the steps involved in the buying decision process for the product ‘Green tea’. **[10]**

OR

b) i) Consumer wants to purchase Tractor. Explain the various factors, which would affect the consumer buying behavior.
ii) Enlist and analyze the steps involved in the buying decision process for ‘Mobile Handset’. **[10]**

P.T.O.

Q3) a) “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]**

OR

- b) Undertake the environmental analysis for any two of the following markets. **[10]**
- i) Medical shop.
 - ii) Beauty parlor.
 - iii) Telecom.

Q4) a) As a marketing manager of an organization develop ‘market segment, targeting and positioning’ for marketing plan for following: **[10]**

- i) Organic agriculture product
- ii) Washing Machine

OR

- b) Pruthvi private ltd. manufactures variety of woolen garments. As a marketing manger 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]**

Q5) a) Define product. Explain the Product Mix with respect to a FMCG company. Make necessary assumptions.

OR

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



Total No. of Questions : 5]

SEAT No. :

P3790

[4870]-2001

[Total No. of Pages : 2

MBA - I

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

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 full marks for that question/sub-question.*
- 5) *Your answers should be specific and to the point.*
- 6) *Support your answers with suitable live examples.*
- 7) *Draw neat diagrams and illustrations supportive to your answer.*

Q1) a) What do you mean by packaging? Discuss the role and importance of packing. **[10]**

OR

b) Define Branding? Explain Importance of branding from companies perspective. **[10]**

Q2) a) Elaborate the price setting procedure. **[10]**

OR

b) Define Pricing. Discuss Product mix pricing strategies. **[10]**

Q3) a) What do you mean by marketing channel? Discuss the functions of marketing channel. **[10]**

OR

b) Explain the role & importance of transportation and warehousing in distribution of goods and services. **[10]**

P.T.O.

Q4) a) Discuss the need for marketing communication. Explain the advantages and Disadvantages of print media. **[10]**

OR

b) Define advertising. Which advertising media will you choose for vacuum cleaner in Indian market? Why. **[10]**

Q5) a) Preparing a marketing plan for the product is necessary comment. **[10]**

OR

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

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Total No. of Questions : 5]

SEAT No. :

P3791

[4870]-2002

[Total No. of Pages : 5

M.B.A.

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

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Describe the three broad areas of Financial Decision Making for a Finance Manager with respect to Business organizations. **[10]**

OR

b) “The objective of Financial Management is to maximize the wealth of the shareholders by maximizing the value of the firm.” Explain. **[10]**

Q2) a) From the ratios forth below for the Manufacturing Ltd, Indicate your interpretation of the Company’s Financial Position. **[10]**

Particulars	2015	2014	2013
Current Ratio	3.02	2.78	2.65
Quick Ratio	0.99	1.1	1.55
Working Capital Turnover (Times)	3.25	3.00	2.75
Collection Period (Days)	50	43	37
Inventory to Working Capital (%)	110	100	95
Net Profit to Net Sales (%)	2.0	5.09	7.03
Sales increase during the Year (%)	23	16	10
Cost of Goods sold to Net Sales (%)	73	71	70

OR

P.T.O.

- b) From the following balance sheets as on 31st March 2013 and 31st March 2014 of Mahanand Ltd. You are required to prepare Funds Flow Statement. **[10]**

Balance Sheet

	Amount (Rs.)			Amount (Rs.)	
	31/03/2013	31/03/2014		31/03/2013	31/03/2014
Liabilities			Assets		
Equity Capital	3,00,000	4,00,000	Goodwill	1,15,000	90,000
8% Redeemable Pref. Shares	1,50,000	1,00,000	Land & Building	2,00,000	1,70,000
General Reserve	40,000	70,000	Plant	80,000	2,00,000
Profit & Loss A/c	30,000	48,000	Debtors	1,60,000	2,00,000
Proposed Dividend	42,000	50,000	Stock	77,000	1,09,000
Creditors	55,000	83,000	Bills Receivable	20,000	30,000
Bills Payable	20,000	16,000	Cash in Hand	15,000	10,000
Taxation Provision	40,000	50,000	Cash at Bank	10,000	8,000
Total	6,77,000	8,17,000	Total	6,77,000	8,17,000

Following additional information is provided:

- a) Interim Dividend of Rs. 20,000 has been paid in 2013-14.
- b) Income Tax paid during the year 2013-14 is Rs. 35,000

- Q3)** a) i) Explain relevance of time value of money in investment decision. **[5]**
- ii) A company is considering the process of replacement of an asset. The cost of the asset is Rs. 15 lakhs. The cost of the company's capital is 10%. The expected cash flows projected during five year period are estimated as follows:

	Year 1	Year 2	Year 3	Year 4	Year 5
Cash Flows (Rs. in Lakhs)	4.00	4.00	6.00	6.00	4.0
PVF @10%	0.909	0.826	0.751	0.683	0.621

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

OR

- b) i) How do you calculate net present value of a project? What are its merits and demerits. **[5]**
- ii) A company is contemplating to purchase a machine. A cost of the machine is Rs. 30 lakhs. A discounting rate of 10% is to be used and machine is to be written off in 6 years by straight line method of depreciation with no residual value. The estimated cash flows after tax in different years are expected as follows:

Year	Amt. (Rs.)
1	6,75,000
2	7,10,000
3	7,45,000
4	8,50,000
5	9,90,000
6	11,30,000

Comment on the Suitability of the machine using Payback period method. **[5]**

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

Element of Cost	Cost per unit (Rs.)
Raw Material	80
Direct Labour	30
Overheads	60
Total Cost of Production	170
Profit	30
Selling Price	200

Following further particulars are available:

- i) Raw materials are in stock for one month.
- ii) Credit allowed by suppliers is one month.
- iii) Credit allowed to customers is two months.

- iv) Lag in payment of wages 1.5 months.
- v) Lag in payment of overheads one month.
- vi) Materials are in process for an average of half a month.
- vii) Finished goods are in stock for an average of one month.
- viii) 1/4th of output is sold against cash.
- ix) Cash in hand and bank is expected to be Rs. 25,000

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

OR

- b) The management of Royal industries has called for a statement showing the working capital needs to finance a level of activity of 1,80,000 units of output for the year. The cost structure for the company's product for the above mentioned activity level is detailed below:

Particulars	Cost per Unit (Rs.)
Raw Materials	20
Direct Labour	5
Overheads	10
Cost of production	35
Profit	10
Selling Price	50

Additional Information:

- i) Minimum desired cash balance is Rs. 20,000.
- ii) Raw materials are held in stock, on an average for two months.
- iii) Work in progress (assume 50% completion stage for Materials, Labour & Overheads) will approximate to half a month's production.
- iv) Finished goods remain in warehouse on an average for a month.
- v) Suppliers of materials extend a month's credit. Also, Debtors collection period is two months. Cash sales are 25% of total sales.
- vi) There is a time-lag in payment of wages and overheads are of a month.

You are required to estimate the working capital requirements of the company with assumption that production is carried on evenly throughout the year.

[10]

- Q5) a) i)** Explain in detail the various factors affecting the Capital Structure. **[5]**
- ii)** The entire capital structure of a company is provided along with the tax adjusted cost of each component. Determine the Weighted Average Cost of Capital (WACC). **[5]**

Components of Capital	Amt. (Rs.)	Tax Adjusted Cost of Capital
Equity Share Capital (2,00,000 Shares)	20,00,000	13%
11.5% Preference Shares	15,00,000	11.5%
10% Debentures	25,00,000	7.5%

OR

- b) i)** State the various assumptions made in Net Income and Net Operating Income capital structure Theories. **[5]**
- ii)** Calculate Weighted Average Cost of Capital (WACC) of the company based on book value weights and market value weights. **[5]**

Particulars	Book Values	Market Values	Component Cost % (Post-Tax)
Debentures	6,00,000	7,00,000	7.23
Pref. Share Capital	2,00,000	2,00,000	11.25
Equity Shares	14,00,000	21,00,000	16.5



Total No. of Questions : 05]

SEAT No. :

P3792

[4870] -2003

[Total No. of Pages : 2

M.B.A.

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

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) “The role of HRM in formulating is implementing strategies is crucial”.
Elaborate.

OR

b) How organisational strategies are closely linked with HR strategy. Discuss.

Q2) a) What are various factors responsible for un-effective job design. Explain
in details.

OR

b) Discuss the recent trends of Recruitment methods as being adopted by
various companies.

Q3) a) How management development programme is different from other training
programme explain its scope is advantages.

OR

b) “Money spend on Training is not on expenditure but an investment”.
Explain.

Q4) a) Define performance & explain various methods of performance appraisal.

OR

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

P.T.O.

Q5) a) Explain the concept of downsizing & discuss the difference between Termination & Resignation.

OR

b) Define “employee survey” & explain various types of employee survey conducted in an organisation.



Total No. of Questions : 10]

SEAT No. :

P3793

[4870]-2004

[Total No. of Pages : 4

M.B.A.

**204 : DECISION SCIENCE
(2013 Pattern) (Semester - II)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Attempt Five questions.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for question.*
- 5) *Graph will not be provided, draw neat diagrams on answer sheet only, if required.*
- 6) *Non scientific calculator is permitted.*

Q1) A company wants to give advertisements in two local news papers, one Hindi and one English. Expected coverage through the Ads, is 1000 and 1500 people per ads. respectively. Each Ads in a Hindi costs Rs. 3000/- and for an English is Rs. 5000/-. Company decided not to place more than 10 ads, in the Hindi and at least 6 ads. in the English daily. The Total advertisement budget is Rs, 50,000/-. Formulate the problem as L.P. Model. **[10]**

OR

Q2) Four different machines have four different jobs. The following matrix gives the costs in rupees of job on machine. The set up and take down time costs are assumed to be prohibitively high for changovers. How should the jobs be assigned to the various machines so that the total costs is minimised. **[10]**

		Machines			
		M ₁	M ₂	M ₃	M ₄
Jobs	J ₁	5	7	11	6
	J ₂	8	5	9	6
	J ₃	4	7	10	7
	J ₄	10	4	8	3

P.T.O.

Q3) A person wants to hire for repairing machines which breakdown at on average rate per hour, which following Poisson Distribution. A and B two repairmen interviewed. 'A' charges Rs. 100/- per hour and services breakdown machines at the rate of 6 per hour. B demands Rs. 125/- per hour and services at an average of 8 machines per hour. Downtime of a machine costs Rs. 25/- per hour, which repairman should be hired? **[10]**

OR

Q4) Three brands of product P, Q and R are having market share as 30%, 30% and 40% respectively. Customers shifts their brands. Brand switching matrix every quarter is given below: **[10]**

From	To		
	A	B	C
A	50%	30%	20%
B	20%	70%	10%
C	20%	20%	60%

Find market share at the end of quarter.

Q5) A production unit is not knowing the product acceptance probability and the data are given below: **[10]**

Product	Anticipated 1st year profit Rs. '000		
	Accpetance		
	Full	Partial	Minimal
Good	8	70	50
Fair	50	45	40
Poor	-25	-10	0

Determine the optimal decision under each of the following criteria :

- Maximax
- Maximin
- Minimax Regret

OR

Q6) Player A and B are playing with the following Matrix.

[10]

		Player B				
		1	2	3	4	5
Player A	I	1	3	2	7	4
	II	3	4	1	5	6
	III	6	5	7	6	5
	IV	2	0	6	3	1

Solve the following game by using Dominance Rule.

Q7) Write short notes on (any two):

[5 + 5 = 10]

- Concept of PERT and CPM.
- Concept of Network diagram with example.
- Dummy Activities and events with example.
- Floats and its types with example.

OR

Q8) Draw the network diagram for the following list of activities:

[10]

Activity	Immediate Predecessor	Activity	Immediate Predecessor
A	-	L	K
B	A	M	K
C	B	N	K
D	C	O	D
E	D	P	O
F	E	Q	B
G	E	R	N
H	C	S	L, M
I	C, F	T	S
J	G, H, I	U	P, Q
K	J	V	U

- Q9)** a) A card is drawn from ordinary pack and a gambler bets that it is a spade or an ace. What are the odds against his winning this bet?
- b) What is the chance that a leap year, selected at random will contain 53 sundays?

[5 + 5 = 10]

OR

Q10) Find the probability distribution of the number of sixes in three tosses of a dice. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3794

[4870] -2005

[Total No. of Pages : 2

M.B.A.

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

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Each question has an internal options.*
- 2) *Figures to the right indicate full marks for question/ Subquestions.*
- 3) *Draw neat diagrams & illustrations supportive to your answer.*
- 4) *Use calculator is permitted (as applicable)*

Q1) Define operations & supply chain management? Explain significance & functions of operations & supply chain management? **[10]**

OR

Explain lean management & TQM. **[10]**

Q2) What is process product mix? Explain in details types of production process?[10]

OR

Explain in details design of service systems and service blue prints. **[10]**

Q3) a) Define production planning & control. **[5]**

b) Explain the objectives & functions fo MPS. **[5]**

OR

Explain following concepts in details. **[10]**

- a) Scheduling
- b) Loading
- c) Aggregate production planning
- d) Material requirement planning.
- e) CRP

P.T.O.

Q4) Define inventory management? Explain its types and need in detail. [10]

OR

Explain in detail [10]

- a) ABC Analysis
- b) VED Analysis
- c) HML Analysis

Q5) Explain the elements of customer services. Discuss globalization & information technology in operations & supply chain management [10]

OR

- a) Explain cash to cash conversion [5]
- b) Explain enablers of SCM. [5]



Total No. of Questions : 10]

SEAT No. :

P3795

[4870] -2006

[Total No. of Pages : 2

M.B.A.

**206 : Management Information System
(2013 Pattern) (Semester - II)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) How the information system will satisfy the requirements of marketing department in general? **[10]**

OR

Q2) With respect to above stated functions, throughly discuss how management information system can help in decision making process for marketing manager? **[10]**

Q3) How MIS will lead to success or failure of logistics organisation? Explain with suitable example. **[10]**

OR

Q4) “The networks brought the entire organisation and its users under one umbrella on the common information technology platform making information a corporate resource sharable by all”. Justify. **[10]**

Q5) How a business should store, access and distribute data and information about their internal and external environment? **[10]**

OR

Q6) “Laxmi Co-operative Bank’ would like to develop the MIS for smooth functioning of day to day activities. Being system analyst suggest the suitable SDLC model. **[10]**

Q7) How Group Decision support system help to improve the decision making process in manufacturing industry? **[10]**

OR

Q8) Explain the need and applications of GIS in Automobile industry. **[10]**

P.T.O.

Q9) Vaibhavlaxmi Finance Pvt Ltd is an e-Business enterprise wants to develop MIS for the critical functions relating to the finance department. Identify and add other relevant functions of e-business enterprise. Suggest what would be the functional requirements from an information system. **[10]**

OR

Q10) 'Ravirath' is newly launched Five Star Hotel is interested to develop MIS for smooth functioning. Discuss in detail its application including booking, billing, room services, cancellation and decision analysis etc. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3796

[4870]-3001

[Total No. of Pages : 3

M.B.A. - II

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

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Case study:

YES Bank started its operations in the year 2004, until 2010, the new generation private sector lender focused on innovative strategies to survive and grow while keeping costs under control. The bank's version 1.0 took its balance sheet size from zero to more than Rs. 36,000 crore. The bank also emerged relatively unscathed from the post-2008 global financial crisis that was triggered by the bankruptcy of US investment bank Lehman Brothers.

From April 2010 onwards in version 2.0, YES Bank focused on scaling up operations gradually with a focus on retail banking. Consequently, its number of branches has expanded from 150 to about 600 spread across the country. Its ATM network has grown from 244 to 1, 200. The current balance sheet size is over Rs 1,00,000 crore. The bank, is now gearing up for version 3.0 with an objective to evolve as one of the medium to large private sector banks by March 2020. In the BT-KPMG Best Banks study, YES Bank has managed to find a place in the large banks category. It is ranked fifth - only HDFC Bank, ICICI Bank, Axis Bank and Bank of Baroda are ahead of it in terms of growth, strength and size. The Mumbai-headquartered bank is the most consistent performer in the last five years and also a winner in the quality of assets category.

Unlike its peer Kotak Mahindra Bank, which recently acquired ING Vysya Bank, YES Bank so far is a pure organic play with a focus on banking. The bank has not diversified into other business categories such as insurance, mutual funds and private equity. YES Bank's retail

P.T.O.

portfolio is 17 to 18 per cent of the total business. 70 per cent of its human resources are deployed in retail sales and services. The bank offers a complete suite of retail products, including mortgages (in alliance with DHFL, a housing finance company), credit cards (with American Express) and consumer loans, small and medium enterprise (SME) loans and micro SME loans.

The bank's retail foray is expected to be its single largest business by 2020. "We expect retail on the loan side to be roughly about 40 per cent including SME. On the liabilities side, retail deposits should be 60 to 65 per cent by the time we end version 3.0," says Rana Kapoor, CEO, YES bank who plans to introduce YES Bank's own credit cards soon. "The demanding years of our lifecycle are substantially over",he says. "We are at the inflection point. So, we are making the transition from a medium bank to a large bank".

- i) Identify the critical success factors responsible for bank transition from a medium bank to a large bank.
- ii) Highlight the key result areas as pinpointed by Bank's CSF's.

OR

- b) Elaborate Porter's 5 forces model of competition with a block diagram. How these 5 forces affect on external environment of an organization.

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

OR

- b) What is value chain? Explain the primary and support activities in value chain. Why do value chains of rival companies often differ.

Q3) a) Related diversification is an attractive corporate strategy and can be better than adopting unrelated diversification strategy? Comment and support with relevant examples.

OR

- b) Under what conditions can a joint venture strategy prove to be useful.

Q4) a) TQM has gained great importance in today's organisation. Comment.

OR

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

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

OR

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

i) Strategy canvas and value curves

ii) Triple bottom line

iii) Blue Ocean and Red Ocean strategies.



Total No. of Questions :5]

SEAT No. :

P3797

[4870]-3002

[Total No. of Pages :2

M.B.A. - II

302: ENTERPRISE PERFORMANCE MANAGEMENT

(2013 Pattern) (CBCS) (Semester - III)

Time : 2 ½ Hours]

[Max. Marks :50

Instructions to the candidates:

- 1) *Draw diagrams wherever necessary.*
- 2) *Each question carry 10 marks.*
- 3) *Use of non-programmable calculator is allowed.*

Q1) a) Why balance score card is considered superior to other methods of performance appraisal? Prepare balance score card for an organization offering credit card?

OR

- b) Your company fixes the inter-divisional prices for its products on the basis of
- i) Cost plus a return on investment in the division and
 - ii) Cost plus % 20 of such transfer price

The budget for division ABC for the year 2012-13 has been prepared as follows-

Particulars	Amt in ₹
Investment in Division ABC	7,00,000
Debtors	3,00,000
Other current Assets	5,00,000
Annual fixed cost of the division	8,00,000
Variable cost per unit of the division	10
Budgeted volume for the year	4,00,000 units
Desired return on Investment	20%

Determine the transfer price for division ABC on the basis of

- i) Cost plus return on investment.
- ii) Cost plus 20% of such transfer price.

P.T.O.

Q2) a) “Capital budgeting is one of the important tools for performance manager of an enterprise”. Explain in light of performance Index and post completion Audit.

OR

b) Why capital budgeting decisions are crucial from the existence point of view of an organization. Elaborate your answer with a suitable example.

Q3) a) Discuss the performance of a bank in light of capital adequacy, Assets Quality, Management, earning; liquidity, systems and controls.

OR

b) The manager of “Leading Retail Store” is worried about the performance of his retail outlets. What are the performance management criteria he can implemented in effectively manage performance of his unit?

Q4) a) The important parameters a project manager emphasizes while appraising the project is quality, cost and time. Explain in detail how these factors are controlled and monitored by a project manager in performance management of a project.

OR

b) Discuss the features of non profit organization and parameters for their performance evaluation.

Q5) a) Write a note on:

i) Cost audit

ii) Management audit

OR

b) Differentiate Internal Audit Vs Financial Audit.

EEE

Total No. of Questions :5]

SEAT No. :

P3798

[4870]-3003

[Total No. of Pages :2

M.B.A.

303: STARTUP AND NEW VENTURE MANAGEMENT

(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.*
- 3) *Each question has an internal option.*

Q1) a) How would you go about designing an entrepreneurship development programme (EDP) for school drop outs.

OR

b) All entrepreneurs are managers, but all managers are not entrepreneurs - Discuss.

Q2) a) An opportunity is a market gap left by those who currently operate in the market and represent business potential through serving customers differently and better than before - Discuss with a suitable example.

OR

b) Discuss the factors to be considered for product selection with an example.

Q3) a) Discuss the current definition of micro, small and medium enterprise? do you think there is a need to increase or decrease these limits? Why?

OR

b) Prepare a specimen of project report for any business.

P.T.O.

Q4) a) Discuss the role and importance of District Industries Centre (DIC) in promoting entrepreneurship and industrial development in India.

OR

b) Discuss in brief the various laws related to startups in India.

Q5) a) Discuss the factors that lead to business failure in India. Support your answer with suitable examples.

OR

b) Discuss the case of any successful entrepreneur you know. Explain the factors that made him /her successful.

EEE

Total No. of Questions : 5]

SEAT No. :

P3799

[4870] -3004

[Total No. of Pages : 2

M.B.A.

MARKETING SPL.

**MKT 305 : Contemporary Marketing Research
(2013 Pattern) (Semester-III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Discuss the contents of Marketing Research Proposal. Give a research proposal for a study required by a company which intends to launch a new brand of health drink. **[10]**

OR

b) Define Marketing Research. Discuss the applications of Marketing Research in various decisions in marketing management. **[10]**

Q2) a) Design a Questionnaire to study online buying behaviour of consumers for 2-3 select products of your choice using appropriate attitudinal Scales. **[10]**

OR

b) What is multi-item scale? Discuss different approaches to assess the reliability and validity of the scale. **[10]**

Q3) a) What is experimentation in Marketing Research? Mention the type of experimental design in the following situation. **[10]**

- i) Sales revenue is observed after the training of sales persons at a readymade garment shop.
- ii) Attitude of customers is measured before & after the new advertisement of a product.

OR

b) What sampling design you would select for a study to find out the household expenditure on home care products by various income groups? Give details of sampling design & method with proper justification. Make assumptions as required. **[10]**

P.T.O.

- Q4) a)** A study of 164 individuals was conducted to determine the relationship between income group and type of mobile handset possessed. Following cross-tabulation was generated. [10]

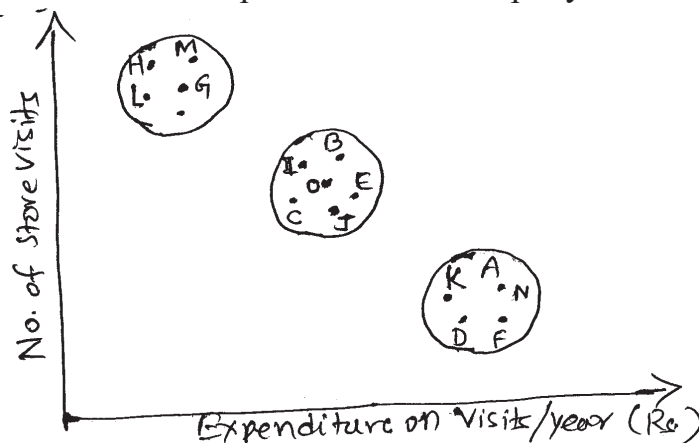
Type of handset	Income Group			Total
	Low	Medium	High	
Low end	52	10	20	82
High end	44	12	26	82
	96	22	46	

Given that critical value of chi-square is 5.991 at 5% level of sig. with 2 degrees of freedom. What would you conclude?

OR

- b) i) What is factor analysis? What is it used for? [4]
- ii) It is known from past data that 10% of customers of XYZ car accessories purchase Ambipur brand of de-odouriser cum fragrance. of late, there has been apprehension that this proportion of Ambipur customers is declined. A random sample of 100 customers is chosen, it is found that the sample proportion(P) is 7 percent, Can it be concluded that the proportion of Ambipur customers is really declined? Given the table value of $Z=\pm 1.64$ at 5% level of significance. [6]

- Q5) a)** Explain the application of cluster analysis in Marketing. Interpret the following perceptual map. generated from hypothetical example of No. of store visits & expenditure in visits per year for 15 individuals. (A to O) [10]



OR

- b) Discuss the concept of discriminant analysis, its objectives and applications in marketing research. [10]

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Total No. of Questions : 5]

SEAT No. :

P3800

[4870] - 3005

[Total No. of Pages : 1

M.B.A - II

MARKETING SPL.

306 - MKT : Consumer Behaviour

(2013 Pattern) (Semester-III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Discuss family purchasing decisions. Also mention the influence of family roles on family purchasing decision.

OR

b) Define reference group. Explain various types of reference groups with suitable examples.

Q2) a) Explain the influence of personality on purchase decisions. Support your answer with suitable live examples.

OR

b) What are the levels of consumer involvement? Explain the dimensions of consumer involvement.

Q3) a) Describe the factors to be considered in delighting customer. Also explain the different tools for keeping customer delight.

OR

b) 'Purchasing patterns vary from culture to culture, unless the specifics of the purchase patterns are understood marketing efforts can not be successful'. Explain the statement in following contexts.

- i) Brand loyalty
- ii) Impulse purchasing

Q4) a) Explain the Engel-Blackwell-Miniard model of consumer behaviour.

OR

b) Explain the Howarth Sheth mode of consumer behaviour.

Q5) a) L.S.M. is one of the best technique for measuring social classes in India in urban and rural markets. Comment.

OR

b) What is BOP consumers. Explain the characteristics of BOP consumers.



Total No. of Questions : 5]

SEAT No. :

P3801

[4870] - 3006

[Total No. of Pages : 1

M.B.A.

FINANCE SPECIALISATION

**305 (FIN) : Financial Regulatory Framework
(2013 Pattern) (Semester-III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Discuss the need and importance of Financial regulatory framework.

OR

b) Write a detailed note of Quasi regulatory Institution - National Bank for Agriculture and rural development (NABARD).

Q2) a) Explain the major traditional as well as promotional functions of Reserve Bank of India.

OR

b) Write a note on SEBI guidelines for issue of securities.

Q3) a) Define the term prospectus. Elucidate various contents of prospectus in detail.

OR

b) What are the various types of Directors? Discuss the Duties and power of Directors.

Q4) a) What is External commercial Borrowing? Explain the key elements and terms and conditions regarding an external commercial borrowing.

OR

b) Explain the Regulatory framework for raising funds through ADR in detail.

Q5) a) Explain in detail supervisory framework for NBFC's.

OR

b) What is Indian Trust Act 1882? Elucidate the formation of a trust and types of registration associated with a Private Trust.

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Total No. of Questions : 5]

SEAT No. :

P3802

[4870]-3007

[Total No. of Pages : 2

M.B.A. (Finance Specialization) (CBCS)
306 - MERCHANT BANKING AND FINANCIAL SERVICES
(2013 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) 'A merchant bank invests its own capital in leveraged buyouts, corporate acquisitions and other structured finance transactions'. Why? Explain. **[10]**

OR

b) 'Money Market Instruments provides liquidity funding for the financial system'. Discuss. **[10]**

Q2) a) 'Prospectus is an advertisement giving a complete picture of the company and its future activities, plans and policies;. Do you agree with the statement? Explain. **[10]**

OR

b) 'Underwriters accept the responsibility of distributing a securities issue to the public'. Do you agree with the statement? Explain. **[10]**

Q3) a) 'Mergers and Acquisitions can generate cost efficiency through economies of scale and enhance the revenue through gain in market share'. Do you agree with the statement? Explain. **[10]**

OR

b) 'Debentures as an important source of borrowed capital'. Explain the statutory provisions and procedure relating to issue of debentures. **[10]**

P.T.O.

Q4) a) 'Lease contract allows the use of an asset, but does not convey rights similar to ownership of the asset'. Explain. [10]

OR

b) 'Factoring provides a solution for businesses, to managing cash flow'. Discuss. [10]

Q5) a) 'The hallmark of any mutual fund is to outperform in the market both in rising and falling markets situation besides ensuring benefits of diversification'. Justify. [10]

OR

b) 'Venture capital is seed capital for industrial start ups'. Explain. [10]



Total No. of Questions : 5]

SEAT No. :

P3803

[4870] - 3008

[Total No. of Pages : 1

M.B.A.

INFORMATION TECHNOLOGY SPECIALISATION

IT-305 : Information Technology Management

(2013 Pattern) (Semester-III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

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 on you as a business and user? How do you see this changing in future?

OR

b) Describe the various types of operating system and how database management is really helpful in business?

Q3) a) What are the types of Net working and list out the various types of Networking software?

OR

b) Explain the difference between the internet, an intranet & an extranet. What is the common band among all three?

Q4) a) What is database? Why do organisation need a database?

OR

b) What mean by data warehousing & data mining explain it?

Q5) a) Describe the types of computer crime and write a brief on cyber how.

OR

b) How is the performance of an organisation measured in a global environment.

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Total No. of Questions : 5]

SEAT No. :

P3804

[4870]-3009

[Total No. of Pages : 1

M.B.A.

INFORMATION TECH. SPL.

306 - IT : "E" -Business

(2013 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) What is e-Commerce? How e-commerce work? [10]

OR

Describe in brief feature of e-commerce with suitable example? [10]

Q2) Explain Enabling Technologies in e-Business in detail? [10]

OR

Describe in brief architecture of e-Business? [10]

Q3) Define Mobile commerce and Explain framework of Mobile commerce in brief? [10]

OR

Explain Capacity planning and Performance Modelling in detail. [10]

Q4) Explain Models of e-Business in detail. [10]

OR

What is mean by Payment Services in e-Business? Give examples. [10]

Q5) What are the common Challenges and legal issues in e-Business? Explain in brief. [10]

OR

Write a small case on "Launching e-Business" right from inception till realization. [10]



Total No. of Questions : 5]

SEAT No. :

P3805

[4870] - 3010

[Total No. of Pages : 1

M.B.A

OPERATION MANAGEMENT (Specialization)

305-OPR : Planning & Control of Operations

(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.*
- 3) *Each Question has an Internal option.*

Q1) a) “Planning & Control of operations is a key of success in manufacturing Industry”. Do you Agree? Justify.

OR

b) Explain total Documentation for dispatch in manufacturing Company.

Q2) a) Explain Demand Forecasting in detail.

OR

b) Explain various sources of data used in Demand Forecasting.

Q3) a) What are Alternatives for Managing Demand?

OR

b) What are Alternatives for Managing Supply?

Q4) a) Explain in Detail “Resources Planning”.

OR

b) Explain MRP, MRPII & ERP in Brief.

Q5) a) Write a Detailed Note on “Scheduling”.

OR

b) Explain Input & output Control in Context of Scheduling of operations.

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Total No. of Questions : 10]

SEAT No. :

P3806

[4870] - 3011

[Total No. of Pages : 1

M.B.A.

OPERATION MGT. SPL.

**306 - OPE : Inventory Management
(2013 Pattern) (Semester-III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Discuss the applications of any one type of Inventory in Agriculture sector.

OR

Q2) Explain Inventory & their types with examples.

Q3) Write a note on issues in P & Q systems of Inventory control.

OR

Q4) Discuss the application of P & Q system of Inventory control in Industrial sector.

Q5) Explain Basic E.O.Q. model & state the production Quantity model application.

OR

Q6) What is Quantity Discounts. Explain Reorder point with variable demand.

Q7) Explain the principles of JIT with examples.

OR

Q8) What are the benefits & disadvantages of 317.

Q9) What is Inventory Turn Over Ratio. Explain use of different ratios in materials management.

OR

Q10) How make & buy decision is carried out in Automobiles sector.



Total No. of Questions : 5]

SEAT No. :

P3807

[4870] - 3012

[Total No. of Pages : 2

M.B.A.

BOS : HUMAN RESOURCE MANAGEMENT SPL.

Labour Laws

(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(10 marks.)*

Q1) Discuss the need of labour laws & how the evolution has taken place in labour legislation?

OR

With technological development & globalization, what are the challenges before HR managers in area of labour management relations? How can they cope up with this challenges.

Q2) What is meant by deduction from wages? What are the Permissible deductions from wages under payment of Wages Act, 1936?

OR

Explain with reference to Payment of Bonus Act, 1965:

- a) Concept of Min & Max Bonus.
- b) Dagdu a worker has caused damage to employers property by throwing stones at the glass windows. Can the damage be recovered from his bonus? In which cases the Bonus of Act allows for forfeiture from bonus.

Q3) What are the provisions regarding health under Factories Act, 1948?

OR

Explain the provisions of annual leave with wages under Factories Act, 1948.

P.T.O.

Q4) Discuss in brief the Family Pension scheme under PF & Misc. Provision Act.

OR

Explain with reference to the Payment of Gratuity Act:

- a) Continuous Service.
- b) Provisions under Gratuity Act regarding nomination.

Q5) What are the various benefits available to an insured person under Employee State Insurance Act, 1948.

OR

Mr. Ramu, a workman dies due to an accident caused during work in factory. Is compensation payable to him under Workmen's Compensation Act, 1923. If yes, at what rate?

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Total No. of Questions : 5]

SEAT No. :

P3808

[4870]-3013

[Total No. of Pages : 1

M.B.A.

H.R.M. SPL.

**306 (HR) - Performance Management
(2013 Pattern) (Semester - III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Rohit Plaza, a retail bazara, wants to increase their productivity to have business. As a performance activity manager, comment and brief the process of managing performance.

OR

b) Discuss in detail essence and implications of performance management.

Q2) a) For a FMCG organisation, what kind of mutual expectations and performance criteria to be set for improve in performance management process.

OR

b) How to achieve effective performance appraisal? Focus on different types of performance appraisal.

Q3) a) Explain the various corrective measures that need to be taken while implementing performance management.

OR

b) What are the strategies for effective implementation of performance management?

Q4) a) You are a HR manager at a large accounting firm. Your organisation need to adopt performance management effectively. Comment and elaborate it with efficiencies of performance management.

OR

b) Elaborate the reward system and components of reward system.

Q5) a) Discuss performance management in multinational corporations.

OR

b) Do you agree that ethical strategies play an important role for performance management.



Total No. of Questions : 5]

SEAT No. :

P3809

[4870] - 3014

[Total No. of Pages : 2

M.B.A.

INTERNATIONAL BUSINESS MANAGEMENT SPL.

305 (IB) : International Business Economics

(2013 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

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

OR

b) Explain the role of Global Financial Institution WTO and IMF in International Trade.

Q2) a) Discuss the Doctrine of law of comparative Advantage in International Trade.

OR

b) Write short notes on (any two):

- i) Economics of scale.
- ii) Imperfect competition.
- iii) Offer curve.

Q3) a) What is Foreign Exchange? Explain Foreign Currency options.

OR

b) What is the concept of Economic Integration? Explain Free trade areas.

P.T.O.

Q4) a) Explain the concept of 'World Financial Environment'. Write its importance in the International Trade.

OR

b) Write notes on 'Exchange Market'. Explain "Exchange rate Mechanism".

Q5) a) What is International debt? Explain the problem of International debt.

OR

b) What is the concept of International Banking? Explain Gold Exchange Standard.



Total No. of Questions : 10]

SEAT No. :

P3810

[4870]-3015

[Total No. of Pages : 1

M.B.A.

**INTERNATIONAL BUSINESS MGT. SPL.
306 (IB) - Export Documentation and Procedure
(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.(10)*

Q1) Explain Alligned Documentation System (ADS).

OR

Q2) Discuss official machinery for trade procedures and documentations.

Q3) What is the concepts of export order processing? Explain central excise clearance.

OR

Q4) Explain the cargo insurance and claim procedure.

Q5) Discuss the documentary collection of export Bills.

OR

Q6) Explain the role of EXIM Bank in India.

Q7) What is promotion scheme? Explain the major promotion scheme in India.

OR

Q8) Write short notes on (any two):

- a) SIL
- b) Commodity Boards.
- c) ITPO
- d) DEPB Scheme.

Q9) Explain the provisions of Foreign Exchange Management Act 2000.

OR

Q10) Explain the provisions of Customers Act 1962.



Total No. of Questions : 5]

SEAT No. :

P3811

[4870] - 3016

[Total No. of Pages : 2

M.B.A.

SUPPLY CHAIN MANAGEMENT SPL.

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

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define Supply Chain? Explain in detail Generalized supply chain model. **[10]**

OR

b) Explain the concept of supply chain. Discuss 21st century supply chain. **[10]**

Q2) a) i) Write short note on Push based supply chain. **[5]**

ii) Write short note on Structure of Supply chain. **[5]**

OR

b) Explain Agile Supply chain. Describe tradeoff between Push and Pull. **[10]**

Q3) a) Explain briefly Total Supply Chain Management with suitable example. **[10]**

OR

b) Discuss “Impact of globalization and technological revolution under Total SCM”. **[10]**

P.T.O.

Q4) a) Explain in details Distribution management in Supply Chain management. **[10]**

OR

b) i) Write short notes on Inventory Management. **[5]**

ii) Write short notes on resources and capacity management. **[5]**

Q5) a) What is customer satisfaction? Explain limitation of customer satisfactions. **[10]**

OR

b) Explain value added services. Discuss Customer value requirement mapping. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3812

[4870]-3017

[Total No. of Pages : 1

M.B.A.

SUPPLY CHAIN MANAGEMENT SPECIALIZATION

306 (SCM) - Logistics Management

(2013 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Discuss the role of logistics management in modern day economy with examples. **[10]**

OR

b) Explain the concept of logistics management. Discuss activities of logistics & value added role of logistics. **[10]**

Q2) a) How logistics management is integrated along SC (Supply Chain). **[10]**

OR

b) Explain problem which are associated with organization in integrating logistics? **[10]**

Q3) a) Discuss materials management Vs physical distribution. Give examples. **[10]**

OR

b) What is short run of static analysis? Discuss long run of dynamic analysis? **[10]**

Q4) a) Explain types of logistics relationships? **[10]**

OR

b) Explain the concept of 4PL & 3PL? **[10]**

Q5) a) Write a note on service capacity, waiting time & distribution channels. **[10]**

OR

b) Discuss about service organization. Give examples. **[10]**



Total No. of Questions : 10]

SEAT No. :

P3813

[4870] - 3018

[Total No. of Pages : 1

M.B.A.

RURAL & AGRI. BUSINESS MGT. SPL.

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

Time : 2½ Hours]

[Max. Marks : 50

Instruction to the candidates:

All questions carry equal marks (10)

Q1) Explain National Commissions of Farmers and Green revolution.

OR

Q2) Discuss the progress of agriculture under the Five Year Plan.

Q3) Explain the concept of food security. “Second Green revolution - The future prospects” - Justify the statement.

OR

Q4) Discuss poverty and poverty level. Explain the need of Public Distribution system.

Q5) Discuss Irrigation and other agricultural inputs in India.

OR

Q6) “Recent mechanisation of agriculture in India”. - Discuss it.

Q7) What is economic holding? Explain the operational holding in India.

OR

Q8) Explain the need and scope of Land reforms in a developing Economy.

Q9) Define Agriculture Labour. Explain the abolition of Bonded Labour.

OR

Q10) Explain unorganised sector and Informationalisation of the Indian Economy.



Total No. of Questions : 5]

SEAT No. :

P3814

[4870]-3019

[Total No. of Pages : 1

M.B.A.

RURAL & AGRI. BUSINESS MGT. SPL.

306 RABM - Rural Marketing - I

(2013 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

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

OR

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

Q2) a) Enumerate precisely the experiences and learnings from 'Case of Colgate - Education'. **[10]**

OR

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

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

OR

b) Write a note on Brand Loyalty and innovation adoption. **[10]**

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

OR

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

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

OR

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



Total No. of Questions : 5]

SEAT No. :

P3815

[4870] - 3020

[Total No. of Pages : 1

M.B.A.

FAMILY BUSINESS MGT. SPL.

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

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Explain Nature of Family business with respect to its importance and uniqueness.

OR

b) Explain Dilemmas and challenges for family business.

Q2) a) Discuss the peoples involved in family business. What is family business life cycle.

OR

b) Explain Entrepreneurial spirit in reference to family business dynamics.

Q3) a) Explain the statement “Families add value in Business”.

OR

b) What do you mean by emotional intelligence? Explain its importance with regards to family business.

Q4) a) Outside experience is very important for running family business. Do you agree with this statement, give reasons.

OR

b) Sibling rivalry is one of the serious issues affecting family Business. Do you agree with statement, elaborate the answer.

Q5) a) What are the career opportunities for non family members in Family business?

OR

b) How nonfamily managers can be motivated in family business to maintain healthy relation.



Total No. of Questions : 5]

SEAT No. :

P3816

[4870]-3021

[Total No. of Pages : 1

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 answers with suitable live examples.*
- 7) *Draw neat diagrams and illustrations supportive to your answer.*

Q1) a) Define concepts invention, creativity, innovation and business design. **[10]**

OR

b) Discuss how innovation is important for earning profits, gaining growth and survival of a business. **[10]**

Q2) a) Discuss complementary assets Teece model in details. **[10]**

OR

b) Discuss Henderson-Clark model with appropriate example. **[10]**

Q3) a) Explain the concepts of knowledge-Newness, quantity and tacitness in terms of business competencies and assets. **[10]**

OR

b) Explain the concepts value chain, value network, value shop by quoting an appropriate example. **[10]**

Q4) a) Explain innovation portfolio's for established organizations. **[10]**

OR

b) Explain the concept of innovating experiences, battling commoditization, technology and psychology in relation to portfolios and feelings. **[10]**

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

OR

b) Write down the functional sources of Innovation. Discuss each one of them in brief. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3817

[4870] - 3022

[Total No. of Pages : 1

M.B.A.

TECHNOLOGY MGT. SPL.

**305TM: Fundamentals of Technology Management
(2013 Pattern) (Semester-III)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define Technology and give its characteristics. Also mention the levels of development of technology.

OR

- b) Discuss the concept of Management of Technology (MOT). Discuss MOT at the level of the firm, National and Government level.

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

OR

- b) Explain the evolution of Production Technology. Bring out the relationship between Technology and the National Economy.

Q3) a) Explain :- Creativity, Invention & Innovation. Discuss the linkage between Science and Technology.

OR

- b) Explain :- Productivity, Effectiveness and Competitiveness.

Q4) a) Discuss the relationship between Project planning and management. Explain Management of Human Resources.

OR

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

Q5) a) Carry out a comparative analysis of competitiveness of India and China.

OR

- b) Define : standard of Living. Also explain the various indices on Competitiveness.

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Total No. of Questions : 5]

SEAT No. :

P3818

[4870]-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 / sub-question.*
- 5) *Your answers should be specific and to the point.*
- 6) *Support your answers with suitable live examples.*

Q1) a) “Innovation is a need of hour for the sustainable growth of any business”. Elaborate above statement explaining the importance of innovations in competitive business environment. **[10]**

OR

b) Define “Innovation”. Differentiate between innovation and creativity with suitable examples. **[10]**

Q2) a) What are the dimensions of innovations which give rise to 4 (Four) classes of Innovations? Explain any two classes of innovations in this scheme of classification. **[10]**

OR

b) Explain the following models of Innovation
i) Technology Life Cycle Model
ii) Teece Model of Imitability and Complementary Assets. **[10]**

Q3) a) How does a technology manager utilize assets and competencies to acquire competitive advantage through innovations. **[10]**

OR

b) Draw the value chain diagram for a photo copier manufacturer. Explain the value creation logic for a photo copier manufacturer. **[10]**

P.T.O.

Q4) a) What are the difficulties faced by Innovators? Explain the issues associated with innovators? How do organisation decide about bringing innovation to market? **[10]**

OR

b) Explain the concept of 'Innovation Port folio' and discuss the process of the managing of Innovation Portfolio in brief. **[10]**

Q5) a) As a Technology Manager, how do you select a technology type from sustaining technology and disruptive technology for the Mass production of a firm producing bicycles? **[10]**

OR

b) Explain the concept of disruptive technology? How could disruptive technologies threaten market leaders? Illustrate your answer with appropriate examples. **[10]**



Total No. of Questions : 5]

SEAT No. :

P3819

[4870]-4001

[Total No. of Pages : 1

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) Explain the significance of CSR activities in the present business scenario.

OR

Explain the issues and opportunities for business in socially and Environmentally sensitive world.

Q2) 'Is the concept of sustainability a myth or reality' -Discuss.

OR

Explain Gandhian thought on sustainable development.

Q3) Describe the three dimensions of sustainable development.

OR

Write short notes on any two:

- a) Life cycle Analysis of sustainable development.
- b) Elements of ISO - 26000.
- c) ECO Tracking.

Q4) Define the concepts of corporate Governance. Explain the consequences of Poor Corporate Governance.

OR

What are the best practices of Governance by NGO's and charitable trusts?

Q5) What is the concept of Business Ethics? Explain the nature and needs of Business Ethics.

OR

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



Total No. of Questions : 05]

SEAT No. :

P3820

[4870] -4002

[Total No. of Pages : 2

M.B.A

MARKETING MANAGEMENT SPECIALIZATION

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.*

Q1) a) Define and explain the term 'services'. Describe the importance of services marketing.

OR

b) Explain the financial and economic impact of service.

Q2) Write short notes on any two:

- a) Service Quality
- b) SERVQUAL
- c) GAP model.

OR

Elaborate the nature of complaining behaviour and handling customer complaints.

Q3) a) What is the concept of service delivery? Identify the aspects of service delivery.

OR

b) What is service design? Describe the process of service Design.

Q4) a) Explain the service's role in service Delivery. Describe the strategies to manage it.

OR

b) What is the concept of physical evidence? Explain the elements of physical evidence.

P.T.O.

Q5) a) What are the problems in service marketing due to intangibility characteristics.

OR

b) What are the importance of BPO industry in maintaining client relationship.



Total No. of Questions : 5]

SEAT No. :

P3821

[4870] -4003

[Total No. of Pages : 2

M.B.A.

MARKETING (Specialisation)

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

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What is sales Management? Explain nature, scope & objectives of sales management. **[10]**

OR

b) Explain different types of channel conflict. How to resolve channel conflict?

Q2) a) What is sales organisation? Explain different types of sales organisational structure. **[10]**

OR

b) Matrix is FMCG company. Most of the sales persons have not achieved sales target last quarter. You have been appointed as a salesmanager, how will you train & motivate to improve the performance of sales force.

(Make necessary Assumptions)

Q3) a) Write short Notes (Any 2) **[10]**

- i) Sales forecasting.
- ii) Sales Quota.
- iii) E- commerce.

OR

P.T.O.

- b) What is do you mean by sales control? Explain various methods of sales control.

Q4) a) Explain the term wholsalers. What are the different types of wholsalers. [10]

OR

- b) Explain the concept of 'Franchisee' in detail. What is the process of appointing Franchisee.

Q5) a) Define 'Retailing'. Describe different formats of organised retailing in detail. [10]

OR

- b) Discuss the role of Advertising & Sales promotion in retailing giving suitable examples.

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Total No. of Questions : 05]

SEAT No. :

P3822

[4870] -4004

[Total No. of Pages : 2

M.B.A. -II

403(FIN): INTERNATIONAL FINANCE (Finance Special)

(2013 Pattern) (Semester-IV)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) How has the growth in international trade and multinational corporations been responsible for growing importance of the study of international finance? Discuss the nature and scope of international financing Decision.

OR

b) Explain in detail what are the benefits of foreign direct investment to the host and the home countries.

Q2) a) Define exchange rate. What are the fundamental factors affecting exchange rates?

OR

b) Explain the following terms (any two).

- i) Exchange Risk.
- ii) Parity relations
- iii) Types of exchange rate regimes.

Q3) a) Who are the various participants in Global capital market. Write in detail the roles and functions of various participants in Global capital market.

OR

b) There has been tremendous growth in Global capital market. Discuss the factors responsible for the growth and development of Global capital market.

P.T.O.

Q4) a) Explain any two types of bonds available in International bond market.

OR

b) Define the term syndicated loans. Discuss in detail the method and implication of syndication of Lending.

Q5) a) Write any five points of differentiation between International Financial Reporting Standards (I.F.R.S) and Indian Accounting Standards for Foreign transactions.

OR

b) Explain the following terms:

- i) International Receivable management
- ii) International cash management.



Total No. of Questions : 5]

SEAT No. :

P3823

[4870] -4005

[Total No. of Pages : 4

M.B.A

**404 (FIN): CORPORATE FINANCE (Special)
(2013 Pattern) (Semester-IV)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What are the assumptions underlying shareholders wealth maximisation objective and corporate wealth maximisation objective.

OR

b) Investment and Financing decisions are important aspects of corporate finance, Comment.

Q2) a) Following is the balance sheet of hypothetical company limited as on March 31 current year. [Amt in Lakh]

Liabilities	Amt	Assets	Amount
Sharecapital:		Fixed Assests	150
Preference Shares		(Less) Depreciation	<u>30</u> 120
@ 11% of Rs. 100			
each, fully paid			
up [40,000 units of			
Preference shares]	40		
Equity shares of Rs.100			
each, fully paid up			

P.T.O.

[120000. Units of equity
shares]

120

		Current Assets:	
Profit and loss A/C	23	Stocks.	100
10% Debentures	20	Debtors.	50
Trade creditors	71	Cash at bank	<u>10</u>
Provision for I - Tax	08	Preliminary	
		expenses	<u>02</u>
Total	<u>282</u>	Total	<u>282</u>

Additional Information.

- i) A firm of professional valuers has provided the following market estimates of its various assets:
Fixed assets Rs. 130 lakh, Stock Rs. 102 lakh, Debtors Rs 45 lakh.
All other assets are to be taken at their balance sheet value.
- ii) The company is yet to declare and pay dividend on preference shares.
- iii) The valuers also estimate the current sale proceeds of the firms assets, in the event of its liquidation: Fixed assets Rs. 105 Lakh, Stock Rs 90 lakh, debtors Rs 40 lakh. Besides the firm is to incur Rs 15 lakh liquidation costs.

You are required to compute the Net Asset Value per share as per Book Value, Market Value and liquidation value bases.

OR

- b) In current year a firm has reported a profit of Rs. 65 lakh after paying taxes at 35%. On close examination, the analyst ascertains that the current year's income includes (i) extra ordinary income of Rs 10 lakh and (ii) extra ordinary loss of 3 lakh. Apart from the existing operations which are normal in nature and are likely to continue in the future, the company expects to launch a new product in the coming year. Revenue and cost estimates in the respect of the new product are as follows:

Particulars	(Rs in lakhs)
Particulars	Amt
Sales	60
Material cost	15
Labour cost (additional)	10
Allocated fixed cost	05
Additional fixed costs	08

From the given information, compute

- i) Value of the business, given that the capitalization rate applicable to such business in the market is 15%.
- ii) Market price per equity share (based on future earnings) assuming.
 - 1) The company has 1,00,000 , 11% preference shares of Rs. 100 each fully paid up.
 - 2) The company has 4,00,000 , equity shares of Rs. 100 each, fully paid up.
 - 3) P/E ratio is 8 times.

- Q3)** a) i) What is corporate governance, how is it different from corporate management?
- ii) State various models of corporate governance.

OR

- b) Define VBM. What are the benefits of implementation of VBM? What are its limitations?

- Q4)** a) The earning per share of the company is Rs. 10 and the rate of capitalization applicable is 12%. The company has before it an option of adopting (i) 50% (ii) 75% (iii) 100% dividend payout ratio. Calculate market price of the company's quoted shares as per Walters Model if it can earn a return of 20%.

OR

- b) XYZ is an established company having its shares quoted in the major stock exchange. Its share current market price after dividend distributed at the rate of 20% p.a having a paid up share capital of Rs. 40 lakhs is Rs. 10/- each. Annual growth rate in dividend is expected to be 4%. The expected rate of return on its equity capital is 15%.

Compute value of XY Ltd's share based on dividend growth model.

- Q5) a)** Define corporate restructuring? What are the features and the broad areas of restructuring.

OR

- b) Write short notes on:
- i) Reasons for corporate restructuring.
 - ii) Disinvestment technique of restructuring.

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Total No. of Questions : 05]

SEAT No. :

P3824

[4870] -4006

[Total No. of Pages : 2

M.B.A - (Computer Management)
403(IT): SOFTWARE PROJECT MANAGEMENT
(2013 Pattern) (Full Credit Course) (Semester-IV) (Theory) (SPL)

Time : 2.30 Hours]

[Max. Marks : 50

Instructions to the students:

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

Q1) Explain Software project management in detail. **[10]**

OR

Explain in detail different types of contracts in software project management.

Q2) Explain the process of cost-benefit analysis. **[10]**

OR

Define dynamic system development. Explain in detail the process of dynamic systems development?

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

OR

Explain COCOMO model with an example.

Q4) Explain in detail risk management in software projects. **[10]**

OR

Describe risk management. Explain PERT a tool of risk management.

P.T.O.

Q5) Explain in brief the primavera software for project management.

[10]

OR

Explain the importance of using a project management software.



Total No. of Questions : 5]

SEAT No. :

P3825

[4870]-4007

[Total No. of Pages : 2

M.B.A

**404 - IT : ENTERPRISE RESOURCE PLANNING
(2013 Pattern) (Semester - IV) (Specialisation)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) What return can be expected from an ERP investment? How long does it take for most companies to see a return on an ERP investment? **[10]**

OR

What is ERP? Discuss various features of ERP.

Q2) What is Business Process Re-engineering? What are the three important concepts of BPR? Why is BPR needed. **[10]**

OR

Explain different types of ERP security issues. How Data Marking is useful for managing data security?

Q3) What are the functionalities capabilities offered by compensation management of HRM - ERP solution. **[10]**

OR

Explain a typical sales order management cycle? How does an ERP system support such cycle?

Q4) What are the emerging trends in ERP applications? Explain any one in brief. **[10]**

OR

Write short note on

- a) Data Warehousing
- b) Data mining

P.T.O.

Q5) Mining is considered one of the basic industries there can be several segments in this industry depending on type of mine (like underground mine, surface mine, deep sea mine etc.) or types of products produced (like coal mine, iron ore mine, copper mine etc.)

Discuss above case with respect to 'Industry Requirement' and 'Expectation for ERP solutions' in this industry. **[10]**

OR

Arvind Mills retail venture megamart has decided to undergo ERP solution for growing their retail business ERP solution provider would support Arvind Mill by giving a platform to manage its retail processes from supply chain to stores. Arvind is expecting to increase its inventory turns and improve its forecast accuracy with the ERP solution implementation.

Discuss the case of ERP implementation with reference to following main components of retail ERP solution:

- a) Master data.
- b) Merchandise planning, procurement & replenishment.
- c) Supply Chain Management.
- d) Managing pricing & promotions.
- e) Point - of - sale integration.
- f) Reports/KPIS/Exception alerts.
- g) Store operations.
- h) Retail Planning.
- i) Specialized segments requirements.



Total No. of Questions : 5]

P3826

[4870]-4008

M.B.A - II

OPERATION MANAGEMENT (Specialization)

403(OPE): Operations Strategy

(2013 Pattern) (Semester - IV)

SEAT No. :

[Total No. of Pages : 2

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) Explain the preface of operation's strategy in today's global economy? **[10]**

OR

b) Define Operations strategy ? Explain its impact & linkage with corporate strategy? **[10]**

Q2) a) i) Explain Operations strategy implementation. **[5]**

ii) Explain the value Chain concept focus. **[5]**

OR

b) Briefly describes various strategic issues associated with manufacturing? **[10]**

Q3) a) Explain the concept of Change Management in association with operations strategy implementation? **[10]**

P.T.O.

OR

b) Explain the various issues related with implementation of Operations Strategy in any organization? [10]

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) What is the role of Technology in operations strategy? Discuss in brief [10]

OR

b) Briefly describe the concept of SAP & its importance in decision making? [10]



Total No. of Questions : 5]

SEAT No. :

P3827

[4870]-4009

[Total No. of Pages : 1

M.B.A.

OPERATION MGT. SPL.

**404 (OPE) : Total Quality Management
(2013 Pattern) (Semester - IV)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Explain organisational Vision, Mission, Quality Policy and Quality Culture.

OR

Explain quality cost and cost of poor quality.

Q2) Explain the quality concept given by Taguchi elaborately.

OR

Explain the quality concept given by Feignbaum elaborately.

Q3) What is the concept of Quality control Tools? Explain quality problem solving methodology.

OR

Explain the quality function development. Explain the difficulties associated with QFD.

Q4) What is the concept of 'Six Sigma'? Explain the necessity and importance of statistical quality control.

OR

Write short notes on (Any two)

- a) Quality Process Control and Process Capability.
- b) Average outgoing quality limit (AOQL).
- c) Oe curves

Q5) Explain the quality Management Awards and frameworks and its importanc.

OR

What is the Ramkrishna Bajaj Awards? Explain Tata Business Excellence Model (TBEM).



Total No. of Questions : 5]

P3828

SEAT No. :

[Total No. of Pages : 2

[4870]-4010

M.B.A

HUMAN RESOURCE MANAGEMENT

IR - 403 : Industrial Relations (Special)

(2013 Pattern) (Semester - IV)

Time : 2:30 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define Industrial Relations. Explain the parties in Industrial relations. [10]

OR

b) Explain the Approaches to the Industrial Relations.

Q2) a) What are the Authorities under the Industrial Dispute Act 1947? [10]

OR

b) What is unfair Labour practices under Industrial Disputes Act?

Q3) a) What are the rights & Liabilities of Registered Trade unions? [10]

OR

b) Explain the provisions for Illegal strikes & Lock - outs under Trade Unions Act.

Q4) a) Explain the procedure for certification and submission of draft standing order. [10]

OR

b) What are the provisions for Registration of Establishments Employing contract Labour under the contract Labour (Regulations & Abolition) Act,1970?

P.T.O.

Q5) a) Explain the process of collective Bargaining.

[10]

OR

b) Write short note (any Two)

- i) Workers participations in Management.
- ii) Trade Union in IR.
- iii) Lay - off & retrenchment under Industrial Disputes Act.
- iv) Power of Labour court & Industrial court.



Total No. of Questions : 5]

SEAT No. :

P3829

[4870]-4011

[Total No. of Pages : 1

M.B.A.

H.R.M. SPECIAL

**Strategic Human Resource Management
(2013 Pattern) (Semester - IV)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define strategy. What do you mean HRM and SHRM. Elaborate the terms HRM and SHRM. **[10]**

OR

b) Discuss traditional HRM and SHRM. **[10]**

Q2) a) Explain strategic role of top management and strategic role of line management. **[10]**

OR

b) What do you understand by strategy mean and explain types of HR strategy. **[10]**

Q3) a) Explain the meaning and need of career planning. What are the steps involved in career planning? **[10]**

OR

b) Explain career planning perspectives. What do you mean by organisation centered career planning and individual centered career planning. **[10]**

Q4) a) Explain strategy for improving organisational effectiveness. **[10]**

OR

b) What is learning organisation? Explain strategies for learning organisation. **[10]**

Q5) a) What is cross cultural sensitivity? Explain the importance of developing cross cultural sensitivity. **[10]**

OR

b) Explain Training and Development of international staff. **[10]**



Total No. of Questions : 5]

P3830

SEAT No. :

[4870]-4012

[Total No. of Pages : 2

M.B.A

INTERNATIONAL BUSINESS MANAGEMENT
403(IB): International Business Environment (Special)
(2013 Pattern) (Theory) (Semester - IV)

Time : 2.30 Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What do you understand by world trade protectionism?.

OR

b) Elaborate various tariff&non-tariff barriers.

Q2) a) Describe the factors influencing foreign exchange movements & impact of movements in foreign exchange on trade & investment.

OR

b) Elaborate the positive & negative effects of foreign investment.

Q3) a) Explain in detail objectives & functions of IMF.

OR

b) Explain in detail UNCTAD with objectives & functions.

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

OR

b) Write short notes on-

- i) Code of conduct for MNCs
- ii) Advantages of MNCs for home & host countries.

P.T.O.

Q5) a) Explain - Structure & functioning of European Commission (EC).

OR

b) What do you understand by regional economic grouping ? Explain it with types of regional economic groups.



Total No. of Questions : 5]

SEAT No. :

P3831

[4870]-4013

[Total No. of Pages : 1

M.B.A

INTERNATIONAL BUSINESS MANAGEMENT (SPL.)

404 (IB)- Indian Economy and Trade Dependencies

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) What is the concept of Industrial Policy? Explain the New Industrial Policy 1991 of India.

OR

Give the concept of Privatisation and Disinvestments. Explain Public Sector Reform in India.

Q2) What is Foreign Aid? Explain the problem of Foreign Aid.

OR

Describe the Regional Disparities. Explain the measures to remove regional Disparities.

Q3) Write short notes on (any two)

- a) Out Sourcing
- b) Nationalism and Globalisation
- c) IT industry in India

OR

Write the concept of Industrial Growth. Explain small sector Industrial Policy.

Q4) What is Balance of trade and Balance of Payments. Explain the difference of both.

OR

What is Balance of Payments? Explain the Role of special economic Zones (SEZ).

Q5) Explain the concept of Global Trade. Give idea about India in Global Trade.

OR

Explain the function of WTO. How its impact on Indian Economy.



Total No. of Questions : 05]

SEAT No. :

P3832

[4870] -4014

[Total No. of Pages : 2

M.B.A.

SUPPLY CHAIN MANAGEMENT SPECIALIZATION

403: Strategic Supply Chain Management

(2013 Pattern) (Semester-IV)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Explain the sustainable competitive advantage through supply chain.

OR

Discuss the supply chain strategy and its objectives.

Q2) What is the concept of strategic fit? Explain the steps in achieving strategic fit.

OR

Write short notes on (any two)

- a) Impact of customer needs in SC strategy.
- b) Impact of uncertainty in SC strategy.
- c) Multiple products in SC strategy.

Q3) Explain minimise local cost perspective and minimise functional cost perspective for expanding strategic scope for SC.

OR

Explain maximise company profit perspective and SC surplus perspective.

Q4) Discuss collaborative advantages and framework for strategic alliances for SC strategies.

OR

Write short notes on (any two):

- a) 3 PL and 4 PL
- b) Merits and demerits of outsourcing.
- c) Prerequisites and Implementation issues.

P.T.O.

Q5) Explain supply chain challenges and strategies for the future.

OR

“Mass customisation, Globalisation and Ethical supply chain are the strategies for supply chain management” Justify the statement.



Total No. of Questions : 5]

SEAT No. :

P3833

[4870]-4015

[Total No. of Pages : 1

M.B.A. - II

SUPPLY CHAINS MANAGEMENT SPL.

**404 (SCM)- Knowledge Management In Supply Chains
(2013 Pattern) (Semester - IV)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Explain the role IT in supply chain? **[10]**

OR

b) Explain briefly describe the concept of supplier relationship management? **[10]**

Q2) a) i) Write note on Information for strategic SC decisions. **[5]**

ii) Explain SC information Systems Classification. **[5]**

OR

b) Explain the various benefits associated with implementation of supply chain information system? **[10]**

Q3) a) Explain briefly describe the impact of technology application in supply chain? **[10]**

OR

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

Q4) a) Describe in brief various opportunities related with E- Supply chain? **[10]**

OR

b) i) Explain B-2-B Perspective. **[5]**

ii) Write Note on extranets & VPN. **[5]**

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

OR

b) Explain the concept of ERP in detail? **[10]**



Total No. of Questions : 5]

SEAT No. :

P3834

[4870]-4016

[Total No. of Pages : 2

M.B.A.

RURAL & AGRIBUSINESS MANAGEMENT SPECIALISATION

RURAL CREDIT AND FINANCE (403 RABM)

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Discuss the role of agriculture in the Economic Development of a country.

OR

“The characteristics of Indian Agriculture are distinctive as compared to other countries”. Comment.

Q2) State and discuss the issues of present system of Agriculture Finance in India.

OR

Write a detailed note on: Role of Credit in Agriculture.

Q3) Discuss the structure of Co-operative Credit System in India.

OR

Explain the following in the context of Co-operative Banks and Agriculture Finance;

- i) Special features of Co-operative banking.
- ii) Primary level credit institutions.

P.T.O.

Q4) Write notes on (Any 2) in the context of Rural Credit & Finance:

- i) Risk and uncertainty theory.
- ii) Business Vs Social and Moral Theory.
- iii) Principle of Better Credit.

OR

Write notes on (any 2) in the context of Rural Credit and Finance:

- i) Demand and Supply Theory.
- ii) Kind Loans Vs Cash loans.
- iii) Principle of Supervised Credit.

Q5) State and discuss the players of Rural Finance and Micro Finance.

OR

Write a detailed note on “Role of BDS in rural finance”.

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Total No. of Questions : 10]

SEAT No. :

P3835

[4870]-4017

[Total No. of Pages : 1

M.B.A

404 : RABM- RURAL MARKETING - II (SPL.)

(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) What is the meaning & significance of product strategy? Explain customer value strategies?

OR

Q2) What are product identify strategies? Explain their types.

Q3) What are the factors responsible for pricing strategy.

OR

Q4) Discuss the concept & significance of pricing strategy with relevant examples.

Q5) State the distribution practices and explain its *friends*.

OR

Q6) What is distribution strategy? Discuss distribution decision.

Q7) Discuss Rural retailing with examples.

OR

Q8) What is E-Tailing & PPP models?

Q9) Explain promotion strategy with examples?

OR

Q10) Discuss IMC strategy & Rural Advertising.



Total No. of Questions : 5]

SEAT No. :

P3836

[4870]-4018

[Total No. of Pages : 2

M.B.A.

FAMILY BUSINESS MGT. SPL.

**403FBM: Essentials of Family Business management - 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.*
- 3) Figures to the right indicate full marks.*

Q1) a) Discuss the role of balanced board of Directors with its importance in family business.

OR

b) Write a short notes on

- a) The rubber stamp board.
- b) Two tier boards.

Q2) a) Explain in detail the evolution of family business ownership.

OR

b) Explain different polices used to respond growing complexities in family business.

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

OR

b) Explain succession in older family business with reference to different generations with suitable examples. Add suitable examples to support your answer.

P.T.O.

Q4) a) Elaborate the statement “The CEO as architect of governance and succession”.

OR

b) Explain the measures for building the financial security in family business.

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

OR

b) Explain the intergenerational growth in entrepreneurial families and global opportunities.



Total No. of Questions : 5]

SEAT No. :

P3837

[4870]-4019

[Total No. of Pages : 1

M.B.A. - II

FAMILY BUSINESS MGT. SPL.

404 FBM- Managing Innovations - II

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

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

OR

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

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

OR

‘Emerging economies lead the way for sustainable innovation’. Explain. [10]

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

OR

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

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

OR

Define the CI-3 framework. Explain the benefits of the CI-3 framework?[10]

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

OR

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



Total No. of Questions :5]

SEAT No. :

P3838

[4870]-4020

[Total No. of Pages : 2

M.B.A.

SPECIALIZATION:TECHNOLOGY MANAGEMENT

(403 TM):Technology Competition and Strategy

(2013 Pattern) (Semester - IV)

Time : 2½ Hours]

[Max. Marks :50

Instructions to candidates:

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

Q1) a) Which are the major trends in the technology environment shaping the competitive domain? And how? **[10]**

OR

b) Explain the technological characteristics of competitive domains which influence the competition among the firms. **[10]**

Q2) a) What is Technology intelligence? What are the different levels of technology intelligence? What function do they serve? **[10]**

OR

b) Explain the steps involved in mapping the technology environment. How does technology intelligence vary with industry types like Capacity Driven, Consumer Driven and knowledge Driven? **[10]**

Q3) a) Explain the SWOT Matrix and explain the four types of strategies which can be formulated after SWOT Analysis. **[10]**

OR

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

P.T.O.

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

OR

b) What are the different types of Technology Strategy? Explain the types with appropriate Examples. [10]

Q5) a) Why do firms collaborate? What are the different types of collaborative arrangements? [10]

OR

b) What is a collaborative arrangement? What are the different advantages of InterFirm collaboration for small and large firms? [10]

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Total No. of Questions : 5]

SEAT No. :

P3839

[4870]-4021

[Total No. of Pages : 1

M.B.A.

TECHNOLOGY MANAGEMENT SPL.

404 TM- Managing Innovation - II

(2013 Pattern) (Semester - IV)

Time : 2 ½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Does globalization lead to innovation? Explain. [10]

OR

What are the various methods of Globalization for innovation?

Q2) How technology transfer and commercialization helps an economy to innovation of the Business? [10]

OR

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

Q3) What are the Government actions that help businesses for innovation? [10]

OR

Explain the role of Government as Baby-Sitter and Godfather for business in innovation.

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

OR

Explain the following:

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

Q5) Differentiate between social innovations and organizational innovations. [10]

OR

Give an overview of national innovation system of Japan.

