

Total No. of Questions : 5]

SEAT No. :

**P3960**

**[5070]-1001**

[Total No. of Pages : 8

**M.B.A. - I**

**(101) : ACCOUNTING FOR BUSINESS DECISIONS**

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

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Your answer should be specific and to the point.*
- 5) *Use of simple calculator is allowed.*

**Q1)** Define management accounting. Explain role of management accounting in the global business environment. **[10]**

OR

- a) Differentiate between management accounting and financial accounting. **[5]**
- b) Explain the classification of costs in detail. **[5]**

**Q2)** From the following Trial Balance of Nath Enterprises, prepare Trading A/c, profit and loss A/c and Balance sheet for the year Ended 31.3.2010 **[10]**

Trial Balance As on 31.3.2010

Particulars	Dr (Rs.)	Cr(Rs.)
Capital		90,000
Drawings	3,000	
Stock on 1.4.2009	45,000	
Octroi duty	800	
Purchases & Sales	2,00,000	3,12,000
Returns	6,000	2,000
Salaries	10,000	
Carriage outward	1400	
Wages	14,000	
Insurance	2,000	
Discount Received		600
Postage	800	
Debtors and creditors	60,000	64,000

**P.T.O.**

Furniture	35,000	
Cash in hand	10,000	
Machinery	80,000	
Rent and taxes	6,000	
Printing and stationery	2,000	
Bank over draft		7400
Total	4,76,000	4,76,000

Adjustments:-

- Closing stock was valued at cost ₹40,000/-
- Depreciate Machinery @5%
- Salary ₹2000 and wages ₹1000/- were outstanding.
- Insurance ₹500/- was prepaid.

OR

- Define financial statement and state its objectives. [5]
- Explain accounting conventions in detail. [5]

**Q3)** On 01.3.2014 the stock of a component in the stores was 500 units @ ₹3 following are the receipts are issues during the month. [10]

Purchases	Issued
05.03.14 : 400 units @ ₹4 P.U	08.03.14 300 units
11.03.14 : 500 units @ ₹5 P.U	14.03.14 400 units
18.03.14 : 600 units @ ₹6 P.U	25.03.14 500 units

When the stock was taken on 31.03.2014 a discrepancy of 50 units was revealed. Prepare a store ledger under first in first out method.

OR

- Classify the following items into factory, office and selling and Distribution overheads and also give reason if any item to be excluded from cost-sheet. [5]
  - Indirect material.
  - Bad debts.
  - Bank charges.
  - Supervisor's salary.
  - Travelling expenses.
  - Donations.
  - Interest on Debentures.
  - Factory if insurance

- b) xyz Ltd. has 3 production and 4 service departments. Expenses for these departments as per Primary Distribution summary. [5]

Production Dept.	Rs.
A	30,000
B	26,000
C	24,000
Service Dept.	Rs.
D - Stores	4000
E - Time keeping	3000
F - Power	1600
G - Canteen	1000

Following information is also available in respect of the production departments.

Particulars	Dept.A	Dept.B	Dept.C
Horse power of machine	300	300	200
Number of workers	20	15	15
Value of stores requisition (Rs.)	2500	1500	1000

You are required to apportion the cost of service departments over the production department. [5]

- Q4)** For Production of 10,000, the following are the budget expenses. [10]

Particulars	PU(Rs.)
Direct Material	60
Direct Labour	30
Variable overheads	25
Fixed overheads (Rs. 1,50,000)	15
Variable expenses (direct)	5
Selling expenses (10% fixed)	15
Administrative Expenses (Rs.50,000 fixed for all level of production)	5
Distribution expenses (20% fixed)	5
	<u>160</u>

Prepare flexible budget for production of 6,000, 7,000 and 8,000 units.

OR

From the following data for May 2012, calculate

- a) Material cost variance.

- b) Material price variance.
- c) Material usage variance.
- d) Material mix variance.

Material	Standard		Actual	
	Qty (kg)	Rate(Rs.)	Qty (kg)	Rate(Rs.)
x	8000	1.05	7500	1.20
y	3000	2.15	3300	2.30
z	2000	3.30	2400	3.50
	<u>13000</u>		<u>13,200</u>	

**Q5)** The price structure of a iron manufactured by Seema electricals is as follows:- **[10]**

Particulars	P.U (Rs.)
Material cost	120/-
Labour cost	40/-
Variable overheads	40/-
Fixed overheads	100/-
Total cost	<u>300</u>
(+) Profit	100
Selling price	<u>400</u>

This cost structure is based on 1000 units of iron manufactured during the year.

Calculate P/V ratio, BEP and margin of safety. Also find out same when:- selling price is decreased by 10%

OR

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

- a) Cost volume profit Analysis.
- b) Factors influencing pricing decision.

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Total No. of Questions : 5]

**P3960**

**[5070]-1001**

**M.B.A. - I**

**(101) : ACCOUNTING FOR BUSINESS DECISION**

**(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) *Your answers should be specific and to the point.*
- 5) *Use of simple calculator is allowed.*

**Q1) a)** “Management Accounting is inevitable in today’s global competitive world”. Explain .

OR

- b) Explain the following Accounting concepts with suitable example:
- i) Separate entity.
  - ii) Dual aspect.
  - iii) Going concern.
  - iv) Money measurement.
  - v) Cost concept.

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

OR

- b) Do you think that the financial statements of proprietary and limited companies are same? Justify.

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

Particulars	Amount (Rs)
Stock of raw material 1/7/2015	30,000
Raw material purchased	2,80,000
Stock of raw material 31/7/2015	45,000
Wages	70,000

Depreciation on plant & machinery	15,000
Factory Rent & Rates	30,000
Office rent	5,000
General expenses	4,000
Discount on sales	3,000
Advertisement	6,000
Income tax paid	20,000
Sales	4,00,000

OR

- b) Classify the following items into:
- Factory overhead.
  - Administration overhead.
  - Selling and Distribution overhead.
  - Items excluded from cost sheet with reason.

Sr.No.	Particulars
1	Wages
2	Advertisement
3	Works manager's salary
4	Income Tax
5	Travelling expenses
6	Fuel and power
7	Factory lighting
8	Office rent and taxes
9	Interest on capital
10	Printing and Stationery
11	Showroom expenses
12	Carriage outward
13	Salary
14	Director's salary
15	Postage and Telegram
16	Office lighting
17	Depreciation on plant and machinery
18	Delivery van charges
19	Warehouse expenses
20	Plant repairs and maintenance

- Q4) a)** Show the stores ledger entries of M/s ABC Ltd. for the month of October 2014 as they would appear when using
- FIFO method
  - LIFO method

Date	Particulars	Qty.	Rate
1	Opening balance	300	60
2	Purchases	200	45
4	Issue	150	-
6	Purchases	200	50
11	Issue	150	
19	Issue	200	
22	Purchases	200	48
27	Issue	250	
29	Purchases	150	50
30	Return to vendor, Purchased on 29 <sup>th</sup> October	20	

OR

- b) The New production House Ltd. has production department A, B and C and two service department D and E. The following figures are extracted from the records of the company

Particulars	Amount (Rs.)
Rent and Rates	5,000
General Lighting	600
Indirect wages	1,500
Power	1,500
Depreciation on machinery	10,000

The following further details are available

Particulars	Total	A	B	C	D	E
Floor space (sq.ft).	10,000	2,000	2,500	3,000	2,000	500
Light points	60	10	15	20	10	5
Direct wages (Rs.)	10,000	3,000	2,000	3,000	1,500	500
H.P. of machines	150	60	30	50	10	-
Value of machinery (Rs.)	2,50,000	60,000	80,000	1,00,000	5,000	5,000

You are required to show apportionment of overheads to various departments.

**Q5) a)** ABC company has three alternatives to produce two products, 'product P' and 'product Q'.

Alternative 1 : 100 units of product P and  
200 units of product Q

Alternative 2 : 200 units of product P and  
300 units of product Q

Alternative 3 : 300 units of product P and  
100 units of product Q

Fixed cost Rs. 25,000/-

Variable cost per unit Rs. 350/- of product P and Rs. 280/- of product Q

Selling price per unit Rs. 450/- of product P and Rs. 375/- of product Q

Suggest the best possible alternative to the management.

OR

b) From the following information compute:

- i) Direct material price variance.
- ii) Direct material usage variance.
- iii) Direct material mix variance.

Particulars	Standard			Actual		
	Qty (kgs)	Unit price	Total	Qty (kgs)	Unit price	Total
Material A	10	2	20	5	3	15
Material B	20	3	60	10	6	60
Material C	20	6	120	15	5	75
Total	<u>50</u>		<u>200</u>	<u>30</u>		<u>150</u>

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Total No. of Questions : 5]

SEAT No. :

**P3961**

**[5070]-1002**

[Total No. of Pages : 2

**M.B.A.**

**102 : ECONOMICS ANALYSIS FOR BUSINESS DECISION  
(Semester - I) (2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1) a)** Write the concepts of Economics. Explain the scope and Nature of the Economics.

OR

b) Explain the terms Accounting Profit, Economic Profit and Role of Profit in market system.

**Q2) a)** Discuss the determinants of market demand at Firm and Industry level.

OR

b) Write short notes on (any two):

- i) Elasticity of Demand.
- ii) Market equilibrium.
- iii) Oligopoly.

**Q3) a)** What is the concepts of cost? Explain various kinds of cost.

OR

b) Define the concepts of Risk. Discuss Risk Management through Insurance.

**Q4) a)** Explain the role and functions of money market.

OR

**P.T.O.**

b) Discuss the regulatory role of RBI and SEBI.

**Q5)** a) Explain in general way about the GDP and Growth rate.

OR

b) Explain the role of WTO in International Business.

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Total No. of Questions : 5]

SEAT No. :

**P3962**

**[5070]-1003**

[Total No. of Pages : 2

**M.B.A. -I**

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

*Time : 2 ½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *All questions carry equal marks.*
- 3) *Justify your answer by quoting suitable examples.*

**Q1) a)** What is the meaning, types and essentials of a contract of guarantee.

OR

- b) A's son is lost and B goes in search for him. Can B claim remuneration from A if:
- i) B does this act voluntarily.
  - ii) B does this act at the request of A.
  - iii) B does this act at the request of C.

**Q2) a)** State with examples the meanings of 'Condition' & 'Warranty'. Distinguish between them.

OR

- b) State with reasons whether the following contracts of sale amount to 'Sale' or an 'agreement to sell':
- i) X entered into a contract for sale of the entire crop of rice that would grow on his form.
  - ii) A railway administration entered into a contract for sale of coal ash that might accumulate during the period of contract.

**P.T.O.**

- iii) X entered into a contract for sale of some goods in a particular ship to be delivered on the arrival of the ship.
- iv) X entered into a contract for sale of a painting only if Z , its present owner, sells it to him.

**Q3)** a) What is dishonour of a negotiable instrument? What is noting and protesting?

OR

- b) State with reasons whether each of the following instruments is bearer or order:
- i) A bill is drawn payable to X or bearer.
  - ii) A bill is drawn payable to X who endorses it in blank in favour of Y.
  - iii) A bill is drawn payable to X.
  - iv) A bill is drawn payable to X or order.
  - v) A bill is drawn payable to X only.

**Q4)** a) State the meaning and characteristic features of a company.

OR

- b) What is the meaning and contents of a Memorandum of Association.

**Q5)** a) Write short notes (any two)

- i) Rights of Consumers
- ii) Trademark
- iii) Digital Signature

OR

- b) State the meaning and importance of copyrights and patents in the modern business world.



Total No. of Questions :5]

SEAT No. :

**P3963**

**[5070]-1004**

[Total No. of Pages :2

**M.B.A.**

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

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each questions has an internal option.*
- 3) *Each questions carries 10 marks.*
- 4) *Your answer should be specific and to the point.*
- 5) *Support your answer with suitable line example*
- 6) *Draw neat diagram and illustrations supportive to your 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) Draft a research proposal for any one of the following. **[10]**
- i) To conduct a study on advertising effectiveness for automobile company.
  - ii) An insurance company in evaluating the effectiveness of its services.

**Q2) a)** What is exploratory research design and briefly describe qualitative research techniques? **[10]**

OR

- b) Explain following concepts. **[10]**
- i) Independent variable
  - ii) Dependent variable
  - iii) Concomitant variable
  - iv) Extraneous variable
  - v) Control group

**P.T.O.**

**Q3) a)** Define measurement in research? Explain all types of scaling techniques in detail. **[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

**Q4) a)** Explain the term probability sample and its types in detail? **[10]**

OR

b) Define the following concepts. **[10]**

- i) population
- ii) Sampling
- iii) Sampling error
- iv) Non-sampling error
- v) Sample size

**Q5) a)** Draw Histogram of the following data and find mode from graphically. **[10]**

wt. in .kg	10-20	20-30	30-40	40-50	50-60	60-70	70-80
No.of Persons	42	38	120	84	48	36	31

OR

b) i) Construct stem and leaf data for the following 20 respondent. **[5]**

24, 35, 38, 48, 45, 38, 39, 40, 50, 47, 51,  
33, 25, 27, 44, 46, 23, 28, 29, 30.

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



Total No. of Questions : 5]

SEAT No :

**P3964**

**[5070]-1005**

[Total No. of Pages : 1

**M.B.A.**

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

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) Mr.Sunil, you and your friends wants to learn organisational behaviour formally to understand the case in human relations. What fundamental concepts of organisational behaviour would teach to them?

OR

b) Comment - “ Organisational behaviour is the study of human behaviour of the organisation”.

**Q2)** a) Explain motivation theory of Maslow’s need Hierarchy.

OR

b) What are the content theory of motivation? Discuss with suitable examples.

**Q3)** a) “A strong culture affects an organisations efforts to improve diversity” Is this true? Discuss.

OR

b) What is organisational culture? Explain different types of organisational culture.

**Q4)** a) What is perception? Discuss its nature and steps is perceptual process.

OR

b) What do you mean by group behaviour? Explain the five stage model of group development.

**Q5)** a) Why do employees resist change? Explain seven stage model of change with suitable example.

OR

b) What is organisational change? Discuss the various methods of implementing organisation change.

Total No. of Questions :5]

SEAT No. :

**P3965**

[Total No. of Pages :2

**[5070] - 1006**

**M.B.A.**

**106: BASICS OF MARKETING**

**(2013 Pattern) (Semester - I)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to 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 answer 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 innovation; customers will come on their own and buy it” says one business owner. Do you agree? With reference to this statement explain the term Marketing Myopia and differentiate between Sales and Marketing orientations in the context of A Housing Finance Company. **[10]**

OR

b) “Since studying Marketing during business studies a level of interest in the subject has grown rapidly, in opinion marketing is the most influential division of a business” comment. Define Marketing and explain the core concepts of Marketing. **[10]**

**Q2) a)** “If you are able to know why & how consumers buy, what they buy, you can be successful marketer” Comment and explain the various factors, which affect the consumer buying behavior. **[5]**

b) Enlist and analyze the steps involved in the buying decision process for ‘Mobile handset’. **[5]**

OR

**P.T.O.**



- a) Consumer wants to purchase LED TV. Explain the various factors, which would affect the consumer buying behavior. [5]
- b) Enlist and analyze the steps involved in the buying decision process for the product 'Washing Machine'. [5]

**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) Banking.
- ii) Four-wheeler service center.
- iii) Hostel.

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

OR

- b) As a marketing manager of an organization develop 'marketing segment, targeting and positioning' for marketing plan for following. [10]
- i) Tractor.
- ii) Small car.

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

OR

- b) i) "A Product is more than a physical entity". Do you agree? Justify your answer. [5]
- ii) Explain the product Mix with respect to a FMCG company. Make necessary assumptions. [5]



Total No. of Questions : 5]

SEAT No. :

**P3966**

**[5070]-2001**

[Total No. of Pages : 2

**M.B.A.**

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

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*
- 4) *Figures to the right indicate marks for that question/sub-question.*
- 5) *Your 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)** State the Broad Steps to New Product Development. Describe the steps with special reference to a ladies skin care product. **[10]**

OR

“Firms change their marketing strategies as per change in the stages of the product lifecycle”. Discuss the strategies that can be adopted across the Introduction & Growth stages of a PLC. **[10]**

**Q2)** Discuss the Internal & External Factors that affect pricing decisions for a Samsung smart phone. **[10]**

OR

Explain the steps to Setting a Price. **[10]**

**Q3)** What are the different types/levels of distribution channels? What are the functions of a distributor? **[10]**

OR

What is Franchising? “Macdonald’s is a classic example of a ‘Business Format Franchise’ and a Reebok Outlet, an example of a ‘Product or Brand name Franchise’”. Do you agree with this statement? Justify. **[10]**

**P.T.O.**

**Q4)** Explain in detail the different tools of promotion (promotion-mix). **[10]**

OR

For communication to be effective, a logical process needs to be followed. Explain the steps to effective advertising from Mission to Measurement. **[10]**

**Q5)** Explain in detail the Marketing Planning Process. **[10]**

OR

Explain the concept of Marketing Evaluation and Control. Elaborate on any 3 types of Marketing Control. **[10]**



Total No. of Questions : 5]

SEAT No. :

**P3967**

**[5070]-2002**

[Total No. of Pages : 10

**M.B.A.**

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

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each question carry 10 marks.*
- 3) *Figures to the right indicate marks for that questions.*
- 4) *Use of simple calculator is permitted.*

**Q1) a)** Define Financial Management. Explain the various goals of it in detail.[10]

OR

b) Explain the key strategies of financial management with suitable examples.[10]

**Q2) a)** From the following Balance sheets of ABC Ltd prepare a statement showing sources and application of funds for the year ended 31<sup>st</sup> March[10]

2005

“BALANCE - SHEET”

Liabilities	2004(Rs.)	2005(Rs.)	Assets	2004(Rs.)	2005(Rs.)
Equity Capital	3,00,000	4,00,000	Goodwill	1,15,000	90,000
8% Pref. sh. capital	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
Tax Provision	40,000	50,000	Cash at bank	10,000	8,000
	6,77,000	8,17,000		6,77,000	8,17,000

**P.T.O.**

Additional Information:

- i) Depreciation has been charged on plant & Land & Building Rs. 10,000 and Rs. 20,000 respectively in 2004-2005.
- ii) Interim dividend of Rs. 20,000 has been paid in 2004-2005.
- iii) Income tax paid during 2004-2005 Rs. 35,000.

OR

- b) The standard ratio for the industry and the ratios of "Prabhat Ltd" are given labour. Comment on the financial position of the company compared to industry standards and give suggestions for improvement. **[10]**

Ratio	Industry Standard Ratio	Ratio of Prabhat Ltd
Current Ratio	2.4	2.6
Quick Ratio	1.6	1.08
Inventory Turnover Ratio	9	3
Average collection period	34	42
Debt equity Ratio	2 : 1	1.35 : 1

- Q3) a)** Ashok Ltd. is planning to invest in a new project. The company has the following 2 alternatives available for investment? **[10]**

	Project 'A'	Project 'B'
Investment	30,00,000	30,00,000
Project Life	5Years	6 years
Cost of capital	12%	12%
Cash inflow at the end of the year:		
year 1	7,00,000	8,00,000
year 2	10,00,000	8,00,000
year 3	9,00,000	8,00,000
year 4	8,00,000	8,00,000
year 5	4,00,000	6,00,000
year 6	-	2,00,000

Calculate and suggest the company to select the alternative on the basis of

- i) Pay Back Period.
- ii) Net Present Value.

OR

- b) A company is considering an investment proposal to install new machine. This project will cost Rs. 1,00,000 and will have 5 years life with no salvage value. Tax rate is 50%, the company follows straight line method of depreciation. [10]

Years	EBDT(Rs.)	Discount factor@ 10%
1	20,000	0.909
2	22,000	0.826
3	28,000	0.751
4	30,000	0.683
5	50,000	0.621

Evaluate the project using

- i) Pay back period.
- ii) Profitability Index at 10%.

- Q4) a) i)** Suprakash company provided the following information and requested you to compute operating cycle duration. [5]

Particulars	(In lakhs)
	Amount (Rs.)
Sales	2,000
Opening Inventory	510
Closing Inventory	375
Opening Receivables	815
Closing Receivables	875
Cost of Goods Sold	1675

- ii) Briefly explain the determinants of working capital. [5]

OR

- b) ABC Ltd sells its products on a gross profit of 20% on sales. The following information is extracted from its annual accounts for the year ended 31<sup>st</sup> December 2014. [10]

Particulars	Amount(Rs.)
Sales at 3 months credit	40,00,000
Raw Material	12,00,000
Wages paid - average time lag 15 days	9,60,000
Manufacturing expensed paid - 1 month in arrears	12,00,000
Administrative expensed paid - 1 month in arrears	4,80,000
Sales promotion expenses - payable half yearly in advance	2,00,000

The company enjoys one month credit from the suppliers of raw materials and maintains a 2 months stock of raw materials and one and half month's stock of finished goods. The cash balance is maintained at Rs. 1,00,000 as a precautionary measure. Assuming a 10% margin, find out working capital requirement of ABC Ltd.

- Q5) a) i) Explain the concept of NI approach. [5]**
- ii) From the following information calculate operating Leverage, Financial Leverage and Combined Leverage. [5]

Units Sold	30,000
Unit Sale Price	Rs. 10
Fixed Cost	Rs. 40,000
Variable cost per unit	Rs.6
10% Debt capital	Rs. 1,00,000
Tax Rate	50%

OR

- b) i) Write a note on NOI approach. [5]
- ii) From the following capital structure of a company, calculate the overall cost of capital using. [5]
- A) Book Value Weights.
- B) Market Value Weights.

Source	Book Value (Rs.)	Market Value (Rs.)
Equity share capital	45,000	90,000
Retained earnings	15,000	-
Preference share capital	10,000	10,000
Debentures	30,000	30,000

The after tax cost of different source of finance is as follows:

Equity sh. capital	= 14%
Retained earnings	= 13%
Pref. sh. capital	= 10%
Debentures	= 5%.





Total No. of Questions : 5]

**P3967**

**[5070]-2002**

**M.B.A.**

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

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions carry equal marks (10 marks each).*
- 2) *All questions are compulsory.*
- 3) *Use of simple calculator is allowed.*

**Q1)** Define Financial Management. Explain goals of financial management. **[10]**

OR

What are the key strategies of financial management? **[10]**

**Q2)** From the following balance sheet of WRCL Company Ltd as on 31st March 2015 and 2016. You are required to prepare a schedule of changes in Working Capital and Funds Flow Statement. **[10]**

Liabilities	As on 31st March		Assets	As on 31st March	
	2015	2016		2015	2016
Share Capital	1,00,000	1,10,000	Building	40,000	38,000
General Reserve	14,000	18,000	Plant & M/c	37,000	36,000
Adjusted P&L A/c	4,000	3,000	Investment (Long Term)	10,000	21,000
Creditors	8,000	5,400	Stock	30,000	23,400
Bills Payable	1,200	800	Bills Receivable	2,000	3,200
Provision for Taxation (Non-current)	16,000	18,000	Debtors	18,000	19,000
Provision for Doubtful Debts	400	600	Cash at Bank	6,600	15,200
Total	1,43,600	1,55,800	Total	1,43,600	1,55,800

- a) Depreciation charged on Plant & M/c was Rs. 4,000.
- b) Provision for Taxation of Rs. 19,000 was made during the year 2016.
- c) Interim dividend of Rs. 8,000 during the year.
- d) A piece of machinery was sold for Rs. 8,000 during the year 2016.  
It had costed Rs. 12,000 depreciation of Rs. 7,000 has been provided on it.

OR

Ratios if MANTIL Limited is given below. You are required to compare the same with Industry standards. Give your interpretation and suggestions to improve the financial performance of the company. [10]

Ratio	MANTIL Limited	Industry Standard
Current Ratio	2.2 : 1	2.75 : 1
Quick Ratio	1.5 : 1	1.2 : 1
Inventory Turnover Ratio	10	7
Average Collection Period	38	46
Debt Equity Ratio	2 : 1	1.4 : 1

- Q3)** A Malborlin Limited has to make a choice between the three investment projects A,B,C. The immediate cash out flow is Rs. 1,00,000 and life of the project is 5 years for each project. The 10% discounting rate is applicable. [10]

You are required to Indicate the ranking for the proposal on the basis of:

- i) NPV
- ii) PI
- iii) ARR

Year	Proposal - A	Proposal - B	Proposal - C
1	40,000	50,000	60,000
2	50,000	30,000	50,000
3	30,000	40,000	50,000
4	50,000	60,000	30,000
5	30,000	30,000	40,000

OR

- a) Calculate Discounted Pay Back Period for the Machines “A” and “B”, Investment for each Machine is Rs. 4,00,000/-

Year	Machine “A”	Machine “B”	P.V. Factor @10%
1	2,00,000	2,20,000	0.909
2	1,70,000	1,40,000	0.826
3	1,50,000	1,60,000	0.751
4	80,000	70,000	0.683
5	50,000	60,000	0.621

- b) Calculate IRR from the following data provided by the XYZ Ltd. Initial investment Rs. 9,00,000 for the project.

Year	CFAT	PV factor @21%	PV factor @22%
1	3,80,000	0.826	0.820
2	3,10,000	0.683	0.672
3	2,40,000	0.564	0.551
4	1,70,000	0.467	0.451
5	4,44,000	0.386	0.370

[10]

- Q4)** Determine the working capital requirement to finance a level of activity of 60,000 units of output for a year. The production activity is carried out evenly throughout year, wages and Overheads accrue. Use Total Cost Approach method of Working Capital Estimation.

[10]

Cost per unit	Rs.
Raw Materials	20
Direct Labour	8
Overheads	6
Total Cost	34
Profit	6
Selling Price	40

Additional Information:

Avg. Stock of RM	1 Month
Avg. WIP	1/2 Month
Stock of Finish Goods	1 Month
Credit allowed to Debtors	1 Month
Credit allowed by Suppliers	1 Month
Time lag in payment of Wages	1 Month
Time lag in payment of Overheads	1 Month
Cash in Hand	20,000

OR

The following information extracted from the books of Alexzandra Ltd.  
Compute operating cycle in days. [10]

Period covered	365 days
Avg. Period of credit	16 days

Particulars	(Rs. in 000)
Avg. Debtors Outstanding	480
Raw Materials consumption	4,400
Total Production cost	10,000
Total Cost of Sales	10,500
Sales for year	16,000

Avg. stock maintained	(Rs. in 000)
Raw Materials	320
WIP	350
Finished goods	260

**Q5)** Explain the concept of capital structure. What are the various factors affecting on Capital Structure? **[10]**

OR

Write Note: **[10]**

- a) MM Approach.
- b) NOI Approach.



Total No. of Questions : 5]

SEAT No. :

**P3968**

**[5070]-2003**

[Total No. of Pages : 2

**M.B.A.**

**203: HUMAN RESOURCE MANAGEMENT**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Explain various function of Human Resource Management and differentiate between HRM & Personnel Management.

OR

What are the strategic functions of HRM as under-stood & implemented in the company.

**Q2)** Explain various steps of Human Resource Planning & discuss briefly various sources of Recruitment.

OR

Discuss various labour market available for Recruitment.

**Q3)** Explain the concept of Training evaluation and describe Krik Patrick Model.

OR

Explain the factors responsible for implementing management development programs.

**Q4)** Explain the concept of performance Appraisal and elaborate its various methods.

OR

What is compensation. Explain current trends in compensation with examples.

***P.T.O.***

**Q5)** Discuss various organisational exists schemes used by companies.

OR

Why “Employee status” plays a significance role in managing employee relations. Explain in detail.

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Total No. of Questions : 10]

SEAT No :

**P3969**

**[5070]-2004**

[Total No. of Pages : 3

**M.B.A.**

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

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Find the initial basic feasible solution of the following transportation problem for minimizing using Vogel's Approximation method. The table below. [10]

	D1	D2	D3	D4	Supply
01	10	20	5	7	10
02	13	9	12	8	20
03	4	15	7	9	30
04	14	7	1	0	40
05	3	12	5	19	50
Demand	60	60	20	10	

OR

**Q2)** Solve the following L.P.P. using graphical method:

[10]

Minimize  $Z=80x+120y$

Subject to  $x+y \leq 9$

$$x \geq 2$$

$$y \geq 3$$

$$20x+50y \leq 300$$

$$x, y \geq 0$$

**P.T.O.**



**Q3)** A self - service store employs one cashier at its counter. Nine customers arrive on as average 5 minutes while the cashier can serve 10 customers in 5 minutes. Assuming Poisson distribution for arrival rate and exponential distribution for service rate find: **[10]**

- a) Find the traffic intensity.
- b) Average number of customers in the system.
- c) Average number of customers in queue or average queue length.
- d) Average time a customer spends in the system.
- e) Average time a customer waits before being served.

OR

**Q4)** a) In a cricket season for a one-day match a bowler bowled 50 balls. The frequency distribution of runs scored per ball is as given below: **[5]**

Runs/ball	0	1	2	3	4	5	6
Number of balls	15	10	10	4	8	1	2

Simulate the system for 2 over's and find average runs given in 2 over's by him. Use the following random numbers: 88,03,05,29,28,48,65,19,55,17,37,82.

- b) Write a note on Markov Chain. **[5]**

**Q5)** Solve the following Game, Given the Pay-off matrix as: **[10]**

		Player B	
		B1	B2
Player A	A1	6	-3
	A2	-3	0

OR

**Q6)** A businessman has 3 alternative actions that he can take. Each of these follows 4 possible events. The conditional Payoffs for each action event combination are as under.

	Events			
Actions	A	B	C	D
I	4	0	-5	3
II	-2	6	9	1
III	7	3	2	4

Find optimal decision under

[10]

- a) Maximin Criterion.
- b) Minimax Regret Criterion.
- c) Laplace Criterion.

**Q7)** A project has been defined to contain the following list of activities along with their required time of completion.

Activity	A	B	C	D	E	F	G	H	I
Time in Days	1	4	3	7	6	2	7	9	4
Immediate Predecessor	-	A	A	A	B	C	E,F	D	G,H

- a) Draw the Network Diagram.
- b) Find early start time(EST) and early finish time (EFT).
- c) Identify Critical path.

[10]

OR

**Q8)** Write short notes on:

- a) Role of Network techniques in project management.
- b) Floats and its types with example.

[5]

[5]

**Q9)** The incidence of a certain disease is such that on an average 20% of workers suffer from it. If 10 workers are selected at random, find the probability that

- a) Exactly 2 workers suffer from the disease.
- b) Not more than 2 workers suffer from the disease.
- c) At least 9 workers suffer from the disease.

[10]

OR

**Q10)a)** A card is drawn at random from a well shuffled pack. Find the probability that

[5]

- i) It is not a spade.
  - ii) It is a face card.
- b) A pair of dice is thrown. Find the probability of getting the sum
- i) More than nine.
  - ii) Multiple of 3.

[5]

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Total No. of Questions : 5]

SEAT No. :

**P3970**

**[5070]-2005**

[Total No. of Pages : 1

**M.B.A.**

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

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) Explain various issues in operations and supply chain functions. [10]  
OR

- b) Short Notes on:
- i) Functions of supply Chain Management. [5]
  - ii) Principles of Lean Management. [5]

**Q2)** a) Explain various types of processes and operations system. [10]  
OR

- b) Explain various stages in Designing Service System. [10]

**Q3)** a) Explain various functions of production planning and control. [10]  
OR

- b) Define “Scheduling”? Explain various types of scheduling. [10]

**Q4)** a) Define Inventory? Explain the concept and Behavior of inventory costs. [10]  
OR

- b) Short Notes on
- i) HML Analysis. [5]
  - ii) FSN Analysis. [5]

**Q5)** a) Describe various key issues in supply Chain Management. [10]  
OR

- b) Short Notes on:
- i) Elements of customer service. [5]
  - ii) Significance of customer satisfaction. [5]

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Total No. of Questions : 5]

SEAT No. :

**P3971**

**[5070]-2006**

[Total No. of Pages : 2

**M.B.A.**

**206 : MANAGEMENT INFORMATION SYSTEM**

**(Semester - II) (2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1) a)** Explain for a marketing department how Information on strategic resource. **[10]**

OR

b) What is networking topology? Describe various types of networking topologies with suitable diagrams. **[10]**

**Q2) a)** Discuss how prototyping helps in development of business applications. Explain with suitable example. **[10]**

OR

b) A network of 500 riskha want to develop their website for better services to panenyes. Being system analyst illustrate steps of SDCC for the same. **[10]**

**Q3) a)** Explain Data ware housing concept, need, advantages and disadvantages. **[10]**

OR

b) "Use of GIS is the competitive advantage for automobile sector". Justify the statement with suitable example. **[10]**

**Q4) a)** Why BPO and call centers have gained importance in India an e-business models towards in recent era? **[10]**

OR

**P.T.O.**

- b) What can be done to improve the security of business uses of the Internet? Give various examples. [10]

**Q5)** a) SK auto ancillary is Pune based manufacturing organisation have 400 customers. They have decided to move into IT era computerise its functions. Being MIS executive describe the requirements from information system to enhance their functioning of the business. Consider personnel finance marketing production and inventing department. [10]

OR

- b) Mohan Lal management recruitment agency want to develop their MIS system. Discuss in details its application which support to the recruitment porcine. [10]

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Total No. of Questions : 5]

SEAT No. :

**P3972**

**[5070]-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 questions has an internal option.*
- 4) *Support your answer with suitable examples.*

**Q1) a)** Case study:

A New Beginning

Mr. Achal Bakeri, is the Chairman and Managing Director of Ahmedabad-based Symphony Ltd, from past 27 years. The company, in its first phase, tasted phenomenal success in a short period, followed by near bankruptcy. In the second phase, it learnt from its mistakes, won back customer and investor confidence, and emerged as India's largest air-cooler manufacturer with a market capitalization of over Rs 6,300 crore. It won two awards - "Best SME - Overall" and "Best SME - Manufacturing" in the Rs 250 crore and above turnover category in the 2015 edition of Business Today's Best SME Awards.

The first part of Bakeri's entrepreneurial journey started in 1988, when he decided to launch air coolers instead of joining the family's real estate business. Back then, the industry was totally unorganized. The products, too, looked odd and clumsy. So, Bakeri launched an air cooler that resembled an air-conditioner, for Rs 4,300. In just two to three years, Symphony was able to match competitors such as Crompton Greaves, Usha and Polar, which were large multi-product companies, in the air-cooler category. Then, it decided to diversify. In 1994, it got listed on exchanges, built a large factory, and launched new models. It tried to replicate its success with air-coolers in other categories by launching new models of water heaters, room heaters, water purifiers, air-conditioners, washing machines and exhaust fans. But the products failed to attract consumers. Worse, this made Symphony lose focus on air coolers. By 2001, investors lost faith in the company, its net worth eroded,

**P.T.O.**

and the stock became a penny stock. The company was referred to the Board for Industrial and Financial Reconstruction or BIFR. It had a debt of over Rs 50 crore.

Instead of closing down the business, as advised by many, he decided to give it a try again, and this time concentrated only on his core competency, air-coolers. The second part of Bakeri's business life begins here. The company abandoned other products. Instead, it launched new air-cooler models in various formats. In the next six years, the focus was on bringing down costs to increase margins. It also decided to outsource manufacturing to become asset light. Its next move was to tap overseas markets. A breakthrough came when it acquired a bankrupt Mexican company, International Metal Products Co (IMPCO), in 2009, which gave it access to the US market and newer models. There has been no looking back since then. From Rs 238 crore in 2010/11, the turnover grew to Rs 466.39 crore in 2013/14. Net profits in these three years have been Rs 50.3 crore, Rs 62.6 crore and Rs 98.9 crore, respectively. Symphony has a 50 per cent share (40 per cent in volume terms) of the domestic organized market, followed by Kenstar (35 per cent), Bajaj Electricals (15 per cent) and Usha. The company's products command a 10-12 per cent premium over products offered by competition. About 15 per cent revenues come from exports to 60 countries. Symphony also bought Munters Keruilai Air Treatment Equipment (Guangdong) or MKE, China, which had a turnover of Rs 93 crore last year with an objective to avail its best manufacturing and research facilities and gain competitive advantage in Asia. Symphony de-risked the seasonal nature of the business by offering good discounts during off-season and penetrating countries like Sri Lanka.

Experts says "While 54 per cent out of 143 million households live in hot and dry climatic conditions and 4 per cent live in moderate climatic conditions, only about 8 per cent own air-coolers, providing a huge opportunity for growth". Nrupesh Shah, Executive Director, Symphony says the company is poised to grow at a compounded annual growth rate of 20-25 per cent in the medium term. For the time being, everybody is buying Symphony's growth story, and it seems that Bakeri can afford to forget his past mistakes.

- i) Identity the critical success factors for symphony's turnaround.
- ii) Also identity the key performance Indicators for CSF's to be measured.

OR

- b) Consider any organisation of your choice from the following. Attempt to define its business along the dimensions of customer groups, customer functions, and alternative technologies. What insight does such a definition offer for the strategic management of your chosen organisation.

- i) A car manufacturer.
- ii) A Bank.

**Q2)** a) Comment. Benchmarking as a tool for comparative analysis.

OR

- b) Explain GE Nine Cell model? What are the advantages of GE Nine Cell model over BCG matrix.

**Q3)** a) A corporate level strategies are basically about the choice of direction that a firm adopts in order to achieve its objective comment. Under what conditions corporate level strategies are adopted.

OR

- b) Explain these stability Corporate level strategies with examples.

- i) No change.
- ii) Project and
- iii) Pause/ Proceed with caution.

**Q4)** a) What approaches can strategists adopt to create a strategy - supportive culture.

OR

- b) Balance Score card is a superior performance measurement tool. Explain.

**Q5)** a) What are the threats to the sustainability of business. How are organisation can cope up with these threats in present competitive business model.

OR

- b) Write short notes on any two:

- i) Strategy Canvas.
- ii) Principles of Blue Ocean Strategy.
- iii) Business Models.

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Total No. of Questions : 5]

SEAT No. :

**P3973**

**[5070]-3002**

[Total No. of Pages : 2

**M.B.A.**

**302 - ENTERPRISE PERFORMANCE MANAGEMENT**

**(Semester - III) (2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions carry Equal Marks.*
- 2) *All questions are compulsory with Internal options.*

**Q1) a)** Explain the importance of 'Non Financial Performance Measures' with stating the significance of 'Balance Score card'.

OR

- b) A company is organised into two different departments i.e. Manufacturing division & Operating division Both are considered as Profit Centre. Each division manager has full authority to decide on sale of divisions output to outsiders & to other divisions.

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

Division 'C' can buy component from outside supplier for Rs.135. But Division 'A' refuses to lower it's price in view of it's need to maintain it's 'Return on Investment' the top management has the following information C's Annual purchases of the component - 1000 units.

A's variable cost per unit - Rs.120

A's fixed cost per unit - Rs.20

Required

- i) Will the company as whole benefit, If Division 'C' bought the components at Rs. 135 from outside supplier.
- ii) If 'A' did not produce the material for 'C' it could use the facilities for other activities resulting in a cash operating savings of Rs.18000/- should 'C' then purchase from outside sources.
- iii) Suppose there is no alternative use of 'A' facilities & the market price per unit for the component drops by Rs.20 should 'C' buy from outside?

**P.T.O.**

**Q2)** a) State the types of capital Expenditure decision & justify the need of Capital Expenditure decision.

OR

b) Explain briefly various techniques of Capital Expenditure Control.

**Q3)** a) In the current chronic situation across Indian Banking sector justify need & importance of following parameters for m-asing bank's performance.

i) NPA's.

ii) Credit Appraisal.

OR

b) Retail organisation's performance is measured on varied performance measure - Explain the above statement using following measures.

i) ABC Analysis.

ii) Multiple Attribute Method.

**Q4)** a) State & explain various steps in project control process.

OR

b) State & Discuss the features of 'Non - Profit' organisation.

**Q5)** a) Describe How Financial Audit is different from Management Audit - Explain.

OR

b) Explain/ write note on Following [Any Two]:

i) Internal Audit.

ii) Principles & objectives of Audit.

iii) Cost Audit.

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Total No. of Questions : 5]

SEAT No. :

**P3974**

**[5070]-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:**

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

**Q1) a)** “Entrepreneurs are born not made” - Do you agree with the statement? why? **[10]**

OR

b) Design an Entrepreneurship Development Programme (EDP) for technical graduates and explain each component of the EDP right from identification of the potential candidates till the follow up in detail. **[10]**

**Q2) a)** “An opportunity is a gap in the market where potential exists to create value”- Discuss the statement with suitable examples. **[10]**

OR

b) What are the various entry strategies suggest a suitable entry strategy for a MNC entering the Indian fast food market. **[10]**

**Q3) a)** Discuss the role of small and medium enterprises in the economic development of India. **[10]**

OR

b) What is project appraisal? Prepare a sample projected financial statement for any project. **[10]**

**P.T.O**

**Q4) a)** What are technology parks? Discuss in detail the assistance provided by different organisations in setting up technology parks in India. [10]

OR

b) Which Act is applicable for a sole proprietary firm. Explain the main provisions of the shops and Establishment Act. [10]

**Q5) a)** What is industrial sickness. Explain in detail the causes of industrial sickness with examples from Indian industries. [10]

OR

b) Discuss the case of any successful entrepreneur from your locality? What traits of the entrepreneur led to its success. [10]



Total No. of Questions :5]

SEAT No. :

**P3975**

[Total No. of Pages :2

**[5070] - 3004**

**M.B.A.**

**305 - (MKT) : CONTEMPORARY MARKETING RESEARCH (SPL.)  
(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 the concept of marketing Research? Explain the applications of Research Designs.

OR

b) Prepare and evaluate the Marketing Research proposal with example.

**Q2)** a) What is questionnaire? Designing a questionnaire for marketing research of launching a new FMCG goods.

OR

b) What is the concept of scale and scalling technique? Give an application of Likert scale.

**Q3)** a) Explain the experimental design in Marketing Research with example.

OR

b) What is the sampling method? Explain different kinds of probabilistic and non - probabilistics sampling techniques.

***P.T.O.***

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

- i) Testing Hypothesis for one mean & two mean.
- ii) Conjoint analysis.
- iii) Factor analysis.
- iv) Chi square test.

OR

b) What is Data Analysis? Explain ANOVA - oneway and Two way Test.

**Q5)** a) What is the concept of cluster Analysis? Explain the clustering methods.

OR

b) Explain multidimensional scaling and perceptual mapping in Marketing Research Analysis.



Total No. of Questions : 5]

SEAT No. :

**P3976**

**[5070]-3005**

[Total No. of Pages : 2

**M.B.A. - II**

**(306 - MKT) : SPECIALISATION CONSUMER BEHAVIOUR**

**(Semester - III) (2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** What is social class? Explain the effect of social class on lifestyles.

OR

- b) Define marketing mix. Discuss the influence of marketing mix variables on consumer behaviour.

**Q2) a)** Discuss the various types of buying motives. Also explain the role of buying motives.

OR

- b) ‘For many marketers, the dual goals of consumer learning are increased market share and brand loyal customers’. Comment.

**Q3) a)** What do you mean by evaluation of alternatives? Discuss search, experience and credence aspects for evaluation of alternatives.

OR

- b) ‘If consumers do not perceive a problem their motivation to act will be low’. Explain the statement with suitable examples.

***P.T.O.***

**Q4)** a) Explain Howarth sheth model of consumer behaviour.

OR

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

**Q5)** a) Explain the Socio-Economic profile of Indian Consumers in detail.

OR

b) Explain 'Socio Economic classes' (SEC) - a technique to measure social classes in India in urban and rural markets.

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Total No. of Questions :5]

SEAT No. :

**P3977**

[Total No. of Pages :2

**[5070] - 3006**

**M.B.A.**

**305(FIN):SPECIALIZATION FINANCIAL REGULATORY FRAMEWORK**

**(Semester - III) (2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1)** Discuss the need and importance of financial regulatory frame work. **[10]**

OR

Explain the “Global financial crisis” along with causes and effects on Indian financial sector. **[10]**

**Q2)** Explain in detail IRDA. **[10]**

OR

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

- a) Sebi guidelines for issue of bonus share.
- b) Book Buildings.

**Q3)** Define the term Articles of Association. Discuss the contents of Articles of Association. **[10]**

OR

Explain companies Act 1956 along with its objectives in detail. **[10]**

**Q4)** What do you mean by Foreign Direct Investment? Explain the need and regulation of FDI. **[10]**

OR

What is external commercial Borrowing? Explain the key elements and terms and condition regarding External Commercial Borrowing. **[10]**

**P.T.O.**

**Q5)** Explain the procedure of formation of society under societies Registration Act. 1860. **[10]**

OR

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

- a) Banking Regulation Act as applicable to co-operatives.
- b) Nidhi companies.



Total No. of Questions : 5]

SEAT No. :

**P3978**

**[5070]-3007**

[Total No. of Pages : 2

**M.B.A.**

**FINANCE SPECILISATION**

**306 - FIN : 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) *All questions carry equal marks.*

**Q1)** a) Define Merchant Banking. Explain its importance and scope.

OR

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

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

OR

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

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

OR

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

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

OR

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

***P.T.O.***

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

OR

b) Explain the following terms in detail:

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

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Total No. of Questions :5]

SEAT No. :

**P3979**

[Total No. of Pages :2

**[5070] - 3008**

**M.B.A.**

**IT -305 : INFORMATION TECHNOLOGY MANAGEMENT**

**(Specialisation)**

**(2013 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1) a)** Describe the future scenario and managerial considerations in acquisition, monitoring, maintenance, controlling and replacement of hardware part.

OR

b) Explain in details on Hardware and Computer peripherals. How does the CPU work explain with diagram?

**Q2) a)** Describe the various types of operating system and how database management is really help full in business.

OR

b) List out the various Application software and write in brief about software suites, messaging, and Groupware, conferencing commercial and corporate level.

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

OR

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

***P.T.O.***

**Q4)** a) What is a database? Why do organizations need a database?

OR

b) Explain the data warehousing and Data mining.

**Q5)** a) What are the process of recruitment, training and retention along with performance measurement in IT organization?

OR

b) Explain Need and Tool of Security Management?



Total No. of Questions : 5]

SEAT No. :

**P3980**

**[5070]-3009**

[Total No. of Pages : 1

**M.B.A.**

**(Information Technology Management)**

**306 (IT) : SPECIALISATION E-BUSINESS**

**(2013 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) What do you understand by E-Business? Explain current status of e-Business.

OR

b) Explain in detail Scope and challenges of E-business in India in the current environment.

**Q2)** a) What is the concept of information publishing technologies? How does it importance to the business?

OR

b) Explain capacity planning in detail.

**Q3)** a) Explain e-business design in detail.

OR

b) Explain mobile commerce in detail.

**Q4)** a) What do you e-CRM in detail.

OR

b) Explain the e-Business security/payment services and online community building systems.

**Q5)** a) Explain e-business strategy into Action, its challenges and legal issues involved in that.

OR

b) What are different issues to be consider when launching e-business?

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Total No. of Questions :5]

SEAT No. :

**P3981**

[Total No. of Pages :2

**[5070] - 3010**

**M.B.A.**

**305 OPE : SPECIALIZATION PLANNING AND CONTROL OF OPERATIONS**

**Operations Management**

**(2013 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1) a)** Explain the concept of Scheduling in PPC and write down it's need in planning. **[10]**

OR

b) In a Steel Pipe manufacturing company, it was observed that ‘Steel Billets’ which are used as raw material in Pipe Manufacturing were unavailable for Rolling operation which resulted into machine Idle time and labor idle time. The productivity of the plant was decreased due to this. Being a PPC manager, what precautions you will take to avoid such situation. **[10]**

**Q2) a)** Explain “Forecasting As A Planning Tool”. **[10]**

OR

b) Why Forecasting is essential in Manufacturing Companies? **[10]**

**Q3) a)** Explain the concept of MPS. With suitable example explain disaggregation of product information. **[10]**

OR

b) Assume that you are a Seamless Metal Tube manufacturer. Your current production rate is 20,000 Metric Tons per day. If you want to increase it to 30,000 Metric Tons per day, what problems do you face in making this change? **[10]**

**P.T.O.**



**Q4) a)** Explain the role of ERP in interfacing functional areas of business. [10]

OR

b) What is the Bill of Materials (BOM)? Being a Design Engineer make a list of items required to prepare BOM for Telephone. [10]

**Q5) a)** Scheduling is a planning function and Expediting a control function. In a small firm, it was proposed to allocate both responsibilities to one person. Would you approve of such scheme? Give justification. [10]

OR

b) With the help of diagram explain the scheduling context wrt “A Pure Flow Shop”. [10]



Total No. of Questions : 10]

SEAT No. :

**P3982**

**[5070]-3011**

[Total No. of Pages : 1

**M.B.A.**

**306 (OPE) : INVENTORY MANAGEMENT (Specialization)  
(Semester - III) (2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Discuss the application of any one type of Inventory in Automobile sector.  
OR

**Q2)** Explain different types of Inventory with examples.

**Q3)** Write a note on issues in P&Q system of Inventory control.  
OR

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

**Q5)** Explain Basic E.O.Q. model & state the application of production Quality model.  
OR

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

**Q7)** Explain the principles of JIT with examples.  
OR

**Q8)** What are the benefits & disadvantages of JIT.

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

**Q10)** How to make & by decisions? Discuss with examples.

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Total No. of Questions :5]

SEAT No. :

**P3983**

[Total No. of Pages :2

**[5070] - 3012**

**M.B.A.**

**LABOUR LAWS**

**305 - HR : Human Resource Management  
(2013 Pattern) (Semester - III) (Specialization)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1)** Discuss the importance of labour laws. Explain the need for change in Labour laws.

OR

Explain the Role of ILO & the challenges Faced by ILO.

**Q2)** Explain the following terms:-

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

OR

What is meant by deduction from wages? Explain any five permissible deduction from wages' under payment of wages Act, 1936.

**Q3)** What provisions under health are to be provided by the employer to employees under factories Act, 1948.

OR

What are the provisions under factories Act, 1948 regarding the welfare of the Employees?

**P.T.O.**

**Q4)** Explain with reference to payment of Gratuity Act:

- a) Continuous service.
- b) Mr. Akash nominated his friend Sumit as a nominee under Gratuity inspite of being married & having son. Is it permissible under Gratuity Act.

OR

Discuss in brief the family Pension scheme under provident fund & MBc. provision Act.

**Q5)** Discuss the various benefits under ESIC Act, 1948.

OR

Mr. Shyam dies in an accident when he was returning home from his work. Is the Employer liable to pay him the compensation under workmen's compensation Act, 1923.



Total No. of Questions : 5]

SEAT No. :

**P3984**

**[5070]-3013**

[Total No. of Pages : 1

**M.B.A.**

**HUMAN RESOURCE MANAGEMENT (SPL.)**

**306 - HR : Performance Management**

**(2013 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) What are the strategies for effective implementation of performance management.

OR

b) Explain three types of performance appraisal.

**Q2)** a) Explain ethical issues and dilemmas in performance management.

OR

b) Elaborate the necessary components of reward system.

**Q3)** a) Discuss the process of implementing performance management.

OR

b) Mr. A.B.C. is working as a senior HR manager at manufacturing unit advice which performance system to be adapted.

**Q4)** a) Explain the scope and Historical development in performance management.

OR

b) Discuss in detailed the building work culture at insurance firm.

**Q5)** a) Top leaders need to be transparent in performance management system. Comment.

OR

b) Elaborate reward system & components of it.

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Total No. of Questions :5]

SEAT No. :

**P3985**

[Total No. of Pages :2

**[5070] - 3014**

**M.B.A.**

**305 - (IB) : INTERNATIONAL BUSINESS ECONOMICS (SPL.)**

**(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 the 'Balance of Payment'? Distinguish between 'Balance of Trade' and 'Balance of payment'.

OR

b) Explain the concepts of Globalisation and International Business.

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

- i) Ohlin Theory
- ii) Internal Vs foreign Trade.
- iii) Demand and supply of International Trade.

OR

b) Explain the International Trade Theory on Demand and supply.

**Q3) a)** What is the concept of Free Trade? Explain Free Trade areas with suitable example.

OR

b) Define Foreign exchange market. Explain the types of Foreign Exchange Transactions.

***P.T.O.***

**Q4)** a) What is the concept of FDI? How India is facing challenges after allowing FDI in open market?

OR

b) What is MNC (Multi-National Company)? “MNC’ are facing the challenges Globally” – comment.

**Q5)** a) Illustrate the concept of International Reserve. Explain Demand supply cycle of International Reserve.

OR

b) Briefly discuss on IMF and Eurocurrency Market.



Total No. of Questions : 5]

SEAT No. :

**P3986**

**[5070]-3015**

[Total No. of Pages : 1

**M.B.A.**

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

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) Explain the significance of procedure and documentation in International trade.

OR

b) Discuss about the Aligned Documentation System (ADS).

**Q2)** a) Explain the cargo insurance and claim procedure.

OR

b) Discuss the central excise clearance and documentation.

**Q3)** a) Discuss about the role of EXIM Bank in India.

OR

b) Explain the documentary collection of export bills.

**Q4)** a) What is the concept of export promotion? Explain the export promotion scheme in India.

OR

b) Explain the role of export promotion councils.

**Q5)** a) Discuss the regulations for International Trade.

OR

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

- i) Pre shipment Inspection.
- ii) Quality control in International Trade.
- iii) Customs Act 1962.
- iv) Foreign Exchange Management.

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Total No. of Questions :5]

SEAT No. :

**P3987**

[Total No. of Pages :2

**[5070] - 3016**

**M.B.A. - II**

**305 (SCM) : SPECIALISATION ESSENTIALS OF SUPPLY  
CHAIN MANAGEMENT  
(2013 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks :50*

*Instructions to the candidates:*

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

**Q1) a)** What is supply Chain? Explain Financial Sophistication in 21<sup>st</sup> Century supply chains. **[10]**

OR

b) Explain the concept of supply chain management. Discuss role of supply chain as a value driver. **[10]**

**Q2) a)** Discuss with suitable examples push based and pull based supply chain. **[10]**

OR

b) i) Write note on Agile chain. **[5]**

ii) Write note on Pull strategy for supply chain. **[5]**

**Q3) a)** Explain power shifts in the supply chain. Discuss demand for flexibility of partnerships. **[10]**

OR

b) Explain core competence and growth in outsourcing of supply chain. **[10]**

**P.T.O.**

**Q4) a)** Explain the Distribution Management in supply chain management with suitable example. **[10]**

OR

b) i) Write short notes on overview of customer focus in SCM. **[5]**

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

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

OR

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



Total No. of Questions : 5]

SEAT No. :

**P3988**

**[5070]-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) *Answer all questions.*
- 2) *All questions carry equal marks.*

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

OR

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

**Q2)** Explain micro dimensions of logistics and its interface with operations and supply chain.

OR

Explain problems which are associated with organisation in integrating logistics?

**Q3)** Discuss materials management Vs physical distribution? Give relevant examples?

OR

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

**Q4)** Explain types of logistics relationships?

OR

Explain the concept of 4PL and 3PL?

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

OR

Write a note in Service Capaucty, waiting time & distribution channel.

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Total No. of Questions : 5]

SEAT No :

**P3989**

**[5070]-3018**

[Total No. of Pages : 1

**M.B.A.**

**305-(RABM) : AGRICULTURE AND INDIAN ECONOMY(SPL.)  
(2013 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) Explain the national commissions of farmers and green revolution.

OR

b) Discuss the crop pattern in India since 1951.

**Q2)** a) What is the concept of poverty? Explain the need of public distribution system in India.

OR

b) Discuss about the policies opted for reforms of public distribution system.

**Q3)** a) Explain irrigation in the 12<sup>th</sup> year plan and private sector participation in irrigation.

OR

b) Discuss the multipurpose river valley project.

**Q4)** a) Explain Tenamy Reforms and an appraisal of Land Reforms.

OR

b) Explain size productivity and farm efficiency.

**Q5)** a) Discuss about the agricultural labour and minimum wages.

OR

b) Write short notes on (any two) :

- i) Size of unorganised sector.
- ii) unorganised sector employment.
- iii) Estimate of organised and unorganised workers.
- iv) Banded labours and working conditions.

Total No. of Questions :5]

SEAT No. :

**P3990**

[Total No. of Pages :2

**[5070] - 3019**

**M.B.A.**

**306 RABM: SPECIALISATION 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 Growth Model. [10]**

OR

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

**Q2) a) Enumerate precisely the experiences and learnings from 'Case of CFCL – UTTAM BANDHAN'. [10]**

OR

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

**Q3) a) Explain in detail buying decision process with example. [10]**

OR

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

**P.T.O.**

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

OR

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

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

OR

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



Total No. of Questions : 5]

SEAT No :

**P3991**

**[5070]-3020**

[Total No. of Pages : 1

**M.B.A.**

**FBM-305 : SPECIALISATION ESSENTIALS OF FAMILY BUSINESS MANAGEMENT -I  
(2013 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) Explain the concept of family bussiness, which expects makes it unique?

OR

b) Explain the competitive challanges faced by family Bussiness.

**Q2)** a) Explain the term ‘cultural blur’. Why it occurs in family Business?

OR

b) Write short notes on:

- i) Family Business people.
- ii) Family unity & conflicts.

**Q3)** a) Which are the ways of family communication in family Business.

OR

b) What do you mean by family emotional intelligence.

**Q4)** a) “Before joining Family bussiness outside experience is important” Write your opinion.

OR

b) What is the importance of working in business rather than outside experience.

**Q5)** a) Explain the importance of motivation & retaintion of Non family managers.

OR

b) Write short note on:

- i) Family business consultants.
- ii) Non executive directors in Family bussiness.

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Total No. of Questions :5]

SEAT No. :

**P3992**

[Total No. of Pages :2

**[5070] - 3021**

**M.B.A.- II**

**306 FBM: SPECIALISTION 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 answer should be specific and to the point.*
- 6) *Support your answers with suitable live examples.*
- 7) *Draw neat diagrams and illustrations supportive to your answer.*

**Q1) a)** “In the changing world business need innovation”, Discuss the statement using an example. **[10]**

OR

b) Write down myths surrounding creativity. Discuss them in brief. **[10]**

**Q2) a)** What is the difference between static and dynamic models of innovation? Describe the familiarity matrix. **[10]**

OR

b) Describe Tushman-Rosenkopf technology life cycle model in details. **[10]**

**Q3) a)** What do you understand by a value configuration in a business? Explain the concepts value chain, value network, value shop. **[10]**

OR

b) List the sources of assets and competencies. Explain the relation between competencies and assets. **[10]**

**P.T.O.**



**Q4) a)** Draw and explain Pioneers, migrators and settlers Map with suitable example. **[10]**

OR

b) Explain with example how emotional appeal helps creating need for the business. **[10]**

**Q5) a)** Write down the functional sources of Innovation Discuss each one of them in brief.

OR

b) Discuss the use of University, Government and Private laboratories as sources of innovation. **[10]**



Total No. of Questions : 5]

SEAT No :

**P3993**

**[5070]-3022**

[Total No. of Pages : 1

**M.B.A.**

**305 TM: FUNDAMENTALS OF TECHNOLOGY MANAGEMENT**

**(Specialization)**

**(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 market Based views and Resource Based views in management.

OR

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

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

OR

- b) 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 mangement. explain management of human resources.

OR

- b) Discuss the changes happening in organisational forms and structures.

**Q5)** a) Do a comparative analysis of competitiveness of India and China

OR

- b) Define standard of living. Also explain the various indices of competitiveness.

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Total No. of Questions : 5]

SEAT No. :

**P3994**

**[5070]-3023**

[Total No. of Pages : 2

**M.B.A.**

**TECHNOLOGY MANAGEMENT**  
**306 - TM : Managing Innovations - I**  
**(2013 Pattern) (Semester - III) (Specialisation)**

*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 right indicate marks for that question on subquestion.*
- 5) *Your answers should be specific & to the point.*

**Q1) a)** Define “Innovation”. Why do innovations become imperative for all business organisation? **[10]**

OR

- b) i) What are the sources of innovations? **[5]**
- ii) Compare functional sources of innovations with circumstantial sources of innovations. **[5]**

**Q2) a)** Explain the following models of Innovation

- i) Foster’s S curve. **[5]**
- ii) Abernathy - Clark Model. **[5]**

OR

b) Differentiate between Incremental and Radical Innovation. **[10]**

**Q3) a)** Draw the value shop diagram for a general medical practitioner. Explain value creation logic for the general medical practitioner. **[10]**

OR

b) What are the sources of assets and competencies? What type of relationship exists between assets and competencies? **[10]**

**P.T.O.**

**Q4) a)** Enlist factors which are considered by the organization while making the decision on what to innovate? Describe these factors in brief. [10]

OR

b) What are the issues associated with innovators? How do organisation search for Innovation opportunities? [10]

**Q5) a)** Differentiate between sustaining technologies and disruptive technologies. [10]

OR

b) Write short note on (Any Two): [10]

- i) Resource Allocation for Innovation.
- ii) Innovator's Dilemma for selecting technologies.
- iii) Trajectories of market need versus technology improvement.

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Total No. of Questions : 5]

SEAT No. :

**P3995**

**[5070]-4001**

[Total No. of Pages : 2

**M.B.A.**

**401 - MANAGING FOR SUSTAINABILITY**

**(2013 Course) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** What is the concept of 'CSR'? Explain the nature of corporate responsibility.

OR

b) Explain the statement "Issues and opportunities for business in socially and environmentally are sustainable?"

**Q2) a)** Define the concept of 'Sustainable Development'. Explain its need and importance.

OR

b) Explain the stakeholder Impact on reducing socio-environmental costs and risk for sustainable Development.

**Q3) a)** Explain the Business case for sustainable Development on three dimensions environmental, economic and socially.

OR

b) Discuss the social accountability standard - ISO 26000 and its features.

**Q4) a)** Define the concept of 'Corporate Governance'. Write the difference between 'governance' and 'management'.

OR

b) Explain the nature, characteristics and issues of Corporate Governance.

**P.T.O.**

**Q5) a)** Discuss the characteristics, nature and needs of Business Ethics.

OR

b) Write short notes on (any two):

- i) The ethical value system.
- ii) Ethics and corporate excellence.
- iii) Indian values and Ethics.
- iv) Impact of Law on Business Ethics.



Total No. of Questions : 5]

SEAT No. :

**P3996**

**[5070]-4002**

[Total No. of Pages : 2

**M.B.A.**

**403 (MKT): SERVICES MARKETING (SPL.)**

**(2013 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Define Services. Explain its significance and characteristics.

OR

b) Explain three extended marketing mix for Services with example.

**Q2) a)** Discuss the impact of customer perception and customer satisfaction on service product.

OR

b) Discuss on service promotion about 'Integrated Service marketing communication' and 'visual merchandising'.

**Q3) a)** Define and signify the 'Quality function Deployment'.

OR

b) Explain about the service design and standards.

**Q4) a)** What is the concept of service culture? Explain employee's role in service delivery.

OR

b) Define the concept 'customer as a co-producer' in service culture with example.

***P.T.O.***

**Q5) a)** Discuss the applications of service marketing with example (at least two).

OR

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

- i) IT and ITES.
- ii) Marketing in Tourism.
- iii) Health care sectors.
- iv) Sports and Entertainment in service sectors.

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Total No. of Questions : 5]

SEAT No :

**P3997**

**[5070]-4003**

[Total No. of Pages : 2

**M.B.A.**

**404 - MKT : SPECIALISATION - IV SALES AND DISTRIBUTION MANAGEMENT  
(2013 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Define sales management. Explain qualitative & quantative objectives of sales management.

OR

b) Explain the process of designing the marketing channel for consumer products.

**Q2) a)** Explain the different types of salesforce structure.

OR

b) You have been appointed as a sales manager of life insurance company. How will you train & motivate the sales force.(Make Necessary Assumptions).

**Q3) a)** What is sales for casting? Explain various methods of sales for casting.

OR

- b) Write short notes on.
- i) Sales quotas.
  - ii) E-Commerce.

**P.T.O.**

**Q4)** a) Explain the role & significance of C & F Agents.

OR

b) What is franchising? Explain the process of appointing a franchisee.

**Q5)** a) Define Retailing. Explain different types of organised retail format.

OR

b) Assume you are store manager of Branded Jewellery. How will you conduct sales promotion and pop promotion activity to increase the sale.

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Total No. of Questions : 5]

SEAT No. :

**P3998**

**[5070]-4004**

[Total No. of Pages : 2

**M.B.A. - II**

**403 FIN:SPECIALIZATION INTERNATIONAL FINANCE**

**(Semester - IV) (2013 Pattern)**

*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) Define International Finance? Explain its nature and scope. [10]**

OR

Define 'IMF'. Explain the origin, objectives and operations of IMF.

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

OR

What is meant by speculation in foreign exchange market? Explain currency arbitrage.

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

OR

Explain the historical perspective and development of Global capital market?

**Q4) Define Floating Rate Notes. State the types, features and advantages of FRN. [10]**

OR

Explain syndication process in practice. What are the types of syndicated loans.

**P.T.O.**

**Q5)** What are the strategies used for International receivables management?  
Explain. **[10]**

OR

Explain International Financial Reporting standards? Describe its objectives and scope.

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Total No. of Questions : 5]

SEAT No :

**P3999**

**[5070]-4005**

[Total No. of Pages : 2

**M.B.A.**

**404 (Fin) : CORPORATE FINANCE (Specialization - IV)  
(2013 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** What are the goals of the corporations for governance of the firm.

OR

- b) Write short notes on:
- i) Investment decisions.
  - ii) Financing decisions.

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

Particular	Rs.
Sales	5,00,000
Less : Operating costs	3,00,000
Less : Interest costs	12,000
EBT	1,88,000
Less : Taxes (40%)	75,200
EAT	1,12,800

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

OR

**P.T.O.**

- b) Two firms XYZ Ltd and ABC Ltd are identical in all respect except leverage in capital structure. XYZ Ltd has 10% Rs. 3,00,000/- debentures. Both the firms have the same EBT of Rs. 50,000/- The equity capitalisation rate of XYZ Ltd is 16% and ABC Ltd is 12.5% you are required to calculate the total value of each firm.

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

OR

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

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

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

OR

- b) The following data relate to a firm.

- i) Earning per share - Rs.10/-
- ii) Capitalisation Rate - 14%
- iii) Retention Ratio = 40%

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

**Q5) a)** Define 'Corporate Restructuring' and explain the board areas of Restructuring.

OR

- b) Elaborate in relation to corporate restructuring

- i) Expansion Technique
- ii) Disinvestment technique.

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Total No. of Questions : 5]

SEAT No. :

**P4000**

**[5070]-4006**

[Total No. of Pages : 2

**M.B.A.**

**403 (IT) : SPECIALISATION - III SOFTWARE PROJECT  
MANAGEMENT**

**(2013 Pattern) (Semester - IV) (Full Credit Course)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Explain Software Project Management in detail. **[10]**

OR

b) Define Software Project Management. How software projects differ from other types of projects. **[10]**

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

OR

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

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

OR

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

**P.T.O.**

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

OR

b) Explain different software risks and how to manage them. [10]

**Q5) a)** Explain in brief the Primavera software for project management. [10]

OR

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

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Total No. of Questions :5]

SEAT No. :

**P4001**

**[5070]-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 return on an ERP investment?

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?

OR

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

**Q3)** What are the functionalities capabilities offers compensation management of HRM-ERP solution.

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.

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 Requirements' & 'Expectation for ERP solutions' in this industry.

OR

Arvind mills retail venture Management has decided to undergo ERP solution for growing their retail business. ERP solution provider would support Arvind mill by giving 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 case of ERP implementation with reference to following components of retail ERP solution:

- a) Master data.
- b) Merchandise planning, Procurement ,and 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.



Total No. of Questions : 5]

SEAT No. :

**P4002**

**[5070]-4008**

[Total No. of Pages : 2

**M.B.A.**

**403 (OPE) : SPECIALISATION - III OPERATIONS STRATEGY**

**(Operation Management)**

**(2013 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Explain the term “Quality” & “Social Responsibility” from the perspective of operations strategy of an organization. **[10]**

OR

b) Write short notes:

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

**Q2) a)** Explain the concept of strategic integration in detail. **[10]**

OR

b) Define value chain. Explain its various core competencies & capabilities. **[10]**

**Q3) a)** Explain the various tradeoff alternatives in case of strategy implementation. **[10]**

OR

b) Write short notes:

- i) Just in time method. **[5]**
- ii) Technology issues in new product development. **[5]**

**P.T.O.**

**Q4)** a) Define strategic resource management. Explain its importance in detail. [10]

OR

b) Explain the various issues involved with managing of resources by any organization? [10]

**Q5)** a) Explain the impact of IT & ITES in the process of resource implementation? [10]

OR

b) Briefly describe the concept of SAP. [10]

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Total No. of Questions : 5]

SEAT No :

**P4003**

**[5070]-4009**

[Total No. of Pages : 1

**M.B.A.**

**404 - (OPE) : TOTAL QUALITY MANAGEMENT**

**(Specialization)**

**(2013 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) What is the concept of quality? Explain 'quality cost perspective'.

OR

b) Explain goods and service quality with example.

**Q2)** a) What is concept of '14 point of philosophy'? Explain it.

OR

b) Explain the quality philosophy of Juran and Crosby.

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

- i) Flow charts.
- ii) Histograms.
- iii) Pareto analysis.
- iv) Regression analysis.

OR

b) Explain quality function deployment and planned improvement.

**Q4)** a) Write the necessity and importance of Statistical Quality Control (SQC).

OR

b) Explain OC curves and Average Outgoing Quality Limit(AOQL).

**Q5)** a) Discuss about the Quality Management Awards and framework.

OR

b) Explain Tata Business Excellence Model(TBEM).

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Total No. of Questions : 5]

SEAT No. :

**P4004**

**[5070]-4010**

[Total No. of Pages : 2

**M.B.A.**

**Specialization :- HUMAN RESOURCE MANAGEMENT**

**403 HR : Industrial Relations**

**(Semester - IV) (2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Explain concept of Industrial Relations with evolution of Industrial Relations. **[10]**

OR

b) Define Industrial Relations. Explain Approaches to Industrial Relations. **[10]**

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

OR

b) What are the duties of labour courts, Tribunals and National Tribunals? **[10]**

**Q3) a)** Discuss the rights & liabilities of registered Trade Union. **[10]**

OR

b) Explain Unfair Labour Practices under Trade union Act, 1926. **[10]**

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

OR

b) Explain the Provisions for welfare & Health of contract Labour Act, 1970. **[10]**

**P.T.O.**

**Q5) a)** Explain concept of collective Bargaining with its process. **[10]**

OR

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

- i) Workers Participation in Management.
- ii) Works committee.
- iii) Salient features of Industrial Employment Act, 1946.
- iv) Illegal strikes & Lockouts.

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Total No. of Questions : 5]

SEAT No :

**P4005**

**[5070]-4011**

[Total No. of Pages : 1

**M.B.A.**

**404 (HR) : STRATEGIC HUMAN RESOURCE MANAGEMENT**

**(Specialization - IV)**

**(2013 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) Elaborate SHRM along with its aims, approaches and challenges.

OR

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

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

OR

b) Elaborate HR strategic and its impact on organisational performance.

**Q3)** a) Explain career planning with respect to centered career planning in detail.

OR

b) Elaborate retention strategies in an organisation.

**Q4)** a) Describe strategies for organisational transformations in detail.

OR

b) Elaborate strategies for culture management.

**Q5)** a) How do you convert global presence into global competitive advantage from development of an organisation?

OR

b) How do you develop training and development strategy for international staff.

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Total No. of Questions : 5]

SEAT No. :

**P4006**

**[5070]-4012**

[Total No. of Pages : 1

**M.B.A.**

**403 (IB): SPECIALIZATION - III INTERNATIONAL BUSINESS ENVIRONMENT**

**(2013 Pattern) (Semester - IV) (Theory)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Discuss the Trends & Development in Global Trading Environment.

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) Discuss the Pattern & Structure of Foreign Investment.

**Q3) a)** Explain in detail UNCTAD with its Objectives & Functions.

OR

b) Explain in detail WTO with its Objectives & Functions.

**Q4) a)** What is MNC? Discuss the involvement of MNC in International Business.

OR

b) Explain in detail -

- i) Code of conduct for MNCs.
- ii) Advantages of MNCs for Home & Host countries.

**Q5) a)** What do you understand by Regional Economic Grouping? Explain it with types of Regional Economic Groups.

OR

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

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Total No. of Questions : 5]

SEAT No :

**P4007**

**[5070]-4013**

[Total No. of Pages : 1

**M.B.A.**

**404 (IB) : INDIAN ECONOMY AND TRADE DEPENDENCIES (Specialization)  
(2013 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) Explain trends in National 'Income' and 'Growth' since 1991 in Indian Economy.

OR

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

**Q2)** a) Discuss about the 'Human Capital formation' in India.

OR

b) What is the 'Foreign Aid'? Explain the problems of foreign aid.

**Q3)** a) Write the 'Review of Industrial Growth' under 11<sup>th</sup> five year plan (eleventh).

OR

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

**Q4)** a) What is the concept of 'Foreign Trade'? Explain the 'Trends of Export and Import' in India.

OR

b) Express the term 'Foreign Capital'. What is the need for foreign capital.

**Q5)** a) Explain India in 'Global trade' and 'Globalisation strategies'.

OR

b) Write short notes on (any two):

- i) WTO and India.
- ii) Foreign exchange reserves.
- iii) Convertibility of the rupee.
- iv) Liberalisation in EXIM policy.

Total No. of Questions : 5]

SEAT No. :

**P4008**

**[5070]-4014**

[Total No. of Pages : 1

**M.B.A.**

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

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) What is the concept of SCM? Explain the strategic objections of SCM.

OR

b) Explain sustainable competitive advantage through supply chain.

**Q2)** a) What is 'Strategic Fit'? Explain the steps in achieving 'Strategic Fit'.

OR

b) Explain Globalisation and competitive changes over time.

**Q3)** a) Discuss 'Minimize local cost perspective' and 'Minimize functional cost perspective'.

OR

b) Illustrate the 'Agile inter company inter functional scope'.

**Q4)** a) Discuss the strategic partnerships and Alliances.

OR

b) Write short notes on (any two):

- i) 3 PL and 4 PL outsourcing.
- ii) Core competence.
- iii) Strategic prerequisites.
- iv) Strategic implementation issues.

**Q5)** a) Explain Supply chain challenges and strategies for the future.

OR

b) Explain Greening and Ethical Supply chain.

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Total No. of Questions : 5]

SEAT No :

**P4009**

**[5070]-4015**

[Total No. of Pages : 2

**M.B.A- II**

**404 - (SCM) :SPECIALISATION KNOWLEDGE MANAGEMENT  
IN SUPPLY CHAINS  
(2013 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Briefly describe the concept of customer relationship management from the perspective of supply chain. **[10]**

OR

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

**Q2) a)** Briefly describe the classification of supply chain information system.[10]

OR

b) Explain briefly various strategic issues associated with manufacturing?[10]

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

OR

b) Write short notes:

- i) Web enabled supply chain. **[5]**
- ii) Impact of technology on supply chain. **[5]**

**P.T.O.**

**Q4)** a) Describe in brief various opportunities related with application of E-supply chain. **[10]**

OR

b) Explain in detail the concept of collaborative demand planning. **[10]**

**Q5)** a) Briefly describe the infrastructure of information Technology with regards to supply chain. **[10]**

OR

b) Write short note on:

i) Global Data Synchronization. **[5]**

ii) GPRS. **[5]**

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Total No. of Questions : 5]

SEAT No. :

**P4010**

**[5070]-4016**

[Total No. of Pages : 1

**M.B.A.**

**403 (RABM) : SPECIALIZATION RURAL CREDIT & FINANCE  
(Semester - IV) (2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All Questions are compulsory with internal choice.*
- 2) *All Questions carry Equal (Ten Marks).*

**Q1) a)** Explain the role & contribution of Agriculture in the economic development. **[10]**

OR

b) State various characteristics of Indian Agriculture. **[10]**

**Q2) a)** What is the role of 'credit' in Agriculture? State the structure of Agriculture finance in India. **[10]**

OR

b) Explain in detail various financial Intermediaries in Agriculture with their performance. **[10]**

**Q3) a)** What is co-operative Banking? Explain the structure of co-operative credit system in India? **[10]**

OR

b) Co-operative banks became more competitive and their performance improved after liberalisation - comment on the above statement. **[10]**

**Q4) a)** Explain the 'Credit Analysis' process in detail. Also differentiate between 'Kind Loan v/s Cash Loans'. **[10]**

OR

b) Explain 'principle of co-operative credit' and 'principle of better credit' in detail. **[10]**

**Q5) a)** What is Micro finance? State various lessons taken from micro finance and historical interventions. **[10]**

OR

b) State the Role of BDS in rural finance in detail. **[10]**

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Total No. of Questions : 5]

SEAT No :

**P4011**

**[5070]-4017**

[Total No. of Pages : 1

**M.B.A.**

**404 (RABM) : RURAL MARKETING - II (Specialization - IV)  
(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) Explain the meaning & significance of product strategy? Explain customer value strategies?

OR

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

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

OR

b) Discuss the factors responsible for pricing strategy.

**Q3)** a) Explain distribution strategy. Discuss distribution decision.

OR

b) State the distribution practices & explain its trends.

**Q4)** a) Discuss Rural retailing with examples?

OR

b) What is E-Tailing & PPP models.

**Q5)** a) Discuss IMC strategy & Rural advertising.

OR

b) Explain promotion strategy with examples.



Total No. of Questions : 5]

SEAT No. :

**P4012**

**[5070]-4018**

[Total No. of Pages : 1

**M.B.A.**

**403 (FBM) : ESSENTIALS OF FAMILY BUSINESS  
MANAGEMENT - II (SPL.)  
(2013 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) What do you mean by well balance board? Discuss.

OR

b) Discuss the various responsibilities of shareholders to the company.

**Q2)** a) What do you mean by cousin companies? Discuss complexities in cousin companies.

OR

b) Discuss the Bounders between the Board and the family council.

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

OR

b) What ingredients in next generation can be considered for responsible leadership.

**Q4)** a) Explain the statement “ The CEO is an architect of governance”.

OR

b) Discuss the Roles of CEO spouse for succession and the transfer of power.

**Q5)** a) Explain the tree states of Evolution.

OR

b) Write short notes on:

- i) Intrapreneuership.
- ii) Changing culture in Family Business.

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Total No. of Questions : 5]

SEAT No :

**P4013**

**[5070]-4019**

[Total No. of Pages : 1

**M.B.A.**

**404 FBM : SPECIALISATION - IV MANAGING INNOVATION - II  
(2013 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Discuss the various methods of globalizations that lead to innovations in Business. **[10]**

OR

b) Define and explain strategic choice. What is the role of complementary technologies in strategic choice?

**Q2) a)** What is the role of Technology Transfer and commercialization in innovation for emerging economies? **[10]**

OR

b) 'Emerging economies lead the way for sustainable innovation'. Explain.

**Q3) a)** Why a National Government role necessary in innovation? Explain the necessary factors. **[10]**

OR

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

**Q4) a)** Write short note on (any two): **[10]**

- i) Customer satisfaction and Loyalty Measurement.
- ii) Customer Mind Mapping.
- iii) Customer Ecosystem Mapping.

OR

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

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

OR

b) Give an overview of national innovation system of Singapore.

Total No. of Questions : 5]

SEAT No. :

**P4014**

**[5070]-4020**

[Total No. of Pages : 2

**M.B.A.**

**SPECIALIZATION : TECHNOLOGY MANAGEMENT**

**(403 TM) : Technology Competition and Strategy**

**(Semester - IV) (2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** “Energise and support technological innovation and develop plans to enhance creativity and support Research and Development activity”.

Elaborate the above statement in relation with technology management. **[10]**

OR

b) Explain technological characteristics of competitive domains. **[10]**

**Q2) a)** Discuss steps in mapping the technology environment. **[10]**

OR

b) What is technology intelligence? Write signals of New technology and Levels of Technology Intelligence. **[10]**

**Q3) a)** Explain the terms “business strategy” and “technology strategy”. **[10]**

OR

**P.T.O.**

- b) Explain the following methods of strategic analysis: [10]
- i) X-Y Co-ordinate positioning method.
  - ii) M - by -N matrix.

**Q4)** a) Explain how technology strategy choice will affect competition advantage of an organisation. [10]

OR

- b) Discuss a framework for formulating technology strategy with respect to strategic diagnosis and crafting, and implementation approach. [10]

**Q5)** a) Explain Research and Development collaboration as technology strategy with examples. [10]

OR

- b) Explain problems of acquiring intellectual property right with respect to developing countries. [10]

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Total No. of Questions : 5]

SEAT No :

**P4015**

**[5070]-4021**

[Total No. of Pages : 1

**M.B.A.**

**404- (TM) : MANAGING INNOVATIONS - II (Spl.)  
(2013 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

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

OR

b) Explain Acquisition and Mergers. Write note on strategic alliances and licensing. **[10]**

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

OR

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

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

OR

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

**Q4)** a) Explain the Importance of innovation in service organization? Discuss the types of innovation in services. **[10]**

OR

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

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

OR

b) Explain overview of National innovations of Brazil, Denmark, USA. **[10]**