

Total No. of Questions : 5]

SEAT No. :

P2183

[Total No. of Pages : 10

[5565]-101

M.B.A. (Semester - I)

101 : ACCOUNTING FOR BUSINESS DECISIONS

(2013 Pattern) (Revised)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) What do you mean by management accounting? Write the key areas of difference between management Accounting and cost Accounting. [10]

OR

- b) Write short notes on any two :
- i) Classification of cost
  - ii) Financial Accounting
  - iii) Role of Accounting in a Business Organisation.

Q2) a) Given below is the Trial Balance of Mr. Shah as on 31<sup>st</sup> March, 2018. [10]

Dr.		Cr.	
Particulars	Amount	Particulars	Amount
Cash in hand	6,000	Bank loan	20,000
Sundry Debtors	23,300	Sundry creditors	15,000
Bills Receivable	10,000	Sales	65,800
Opening stock	16,000	Purchase Returns	3,700
Purchases	37,900	Bills payable	8,000
Sales Returns	800	Discount Received	2,500
Salaries	11,000	Capital	55,000
Wages	2,000		
Advertisements	3,200		
Discount Allowed	1,000		
Machinery	40,000		
Carriage	2,500		
Insurance	1,800		
Drawings	2,500		
Octroi duty	800		
Furniture	8,000		
Office Rent	3,200		
	1,70,000		1,70,000

P.T.O.

Additional Information :

- i) Closing stock of goods on 31.3.18 was valued at Rs. 21,000/-
- ii) Depreciate furniture by 5% and machinery by 10% p.a.
- iii) Outstanding salary Rs. 1,000/- and wages Rs. 500/-
- iv) Prepaid insurance Rs. 300/-

Prepare trading & profit & loss account for the year ending 31.3.2018 and Balance sheet as on that date.

OR

- b) The Trial Balance of Mr. Sham as on 31.3.2018. was as under.

Dr.		Cr.	
Particulars	Amount	Particulars	Amount
Plant & machinery	78,000	Capital	2,00,000
Furniture	20,000	Sales	1,47,000
Purchases	60,000	Returns	750
Returns	3,000	Discount	800
Opening stock	30,000	Creditors	30,625
Discount	425		
Sundry Debtors	1,45,000		
Salaries	7,550		
Wages	10,000		
Carriage outward	1,200		
Rent	10,000		
Advertisement	2,000		
Cash	12,000		
	3,79,175		3,79,175

Additional Information:

- i) Closing stock was valued at Rs. 54,220/-
- ii) Provision for bad debts is to be kept at Rs. 500/-
- iii) Allow interest on capital @ 5% p.a.
- iv) Depreciate plant & machinery @ 10% p.a.
- v) The proprietor Mr. Sham has taken goods worth Rs. 5,000/- for personal use and distributed goods worth Rs. 10,000/- as free samples.

Prepare Trading, profit & loss Account and Balance Sheet. as on 31.3.2018.

- Q3) a)** From the following transactions of a material item, prepare stores ledger on the basis of simple average method. **[10]**

Date	Receipt Quantity	Rate	Issue Quantity
2-3-2018	200	2.00	-
10-3-2018	300	2.40	-
15-3-2018	-	-	2.50
18-3-2018	250	2.60	-
20-3-2018	-	-	200

OR

- b)** In a factory, the following particulars have been collected for the three month period ended 31<sup>st</sup> Dec. compute the departmental overhead rates for each of production departments assuming that overheads are recovered as a percentage of direct wages.

Items	Production Dept.			Service Dept.	
	A	B	C	D	E
Direct wages Rs.	2,000	3,000	4,000	1,000	2,000
Direct material Rs.	1,000	2,000	2,000	1,500	1,500
Staff Numbers	100	150	150	50	50
Electricity KWh.	4,000	3,000	2,000	1,000	1,000
Light Points Nos.	10	16	4	6	4
Assets value Nos.	60,000	40,000	30,000	10,000	10,000
Area occupied Sq. Yd.	150	250	50	50	50

The expenses for the period were :

Motive power	550	Depreciation	15,000
Lighting power	100	Repairs & maintenace	3,000
Stores overheads	400	General overheads	6,000
Aminities to staff	1,500	Rent & Taxes	275

Apportion the expenses of service department 'E' proportionate to direct wages & those of department 'D' in the ratio of 5 : 3 : 2 to Dept. A, B, C respectively.

- Q4) a) i)** Prepare flexible budget for overheads on the basis of data given below. Calculate overhead Rates at 50% & 70% capacity. [5]

At 60% capacity (Rs.)

Variable overheads

Indirect labour	18,000
Indirect material	6,000

Semi variable overheads

Electricity (40% fixed, 60% variable)	30,000
Repairs (80% fixed, 20% variable)	3,000

Fixed overheads

Depreciation	16,500
Insurance	4,500
Salaries	<u>15,000</u>
Total overheads	93,000
Estimated Direct Labour hours.	1,86,000

- ii) Write a short note on cash Budget [5]

OR

- b) i) Discuss various material variances.

- ii) Calculate

- A) Labour cost variance  
B) Labour Rate Variance  
C) Labour efficiency variance

Following are the details.

Material	Standard			Actual		
	HRs.	Rate Rs.	Amt.	HRs.	Rate Rs.	Amt.
A	60	10	600	64	10	640
B	80	8	640	64	8.50	544
Total	140		1240	128		1,184

- Q5) a) i)** Write short notes on [5]

- A) Make or Buy  
B) Optimising product mix

- ii) From the following information find out [5]

- A) BEP  
B) Profit for sales volume Rs. 50,000/-  
C) The volume of sales to make a net profit of Rs. 10,000/-.

- Fixed cost Rs. 13,000/-
- Variable cost Rs. 15,000/-
- Total cost Rs. 28,000/-
- Net profit Rs. 2,000/-
- Net sales Rs. 30,000/-

OR

- b) i) Write the advantages of Break Even Point.  
 ii) Profit & sales for the year 2016.

are as follows :

Profit Rs . 1,80,000/-.

Sales Rs. 24,00,000/-

In 2017 the sales increased by Rs. 4,00,000 and profit the naturally increased by Rs. 80,000/-.

You are required to calculate :

- A) P/V Ratio
- B) Sales required to achieve a profit of Rs. 10,00,000/-
- C) Sales at break even point.



Total No. of Questions : 5]

**P2183**

**[5565]-101**

**M.B.A. (Semester - I)**

**101 : ACCOUNTING FOR BUSINESS DECISIONS**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

**Instructions to the candidates:**

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

**Q1) a)** Explain in detail any three concepts and any two conventions of Financial Accounting.

OR

- b) Explain the importance of Management Accounting in the global business environment.

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

OR

- b) Briefly explain the guidelines of schedule VI of the companies Act. 1956 for the following items with regard to instructions for preparation of Balance Sheet.

- i) Sharecapital
- ii) Current Assets
- iii) Fixed Assets
- iv) Reserve and Surplus
- v) Current Liabilities.

**Q3) a)** Classify following items into.

- i) Prime cost items
- ii) Factory overheads
- iii) Administration overheads
- iv) Selling and Distribution overheads
- v) Items excluded from cost sheet

- 1) Unproductive wages
- 2) Hiring of special purpose plant
- 3) Subscription to technical journal
- 4) Advertising expenses
- 5) Indirect consumption of material
- 6) Gas and water expenses
- 7) Carriage Inward
- 8) Carriage outward
- 9) Banners and hand bills expenses
- 10) Dividend paid
- 11) Material used in primary packing
- 12) Income Tax paid
- 13) Cost of special drawings
- 14) Interest on capital
- 15) Preliminary expenses written off
- 16) Overtime wages
- 17) Wealth Tax
- 18) Depreciation of office building
- 19) Travelling expenses
- 20) Salesmen's salary

OR

- b) From the following information prepare cost-sheet for the financial year 2015-16 and calculate prime cost, Factory cost, cost of production, cost of Goods sold, Total cost and Profit/Loss.

Opening stock of Raw Material	1,14,300
Opening stock of Finished Goods	44,000
Closing stock of Raw Material	1,32,900
Closing stock of finished Goods	56,000
Purchases of Raw Material	6,32,000
Sales	15,30,000
Carriage outward	25,000
Direct wages	2,30,000
Indirect wages	32,000
Rent, Rates, Taxes (Factory)	23,600
Rent, Rates, Taxes (Office)	10,200
Factory Expenses	18,800
Insurance (Factory)	4,400
Insurance (Office)	5,400
Factory lighting expenses	6,200
Repairs of plant and machinery	10,300
Depreciation of plant and machinery	15,200
Office Expenses	30,400
Income Tax paid	10,400
Interest on loan	6,400
Advertising Expenses	9,000

- Q4)** a) From the following information write up a stores ledger of Narendra Ltd. for the month of Sept. 2016 as per FIFO method
- On 1<sup>st</sup> Sept. 2016 there was opening stock of 300 units at Rs. 3.00 per unit.
  - On 3<sup>rd</sup> Sept. 2016, 100 units were purchased at Rs. 3.30 per unit.
  - On 6<sup>th</sup> Sept. 2016, 200 units were issued for the production.
  - On 10<sup>th</sup> Sept. 2016, 100 units were purchased at Rs. 2.70 per unit.
  - On 12<sup>th</sup> Sept. 2016, 50 units were issued for production.



- vi) On 15<sup>th</sup> Sept. 2016, 100 units were issued for production.
- vii) On 18<sup>th</sup> Sept. 2016, 400 units were again purchased at Rs. 3.10 per unit.
- viii) On 22<sup>nd</sup> Sept. 2016, received back 50 units out of the issues of 6<sup>th</sup> Sept. 2016.
- ix) On 30<sup>th</sup> Sept. 2016, 10 units were found as shortage.

OR

- b) Following data of expenses of ABCD Ltd. relates to the accounting year 2015-16. This company is divided into three production departments namely 'A', 'B' and 'C' and 'D' is service department.

Particulars	Amt. (Rs.)
Rent	1,000
Depreciation of plant	450
Repairs of plant	600
Lighting Expenses	120
Supervision expenses	1,500
Employee's liability for insurance	150
Fire Insurance of stock	500
Power	900

Other Information.

Particular	Dept. A	Dept. B	Dept. C	Dept. D
Area Sq. Mtr.	1,500	1,100	900	500
Number of Employees	20	15	10	5
Total wages	6,000	4,000	3,000	2,000
Value of plant	24,000	18,000	12,000	6,000
Value of stock	15,000	9,000	6,000	NIL

Prepare statement showing primary Distribution of over heads.

- Q5) a)** The expenses for budgeted production of 10,000 units in a Factory are given below.

Particulars	per unit (Rs.)
Direct Material	70.00
Direct Labour	25.00
Direct Variable Expenses	5.00
Variable Factory Overheads	20.00
Fixed Factory overheads	
(Total Rs. 1,00,000)	10.00
Selling overheads (10% fixed)	13.00
Distribution overheads (20% fixed)	7.00
Administration overheads	
(Total Rs. 50,000)	<u>5.00</u>
Total cost P.U.	155.00

Prepare flexible Budget for the production of 6,000 units and 8,000 units assuming that administration overheads are rigid for all levels of production and calculate total cost for both the levels of units.

OR

- b)** Global and co. gives you following information.

Year	Sales (Rs.)	Profit (Rs.)
2015	2,40,000	18,000
2016	2,80,000	26,000

You may assume that the cost structure and selling price remain constant in the two years.

- P. V. Ratio
- Break Even Point for sales
- Profit when sales are Rs. 2,00,000/-
- Sales required to earn profit of Rs. 40,000/-
- Margin of safety in the year 2016.



Total No. of Questions : 5]

SEAT No. :

P2184

[Total No. of Pages : 2

[5565]-102

M.B.A. (Semester - I)

**102 : ECONOMIC ANALYSIS FOR BUSINESS DECISIONS  
(2013 Pattern)**

*Time : 2.30 Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *Solve any 1 from each questions.*
- 2) *All questions are compulsory.*
- 3) *All questions carry equal marks.*

**Q1)** a) Define economics and explain circular flow of economic activity with the help of 4 sector model.

OR

- b) Explain the concept of 'Invisible Hand' given by Adam Smith with suitable example.

**Q2)** a) Explain various determinants of demand at firm and industry level.

OR

- b) Discuss price and output determination under perfect competition in short run.

**Q3)** a) Explain the concept of average fixed cost, average variable cost, marginal cost and describe their relationship.

OR

- b) What is hedging? How hedging is useful in risk management?

**Q4)** a) Explain functions of RBI and its regulatory role.

OR

- b) Explain role and functions of capital market in Indian Economy.

**P.T.O.**

**Q5)** a) Explain following terms with respect to national income

i) GDP

ii) PPP

iii) Growth rate

b) Differentiate between the following terms.

i) Capital account and revenue account

ii) Revenue deficit and fiscal deficit.



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Total No. of Questions : 5]

SEAT No. :

P2185

[Total No. of Pages : 2

**[5565]-103**

**M.B.A. (Semester - I)**

**103 : LEGAL ASPECTS OF BUSINESS**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Explain the elements of valid contract. **[10]**

OR

**b)** What is discharge of contract? Describe the remedies of discharge of contract. **[10]**

**Q2) a)** Define 'goods' according to the sale of goods Act, 1930. Explain the essentials of contract of sale. **[10]**

OR

**b)** Explain in detail Rights of unpaid seller. **[10]**

**Q3) a)** What is the concept of Negotiable Instrument? Discuss in detail types of Negotiable Instruments. **[10]**

OR

**b)** Explain the rights of a 'Holder'. What are the conditions to be satisfied, a person can claim to be a 'Holder in due' Course? **[10]**

**Q4) a)** Define company according to the companies Act. Explain types of companies. **[10]**

OR

**b)** What is the concept of 'Share Capital'? Explain the types of Share Capital. **[10]**

**P.T.O.**

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

**[10]**

- a) Contract of Agency
- b) Concept of Patents
- c) Electronic Governance
- d) Unfair trade practice



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Total No. of Questions : 5]

SEAT No. :

P2186

[Total No. of Pages : 3

[5565]-104

M.B.A. (Semester - I)

104 : BUSINESS RESEARCH METHODS

(2013 Pattern) (CBCS)

Time : 2½ Hour]

[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) Make suitable assumptions where ever required.

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

OR

- b) State the management dilemma. Formulate management questions and research questions for any one : [10]
- i) The advertising manager of Textile Company,
  - ii) HR Manager of an IT firm

**Q2) a)** What is descriptive research design? What are its types and state its advantages? [10]

OR

- b) i) What is hypothesis? List down the characteristics of a good hypothesis [5]
- ii) State the dependent and independent variable for any one of the following situations : [5]
- A) Advertising expenses and sales
  - B) Employee training and Employee productivity

P.T.O.

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

OR

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

- i) Problems faced by customers in online shopping
- ii) Impact of advertising for water purifier company

Note: Make necessary assumptions

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

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

OR

**b)** What is non-probability sampling? When non probability sampling is preferred over probability sampling? **[10]**

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

Profit per shop	0-100	100-200	200 - 300	300-400	400 - 500	500 - 600
No. of shops	12	18	27	24	12	7

OR

**b) i)** The marketing manager of a telecommunications company is reviewing the results of a study of potential users of a new cell phone. The study used a random sample of 200 respondents and was conducted in a metropolitan area representative of the company's target market area. The marketing manager is intrigued by one table which is a cross tabulation of data on whether target consumers would buy a phone (Yes (or) No) and whether the cell access to the internet (Yes (or) No). Table represents this cross tabulation "Can the marketing manager infer that an association exists between internet access and buying the cell phone?"



Two-way tabulation of internet access and whether customers would buy cellular phone.

Internet Access	Would buy cellular phone		
	Yes	No	Total
Yes	80	20	100
No	20	80	100
Total	100	100	200

Given 5% level of significance, critical value of  $\chi^2$  for 1 degree of freedom is 3.84 and  $\chi^2$  Calculated is 72. State Null and Alternate hypothesis and interpret the result. [8]

- ii) A researcher found that the correlation coefficient between price of Tea and price of Coffee is 0.929. Interpret the result . [2]



Total No. of Questions : 5]

SEAT No. :

P2187

[Total No. of Pages : 1

**[5565]-105**  
**M.B.A. (Semester - I)**  
**ORGANIZATIONAL BEHAVIOR**  
**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** "Cognitive framework highlights certain elements of individual, group and organizational aspects." Explain.

OR

What is OB? Explain its scope, importance and limitations.

**Q2)** What are the factors affecting perception? Give suitable examples.

OR

Explain Herzberg's two factor Theory. How does it affect the behavior of the people at work?

**Q3)** Explain the five stage model of group development.

OR

What are the traits and contingency leadership approach? How do these approaches affect the followers of these leaderships respectively.

**Q4)** Distinguish and compare strong vs weak culture.

OR

Elaborate the process of creating and sustaining organizational culture.

**Q5)** Enlist the types of change that can occur to an organizational life.

OR

Explain Kurt Lewis's three step model.



Total No. of Questions : 5]

SEAT No. :

P2188

[Total No. of Pages : 2

[5565]-106

M.B.A. (Semester - I)

106 : BASICS OF MARKETING

(2013 Pattern) (CBCS)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Explain the term Marketing Myopia and differentiate between Sales and Marketing orientations in the context of A Wrist Watch Company. [10]

OR

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

Q2) a) i) "If you are able to know why & how consumers buy, what they buy, you can be successful marketer" Comment and explain the various factors, which affect the consumer buying behavior.  
ii) Analyze the steps involved in the buying decision process for the product 'Green tea'. [10]

OR

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

P.T.O.

- Q3) a)** "Marketing managers have to take and revise their Marketing Decisions considering the change in macro environmental forces" comment. Explain various types of environmental forces and factors influencing marketing decisions. **[10]**

OR

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

- Q4) a)** As a marketing manager of an organization develop 'market segment targeting and positioning' for marketing plan for following. **[10]**

- i) Organic agriculture product
- ii) Washing Machine

OR

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

- Q5) a)** Define Product. Explain the Product Mix with respect to a FMCG company. Make necessary assumptions. **[10]**

OR

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



Total No. of Questions : 5]

SEAT No. :

P2189

[Total No. of Pages : 2

**[5565]-201**  
**M.B.A. (Semester - II)**  
**201 : MARKETING MANAGEMENT**  
**(2013 Pattern)**

*Time : 2.15 Minutes]*

*[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)** Why Branding is needed? Explain the concepts of Brand, Brand Equity and Brand elements with the help of examples, **[10]**

OR

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

**Q2) a)** Explain the steps in setting price. **[10]**

OR

b) Explain why the companies adapt to the prices using the points geographical pricing, promotion price, differentiate price. **[10]**

**Q3) a)** Discuss importance of warehousing, inventory and transportation for retail chain. **[10]**

OR

b) Explain role of marketing channels and various channel levels with the help of examples. **[10]**

**P.T.O.**

**Q4)** "Discuss need of marketing communication. Explain merits and demerits of T.V. and print media. [10]

OR

- b) Which are the different types of advertising? Explain advantages and disadvantages of direct marketing. [10]

**Q5)** a) Which are the elements of product level marketing plan? Why marketing strategies play important role in marketing plan, discuss? [10]

OR

- b) List different types of marketing control. Explain any two of them in details. [10]



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Total No. of Questions : 5]

SEAT No. :

P2190

[Total No. of Pages : 9

[5565]-202

M.B.A. (Semester - II)

202 : FINANCIAL MANAGEMENT

(2013 Pattern) (Revised) (CBCS)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) a) Define 'Financial Management' and describe the modern approaches to financial management. [10]

OR

b) Explain the duties of Finance Manager in an organisation.

Q2) a) The following are the figures extracted from the books of Mahesh Limited as at 31-3-2018. [10]

Particulars	Amount
Net Sales	24,00,000
Operating Expenses	18,00,000
Operating Profit	6,00,000
Non-Operating Expenses	2,40,000
Net Profit	3,60,000
Current Assets	7,60,000
Inventories	8,00,000
Fixed Assets	14,40,000
Total Assests	30,00,000
Net Worth	15,00,000
Debt	9,00,000
Current Liabilities	6,00,000
Total Liabilities	30,00,000
Working Capital	960000

P.T.O.

Calculate : 1) Operating Ratio 2) Net Profit Ratio 3) Return on Assets,  
4) Inventory Turnover 5) Working capital Turnover

OR

- b) The Balance Sheets of National Co. as on 31<sup>st</sup> December 2018 are as follows :

Liabilities	2017	2018	Assets	2017	2018
Share Capital	5,00,000	7,00,000	Land &		
Profit & Loss	1,00,000	1,60,000	Building	80,000	1,20,000
General Reserves	50,000	70,000	Plant &		
Sundry Creditors	1,53,000	1,90,000	Machinery	5,00,000	8,00,000
Bills Payable	40,000	50,000	Stock	1,00,000	75,000
Expenses O/s	7,000	5,000	Debtors	1,50,000	1,60,000
			Cash	20,000	20,000
Total Rs	8,50,000	11,75,000	Total Rs	8,50,000	11,75,000

**Additional Information:**

- Rs. 50,000 depreciation has been charged on Plant and Machinery during 2018.
- A piece of Machinery was sold for Rs. 8,000 during the year 2018. It had cost Rs. 12,000; depreciation of Rs. 7,000 had been provided on it.

Prepare a Schedule of changes in Working Capital and a Statement showing the Sources and Application of Funds for 2018.

- Q3) a)** Following are the details of three projects A & B.

**[10]**

Particulars	Project A	Project B
Cost	50,000	70,000
Life	10	12
Annual Profit	6,000	8,000

Select the best One Using

- Pay-back Period
- Average rate of Return

OR



- b) The Alpha Company Ltd is considering the purchase of a new machine. Two alternative machines (A & B) have been suggested, each costing Rs. 4,00,000. Earning after taxation are expected to be as follows

Year	Cash Flow	
	Machine A	Machine B
1	40,000	1,20,000
2	1,20,000	1,60,000
3	1,60,000	2,00,000
4	2,40,000	1,20,000
5	1,60,000	80,000

The company has a target return on capital of 10% and on this basis, you are required to compare the profitability of the machines and state which alternative you consider financially on the basis of NPV and Profitability Index P. V. Factors @ 10%

(1<sup>st</sup>yr -0.91, 2<sup>nd</sup>yr -0.83, 3<sup>rd</sup>yr -0.75, 4<sup>th</sup>yr -0.68, 5<sup>th</sup>yr -0.62)

- Q4) a)** The Management of Gemini Ltd has called for a statement showing the working capital needed to finance a level of activity of 3,00,000 units of output for the year. The cost structure for the company product, for the above mentioned activity level is detailed below:

A proforma cost sheet of a company provides the following particulars:

<i>Elements of Cost</i>	<i>Amount per unit</i>
	<b>Rs.</b>
Raw Material	80
Direct Labour	30
Overheads	60
Total Cost	170
Profit	30
Selling Price	200

The following further particulars are available:

Raw materials are in stock on an average for 4 weeks. Materials are in process on an average for 2 weeks. Finished goods are in stock on an average for 4 weeks. Credit allowed by suppliers is 4 weeks. Credit allowed to customers is 8 weeks. Lag in payment of wages is 1½ weeks. Lag in payment of overhead expenses is 4 weeks. One-fourth of the output is sold against cash. Cash in hand and at bank is expected to be Rs. 15,000.

You are required to prepare a statement showing the working capital needed to finance a level of activity of 1,04,000 units of production.

You may assume that production is carried on evenly throughout the year, wages and overheads accrue similarly. [10]

OR

- b) A proforma cost sheet of a company provides the following particulars  
Elements of Cost

Material	40%
Direct Labour	20%
Overheads	20%

The following further particulars are available:

- It is proposed to maintain a level of activity of 2,00,000 units.
- Selling price is Rs. 12/- per unit.
- Raw materials are expected to remain in stores for an average period of one month.
- Materials will be in process, on averages half a month.
- Finished goods are required to be in stock for an average period of one month.
- Credit allowed to debtors is two months.
- Creditor allowed by suppliers is one month.

You may assume that sales and production follow a consistent pattern.

You are required to prepare a statement of working capital requirements.

Q5) a) i)

[5]

Source	Book Value
Equity shares	40,000
Retained earnings	10,000
Preference Share	8,000
Debentures	20,000

The after tax cost of difference sources of finance is as follows

Equity Capital = 13%

Retained earnings = 12%

Preference Share = 9%

Debentures = 5%

Calculate WACC as per Book Value

- ii) Write a note on MM Approach.

[5]

OR

b) i)

Source	Market Value
Equity shares	80,000
Preference Share	8,000
Debentures	20,000

The after tax cost of difference sources of finance is as follows

Equity Capital = 13%

Preference Share = 9%

Debentures = 5%

Calculate WACC as per Market Value

ii) Write a note on NOI Approach.



Total No. of Questions : 5]

**P2190**

**[5565]-202**

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

**202 : FINANCIAL MANAGEMENT**

**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** What are the basic financial decisions with respect to Business Organisations? **[10]**

OR

b) Define the scope of Financial Management. What role should the financial manager play in a modern enterprise?

**Q2) a)** From the Balance sheet of Roshni Ltd. as on 31.3.14 and 31.3.15, prepare statements showing changes in working capital and statement of sources and application of funds. **[10]**

**Balance Sheet**

<b>Liabilities</b>	<b>2014</b>	<b>2015</b>	<b>Assets</b>	<b>2014</b>	<b>2015</b>
Share Capital	6,75,000	6,75,000	Fixed Assets	6,00,000	4,80,000
General Reserve	4,50,000	4,65,000	Investments	75,000	90,000
P&LA/C	84,000	1,02,000	Stock	3,60,000	3,15,000
Mortgage loan		4,05,000	Debtors	3,15,000	6,82,500
S. Creditors	2,52,000	2,01,000	Cash	2,23,500	2,95,500
Provision for Taxation	1,12,500	15,000			
	15,73,500	18,63,000		15,73,500	18,63,000

Additional information :

- i) Net profit for the year was Rs. 93,000 after charging provision for taxation Rs. 15,000 and depreciation on fixed assets.
- ii) During the year, part of fixed assets costing Rs. 15,000 were disposed off for Rs. 18,000 and the profit is included in the above profit.
- iii) Dividend paid during the year Rs. 60,000.
- iv) Investments costing Rs. 12,000 were sold for Rs. 12,750 and further investments were acquired for Rs. 27,000

OR

- b) From the following ratios for Moon Ltd., indicate your interpretation of the company's financial position.

Particulars	Year I	Year II
Net Profit Ratio	5.66	2.60
Current Ratio	1.35	1.03
Debt Equity Ratio	0.89	0.66
Fixed Assets Turnover Ratio	1.66	2.01
Debtors Turnover Ratio	15 times	6.25 times

- Q3) a)** A firm whose cost of capital is 10 %, is considering two mutually exclusive proposals X and Y, the details of which are as follows : **[10]**

Particulars	Project X(Rs.)	Project Y (Rs.)
Investments cash inflows at the end of	15,00,000	15,00,000
1	1,00,000	6,50,000
2	2,50,000	6,00,000
3	3,50,000	6,00,000
4	5,50,000	5,75,000
5	7,50,000	5,25,000
	<b>20,00,000</b>	<b>29,50,000</b>

Calculate :1. Net Present Value @10 %

2. Profitability Index @10 %

OR

- b) Z Ltd. is examining two mutually exclusive proposals for new capital investment. The data on the proposals are as follows:

Particulars	Proposal A (Rs.)	Proposal B (Rs.)
Initial cash outflow	27,00,000	30,00,000
Salvage Value	Nil	Nil
Expected Life	6 years	6 years
Depreciation	Straight line method	Straight line method

Earnings before depreciation and income-tax year	(Rs.)	(Rs.)
1	6,50,000	9,75,000
2	7,25,000	10,00,000
3	8,75,000	11,00,000
4	9,50,000	10,25,000
5	9,00,000	9,50,000
6	8,00,000	8,50,000
Total	49,00,000	59,00,000

The corporate income-tax rate is 50 %. Calculate the following:

- Pay-back period
- Average rate of return.

- Q4) a) From the following information, you are required to estimate the net working capital : [10]

Particulars	Cost per unit (Rs.)
Raw Material	400
Direct Labour	150
Overheads (excluding depreciation)	300
Total	850

Additional information;

Selling price	Rs. 1 ,000 per unit
Output	52,000 units per annum
Raw materials in stock	Average 4 weeks
Work- in-progress	Average 2 weeks
Credit allowed by suppliers	Average 4 weeks
Credit allowed by debtors	Average 8 weeks
Cash at bank expected to be	Rs. 50,000

Assume that production is sustained at an even pace during the 52 weeks of the year. All sales are on credit basis. State any other assumption that you might have made while computing.

Note : For calculating Work-in-progress assume

- i) Raw Material 100% completion
- ii) Labour 50 % completion
- iii) Overheads 50% completion

OR

- b) Star Pharma Ltd. sells its products on a gross profit of 20% on sales. The following information is extracted from its annual accounts for the current year ended on 31<sup>st</sup> March 2016.

Particulars	Rs.
Sales at 3 months credit	40,00,000
Raw materials	12,00,000
Wages paid- average time lag 15 days	9,60,000
Manufacturing expenses paid- one month in arrears	12,00,000
Administrative expenses paid- one month in arrears	4,80,000
Sales promotion expenses payable half year in advance	2,00,000

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

**Q5) a) Write Short notes on (Any TWO) : [10]**

- i) Capital Structure.
- ii) WACC
- iii) MM Approach

OR

- b) Explain the NI approach and NOI approach. Illustrate your answer with the graph.



Total No. of Questions : 5]

SEAT No. :

P2191

[Total No. of Pages : 2

[5565]-203

M.B.A. (Semester - II)

203 : HUMAN RESOURCE MANAGEMENT

(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) Discuss about the issues that should be considered by strategic HR manager in the era of Global competitiveness. [10]

OR

b) Discuss the difference between HRM & SHRM. [10]

**Q2)** a) Describe the process of Human Resource Planning. [10]

OR

b) Write a detailed note on Traditional & Modern sources of recruitment.[10]

**Q3)** a) Examine the importance of Management Development Programs & its methods. [10]

OR

b) State the importance of Training Evaluation. Describe Kirkpatrick model of training evaluation. [10]

**Q4)** a) “Compensation linked with performance”. Discuss [10]

OR

b) Define Performance Appraisal. Explain the various methods of performance Appraisal Methods. [10]

P.T.O.



**Q5) a) Explain the importance of “Employee Surveys” in organisations. [10]**

**OR**

**b) Short notes (any 2) : [10]**

- i) Organizational Exit
- ii) Downsizing
- iii) Flexible work arrangement.



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Total No. of Questions : 5]

SEAT No. :

P2192

[Total No. of Pages : 3

[5565]-204

M.B.A. (Semester - II)

204 : DECISION SCIENCE

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) Attempt Five Questions.
- 2) Each Question has an Internal option.
- 3) Use of scientific calculator is not allowed.
- 4) Graph paper will not be provided, draw graph on answer paper.

Q1) a) Solve the LPP by graphical method. [10]

Maximize  $Z = 20x + 50y$

Subject to  $2x + 5y \leq 50$

$6x + 3y \leq 18$

$y \leq 9$

$x, y \geq 0$

OR

- b) Solve following maximization transportation problem by MODI Method, table shows profit per unit at each distribution center W, X, Y & Z.[10]

	W	X	Y	Z	Supply
A	12	18	6	25	200
B	8	7	10	18	500
C	14	3	11	20	300
Demand	180	320	100	400	

P.T.O.

- Q2) a)** It was found in a survey that mobility of the population in a state to the village, town and city is shown in following transition matrix. What will be the proportion of population in village, town and city after two years given that present population is 0.7, 0.2, 0.1 respectively. **[10]**

$$P = \begin{matrix} & \begin{matrix} V & T & C \end{matrix} \\ \begin{matrix} V \\ T \\ C \end{matrix} & \begin{pmatrix} 0.5 & 0.3 & 0.2 \\ 0.1 & 0.7 & 0.2 \\ 0.1 & 0.4 & 0.5 \end{pmatrix} \end{matrix}$$

OR

- b)** Following is the daily demand to a coca cola bottles as per past experience. **[10]**

Daily Demand	0	10	20	30	40	50
Probability	0.02	0.19	0.16	0.45	0.13	0.05

Estimate average balance stock, if the manager decides to keep 30 Coca cola bottles. Use following random numbers 47, 88, 15, 91, 57, 67, 11, 54, 60, 89.

- Q3) a)** A shop owner has 3 alternative strategies, that he can use for business purpose. Each of these follows 4 possible states. The conditional profit pay offs for each strategy-state combination are as under. **[10]**

Strategy	States			
	N1	N2	N3	N4
S1	30	10	10	8
S2	40	-15	5	7
S3	50	20	-6	10

Find optimal decision under

- Maximax criterion
- Regret criterion
- Laplace criterion
- Hurwicz Alpha Criterion (Alpha = 0.7)

OR

- b) Find the optimum strategies for A & B in the following game. Also obtain value of game [10]

		<b>B's Strategy</b>			
		B1	B2	B3	B4
<b>A's Strategy</b>	A1	2	-2	4	1
	A2	6	1	12	3
	A3	-3	2	0	6
	A4	2	-3	7	1

- Q4)** a) A project has been defined to contain the following list of activities along with their required time of competition. [10]

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

- Draw a network diagram
- Calculate the project duration and determine critical path,
- Find EST & EFT for the activities.

OR

- b) Explain the following in terms of PERT/CPM [10]

- Earliest time
- Latest time
- Total activity float
- Event slack
- Critical path

- Q5)** a) Two friends A & B apply for an interview. The probabilities of their selection are  $\frac{1}{4}$  and  $\frac{1}{5}$  respectively. What is the chance that [10]

- One of them will be selected
- Both will be selected
- None will be selected.

OR

- b) The incidence of certain disease is such that on average, 20% of workers suffer from it. If ten workers are selected at random, find the probability that [10]

- Exactly two workers suffer from the disease
- Not more than two workers suffer from the disease
- At least nine workers suffer from the disease



Total No. of Questions : 5]

SEAT No. :

P2193

[Total No. of Pages : 2

[5565]-205

M.B.A. (Semester - II)

**205 : OPERATIONS AND SUPPLYCHAIN MANAGEMENT  
(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Explain Significance and Functions of operations management. Discuss Physical distribution to logistics to SCM. **[10]**

OR

b) What is Total Quality Management ? Explain Lean Management Impact of Global Competition. **[10]**

**Q2) a) i)** Explain in details about Types of Flow. **[5]**

ii) Explain the Service System Design Matrix. **[5]**

OR

b) What is Operation Process? Explain Process Characteristics in Operations with example. **[10]**

**Q3) a)** Explain the Role and Functions of Production planning and control in a manufacturing Organization. Discuss with suitable example. **[10]**

OR

b) What is "Master Schedule" in MRP? Why is it important? What information is required in production the Master schedule?

**P.T.O.**

**Q4) a)** Define Inventory Management? Explain concept and types of inventory management in detail. **[10]**

OR

b) i) Write on Fixed Order Quantity Model. **[5]**

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

**Q5) a)** What is Supply chain management? Explain key issues in Supply Chain Management with suitable Example. **[10]**

OR

b) Explain customer satisfaction enablers of Supply chain management. Discuss with example.



Total No. of Questions : 5]

SEAT No. :

P2194

[Total No. of Pages : 2

[5565]-206

M.B.A. (Semester - II)

206 : MANAGEMENT INFORMATION SYSTEMS

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

*Instructions to the candidates:*

- 1) All questions are compulsory.
- 2) All questions carry equal marks.
- 3) Draw neat diagram wherever necessary.

**Q1)** "Information always supports a company's decision making and helps to gain competitive advantage". Elaborate the statement.

OR

IT manager plans to develop a network of 50 plus computers. Suggest the right topology ensuring better speed and performance.

**Q2)** A website development company wants to develop a website for a client company. Illustrate the steps of System Development Life Cycle for the same with the help of appropriate diagram.

OR

How Prototyping has become a popular way to develop business applications?

**Q3)** Explain how Data Mining extracts business knowledge from a Data Warehouse with the help of suitable example.

OR

Does Expert System acts as a consultant to the Manager? If yes how?

**P.T.O.**

**Q4)** "Role of BPOs and Call Centers is highly importance in growth of e-business models". Elaborate the statement.

OR

"Positive and negative effects of use of MIS in the Ethical and Societal dimensions are area of concern in modern business scenario". Discuss.

**Q5)** M/S. Bharati and Sons is wholesale trading firm engaged in soap business for over 10 years. It has over 25 vendors, about 500 retailers' deals in 75 items. The firm has now decided to move into the IT era computerize its operations. Being MIS executive, describe the requirements from the information system to enhance their functioning of the business. Justify your answer from the point of view of business.

OR

How MIS is applied in Loan sales Management for a nationalized bank? Discuss in detail its application including accounting, query, decision analysis etc.





Total No. of Questions : 5]

SEAT No. :

P2195

[Total No. of Pages : 1

**[5565]-301**  
**M.B.A. (Semester - III)**  
**STRATEGIC MANAGEMENT**  
**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

**Instructions to the candidates:**

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

**Q1)** Explain 'Strategic Management' Vs 'Operational Management'.

OR

What is the concept of Industry Environment? Explain porter's Five forus Model of competition.

**Q2)** What is the concept of 'Core Competition'? Explain the characteristics of core competencies.

OR

What is the concept of 'Portfolio Analysis'? Explain the 'GE-9 All' model.

**Q3)** When to use which strategy for 'differentiation' and 'Focus' with example.

OR

Explain 'Growth Strategy' and 'Refrenchment Strategy'.

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

- a) Reengineering and strategy.
- b) 'Balanced score card' for strategy evaluation.
- c) 'Deliberate and Emergent strategies.

OR

What is the concept of strategy implementation? Explain MC. Kinsey's 7s framework.

**Q5)** a) What is the principles of Blue Ocean Strategy? Explain the four Action Framework.

OR

- b) Discuss the meaning and components of business models.



Total No. of Questions : 5]

SEAT No. :

P2196

[Total No. of Pages : 2

[5565]-302

M.B.A. (Semester - III)

**302 : ENTERPRISE PERFORMANCE MANAGEMENT  
(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

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

OR

- b) Srujan Ltd. having two separate divisions and have a unique transfer pricing policy between them. The following information is available for both the divisions. i.e. Supplying Division & Receiving Division.

Particulars	Supplying Division (₹)	Receiving Division (₹)
Variable Cost	18 per unit	15 per unit
Processing Cost	14 per unit	12 per unit
Selling price [Open Market]	40 per unit	75 per unit

Currently transfer price is fixed on the basis of market price. However Receiving Division gets outside supplier who is ready to supply the semi-finished goods at ₹ 36 p.u. and proposes the ‘supplying Division’ to revise the transfer price accordingly.

- i) Should the Manager of Supplying Division accept the proposal if there is no external market?
- ii) What is the impact on profitability of individual departments and overall company due to the changed scenario?

**P.T.O.**

**Q2)** a) Explain the concept of 'Capital Budgeting' highlighting it's need for the survival of the organisation. Also state the process of Capital Budgeting.

OR

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

**Q3)** a) Discuss the performance of a bank in light of capital adequacy, Asset Quality, Management, Earning, Liquidity, Systems and controls.

OR

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

i) Sell through analysis

ii) Multiple Attribute Method

**Q4)** a) Discuss the performance evolution Parameters for 'Non-Profit Organisation.

OR

b) State and Elaborate the process of performance Evaluation for the projects.

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

OR

b) Explain in detail with suitable examples :

“Financial Audit Vs Management Audit”.



Total No. of Questions : 5]

SEAT No. :

P2197

[Total No. of Pages : 2

[5565]-303

M.B.A. (Semester - III)

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

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) Discuss the link between entrepreneurial activity and economic development. [10]

OR

b) Design an Entrepreneurship Development Programme (EDP) for engineering graduates. [10]

**Q2)** a) Discuss with examples the process of opportunity search and selection. [10]

OR

b) Discuss the importance of Intellectual property for entrepreneurs. [10]

**Q3)** a) How are small scale industries defined in India? Do you think there is a need for change in the criteria? Why? [10]

OR

b) Prepare a specimen project report for a service venture. [10]

**Q4)** a) Discuss the role of support organisations in the development of small enterprises in India. [10]

OR

b) Discuss the assistance provided by Technology parks to small scale industries. [10]

**P.T.O.**

**Q5) a)** Who is a successful entrepreneur? What are the factors that lead to entrepreneurial success. **[10]**

OR

**b)** What is Industrial sickness? Explain the remedies to overcome industrial sickness? **[10]**



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Total No. of Questions : 5]  
**P3412**

SEAT No. :   
[Total No. of Pages : 2

**[5565]-304**  
**M.B.A.**  
**305 : CONTEMPORARY MARKETING RESEARCH**  
**(2013 Pattern) (Semester - III)**

**Time : 2½ Hours]**

**[Max. Marks : 50**

**Instructions to the candidates :**

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

**Q1)** a) What is the concept of Marketing Research? Explain the Applications of Research Designs. **[10]**

OR

- b) Write short notes on (Any 2) **[10]**
- i) Consumer Panel
  - ii) Media Audience Tracking Studies
  - iii) Retail Shop Audit

**Q2)** a) What is questionnaire? Design a questionnaire for marketing research on Consumer behaviour towards Male cosmetic Product. **[10]**

OR

- b) What is Primary Data? Explain the difference between Primary Data and Secondary Data. **[10]**

**Q3)** a) Define 'Population'. Explain the 'Sample designs'. **[10]**

OR

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

**P.T.O.**

**Q4)** a) What is the concept of 'Hypothesis'? Discuss the types of 'Hypothesis'. [10]

OR

b) Discuss ANOVA. Discuss application of ANOVA. [10]

**Q5)** a) What is Multi Dimensional Scaling? Discuss its applications in Positioning Research with suitable examples. [10]

OR

b) Explain "Factor Analysis" in detail with relevant example, mentioning the importance of factor analysis in a research study. [10]



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Total No. of Questions : 5]

SEAT No. :

P2198

[Total No. of Pages : 2

[5565]-305

M.B.A. (Semester - III)

306 - MKT : CONSUMER BEHAVIOUR

(2013 Pattern)

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** What is family life cycle? Explain how purchasing decisions are affected by family life cycle?

OR

Describe meaning of culture. Discuss characteristics of culture and its relevance in marketing decisions.

**Q2)** Describe types of buying motives, Hierarchy of motives and dimensions of involvement.

OR

What is attitude in consumer behaviour? Explain various strategies for changing attitudes.

**Q3)** Explain search, Experience and credence aspects in detail.

OR

“Consumer satisfaction, customer Delight, consumer complaints are indicators of post - purchase behaviour”. Comment.

**Q4)** Explain in detail “Engel-Blackwell-miniard model’ of consumer behaviour.

OR

Explain in detail ‘Howarth sheth Model’ of consumer behaviour.

**P.T.O.**



**Q5)** Explain

- a) Characteristics of BOP consumers.
- b) Living Standard Measures (LSM)

OR

Describe measurement of social classes in India using socio-economic profile of Indian Consumers.



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Total No. of Questions : 5]

SEAT No. :

P2199

[Total No. of Pages : 1

[5565]-306

M.B.A. (Semester - III)

FINANCE SPECIALIZATION

305 - FIN : Financial Regulatory Framework  
(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Explain the need and importance of Regulatory framework in the field of finance.

OR

Explain the objectives and functions of Small Industries Development Bank of India (SIDBI).

Q2) Explain the role and functions of the Board for Payment and settlement systems.

OR

Enumerate role and functions of the competition commission of India.

Q3) What is Articles of Association? Discuss the contents of Articles of Association.

OR

What are the various types of Directors? Discuss the duties and power of Directors?

Q4) Explain the provisions of FEMA regarding acquiring property outside India.

OR

Discuss in details for raising funds through GDR's and ADR's in regulatory framework.

Q5) What is meant by Nidhi Companies? Explain the formation and acceptance of deposits under Nidhi company.

OR

Explain in detail supervisory framework for NBFC's.



Total No. of Questions : 5]

SEAT No. :

P2200

[Total No. of Pages : 1

[5565]-307

M.B.A. (Semester - III)

306 - FIN : MERCHANT BANKING & FINANCIAL SERVICES

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Explain the meaning of Merchant Banking. Also explain the different services offered by Merchant Banking. [10]

OR

State and explain the Money Market. Discuss and explain different instrument in Money Market.

Q2) State and explain functions and role of Public Issue Management. [10]

OR

Write short notes on :

- a) Book building process
- b) Bonus issues method

Q3) Explain Mergers and Acquisitions. Elaborate the stepwise procedure for Mergers and acquisitions. [10]

OR

Explain the SEBI guidelines for buy-back of shares.

Q4) Define and explain financial services. Explain the evolution of financial services. [10]

OR

What do you mean by Hire Purchase and Leasing and state the difference between the two.

Q5) Elaborate the term mutual fund and explain in detail SEBI requirements for Association of Mutual Funds. [10]

OR

Explain in detail the types and stages of venture capital.



Total No. of Questions : 5]

SEAT No. :

P2201

[Total No. of Pages : 1

[5565]-308

M.B.A. (Semester - III)

**305 - IT : INFORMATION TECHNOLOGY MANAGEMENT  
(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) Explain Managerial Consideration in acquisition and maintains of Hardware.

OR

b) Explain type of computer and storage technique.

**Q2)** a) Explain Application software and System software management.

OR

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

**Q3)** a) Explain networking protocols.

OR

b) Explain internet, intranet and Extranet.

**Q4)** a) explain DBMS and type of Database.

OR

b) Explain data resource management.

**Q5)** a) Explain performance management in IT organization.

OR

b) Explain type of computer crime.



Total No. of Questions : 5]

SEAT No. :

P2202

[Total No. of Pages : 1

**[5565]-309**  
**M.B.A. (Semester - III)**  
**INFORMATION TECHNOLOGY MANAGEMENT**  
**306- (IT) : E - Business**  
**(2013 Pattern)**

*Time : 2½ Hour]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

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

OR

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

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

OR

b) Explain the uses of information system and managing technology in commercial and corporat level.

**Q3)** a) Explain five layer model of e-business information in detail.

OR

b) Explain management issues of e-business information in detail.

**Q4)** a) What do you understand by e-marketing? Explain the main e-marketing activities.

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.



Total No. of Questions : 5]

SEAT No. :

P2203

[Total No. of Pages : 1

[5565]-310

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

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All the questions are compulsory.*
- 2) *All question carry ten marks.*
- 3) *Each question has an internal option.*

**Q1)** a) Elaborate the Importance & function of planning & control.

OR

b) Explain in detail "process layout" with flow chart & suitable example.

**Q2)** a) Explain the concept of Demand forecasting in detail.

OR

b) Write a detailed note on sources of data for demand forecasting

**Q3)** a) Explain in detail "Aggregate production planning".

OR

b) What is "Master Production schedule" Explain.

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

OR

b) Explain the concept of MRP & MRP II.

**Q5)** a) Explain meaning & importance of "Scheduling" in production planning & control.

OR

b) Explain various operational control issues in Mass production system in detail.

**M M M**

Total No. of Questions : 5]

SEAT No. :

**P2204**

[Total No. of Pages : 1

**[5565]-311**

**M.B.A. (Operations Specialization)  
306-OPE: INVENTORY MANAGEMENT  
(2013 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each question carry ten marks.*
- 3) *Each question has an intenal option.*

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

OR

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

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

OR

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

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

OR

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

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

OR

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

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

OR

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

**M M M**

Total No. of Questions : 5]

SEAT No. :

P2205

[Total No. of Pages : 2

**[5565]-312**  
**M.B.A. (Semester - III)**  
**Paper - 305 HR LABOUR LAWS**  
**BOS-Human Resource Management**  
**(2013 Pattern)**

*Time : 2.30 Hour]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** What are the Challenges faced by the HR Managers with the development of technology & globalization?

OR

What is the role of ILO? Explain its significance with the changing scenario.

**Q2)** Explain in detail the authorized deductions an employer is allowed under payment of wages Act. 1936.

OR

Explain with the reference to payment of bouns Act, 1965.

- a) Concept of Minimum & Maximum Bonus
- b) Forfeiture of Bonus

**Q3)** Define Factory. Explain the provisions regarding Health under factories Act . 1948.

OR

Explain w.r.t. Factories Act, 1948.

- a) Working Hours of adult
- b) Annual Leave with wages
- c) Employment of young person

**P.T.O.**



**Q4)** Explain with the help of payment of Gratuity Act

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

OR

Explain the provision for Eligibility & forfeiture under Payment of Gratuity Act.

**Q5)** Write Short - notes under Workmen's Compensation Act: (Any two)

- a) Full and Partial disablement.
- b) Provisions of Appeal and Review.
- c) Notice and claims.

OR

Discuss the provisions to employee under the Employee's State Insurance Act, 1948.



Total No. of Questions : 5]

SEAT No. :

P2206

[Total No. of Pages : 2

[5565]-313

M.B.A. (Semester - III)

**306 - HR : Performance Management (SPL)**  
**(2013 Pattern)**

*Time : 2½ Hour]*

*[Max. Marks : 50*

*Instructions to the candidate:*

- 1) *All questions carry equal Marks-10.*
- 2) *Attempt Five Questions.*

**Q1)** a) “Worker’s competencies lead the organisation to meet further business challenges”Elaborate the statement with scope of performance management.

OR

- b) Today's Modern workplace concentrate to increase the Productivity to have business progress. Discuss and explain the process of managing performance.

**Q2)** a) Performance management does help all organisational functions to reach and achieve the organisational goals - Elaborate with suitable few examples.

OR

- b) Performance appraisal is a vital tool between employees and the manager— Discuss. Explain it with two types of performance appraisal.

**Q3)** a) The performance appraisals provide the authentic information to identify the future top leaders in an organisation. Give your views for implementation of performance management.

OR

- b) The performance management system helps to develop the worker’s to achieve decided goals of organisation - Comment.

Elaborate the process of implementing performance management.

**P.T.O.**

**Q4)** a) Strategic reward system helps each organisation to earn more profit and become profit organisation - comment. Elaborate the necessary components of reward system.

OR

b) The competitive business world leads only by adopting Performance Management effectively for the overall development of organisation - Discuss. Elaborate it with the efficiencies of performance management

**Q5)** a) Performance management is a sheer challenge to MNC organisation. Discuss the kind of strategies used in MNC' s.

OR

b) Ethical performance management is challenge to HR department. HR faces a lot of ethical dilemmas. Comment on this statement as per your view



Total No. of Questions : 5]

SEAT No. :

P2207

[Total No. of Pages : 2

[5565]-314

**M.B.A. International Business Specialization**  
**IB-305: INTERNATIONAL BUSINESS ECONOMICS**  
**(2013 Pattern) (Semester - III)**

*Time : 2½ Hour]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Write short notes on:

- i) Foreign trade multiplier
- ii) Globalisation

OR

b) Define Global Institutions. Explain the emergence of Global Institutions.

**Q2) a)** What is the 'term of trade'? Discuss the imperfect competition in International Trade.

OR

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

**Q3) a)** What is the 'Exchange rate'? Explain the 'Forward and Future' market.

OR

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

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

OR

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

**P.T.O.**

**Q5)** a) What is the concept of 'Gold Exchange Standard'? Explain the 'International Lending Risk'.

OR

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



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Total No. of Questions : 5]

SEAT No. :

P2208

[Total No. of Pages : 1

[5565]-315

M.B.A.

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

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** What is WTO? Explain Aligned Documentation System (ADS)?

OR

Explain Trade Barriers in International Trade?

**Q2)** What are various export and import documents?

OR

Explain the role clearing and forwarding agents?

**Q3)** What are different stages of Pre Shipment Finance?

OR

What are methods of payment in International trade?

**Q4)** Explain the Basic Principles of Foreign Trade policy of India?

OR

What are various export promotion institutions in India and their Functions?

**Q5)** Explain Foreign exchange management act 2000?

OR

What are regulations for International trade in India?



Total No. of Questions : 5]

SEAT No. :

P2209

[Total No. of Pages : 2

[5565]-316

M.B.A. (Semester - III)

**305-SCM: ESSENTIALS OF SUPPLYCHAIN MANAGEMENT  
(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Explain the role of supply chain management. Discuss in details Generalized supply chain. **[10]**

OR

b) What is integrative management? Explain financial sophistication with suitable example. **[10]**

**Q2) a)** Explain structure of a supply chain. Discuss the concept of Push based and Pull based Supply chain. **[10]**

OR

b) i) Write short note on Agile Supply Chain **[5]**

ii) Write short note on Shift from enterprise to network. **[5]**

**Q3) a)** What are core competencies? Explain growth in outsourcing for supply chain with example **[10]**

OR

b) What is Total Supply Chain Management? Explain impact of Globalization and technological revolution. **[10]**

**P.T.O.**

**Q4) a)** Define Inventory Management? Explain concept and types of inventory management in detail. **[10]**

**OR**

**b)** Explain the Supply Chain Management Building Blocks . Discuss in details overview of customer. Focus. **[10]**

**Q5) a)** Explain the customer limitations of customer satisfaction. Discuss customer requirement mapping. **[10]**

**OR**

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

**ii)** Write Short notes on Operational Performance. **[5]**

**M M M**



Total No. of Questions : 5]

SEAT No. :

P2210

[Total No. of Pages : 1

[5565]-317

**M.B.A. (Supply Chain Management) (Specialization)**

**306 - SCM : LOGISTICS MANAGEMENT**

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

*Time : 2½ Hour]*

*[Max. Marks : 50*

**Instructions to the candidates:**

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

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

OR

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

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

OR

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

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

OR

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

**Q4)** a) Explain types of logistics relationships.

OR

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

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

OR

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



Total No. of Questions : 5]

SEAT No. :

P2211

[Total No. of Pages : 1

[5565]-318

M.B.A. (Semester - III)

**305-RABM-AGRICULTURE AND INDIAN ECONOMY  
(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *All questions carry equal marks (10).*
- 3) *Each question has internal options.*

**Q1)** a) Discuss the contribution of agriculture sector in India's economic development.

OR

b) Explain the factors influencing cropping pattern in India.

**Q2)** a) What is the function of Public Distribution System (PDS)? Discuss the recent policy options for reforms of PDS.

OR

b) Explain the concept of 'Food security' and 'Food self - sufficiency'.

**Q3)** a) Bring out the significance of dairy development in India.

OR

b) Explain soil conservation and reclamation.

**Q4)** a) Critically examine land reforms in India.

OR

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

**Q5)** a) State the objectives and explain the recommendations of NCEUS.

OR

b) Discuss the present position of Agriculture labour in India.

**M M M**

Total No. of Questions : 5]

SEAT No. :

P2212

[Total No. of Pages : 1

[5565]-319

M.B.A. (Semester - III)

306 - RABM- RURAL MARKETING - I

(2013 Pattern)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

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

OR

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

Q2) a) Enumerate precisely the experiences and learnings from 'Case of 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 behavior patterns and also buyer characteristics. [10]

OR

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

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

OR

b) Discuss in detail challenges 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. :

**P4059**

[Total No. of Pages : 2

**[5565]-320**

**M.B.A.**

**305 : FBM**

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

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) What do you mean by uniqueness of Family Business? Explain the concept of Family Business.

OR

b) Explain the concept of “Blurred System Boundaries in Family Business firm.

**Q2)** a) Explain the meaning of Family Business Life Cycle with its different stages.

OR

b) What do you mean by Family culture? Explain cultural blur in family firms.

**Q3)** a) Discuss the importance of Family Meetings in Family firm.

OR

b) Families add values in Family Business firm”. Discuss in detail.

**P.T.O.**

**Q4)** a) Write short note on :

- i) Sibling rivalry
- ii) HR Management issues in Family firm.

OR

- b) Discuss the importance of outside experience before joining the Family firm.

**Q5)** a) Professional advisers and consultants plays important role in Family Business Firm.

OR

- b) Discuss the perspective of nonfamily manager in Family Firm.

\* \* \*

Total No. of Questions : 5]

SEAT No. :

P2213

[Total No. of Pages : 1

[5565]-321

M.B.A. (Semester - III)

306- FBM- MANAGING INNOVATION - I

Family Business Management Specialization

(2013 Pattern)

Time : 2½ Hour]

[Max. Marks : 50

Instructions to the candidates:

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

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

OR

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

Q2) a) Discuss incremental versus radical innovation. Also explain the abernathy Clark model.

OR

- b) Explain : Tushman - Rosenkopf life cycle model.

Q3) a) Discuss the relationship between coreness of competency, Imitability and profits.

OR

- b) Discuss the sources of Assets and competencies.

Q4) a) Draw and explain the pioneers- migrators- settlers map.

OR

- b) Explain innovation portfolio's for established organizations.

Q5) a) Discuss and explain the functional sources of innovation?

OR

- b) Discuss and explain the circumstantial sources of innovation?



Total No. of Questions : 5]

SEAT No. :

P2214

[Total No. of Pages : 1

[5565]-322

**M.B.A. (Technology Management) (SPL)**  
**305- TM : FUNDAMENTALS OF TECHNOLOGY**  
**MANAGEMENT**  
**(2013 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) Explain the relation of knowledge and technology and technology and Business.

OR

b) Explain value creation and competitive advantage in Technology Management.

**Q2)** a) Explain the role of Technology in Historical perspective and long wave cycle.

OR

b) Discuss about Evolution of Production Technology.

**Q3)** a) What is Innovation? Discuss its links between Science & Technology.

OR

b) Discuss about Innovation to Market Technology.

**Q4)** a) Discuss about changes in organizational forms & structures in MOT.

OR

b) Discuss about project planning and management in MOT.

**Q5)** a) Discuss about Emergence of the Tigers.

OR

b) Write note on (any two) :

- i) Indices
- ii) Competitiveness of firms
- iii) Patents Index



Total No. of Questions : 5]

SEAT No. :

P2215

[Total No. of Pages : 1

[5565]-323

M.B.A.

**306 TM- MANAGING INNOVATION - I  
(2013 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Note:*

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

**Q1)** a) Differentiate between innovation and creativity by quoting appropriate examples.

OR

b) Discuss and explain the circumstantial sources of innovation?

**Q2)** a) Write short note on: Tushman - Rosenkopf technology life cycle model?

OR

b) Explain incremental versus Radical innovation by quoting appropriate examples.

**Q3)** a) Discuss sources of 'assets' and 'competencies'?

OR

b) Explain :- value chain; value network; value shop?

**Q4)** a) Discuss the importance of identifying feelings and needs for innovation?

OR

b) Quoting appropriate examples discuss: pioneers; migrators & settlers.

**Q5)** a) Discuss the implications of the value network for innovation?

OR

b) Quoting examples discuss sustaining versus disruptive technologies?

**M M M**



Total No. of Questions : 5]

SEAT No. :

P2216

[Total No. of Pages : 1

[5565]-401

M.B.A.

MANAGING FOR SUSTAINABILITY - II

(2013 Pattern) (Semester - IV)

Time : 2½ Hour]

[Max. Marks : 50

Instructions to the candidates:

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

**Q1)** Explain the nature and significance of corporate social responsibility in the present day business environment? [10]

OR

Explain the responsibilities of various stakeholders' groups in formulating and implementing a policy for corporate social responsibility.

**Q2)** Define sustainable development. Explain need and importance of sustainable development. [10]

OR

Explain 'Gandhian Thought' on sustainable development.

**Q3)** Explain "Three dimensions" of sustainable development. [10]

OR

Write notes on :-

- a) Life cycle analysis. [5]
- b) ISO 26000 [5]

**Q4)** Explain the purpose of good corporate Governance and discuss effects of poor corporate governance. [10]

OR

Discuss the key issues related to the corporate governance. Explain the Agency theory of corporate Governance.

**Q5)** Explain the nature and characteristics of business. ethics. [10]

OR

Write short notes on:-

- a) Utilitarianism [5]
- b) Distributive justice. [5]



Total No. of Questions : 5]

SEAT No. :

P2217

[Total No. of Pages : 1

[5565]-402

M.B.A.

**403 - MKT : SERVICES MARKETING  
(2013 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Define services Marketing. Discuss the characteristics of services.

OR

What is marketing mix for services? Discuss additional three marketing mix elements in services.

**Q2)** Describe about the 'customer perception' and 'customer satisfaction' for service product.

OR

Discuss the delivering services through intermediaries and electronic channels.

**Q3)** Elaborate 'Service delivery' and 'self - service technologies'.

OR

Describe about the 'service design' and 'standards'.

**Q4)** Write short notes on (any two)

- |                            |   |
|----------------------------|---|
| i) Service culture         | ii) Service - profit chain                        |
| iii) Virtual service scape | iv) Customer's role as a 'co-producer' in service |

OR

Explain the "Internal marketing' and 'Emotional labour' in services marketing.

**Q5)** Discuss with example the application of service marketing in 'sports' and 'Entertainment'.

OR

Discuss with example the application of service marketing in 'Logistics' and 'Healthcare'



Total No. of Questions : 5]

SEAT No. :

P2218

[Total No. of Pages : 2

[5565]-403

M.B.A.

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

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) Define sales management? Discuss the objectives and scope of sales management.

OR

- b) Design suitable channel of distribution for the following product.
- i) Smart phone
  - ii) Shampoo.

**Q2)** a) Discuss the objectives and structure of sales organisation.

OR

- b) You have been appointed as a sales manager for water purifier company? Make the compensation plan for your sales force?

**Q3)** a) What do you mean by sales planning. Explain sales forecasting and sales budgeting.

OR

- b) Write short notes on:
- i) Sales to marketing Expenses Ratio
  - ii) Online marketing

**P.T.O.**

**Q4)** a) What do you mean by C and F Agents? Explain role and significance of C and F Agent.

OR

b) What is Franchising? Explain advantages and characteristics of franchisee.

**Q5)** a) Explain nature and role of retailing. Explain various store retailing formats.

OR

b) Assume you are store manager of electronics good. How will you conduct advertising and sales promotion activity to increase the sales.



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Total No. of Questions : 5]

SEAT No. :

P2219

[Total No. of Pages : 1

**[5565]-404**  
**M.B.A. - II**  
**403-FIN: INTERNATIONAL FINANCE**  
**(2013 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

**Instructions to the candidates:**

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

**Q1) Define International Finance? Explain its nature & scope. [10]**

OR

Write short notes on.

- a) Purchasing Tower Parity.      b) Real Interest Parity.

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

OR

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

Who are the participants in global capital market? Explain each participant in detail.

**Q4) Define floating rate notes. State the types, features and advantages of FRN. [10]**

OR

What are the rights & duties of managing and agent banks in international bond markets.

OR

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

**Q5) Explain International financial reporting standards? Describe its objectives and scope. [10]**

OR

Explain the strategies used for International cash management.

**M M M**

Total No. of Questions : 5]

SEAT No. :

P2220

[Total No. of Pages : 2

**[5565]-405**  
**M.B.A. - II**  
**404-FIN: CORPORATE FINANCE**  
**(2013 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

**Instructions to the candidates:**

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

**Q1)** Explain financing decisions in corporate finance with the help of capital structure theories.

OR

Explain the meaning of a corporation & the various goals of corporation in detail.

**Q2)** Following information has been extracted from the income statement of Akshay Ltd. for the current year.

	(Rs in Lakhs)
Sales	500
Less- Operating cost	300
Less - Interest cost	12
Earnings before tax	188
Less tax (40%)	75.20
Earnings after tax (EAT)	112.80

The firms capital consists of Rs 150 lakhs equity funds, having 15% cost & of Rs 100 lakh, 12% debt determine the EVA during the year

OR

Balance sheet of Sri Ram Ltd. on 31<sup>st</sup> March 2011, is given below.

Liabilities	Amount	Assets	Amount
	Rs		Rs
Equity share capital (2,00,000 shares of Rs10)	20,00,000	Plant & Machinery	25,00,000
Reserves & Surplus	18,00,000	Land & Building	15,00,000
12% Debentures	15,00,000	Stock	8,00,000
Creditors	3,50,000	Debtors	6,00,000
Other liabilities	1,50,000	Cash & Bank	4,00,000
	<u>58,00,000</u>		<u>58,00,000</u>

**P.T.O.**

The market value of its assets are expected at

Plant & Machinery	Rs 20,00,000
Land & Building	22,00,000
Stock	7,50,000
Bad Debts	5%

You are required to compute the value of equity share on the basis of

- a) Net Assets Method &
- b) Market Value Method

**Q3)** Explain the meaning of value based management with important features & need of value based management.

OR

Explain corporate Governance in India & Applicability & Provisions (Any 3 provisions) of corporate Governance clause 49 in brief.

**Q4)** The following information is available for Yogesh corporation Ltd.

Earnings per Share - Rs. 6

Rate of return on investments - 20%

Rate of return required by Shareholders is - 16%

What will be the price per share as per walter's model if the payout ratio is (a) 400%, (b) 50% (c) 60%.

OR

The cost of capital & the rate of return on an investments of WM Ltd. is 10%, & 15% respectively. The company has one million equity shares of Rs. 10 each outstanding & its earnings per share is Rs.5. Calculate the value of the firm in the following situation using Walter's model:

- i) 100% retention
- ii) 50% retention &
- iii) No retention

Comment on your results.

**Q5)** What is Corporate Restructuring? Explain the reasons for Corporate Restructuring

OR

What are the techniques of Corporate Restructuring? Explain any 4 techniques of Expansion.

**M M M**

Total No. of Questions : 5]

SEAT No. :

P2221

[Total No. of Pages : 2

**[5565] - 406**  
**M.B.A. (Semester - IV)**  
**403 - (IT) : Software Project Management**  
**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Explain in detail different types of contracts in Software Project Management. **[10]**

OR

b) Differentiate *Technical* Project Management and *Software* Project Management.

**Q2) a)** Explain different steps in project planning and evaluation done in software project management. **[10]**

OR

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

**Q3) a)** Discuss in detail different models of COCOMO with an example. **[10]**

OR

b) Describe the factors that influence the Quality of Software product.

**P.T.O.**



**Q4) a)** What is meant by Risk Management in Software Projects? Explain strategies for Risk reduction in detail. **[10]**

OR

b) Describe Risk Management. Explain PERT as a tool of risk management.

**Q5) a)** Explain the importance of using a Project Management Software. **[10]**

OR

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



Total No. of Questions : 5]

SEAT No. :

P2222

[Total No. of Pages : 2

**[5565] - 407**  
**M.B.A. (Semester - IV)**  
**404 (IT) : Enterprise Resource Planning**  
**(2013 Pattern)**

*Time : 2 ½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Explain ERP architecture in detail. List out various features of ERP.

OR

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

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

OR

- b) What is Business Process Re-engineering? What are the three important concepts of BPR? Why is BPR needed?

**Q3) a)** Where are the typical capabilities required in 'benifits & payroll' from an ERP? How do ERP solution helps in this?

OR

- b) Explain sales order management cycle? How does an ERP system support such cycle?

**Q4) a)** What are the emerging trends in ERP applications? Explain any one in detail.

OR

- b) What are different types of portals? Discuss benifits of a portal.

**P.T.O.**

**Q5) a)** Arvind Mills retail venture Megamart has decided to undergo ERP solution for growing their retail business. ERP solution provider would support Arvind Mill by giving a plat form to manage its retail processes from supply chain to stores. Arvind is expecting to increase its inventory turns and improve its forecast accuracy with the ERP solution implementation. Discuss the case of ERP implementation with reference to following main components of retail ERP Solution :

- i) Master data.
- ii) Merchandise planning, procurement & replenishment.
- iii) Supply chain management.
- iv) Managing pricing & promotions.
- v) Point - of - Scale integration.
- vi) Reports /KPIs / Exception alerts.
- vii) Store operations.
- viii) Retail planning.
- ix) Specialized segments requirements.

OR

**b)** Consumer Goods Industry is not one industry and has several segments under this like : Food and Beverage, Apparel / Textile, Footwear, Non-food FMCG products, Consumer electronics.

Again each of these segments can be divided into several sub-segments, each having their own specific requirements from an ERP solution. For an example, 'Food and Beverage' segment can have several sub - segments like : Fresh Foods, Beverage, Diary, Packaged foods etc.

Discuss above case with respect to 'Industry Requirements' and 'Expectation for ERP solutions' in this industry.



Total No. of Questions : 5]

SEAT No. :

P2223

[Total No. of Pages : 2

**[5565] - 408**  
**M.B.A. (Semester - IV)**  
**403 - OPE : OPERATIONS STRATEGY**  
**Operations Management**  
**(2013 Pattern)**

*Time : 2.5 Hour]*

*[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 Global Economy? Explain in details about Operation Strategy.[10]

OR

b) Explain in the detail about Importance and Linkage with Corporate Strategy. Discuss with example. [10]

**Q2) a)** Explain Value as Business Concept. Discuss Strategic issues in manufacturing. [10]

OR

b) i) Write note on Order Winner and Order Qualifies. [5]

ii) Write note on Lean Systems and Eliminating Waste. [5]

**Q3) a)** Explain Operation Strategy Implementation. Discuss Strategy nature of Process. [10]

OR

b) Explain various issues related with Implementation. of Operations Strategy in any Organization strategy. [10]

**P.T.O.**

**Q4) a)** Explain the Resource Strategic Resource Management. Discuss SRM Delivery Systems. **[10]**

OR

b) i) Write note on Strategic Resource Manage Importance and Issues. **[5]**

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

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

OR

b) State Enumerate the role of IT while framing an operations' strategy of any organization. Discuss. **[10]**



Total No. of Questions : 5]

SEAT No. :

P2224

[Total No. of Pages : 2

**[5565] - 409**  
**M.B.A. (Semester - IV)**  
**404 (OPE) : Total Quality Management**  
**(2013 Pattern)**

*Time : 2 ½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) Explain the Internal and External quality perspectives.

OR

- b) What is the concept of quality circle? Explain the steps in implementing Total Quality.

**Q2)** a) Define Quality. Discuss the comparison of quality philosophy .

OR

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

- i) Juran philosophy on quality.
- ii) Deming's 14 point philosophy.
- iii) Ishikawa philosophy on quality.

**Q3)** a) Explain the 'Cause' and 'effect' diagram for quality circle tools (QC).

OR

- b) Discuss customer priorities and competitive comparisons and planned improvements.

**P.T.O.**

**Q4)** a) Explain 'Process Capability' and 'Six Sigma' quality as statistical quality control.

OR

b) Discuss the 'p-charts' and 'e - charts' for quality control.

**Q5)** a) Explain the 'Demin prize' and 'Ramakrishna Bajaj Awards'.

OR

b) What is the concept of Quality Management Award. Discuss the 'Maledm Baldrige National Quality Award'.



Total No. of Questions : 5]

SEAT No. :

P2225

[Total No. of Pages : 2

**[5565] - 410**  
**M.B.A. (Semester - IV)**  
**SPECIALIZATION : HUMAN RESOURCE MANAGEMENT**  
**IR (403) HR : Industrial Relations**  
**(2013 Pattern)**

*Time : 2 ½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) Define Industrial relations. Explain various approaches to Industrial relations. **[10]**

OR

b) Describe the philosophy and evolution of IR.

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

OR

b) What are the duties of labour courts, tribunals and national tribunal?

**Q3)** a) Explain Trade Union. Explain the provisions for illegal strikes & lockouts under Trade Union Act - 1926. **[10]**

OR

b) "Recognition of trade unions is the backbone of collective bargaining". Comment.

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

OR

b) What are the provisions for registration of establishments employing contract labour under contract labour (Regulations & Abolition) Act, 1970?

**P.T.O.**



**Q5) a)** Define worker's participation in management and further discuss the challenges to it. **[10]**

OR

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

- i) Collective Bargaining
- ii) Works committee
- iii) Unfair labour practices
- iv) Best practices in IR.



Total No. of Questions : 5]

SEAT No. :

P2226

[Total No. of Pages : 2

**[5565] - 411**  
**M.B.A (Semester - IV)**  
**404-HRM: STRATEGIC HUMAN RESOURCE MANAGEMENT**  
**(2013 Pattern)**

*Time : 2 ½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Focus on strategy. Explain meaning of SHRM and its approaches. **[10]**

OR

b) Discuss traditional HRM and SHRM.

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

OR

b) What do you understand strategy mean. Explain different types of HR strategy.

**Q3) a)** Define succession planning. What are the elements of succession planning. **[10]**

OR

b) Explain the relationship between career planning and succession planning. What are the challenges of succession planning.

**P.T.O.**

**Q4) a)** What you understand employee engagement? Explain its strategies.[10]

OR

b) Elaborate strategies of learning organisation.

**Q5) a)** Explain HR strategy in international context. [10]

OR

b) Discuss converting global practices into global advantages.



Total No. of Questions : 5]

SEAT No. :

P2227

[Total No. of Pages : 2

[5565] - 412

M.B.A. (Semester - IV)

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

*Time : 2 ½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Elaborate the framework for analyzing the international business environment. **[10]**

OR

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

**Q2) a)** Elaborate the positive & negative effect of foreign investment. **[10]**

OR

- b) Describe the factor influencing interest rate movements & its impact on trade & investment.

**Q3) a)** Explain in detail UNCTAD with its objective & functions. **[10]**

OR

- b) Explain in detail WTO with its objective & functions.

**P.T.O.**

**Q4) a)** Examine the concept of international collaborative arrangement & strategic alliance. **[10]**

OR

b) Explain the code of conduct for MNCs. Also explain the advantages of MNCs for Home & Host countries.

**Q5) a)** Explain the structure & functioning of European Commission. (EC)**[10]**

OR

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



Total No. of Questions : 5]

SEAT No. :

P2228

[Total No. of Pages : 2

[5565] - 413

M.B.A. (Semester - IV)

**404 (IB) : INDIAN ECONOMY AND TRADE DEPENDENCIES  
(2013 Pattern)**

*Time : 2 ½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Explain the 'Growth' and 'Structure' of Indian Economy Since 1991.

OR

What are recent changes in Trade policy? Discuss competition policy for Trade.

**Q2)** Explain the Economic reforms and reduction of poverty.

OR

What is the concept of 'Regional Disparities'? How to measure to remove regional disparities?

**Q3)** Define 'Globalisation'. Explain the small sector Industrial policy.

OR

Review of Industrial growth under "11<sup>th</sup>, Five Year Plan".

**P.T.O.**

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

- a) Balance of Payment.
- b) Trends of Export in India.
- c) Trends of Import in India.
- d) Foreign Trade.

OR

Explain the need for 'Foreign Capital'. Discuss the role of SEZ (Special Economic Zone).

**Q5)** What is the convertibility of Rupee? Explain the functions of WTO.

OR

Explain the 'Liberalisation' and 'Integration' with the Global Economy.



Total No. of Questions : 5]

SEAT No. :

P2229

[Total No. of Pages : 2

[5565] - 414

M.B.A. (Semester - IV)

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

*Time : 2 ½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** Define Supply Chain. Discuss the strategies objectives of SCM.

OR

What is 'Competitive advantage'? Discuss the sustainable Competitive advantage through Supply Chain.

**Q2)** Write short note on (any two) :

- a) SC for strategic fit.
- b) Impact of customer needs for strategic fit.
- c) Competitive changes over time.

OR

Explain the managing SC for strategic fit on 'PLC' and 'Globalization'.

**Q3)** Discuss the minimize functional cost perspective for strategic scope.

OR

What is the meaning of strategic scope? Discuss the minimize local cost perspective for strategic scope.

**P.T.O.**



**Q4)** Define prerequisites in strategic partnership and allianus.

OR

Explain the 'Collaborative advantages' and 'Core competence in SCM.

**Q5)** Discuss the 'Organizations' and 'Policy makers' are overcoming supply chain challenges.

OR

Explain the challenges in supply chain and strategies for the future in SCM.



Total No. of Questions : 5]

SEAT No. :

P2230

[Total No. of Pages : 2

[5565] - 415

M.B.A.

**SUPPLY CHAIN MANAGEMENT (Specialization)**  
**404 - SCM : Knowledge Management in Supply Chains**  
**(2013 Pattern) (Semester - IV)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Explain Supply Chain IT Framework. Discuss Transaction Management Foundation [10]

OR

b) What is supplier relationship management? Explain Internal Supply Chain. [10]

**Q2) a) i)** Write note on Risk and Challenges in implementing Supply Chain Information Systems. [5]

ii) Write note on Supplier Relationship Management. [5]

OR

b) Explain Information for strategic SC decision. Discuss in briefly benefit of SC Information System. [10]

**Q3) a)** Explain Impact of technology on Supply chains. Discuss the Web enabled Supply Chain? [10]

**P.T.O.**

OR

- b) What do you mean by digital markets and efficient Supply Chain. Discuss technology adoption? [10]

- Q4)** a) Explain B-2-B Perspective. Discuss E-Business on supply chain management. [10]

OR

- b) i) Write note on explain intranet and VP. [5]  
ii) Write note on E-Business and SCM. [5]

- Q5)** a) Explain the concept of ERP application of Barcoding and Scanning. Discuss. [10]

OR

- b) Write Short Note on (Any Two) [10]  
i) Write note on Application of Bar coding.  
ii) Write note on GPRS.  
iii) Write note on Global Data Synchronization.



Total No. of Questions : 5]

SEAT No. :

P2231

[Total No. of Pages : 2

**[5565] - 416**  
**M.B.A. (Semester - IV)**  
**RURAL & AGRIBUSINESS MANAGEMENT SPECIALISATION**  
**403 RABM : Rural Credit and Finance**  
**(2013 Pattern)**

*Time : 2 ½ Hour]*

*[Max. Marks : 50*

*Instructions :*

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

**Q1)** “Agriculture can play a vital role in the economic development of India.” Do you agree? Justify your answer with suitable examples.

OR

State and discuss the characteristics of Indian agriculture.

**Q2)** Critically evaluate the role of Agriculture Finance in India.

OR

State and elaborate the Financial Intermediaries in Agriculture.

**Q3)** Write a detailed note on: Structure of Co-Operative Credit System in India.

OR

- a) Discuss in detail the Structure of District Central Cooperative Banks.
- b) State and elaborate the functions of Apex Cooperative Bank.

**Q4)** Write notes on (any 2) in the context of Rural Credit and Finance:

- a) Credit Analysis
- b) Principle of Better Credit
- c) Principles of Crop Loan

OR

**P.T.O.**

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

- a) Demand and Supply theory
- b) Risk and uncertainty theory
- c) The Concept of 3 C's of Credit

**Q5)** “BDS helps to reduce poverty, generate economic growth and employment, and contribute to broad development goals of the economy”. Comment.

OR

Write a note on: ‘Players of Rural Finance’.



Total No. of Questions : 5]

SEAT No. :

P2232

[Total No. of Pages : 1

**[5565] - 417**  
**M.B.A. (Semester - IV)**  
**404 - RABM : Rural Marketing - II**  
**(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 product strategy & their types.

OR

Explain the significance of product strategies. Discuss product Innovation strategies.

**Q2)** How are pricing policies decided. Explain concept of pricing strategy.

OR

Explain Pricing by retailers are product life cycle strategies.

**Q3)** Explain the significance of Distribution decision.

OR

Discuss direct verses indirect decision & Direct Marketing Vs Indirect marketing.

**Q4)** Discuss the concept of retailing in rural. Explain types of retail outlets.

OR

Explain Retailing by urban player & PPP models

**Q5)** Discuss the objectives & framework of IMC.

OR

What is Rural Advertising. What is communication media role in strategy.



Total No. of Questions : 5]

SEAT No. :

P2233

[Total No. of Pages : 2

[5565] - 418

M.B.A. (Semester - IV)

**403 - (FBM) : Essentials of Family Business Management  
(2013 Pattern)**

*Time : 2.30 Hour]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1)** a) Explain the Role and Responsibilities of shareholders in family business company?

OR

- b) Write short notes on
- i) The Rubber stamp board
  - ii) Two tier Boards.

**Q2)** a) What do you mean by multigenerational family firms? Discuss the structuring of family governance in multigenerational family firms?

OR

- b) Discuss the term culture shock in cousin companies and what type of complexities occurs in cousin companies?

**Q3)** a) Discuss the various components/factors which influence in succession planning.

OR

- b) Write short notes on
- i) Rewords and challanges for latter generation family members.
  - ii) Selecting the right successor / leader from new generation.

**P.T.O.**

**Q4)** a) Explain the term transfer of power and process of transeing power incase of CEO.

OR

b) Discuss Role of CEO of family business unit in building financial security.

**Q5)** a) Discuss the various states of evolution.

OR

b) What do you mean by Intraprenuership in family business.





Total No. of Questions : 5]

SEAT No. :

P2234

[Total No. of Pages : 2

**[5565] - 419**  
**M.B.A (Semester - IV)**  
**404 (FBM) Managing Innovations - II**  
**(2013 Pattern)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

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

OR

- b) What is Balance cost in context to Innovation? Write note on strategic alliances and Licensing.

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

OR

- b) What are the entry strategies and later stages for PLC?

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

OR

- b) How the Innovations (R and D) are financed? What is the effect of politics and government for financing R and D.

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

OR

- b) Discuss - CI-3 frameworks. State its benefits.

**P.T.O.**

**Q5) a) Write note on**

**[10]**

- i) Social Innovations.
- ii) Organization Innovation.

**OR**

- b) Explain overview of National Innovations of Brazil, Demark, USA.



Total No. of Questions : 5]

SEAT No. :

P2235

[Total No. of Pages : 2

**[5565] - 420**  
**M.B.A. (Semester - IV)**  
**SPECIALIZATION : TECHNOLOGY MANAGEMENT**  
**403 TM : Technology Competition and Strategy**  
**(2013 Pattern)**

*Time : 2 ½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) a)** Explain competitive consequences of technology on changes in value chain and changes in value constellation. **[10]**

OR

- b) Write short notes on
- i) Resource Requirements
  - ii) Collateral Assets
  - iii) Speed
  - iv) Technological Opportunity

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

OR

- b) Explain challenges and key principals in data collection.

**Q3) a)** Discuss importance of technology strategy in formulating business strategy. Explain strategic analysis and decision making using product evaluation matrix. **[10]**

OR

- b) Write what are core competencies. Discuss how core competencies are useful in linking technology and business strategy.

**P.T.O.**

**Q4) a)** Discuss role of Chief Technology Officer. Also explain key principles of Technology strategy. **[10]**

OR

b) What is strategic diagnosis? Discuss formulation and execution of technology strategy.

**Q5) a)** Discuss collaborative Arrangements in the domain of Technology strategy. Discuss deployment of technology in the value chain. **[10]**

OR

b) Explain risks involved in collaborative activities. Explain Global Technology Alliances.



Total No. of Questions : 5]

SEAT No. :

P2236

[Total No. of Pages : 2

**[5565] - 421**  
**M.B.A. (Semester - IV)**  
**404 TM : MANAGING INNOVATIONS - II**  
**(2013 Pattern)**

*Time : 2 ½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

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

OR

What are the various methods of Globalization for innovation?

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

OR

Explain the stages of product specificity that leads to innovation.

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

OR

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

**P.T.O.**

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

OR

What are the benefits of the CI-3 framework?

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

OR

Give an overview of national innovation system of USA.

