



**Subject : Entrepreneurship Development ( C )**

M.B. A. I / II



32421

Day : Friday

Date : 18/11/2016

Time : 02.00 PM TO 05.00 PM

Max Marks : 100 Total Pages : 1

**N.B.:**

- 1) Attempt **ANY FOUR** questions from Section – I and attempt **ANY TWO** questions from Section – II.
- 2) Answers to both the sections should be written in the **SAME** answer book.
- 3) Figures to the right indicate **FULL** marks.

**SECTION – I**

- Q.1** Explain the role, responsibilities and career opportunities of Entrepreneur and Intrapreneur [15]
- Q.2** Describe in detail the contents of Business Plan. [15]
- Q.3** Classify projects for the purpose of identification and bring out their features. [15]
- Q.4** What is Project Appraisal? Explain the significance of the Project Appraisal in Modern Business. [15]
- Q.5** What is Corporate Entrepreneurship? Explain its needs and benefits. [15]
- Q.6** Write short notes on **ANY THREE** of the following: [15]
- a) Venture capital
  - b) Institutional support for new venture
  - c) Government policies for Small Scale Industries
  - d) Importance of Seed Capital to any business entrepreneurship
  - e) Role of Women Entrepreneur in Economic Development

**SECTION – II**

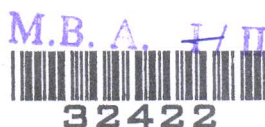
- Q.7** Discuss the various sources of raising funds for Venture Capital. [20]
- Q.8** Explain the importance of International Entrepreneurship and its importance in any economic development. [20]
- Q.9** Mr. Paresh Kumar wants to launch an E-business online Marketing Portal Named as “Puneturtle.Com” for marketing the grocery products. What sorts of feasibility studies he is required to make the proposed venture successful? [20]



**Subject : Innovation & Technology Management (C)**

Day : Monday

Date : 21/11/2016



Time : 02.00 PM TO 05.00 PM

Max Marks : 100 Total Pages : 1

**N.B.:**

- 1) Attempt any **FOUR** questions from Section –I and any **TWO** questions from Section –II.
- 2) Figures to the right indicate **FULL** marks.
- 3) Answers to both the sections should be written in **SAME** answer book.

**SECTION-I**

- Q.1** Explain with suitable examples, why Innovations and Technology are important for survival and growth of a nation? (15)
- Q.2** Explain in details the process of New Product Development. (15)
- Q.3** Discuss the different Techniques of Technology forecasting. (15)
- Q.4** 'Innovation is the key to success of an entrepreneur'. – Elaborate with suitable examples. (15)
- Q.5** Write short notes on any **THREE** of the following: (15)
- a) Technology Absorption
  - b) Disruptive Technology
  - c) Internal Technology Transfer
  - d) Innovation Vs. Invention
  - e) Types of Technologies

**SECTION - II**

- Q.6** How technology and innovation is relevant for any economic activity. Explain in detail with appropriate examples. (20)
- Q.7** Suppose you are the CEO of a international startup company. Discuss the steps of technology development and implementation for your company so that it flourishes in the global market. (20)
- Q.8** What is Technology strategy formulation in a digital economy? Explore the same with suitable examples. (20)



**Subject : Marketing Management - VI : Sales & Distribution Management (C)**

**M.B. A. I/II**

Day : Tuesday

Date : 22/11/2016



**32424**

Time : 02.00 PM TO 05.00 PM

Max Marks : 100 Total Pages : 1

**N.B.:**

- 1) Attempt **ANY FOUR** questions from Section – I and **ANY TWO** questions from Section – II.
- 2) Figures to the right indicate **FULL** marks.
- 3) Answers to both the sections should be written in the **SAME** answer book.

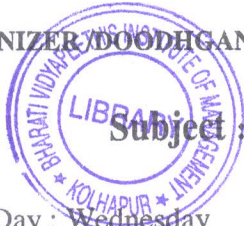
**SECTION – I**

- Q.1** What are the benefits of having a well designed sales territory? Discuss the methods of designing sales territories. (15)
- Q.2** What is meant by sales forecasting? Discuss in brief the qualitative & quantitative methods of sales forecasting. (15)
- Q.3** Write a detailed note on sales force performance appraisal. (15)
- Q.4** What is meant by channel conflicts? Discuss with suitable examples the types of channel conflicts and a mechanism to resolve the same. (15)
- Q.5** Describe the qualities and responsibilities of a sales manager in the current business scenario. (15)
- Q.6** Write short notes on **ANY THREE** of the following: (15)
- a) Sales budget
  - b) Sales planning
  - c) Role and functions of retailers
  - d) Sales organization
  - e) Sales analysis

**SECTION - II**

- Q.7** As an In-charge of sales operations after reviewing the sales persons' performance you noticed that (20)
- a) Some sales persons could easily achieve their sales quota as their territory sales potential was under estimated.
  - b) Some sales persons could not achieve their sales quota ever after putting in their best efforts as the territory sales potential was over estimated.
- What measures would you take to make your sales quota realistic for the sales persons in next financial year?
- Q.8** Design a sales training programme for newly appointed sales representatives of a leading consumer durable product manufacturing company. (20)
- Q.9** "Incentives are given to sales persons even if they are paid adequately". Discuss. (20)





**Subject : Marketing Management - VII : Strategic Marketing (C)**

Day : Wednesday

Date : 23/11/2016



Time : 02.00 PM TO 05.00 PM

Max Marks : 100 Total Pages : 1

**N.B.:**

- 1) Attempt **ANY FOUR** questions from Section – I and **ANY TWO** questions from Section – II.
- 2) Figures to the right indicate **FULL** marks.

**SECTION – I**

- Q.1** Explain strategic marketing concept with suitable examples from (15) manufacturing sector.
- Q.2** What are the elements of a marketing environment for a business? How is their (15) impact on the business studied? Give appropriate examples.
- Q.3** What is Niche marketing? What are the Niche marketing strategies? Explain (15) with suitable examples.
- Q.4** What is market segmentation and its significance? What are the bases on (15) which market segmentation can be carried out?
- Q.5** What is SWOT analysis? How does it help a business to formulate market (15) strategies? Give examples.
- Q.6** Explain the concept of marketing control and marketing audit. What is its (15) relevance in marketing?

**SECTION - II**

- Q.7** Prepare a SWOT analysis of any industry of your choice in the manufacturing (20) sector.
- Q.8** Analyze the Big Billion Day sale strategy of Flipkart and give your opinions (20) about its utility to consumers.
- Q.9** Work out a marketing strategy for the market expansion for fast cards to repel (20) mosquitoes.

**Subject : International Business Management - V : International Financial Management (C)**

Day : Thursday

Date : 24/11/2016



Time : 02.00 PM TO 05.00 PM

Max Marks : 100 Total Pages : 1

**N.B.:**

- 1) Attempt **ANY FOUR** questions from Section – I and **ANY TWO** questions from Section – II.
- 2) Answers to both the sections should be written in the same answer book.
- 3) Figures to the right indicate **FULL** marks.

**SECTION – I**

- Q.1** Explain Reforms in India's Financial Sector after Globalization. [15]
- Q.2** What do you mean by Suppliers Credit and Buyers Credit? [15]
- Q.3** Explain Advance Payment and Consignment Trading as methods of International Trade Settlement. [15]
- Q.4** What is the difference between Domestic Finance and International Finance? [15]
- Q.5** Write short notes on **ANY TWO** of the following: [15]
- a) Factoring
  - b) Forfeiting
  - c) Offshore Banking

**SECTION – II**

- Q.6** Explain Nature, Scope and Importance of International Finance. [20]
- Q.7** What are the various steps involved in Letter of Credit Mechanism. [20]
- Q.8** What are the sources of Financing Exports? [20]

**Subject : International Business Management - VI : Currency Derivatives & Risk Management (C) M.B. A. I/II**

Day : Friday

Date : 25/11/2016



Time : 02.00 PM TO 05.00 PM

Max Marks : 100 Total Pages : 1

**N. B. :**

- 1) Attempt ANY FOUR questions from Section - I and ANY TWO questions from Section - II.
- 2) Figures to the right indicate FULL marks.
- 3) Answers to both the sections should be written in the SEPERATE answer books.

**SECTION - I**

- Q. 1 Explain the term "RISK". In this context define "Currency Risk". (15)
- Q. 2 Explain the term "Exposure". In this context explain "Economic Exposure". (15)
- Q. 3 Define "Derivatives". Explain origin and growth of derivative market. (15)
- Q. 4 Write a note on "Euro Currency Market". (15)
- Q. 5 Write short notes on ANY TWO of the following: (15)
- a) Credit Risk
  - b) Liquidity Risk
  - c) European and American Quote

**SECTION - II**

- Q. 6 Derive an equation of "Interest Parity Theory". (20)
- Q. 7 Discuss "Greece Crisis" and its implications. (20)
- Q. 8 Define "Currency Options". Explain in what way it is superior to forward contracts. (20)

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**Subject : Finance Management - V : Applied Corporate Finance & Mergers & Acquisitions (C)**

**M.B.A. II**

Day : Saturday

Date : 26/11/2016



32431

Time : 02.00 PM TO 05.00 PM

Max Marks : 100 Total Pages : 2

**N.B.:**

- 1) Attempt **ANY FOUR** questions from Section – I and **ANY TWO** questions from Section – II.
- 2) Answers to both the sections should be written in the same answer book.
- 3) Use of non programmable **CALCULATOR** is allowed.
- 4) Figures to the right indicate **FULL** marks.

**SECTION – I**

- Q.1** Explain in detail the domestic long term sources of finance. [15]
- Q.2** Define 'Financial Planning'. Discuss the long term planning and short term planning. [15]
- Q.3** Write a detailed note on fund flow statement and cash flow statement. [15]
- Q.4** What is "Capital Structure"? Explain the factors determining capital structure. [15]
- Q.5** Write short notes on **ANY THREE** of the following: [15]
- a) Combined Leverage
  - b) Pooling of Interest Method
  - c) Internal Rate of Return (IRR)
  - d) Liquidity Ratios

**SECTION – II**

- Q.6** A firm whose cost of capital is 10% is considering two mutually exclusive projects X and Y. The details of which are as follows: [20]

Particulars	Project X	Project Y
Life	4 years	5 years
Initial Investment (Rs.)	10,00,000	10,00,000
Earnings (After Tax)		
Year 1	3,00,000	2,50,000
Year 2	4,00,000	3,00,000
Year 3	4,00,000	3,50,000
Year 4	3,50,000	4,00,000
Year 5	---	4,50,000
Required rate of return	10%	10%

Compute for Project X and Y:

- a) Pay Back Period
- b) Net Present Value
- c) Profitability Index

**P.T.O.**

- Q.7** The Balance Sheets of Bharat Machinery Ltd., as on 31<sup>st</sup> December, 2014 and 2015 are as follows: [20]

Items	2014 Rs.	2015 Rs.
<b>Assets</b>		
Plant and Machinery	5,00,000	8,00,000
Land and Buildings	80,000	1,20,000
Stock	1,00,000	75,000
Sundry Debtors	1,50,000	1,60,000
Cash	20,000	20,000
	<b>8,50,000</b>	<b>11,75,000</b>
<b>Liabilities</b>		
Share Capital	5,00,000	7,00,000
Profit and Loss A/c	1,00,000	1,60,000
General Reserves	50,000	70,000
Sundry Creditors	1,53,000	1,90,000
Bills Payable	40,000	50,000
Outstanding Expenses	7,000	5,000
	<b>8,50,000</b>	<b>11,75,000</b>

You are required to prepare a schedule of changes in working capital and fund flow statement.

- Q.8** P Ltd., is taking over Q. Ltd., shareholders of Q Ltd., would receive 0.8 share of P Ltd., for each share held by them. Relevant data is: [20]

Particulars	P Ltd. (Rs. in Crores)	Q Ltd. (Rs. in Crores)
Net Sales	167.50	59
Profit After Tax	29	6
Market Value Per Share	Rs. 15	Rs. 10
Earnings Per Share	Rs. 4.83	Rs. 4
P/E Ratio	3.105	2.250
No. of shares (Crores)	6	1.50

For the combined company calculate:

- EPS
- P/E Ratio
- No. of outstanding shares
- Market per share
- Total market capitalization

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Subject : Finance Management - VI : Management Control Systems (C)

Day : Monday

Date : 28/11/2016



Time : 02.00 PM TO 05.00 PM

Max Marks : 100 Total Pages : 2

N.B.:

- 1) Attempt **ANY FOUR** questions from Section – I and **ANY TWO** questions from Section – II.
- 2) Answers to both the sections should be written in the **SAME** answer book.
- 3) Use of non programmable **CALCULATOR** is allowed.
- 4) Figures to the right indicate **FULL** marks.

SECTION – I

- Q.1 What is Management Control System? State the key variables to measure and control the performance of an NGO engaged in the creation of awareness about child labour. [15]
- Q.2 What do you mean by Responsibility Center? Explain Cost Center and Profit Center in detail. [15]
- Q.3 State the meaning of Standard Costing and explain the importance of Standard Costing in Control Process. [15]
- Q.4 Explain the term “Management Audit” and state the Need and Advantages of management audit from Management Control System point of view. [15]
- Q.5 Write short notes on **ANY THREE** of the following: [15]
- a) Efficiency and Effectiveness
  - b) Management by Objectives
  - c) Objectives of Transfer Pricing
  - d) Fixed and Flexible Budget

SECTION – II

- Q.6 ABC company wishes to arrange overdraft facilities with its Banker during the period April-June 2013, when it will be manufacturing mostly for stock. [20]
- a) Prepare a cash budget for the above period from the following data indicating the extent for the bank facilities of company will require at the end of each month.

Months	Sales (Rs.)	Purchases (Rs.)	Wages (Rs.)
February	1,80,000	1,24,800	12,000
March	1,92,000	1,44,000	14,000
April	1,08,000	2,43,000	11,000
May	1,74,000	2,46,000	10,000
June	1,26,000	2,68,000	15,000

P.T.O.

- b) 50% of credit sales are realized in the month following the sales and the remaining 50% in the second month following.
- c) Creditors are paid in the month following the month of purchases.
- d) Cash at bank as on 1<sup>st</sup> April, 2013 Rs. 25,000.
- e) It is presumed that workers are paid on 1<sup>st</sup> of the following month:

Q.7 From the following information of product calculate:

[20]

- a) Material Cost Variance
- b) Material Price Variance
- c) Material Usage Variance

Material	Standard		Actual	
	Quantity (kg)	Unit Price (Rs.)	Quantity (kg)	Unit Price (Rs.)
X	20	10	24	8.00
Y	16	8	14	9.00
Z	12	6	10	6.50

Q.8 Yash Ltd., fixes interdivisional Transfer Prices for its products on the basis of cost plus Return on Investment, in that division. The budget for 2013-14 is as under [20]

Investment in Division A:	Amount in (Rs.)
Fixed Assets	7,00,000
Current Assets	5,00,000
Debtors	4,00,000
Annual fixed cost of division	10,00,000
Budget volume	5,00,000 unit per year
Desired ROI	25%
Variable cost per unit	12

Determine transfer price for division A.

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**Subject : Human Resource Management - VI : Human Resource Development Instruments & Assessment Centers (C)**

Day : Thursday

Date : 01/12/2016



Time : 02.00 PM TO 05.00 PM

Max Marks : 100 Total Pages : 1

N. B. :

- 1) Attempt **ANY FOUR** questions from Section – I and attempt **ANY TWO** questions from Section – II.
- 2) Answers to both the sections should be written in the **SAME** answer book.
- 3) Figures to the right indicate **FULL** marks.

**SECTION - I**

- Q.1 “Assessment center plays important role in overall development of employees”. Justify the statement. (15)
- Q.2 Discuss the various methods used for assessing employees in an organization. (15)
- Q.3 Explain principles of test construction with suitable examples. (15)
- Q.4 What is Finger Dexterity Test? Explain the importance of the same test. (15)
- Q.5 Write short note on (ANY THREE): (15)
- a) Organizational Culture
  - b) Growth of assessment center
  - c) Importance of OD intervention
  - d) Need of Aptitude Test

**SECTION - II**

- Q.6 Suggest a set of initiative as a HRD – Manager for enhancing innovative culture in an automobile company based at Pune. (20)
- Q.7 “Transactional Analysis is an effective tool to test behaviour of employees in an organization”. Comment. (20)
- Q.8 Your organization wants to promote five junior sales executives out of 15 to the position of Marketing Manager. How will you use leadership style test for the same? (20)



**Subject : Human Resource Management - VII : Industrial Relations (C)**

Day : Friday

Date : 02/12/2016



Time : 02.00 PM TO 05.00 PM

Max Marks : 100 Total Pages : 1

**N.B.:**

- 1) Attempt any **FOUR** questions from Section –I and any **TWO** questions from Section –II.
- 2) Figures to the right indicate **FULL** marks.
- 3) Answers to both the sections should be written in **SAME** answer book.

**SECTION-I**

- Q.1** Why there is a need as at present on Workers Participation in Management? (15)  
What are the effects if such participation is not sought?
- Q.2** What is a Grievance? How it can be settled? What happens if grievances are unsettled? (15)
- Q.3** State the advantages as well as disadvantages in having a strong and successful Trade Union in your Organization. (15)
- Q.4** Define with examples what constitutes an Unfair Labour Practice? (15)
- Q.5** State the procedure for punishment to workman whose misconduct conduct has been proved in a domestic enquiry. (15)
- Q.6** Write short note on any **TWO** of the following: (15)
- a) Layoff
  - b) Registration of a Trade Union
  - c) Forms of Strike

**SECTION-II**

- Q.7** Your Management has decided to declare a Lock Out for workers in Production Department as few supervisory staff have been manhandled by workmen during working hours. Prepare a notice declaring Lockout for Production Department workmen. (Assume details). (20)
- Q.8** You have noticed various instances which may constitutes unfair labour practices on part of workmen and their union. Prepare an illustrative note for your department heads on what constitutes unfair labour practice and what are the remedial measures for prevention of unfair labour practices on the part of workmen and their union? (20)
- Q.9** Your organization has ten independent factories at different places in your State. Prepare a letter to each factory manager on various causes for industrial disputes. (20)