

Roll No.

Total Pages : 3

MMS/M-22

27589

**OPTIMISATION MODELS
FOR BUSINESS DECISIONS**

Paper-MBA-201

Time Allowed : 3 Hours] [Maximum Marks : 70

Note : Attempt six questions in all, Question No. 1 is compulsory.**Compulsory Question**

1. State and describe the significance of following in brief: 5×4=20
 - (a) Infeasible and Degenerate solution.
 - (b) Goal Programming.
 - (c) Post optimality analysis (in transportation).
 - (d) Sensitivity analysis.
 - (e) Saddle point.
2. Write a detailed note on application of the Management Science principles and tools in Business decision making. 10
3. The arrival of employees at a service station (canteen) can be described by a Poisson distribution, and the service times are exponentially distributed. The rate of arrivals averages 45 employees each hour, and an attendant can serve on an average 50 persons each hour. The employees are paid ₹8 per hour, and the attendants are paid ₹5 per hour. Find the optimum number of attendants to be placed in the service station. 10

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P. T. O.

4. The Shalimar Company has decided to manufacture the parts it has been outsourcing. It can produce this part at a monthly rate of 250 units, and the set-up cost per run is ₹50.

(a) If no shortages are allowed, what is the optimal time, to the nearest day, between production runs, assuming 300 working days per year ?

(b) How many units must be produced in each run and what is the average inventory investment, in rupees, if each unit costs ₹75?

5. Solve the following linear programming problem by the Simplex procedure :

$$Z = x_2 - 3x_3 + 2x_5$$

$$\text{Subject to } x_1 + 3x_2 - x_3 + 2x_5 = 7$$

$$-2x_2 + 4x_3 + x_4 = 12$$

$$-4x_2 + 3x_3 + 8x_5 + x_6 = 10$$

$$x_j \geq 0, j = 1, 2, \dots, 6.$$

6. Draw the Network diagram, identify critical path and compute total and free slacks for the activities in the following project:

Planning a Rural Piped-water supply

Job identification (activity)	Description	Immediate Predecessor	Duration (weeks)
a	Excavation of well	-	8
b	Collection of 10% popular contribution	a	9
c	Completion of well	b	7

Job identification (activity)	Description	Immediate Predecessor	Duration (weeks)
d	Detailed plans of supply system	a	15
e	Pump house construction	c, d	4
f	Standpost construction	e	1
g	Construction of reservoir	d	4
h	Laying of pipelines	e, g	5
i	Road side taps	h, f	4

7. Two items of worth ₹100 and ₹150 each are to be auctioned at a public sale. There are two only two bidders; A and B. Bidder A, has ₹125 and the bidder B, has ₹155 with him. If each bidder wants to maximize his own return, what should be his strategy ? 10
8. Write notes on the following :
- (a) Non-linear and Integer Programming. 5
- (b) Assignment model specifications. 5
9. What is Linear-programming ? What are its assumption and limitations ? Why is it so widely used in Business decision making ? Explain. 10

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MMS/M-22

27590

BUSINESS RESEARCH METHODOLOGY

Paper-MBA-202

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt six questions in all, Question No. 1 is compulsory.

Compulsory Question

1. Describe the following in up to 1-2 page length : $4 \times 5 = 20$
 - (a) Scientific research.
 - (b) Trends in Business research.
 - (c) Cluster sampling and stratified sampling techniques.
 - (d) Discriminant Analysis.
 - (e) Five point Likert scale.
2. Define business opportunity, business problem, and symptoms. Give an example of each as it applies to a university business school. 10
3. Define decision making and explain types of research with examples. 10
4. Describe with examples how to write a research problem and corresponding research questions. Also based on above state research questions and research hypothesis. 10

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5. Distinguish between sampling and non-sampling errors. What non-sampling errors are likely to arise during the course of a research study? 10
6. What are the advantages and disadvantages of observation as a method of data collection? What difficulties are encountered in observation? 10
7. Explain the following types of measurement scales : 10
 - (a) Itemized rating scale.
 - (b) Rank order scale.
 - (c) Constant sum scale.
 - (d) Ordinal scale.
8. Answer the following questions in short : 10
 - (a) What is the purpose of editing?
 - (b) What is coding?
 - (c) Explain a cross tabulation with examples.
 - (d) What is Univariate analysis?
 - (e) When should excel be used for data analysis?
9. What would you cover in introduction of a research report? How would you evaluate a research report? 10

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LMMS/M-22

27591

PRODUCTION AND OPERATIONS MANAGEMENT

Paper-MBA-LOCF-203

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt six questions in all. Question 1 is compulsory. Attempt any five questions from remaining eight questions.

Compulsory Question

1. Explain/Answer the following in up to 150 words each :
4×5=20
 - (a) Meaning and objectives of process analysis.
 - (b) Applications of computers in Production planning and control.
 - (c) Explain terms-Mass production system and machine loading.
 - (d) Is there a link between sustainability and quality management?
 - (e) What is deterministic model of inventory management?
2. Define production and operations management. Enumerates the activities involved in the production planning and control function. 10
3. Write notes on the following aspects of production process:
 - (a) Ordering.
 - (b) Purchasing
 - (c) Warehousing
 - (d) Storing. 10

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P. T. O.

4. How can having multi-skilled staff increase the capacity of a hospital? What factors must be taken into consideration when increasing or decreasing hospitals capacity? 10
5. Explain the process enterprise resource planning. Explain the importance of ISO certification. Also explain process of statistical quality control. 10
6. What is the Product Process Matrix? Why is the product process matrix important to Product management? 10
7. When forecasting demand, what qualitative methods can be used? What are the advantages and disadvantages of these methods? Describe the uses and limitations of weighted moving average method of forecasting. 10
8. What is quality management sustainability? Why is sustainability important in quality management? Also explain the Basic principles of an SQMS. 10
9. What do you mean by machine balancing? Also explain the effect of balancing on number of machines required with an illustration. 10

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LMMS/M-22

27592

MARKETING MANAGEMENT

Paper—MBA-LOCF-204

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt six questions in all. Question 1 is compulsory. Attempt any five questions from remaining eight questions.

Compulsory Question

1. Write short notes on the following : 4×5=20
 - (a) Holistic marketing.
 - (b) Product line.
 - (c) Marketing Intelligence.
 - (d) Horizontal v/s Vertical Marketing systems.
 - (e) Marketing mix.
2. What bases can be used to segment automobile market? Is niche marketing possible in case of automobile industry. 10
3. Give an account of various factors influencing consumer behaviour. Why should marketers study the same? 10
4. What are exceptions to the concept of product life cycle? What marketing strategies are recommended in the maturity and decline stages of product life cycle? 10
5. Discuss some innovative sales promotion tools used by marketers to influence customer. Can these be counterproductive? Discuss using suitable examples. 10

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P. T. O.

6. What factors govern selection of a distribution channel? What types of channels are recommended in case of FMCG products? 10
7. Under what circumstances pricing variations make a sense. Pen down some successful pricing variations strategies used by different companies to their advantages. 10
8. Pin point recent developments in the field of marketing. Discuss in light of Covid-19 Pandemic. 10
9. Discuss prominent environmental factors influencing marketing in India at this juncture. 10

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LMMS/M-22

27593

CORPORATE FINANCE

Paper-MBA-LOCF-205

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt six questions in all. Question No. 1 is compulsory. Attempt any five questions from remaining eight questions.

Compulsory Question

1. Explain and illustrate the following : 4×5=20
 - (a) Wealth maximization objective of Financial management.
 - (b) Accounting rate of return method of Capital Budgeting.
 - (c) CAPM method of determining cost of equity capital.
 - (d) Net income approach of capital structure.
 - (e) EOQ method of inventory control.
2. What is the significance of the concept of time value of money in financial management? Give illustrations to support your answer. 10
3. Do the profitability index and the NPV criterion of evaluating investment proposals lead to the same conclusion about acceptance/rejection of an investment proposal? Explain with illustration. 10
4. Describe risk adjusted discount rate method and sensitivity analysis method of risk analysis in long term investment decisions? Give your answer with examples. 10

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P. T. O.

5. Explain the following : 10
- (a) Factors determining capital structure.
 - (b) Any two approaches of capital structure.
6. A company is currently earning ₹1,00,000, its current market price per share is ₹100, outstanding equity shares are 10,000. The company decided to raise an additional capital of ₹2,50,000 through issue of equity shares to the public. It is expected to pay 10 per cent as flotation cost. Equity shares are issued at a discount of 10 per cent. The company is interested to pay a dividend of ₹8 per share. Calculate cost of equity. 10
7. Write short notes on the following : 10
- (a) Components of working capital.
 - (b) Operating cycle.
 - (c) Strategies for slowing down disbursements.
 - (i) ABC inventory control technique.
8. What are the factors that determine the dividend policy of a firm? Also explain terms-bonus shares and stock split. 10
9. Explain the following : 10
- (a) Any one financial model used in decision making.
 - (b) The difference between Walter's dividend model and Gordon dividend model?

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27594

HUMAN RESOURCE MANAGEMENT

Paper-MBA-LOCF-206

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt **six** questions in all. Question No. 1 is compulsory. Attempt any **five** questions from remaining eight questions.

Compulsory Question

1. Short answer type questions : 4×5=20
 - (a) What are the competencies required for a HR manager?
 - (b) What is the objective of HR planning?
 - (c) What is the need of Succession planning?
 - (d) What is the purpose of socialization and induction of new employees?
 - (e) What do you understand about employee engagement?
2. Why is it important for organizations today to make their human resources competitive? Explain, how HR can contribute to doing this? 10
3. Explain the process of selection and the importance of psychological testing in selection of an employee. 10
4. "Compensation management helps the organization to obtain, maintain and retain a productive workforce." Discuss. 10

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P. T. O.

5. What is performance management? Explain modern methods of performance appraisal and critically evaluate their effectiveness. 10
6. What is the importance of occupational safety and health? Explain various measures adopted by the organisations in this regard. 10
7. What do you understand about grievance? Suggest some measures to prevent and resolve grievances in an organisation. 10
8. How does HR analytics help HR managers in recruitment, retention and forecasting talent needs? 10
9. Write short notes on the following : 10
 - (a) Social media and HRM.
 - (b) Six sigma and HRM.

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27595

LEGAL ENVIRONMENT

Paper-MBA-LOCF-207

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt **six** questions in all. Question No. **1** is compulsory.

Compulsory Question

1. Short answer type questions : 5×4=20
 - (a) 'There cannot be a valid contract without consideration'.
Comment.
 - (b) Briefly highlights the rights of unpaid seller against goods?
 - (c) Write brief note on Agency by ratification.
 - (d) State the legal rules for a valid offer.
 - (e) Distinguish between undue influence and coercion.
2. How copyright is different from Trademarks? Figure out the areas/subjects for which copyrights are granted. Specify the procedure for obtaining the copyrights. 10
3. Define Intellectual property rights. Why IPR has gained so much importance in modern time? State the reasons for the same. Highlight some of the recent prominent issues with IPR regime in India. 10

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P. T. O.

4. "Bailee enjoys certain rights against the bailor and the goods".
Elucidate. Explain the nature of the bailee's particular lien.
How does it differ from the general lien of bankers and
factors? 10
5. State the legal rules/provisions regarding transfer of property
or ownership from seller to the buyer as stipulated under
Sales of Goods Act 1930? How are intentions of the parties
ascertained? 10
6. Spot the differences between Discharge of Contract and
Discharge of performance. Describe the various modes of
discharge of contract. 10
7. Elaborate the concepts of conditions and Warranties of a
contract of the sale of goods? Identify their types and discuss
their legal implications. 10
8. "Apart from minority and unsoundness of mind, the capacity
to contract of a person may be affected by virtue of any
special law to which he is subject". Comment on the statement
with appropriate legal rules. 10
9. What kind of redressal mechanisms are available to a consumer
in Consumer Protection Act 1986. Explain. 10

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27609

FINANCIAL MANAGEMENT

Paper-CP-204

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt **eight** questions carrying 5 marks each from the Section-A and **three** questions carrying 10 marks each from the Section-B.

SECTION-A

1. Differentiate between profit maximisation Goal and wealth maximisation goal of financial management. 5
2. Explain and illustrate the concept of 'Time Value of Money'. 5
3. What are features of equity shares, Non-convertible debentures and commercial papers? 5
4. Describe the important decisions of Finance Managers. 5
5. Explain and illustrate traditional theory of Capital structure.
6. How would you determine the cost of equity using CAPM approach? Give examples. 5
7. Explain and illustrate-M.M. Dividend Model. 5
8. Differentiate between ABC method and EOQ method of inventory control. 5
9. An investor has two options to choose from : First, ₹5,000 after one year; second 8,000 after four years. Assuming

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P. T. O.

a discount rate of (i) 10 per cent and (ii) 20 per cent, which alternative should he opt for? 5

10. Discuss the utility of cash budget in cash management. What are the steps in preparation of cash budget? 5

SECTION-B

11. What are sources of long term finance for a company? Explain features, merits and demerits of each source. 10

12. Describe the term Optimum Capital Structure. What are the features of optimum capital structure? Also list out considerations in designing a capital structure. 10

13. Hypothetical limited is considering a proposal to replace an existing piece of equipment by a new one. The new equipment is operationally efficient and will result in savings in operating costs estimated at ₹1,50,000 annually. It will cost ₹3,00,000 and will be purchased at the beginning of the year. The equipment dealer states that most companies use a 4-year life while depreciating equipment with no salvage value. As the equipment will be operational during the second quarter of the year, only 60 per cent of the estimated annual savings would be obtained in the first year. The company will incur a onetime expense of ₹30,000 in transferring production activities from the old equipment to the new one. 10

The equipment currently being used has a book value of ₹20,000. A review of its condition reveals that it can be used for an additional four years. The firm would receive ₹5,000 net of removal costs if it is disposed off now. However, it will have no salvage value after 4 years. The company uses the diminishing balance method of depreciation. The equipment is subject to 25 per cent depreciation together with other

assets in the block. Assuming that the full year's depreciation is taken into account in the first year, and the corporate tax rate and required rate of return are 35 per cent and 15 per cent respectively, what action should Hypothetical Ltd.'s management take? Assume also that shifting expenses are allowed as a deductible expense for tax purposes in the year in which they are incurred. 10

14. How is risk assessed for a particular investment by using a probability distribution? Take a simple example to explain this method. 10

15. Explain the following by giving examples : 10

- (a) Objectives of receivable management.
- (b) Operating cycle.
- (c) Decision tree approach of risk analysis.
- (d) Terms and conditions of credit.

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27610

BUSINESS RESEARCH METHODOLOGY

Paper-CP-205

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt **eight** questions carrying 5 marks each from the Section-A and **three** questions carrying 10 marks each from the Section-B.

SECTION-A

1. What do you mean by business research? Describe its manifestations.
2. State and explain qualities of good statistical hypothesis.
3. What is causal research? Is it synonyms to the experimental research?
4. How credible is the qualitative research for empiricism? Explain.
5. Describe criterion for judgement of good research report.
6. Differentiate between the stratified and the cluster sampling.
7. Describe the difference between the Likert and Thurstone scales.
8. State and explain the essentials of the Conjoint analysis.
9. What is the significance and utility of Research Surveys? Explain.

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10. What is data preparation and editing? Why do you need it? Explain.

SECTION-B

11. What do you understand by research design? State and explain essentials of the exploratory and descriptive research designs.
12. What is Sampling? Describe and explain sampling errors along with its implications for hypothesis testing.
13. How effective is Software Package for Social Sciences (SPSS) in business research? How does it facilitate the predictive analytics? Explain.
14. What do you mean by the Regression analysis? How is it different from the correlation analysis?
15. Write a detailed note on the recent trends in the usage of research by the Corporate India in its decision making.

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27444

ENTREPRENEURSHIP

Paper-MBA-401

Time Allowed : 3 Hours] [Maximum Marks : 70

Note : Attempt six questions in all, Question No. 1 is compulsory.

Compulsory Question

1. Discuss the following : 5×4=20
 - (a) Entrepreneurship.
 - (b) Mind mapping technique of Creativity.
 - (c) Value Creation.
 - (d) Opportunity Identification.
 - (e) Rural Entrepreneurship.
2. The success or failure of a business plan depends a lot on clarity about the market and marketing plan. Explain the implications of this statement in start-up ventures. 10
3. Define Entrepreneurship. Discuss its importance in the developing and emerging Nations. 10

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4. Discuss various factors affecting Business. Also discuss the relevance of performing PESTEL analysis for a Entrepreneur. 10
5. Creativity is the essence of Entrepreneurship. Discuss the statement citing examples of showcasing creativity by young Entrepreneurs in IT sector. 10
6. Write notes on the following : 10
 - (a) Franchising.
 - (b) Copyrights
 - (c) Patents
 - (d) Trademarks.
7. Discuss various myths and realities related to Entrepreneurship. 10
8. Entrepreneurial mind is always inclined towards wealth creation. Discuss the statement highlighting the importance of Entrepreneurial mindset. 10
9. Define Business plan and its contents. Also discuss the importance of feasibility analysis for any Business plan with special focus on Financial feasibility. 10

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Total Pages : 2

CMMS/M-22

27445

**CORPORATE SOCIAL RESPONSIBILITY AND
SUSTAINABILITY**

Paper-MBA-402

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt six questions in all, Question No. 1 is compulsory.

Compulsory Question

1. Answer the following in brief : 5×4=20
 - (i) Should CSR be Mandatory or Voluntary ?
 - (ii) Why is Corporate citizenship important ?
 - (iii) Discuss the principles of Corporate Governance.
 - (iv) What is the relationship between CSR and Corporate sustainability ?
 - (v) How do sustainability indices work ?
2. What are the fundamentals of CSR as per CSR rules ? 10
3. How did Corporate Governance evolve in India ? Discuss the present Corporate Governance practices in India. 10

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P. T. O.

4. What is the importance of Corporate Governance rating ?
Who gives Corporate Governance rating and on what
Parameter ? 10
5. What are the 4P's of Corporate Governance ? Also discuss
the elements of good Corporate Governance. 10
6. Define Sustainability. Why Sustainability must be a
Business imperative ? 10
7. What is Corporate Sustainability reporting framework ?
Discuss Global Reporting Initiatives guidelines in this
regards. 10
8. Explain the concept of responsible investment with
examples. What are the principles of responsible
investment ? 10
9. What is Sustainability reporting and why it
matters ? Discuss the steps involved in Sustainability
reporting. 10

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Total Pages : 2

CMMS/M-22

27448

BEHAVIOURAL FINANCE

Paper-FM-401

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt six questions in all. Question No. 1 is compulsory. Attempt any five questions from remaining eight questions.

Compulsory Question

1. (a) Explain the use of classical probability theory in behavioural finance.
(b) What is herding behaviour of investors?
(c) What is prospect theory in behavioural finance?
(d) Differentiate cognitive and emotional biases.
(e) Explain the concept of equity premium myopia.
4×5=20
2. Identify the difference between rational/classical finance and behavioural finance and also explain them in detail. 10
3. What do you mean by Expected Utility Theory? Describe the utility functions of a person, who is risk-averse, or risk loving, or risk neutral. 10
4. In the light of statement that 'overconfident investors may overestimate their abilities to identify successful investments' discuss various psychology aspects of an investor which have a significant influence on his investment decision making? 10

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P. T. O.

5. How Behavioural Finance explain bubbles? What happens after a stock market bubble? 10
6. What do you mean by mental accounting? Why does mental accounting influence investment decision making? 10
7. What do you mean by Anomalies? Discuss in detail the use of studying various anomalies in Behavioral Finance. 10
8. What is behavioural corporate finance? In what sense does behavioural finance apply to corporation? 10
9. Write a note on key contemporary issues in Behavioural Finance. 10

CMMS/M-22

27449

PORTFOLIO MANAGEMENT

Paper-FM-404

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt **six** questions in all including Question No. **1** is compulsory.

Compulsory Question

1. Write short notes on the following : 5×4=20
 - (a) Explain the objectives of Portfolio analysis.
 - (b) Why is beta a better measure of risk than the standard deviation ?
 - (c) Under the CAPM, what is the efficient set called.
 - (d) What is Professional Money Management Companies ?
 - (e) What do you understand by Risk Profiling ?
2. Explain the various issues involved in Portfolio Construction and Revision. 10
3. What are the Strengths and Weaknesses of the Marketing approach ? Explain. 10
4. What are the difficulties in the direct estimation of the optimal investment proportions in a portfolio, and how can these difficulties be resolved by Single Index Model ? 10

5. Identify the relationship between the Security market line and the characteristic line. 10
6. What factors are taken into consideration while investing in alternative asset classes ? 10
7. State and explain the various measures of Performance evaluation. 10
8. What is an asset risk profile ? How does asset allocation affect risk ? 10
9. If the number of assets in the economy is less than finite, what is the implication for the use of APT expected return relationship ? 10

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27450

INSURANCE AND RISK MANAGEMENT

Paper-FM-405

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt six questions in all. Question No. 1 is compulsory.

1. Describe the following in up to 1-2 page length : $4 \times 5 = 20$
 - (a) Prime Minister Fasal Bima Yojana.
 - (b) Event Tree and Derivatives.
 - (c) Property risk and Liability risk.
 - (d) Risk identification and Measurement.
 - (e) Difference between Pure risk and Speculative risk.
2. (a) Explain in brief the provisions of LIC Act-1956.
(b) Give an overview of selected products and schemes of general insurance companies. 10
3. What are the various kinds of life insurance policies? Explain the tax benefits available to life insurance policy holders. 10
4. Elaborate by giving examples both specific and general principles of insurance. 10
5. Explain each of the following elements of a typical insurance plan : 10
 - (a) Pooling of losses.
 - (b) Payment of fortuitous losses.

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- (c) Risk transfers.
 - (d) Indemnification.
6. What is risk management? Explain the objectives of risk management both before and after the risk occurs. 10
7. Explain the following terms : 10
- (a) Risk avoidance.
 - (b) Risk and avoidance.
 - (c) Principle of subrogation.
 - (d) Reinsurance.
 - (e) Principal of contribution.
8. Identify the insurable and uninsurable risks of our society. Also elaborate the steps involved in claim settlement non-life insurance. What are main documents needed for settlement of claims? 10
9. Explain the following regarding Corporate agents and individual agents in insurance : 10
- (a) Appointment.
 - (b) Code of conduct.
 - (c) Remuneration.
 - (d) Functions.

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27451

PRIVATE EQUITY AND WEALTH MANAGEMENT

Paper-FM-406

Time Allowed : 3 Hours] [Maximum Marks : 70

Note : Attempt six questions in all. Question No. 1 is compulsory.

Compulsory Questions

1. Explain the following aspects of private equity firms in up to two page length each : 4×5=20
 - (a) Explain scope of wealth management.
 - (b) Sovereign wealth funds.
 - (c) Objectives and functions of Private equity firms.
 - (d) Legal aspects of financial planning.
 - (e) Personal financial statement analysis.
2. Who are participants in Private equity industry? What are the major current issues being faced by Private equity industry? How would you resolve these issues? 10
3. How is the PE investment process structured? What criteria affect their investment decision and why? 10
4. What is leveraged buyout? Describe its process and advantages. What are precautions in negotiating a leveraged buyout deal? 10

27451/K/2804/270

P. T. O.

5. Explain the various aspects of evaluation of private equity firms in financial markets. Give your answer emphasising on-Fund size and investment, size industry focus, fund return and growth, and organisational questions. 10
6. What is personal financial planning? What steps are involved in personal financial planning process? Also explain need of business ethics for private equity firms. 10
7. What are types of risk? How can we analyse risk in our investments? Describe the process of eliminating risk using insurance. 10
8. Answer the following questions : 10
 - (a) What is the impact of financial crisis on private equity firms?
 - (b) How do the PE firms manage their portfolio over the life of the investment?
9. Write notes on the following: 10
 - (a) LP Liquidity options.
 - (b) Hedge funds.
 - (c) Final Due Diligence.
 - (d) Final Binding Bid.
 - (e) Business indicators of private equity firms.

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27452

INTERNATIONAL MARKETING

Paper-MM-401

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt six questions in all. Question No. 1 is compulsory.

Compulsory Questions

1. Write notes on the following : 5×4=20
 - (a) Ethnocentricity.
 - (b) Trading company vs. EMC.
 - (c) Sporadic dumping.
 - (d) Arm's length transfer pricing.
 - (e) Switch trading.
2. What types of non-tariff barriers are commonly used by countries? How are these more rigid than tariff barriers? 10
3. Explain the modes of entry in foreign markets involving production in the home as well as host country. How companies design right mix of entry modes? 10
4. Product standardization is exceeding the product adaptation in Global markets. In what situations companies take the standardization decisions? 10
5. Design the marketing mix strategy of any brand in your selected country. Give the rationale of your selection of country. 10

27452/K/2602/720

P. T. O.

6. How the ignorance of micro variables in market segmentation leads to failure of the business operations in foreign countries? Explain with the help of suitable examples. 10
7. What branding decisions are taken by manufacturers in International context? Discuss the problems faced by Indian brands in foreign markets? How these can be resolved? 10
8. Define price quotation. Discuss the various terms of sales which can be quoted in the quotation. How these terms of sale affect the price? 10
9. Discuss the various types of indirect channel of distribution. Which types of intermediaries work for manufacturer? 10

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CMMS/ M-22: 27453
MM-402: BUSINESS MARKETING

Time: 3 Hours]

[Max. Marks: 70

Note: Question No. 1 is compulsory (4 marks each). Attempt any five questions from remaining eight questions carrying 10 marks each.

Compulsory Question

Q. 1. Write notes on

- (a) Buying Centre
- (b) Reseller market
- (c) Product testing
- (d) Leasing
- (e) Target market strategies

Q. 2. Explain Buy Grid Model. How is it helpful in understanding industrial buying behavior?

Q. 3. Discuss the types of organizational customers and their purchasing policies.

Q.4. Explain the Sheth model of industrial buying. Give the limitations of this model.

Q. 5. Explain the role and process of marketing research in business marketing.

Q. 6. What is product revitalization? Give the strategies of product revitalization. In what conditions, product elimination takes place?

Q. 7. Explain the various pricing methods used in business marketing. How pricing is used in intra company purchases?

Q. 8. Discuss the logistics and physical distribution decisions in business marketing. How are these crucial decisions?

Q. 9. "Personal selling is the most effective way of promoting product in business marketing." Do you agree? Justify your answer and give recent trends of promotion.

Roll No.

Total Pages : 2

CMMS/M-22

27454

SERVICE MARKETING

Paper-MM-403

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt **six** questions in all. Question No. 1 is compulsory.

Compulsory Questions

1. Write notes on the following : 4×5=20
 - (a) Phases in interactive marketing.
 - (b) Additional Ps in Service marketing.
 - (c) Service Quality-Productivity relationship.
 - (d) Difference between knowledge and Delivery quality gaps.
 - (e) Service differentiation.
2. How is service sector contributing in Indian GVA, International trade and FDI? Use latest data to support your answer. 10
3. What are various relationship bonds? Pick any service company of your choice and check its efficacy in maintaining these various bonds with its customers. 10
4. Use various dimensions of SERVQUAL model to rate any company of your choice on service quality front. 10
5. How do customers respond to a service failure? What are the various types of complainers? How can culprit company pacify them? 10

27454/K/2785/800

P. T. O.

6. Present a workable model to pin-point ideal internal marketing practices. Which service company, in your opinion stands out on internal marketing front? 10
7. What challenges are posed by unique characteristics of a service in its marketing? Discuss best adopted practices of any company to ride over such challenges. 10
8. What purpose is served by service positioning? Discuss widely used strategies in this regard. 10
9. How is present day external environment influencing Indian service sector? Discuss in light of falling rupee, growing inflation and aftermaths of pandemic and Russian-Ukraine war. 10

Roll No.

Total Pages : 2

CMMS/M-22

27457

RETAIL AND MALL MANAGEMENT

Paper-MM-406

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt **six** questions in all. Question No. 1 is compulsory.

(Compulsory Question)

1. Write short notes on the following : 5×4=20
 - (a) Vertical Malls.
 - (b) Prominent Non-store retailers in India.
 - (c) Automatic Vending.
 - (d) Departmental stores.
 - (e) Role of IT in retailing.
2. What impact of ongoing economic challenges do you see on Malls in India? Discuss using suitable illustrations. 10
3. Why is practicing CRM so crucial in retail business? Discuss adopted best practices in this regard. 10
4. How is store location decided? What location is recommended for the store of high-end mountain bikes? What makes you feel so? 10
5. How do you see the future of store retailing in India? Is non-store/online retailing an impediment to its growth? Discuss in detail. 10

27457/K/2868/450

P. T. O.

6. Discuss financial and recovery issues impacting Mall Management. How can these be managed? 10
7. What factors govern retail buying behaviour? What is the role of psychological factors in such a behaviour? 10
8. Suggest an ideal store layout for medicinal and cosmetic herbal products. 10
9. Devise a marketing plan for a newly constructed mall with a multiplex in it. The said mall has been established in A Tier-3 Indian city. 10

Roll No.

Total Pages : 2

CMMS/M-22

27458

**GROUP DYNAMICS AND LEADERSHIP
EXCELLENCE**

Paper-HRM-401

Time Allowed ; 3 Hours]

[Maximum Marks : 70

Note : Attempt six questions in all. Question No. 1 is compulsory.

1. Short answer type questions : 5×4=20
 - (a) Explain group as a medium of learning and development of human resources in an organization.
 - (b) What is negative brainstorming?
 - (c) What do you understand about group cohesiveness?
 - (d) What is the role of interpersonal competencies in team building?
 - (e) How does social loafing effect group work behaviour?
2. What is group dynamics? Explain the group as a medium of learning and development of human resources in an organisation. 10
3. Explain any two group decision making techniques with their merits and limitations. 10
4. How does group behaviour affect individual behaviour at the workplace? Explain 'group shift' and 'groupthink' with its implications for managing work behaviour? 10

27458/K/2603/600

P. T. O.

5. How do group composition, size and norms influence group behaviour in an organisation? Suggest some measures to maintain cohesiveness and conformity in the group. 10
6. Explain transactional analysis theory of interpersonal behaviour with its implications for work behaviour. 10
7. Explain different types of communication networks. Also suggest which network is best for effective communication in an organisation and why? 10
8. "A manager must be a leader but a leader may not be a manager." Comment. 10
9. Explain Transformational theory of leadership with its merits and demerits. 10

Roll No.

Total Pages : 2

CMMS/M-22

27459

STRATEGIC HUMAN RESOURCE MANAGEMENT

Paper-HRM-402

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt **six** questions in all. Question No. 1 is compulsory.

1. Short answer type questions : 5×4=20
 - (a) Nature of strategic HRM.
 - (b) Importance of Employee relations strategy.
 - (c) Key strategic issues of HRM.
 - (d) Learning and development strategy.
 - (e) Corporate values and SHRM.
2. What do you understand about the contingency approach of SHRM? Also suggest various ways of improving business performance through this approach. 10
3. What is the need for alignment of HR strategy with corporate strategy? Also explain the Best fit/Best practice SHRM approach with the help of suitable examples. 10
4. What do you understand about Human capital management strategy? Suggest some measures to manage human capital in the present dynamic business environment. 10
5. What do you understand about the knowledge management strategy? which type of HR in the organization needs to participate in the KM program. 10

27459/K/2604/500

P. T. O.

6. What do you understand about organisational performance strategy? Explain various performance strategies adopted by modern organisations. 10
7. Do diversity and inclusion help organisations to retain the right HR for a longer period? How can resourcing and talent strategy help in this regard? 10
8. Explain HRM strategies to retain right HR adopted by multinational organisations. 10
9. Explain various approaches of evaluating and measuring the impact of Strategic HRM. 10

Roll No.

Total Pages : 2

CMMS/M-22

27462

**CHANGE MANAGEMENT AND
ORGANISATIONAL DEVELOPMENT**

Paper-HRM-405

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt six questions in all. Question No. 1 is compulsory.

1. Attempt the following short answer type questions : $5 \times 4 = 20$
 - (a) Briefly describe the dynamics of OD consultant-client relationship.
 - (b) Differentiate between Planned and Unplanned change.
 - (c) Explain Grid OD intervention.
 - (d) Under what situations participation and empowerment interventions are most effective.
 - (e) What is the relevance of ethics for OD professionals?
2. What individuals and groups in organisations resist change? Mention some of the most effective methods to counter such resistance for smooth implementation of change initiatives. 10
3. Describe how an organisational problem is diagnosed. Why diagnosis is considered an important aspect of organisational development? State certain effective approaches/methods to diagnose organisational problems. 10

27462/K/2606/600

P. T. O.

4. Elaborate Kurt Lewin's model and Burke-Litwin model of organisational change. Discuss their strategic implications for OD professionals as well as organisations. 10
5. Which OD interventions are most effective in targeting team-building? Mention their pros, cons and their suitability in various organisational situations. 10
6. Discuss the aims and objectives of interpersonal and group process interventions. Mention the situations under which they are most effective? Elaborate the most frequently used interpersonal and group interventions. 10
7. Critically evaluate the relevance of assumptions, beliefs and values in the success of organisational development initiatives. 10
8. Write notes on the following : 10
 - (a) Action Research Approach to OD.
 - (b) Survey Feedback Approach.
9. In the present-day competitive business environment, which forces are most instrumental in bringing about changes in organisations? Figure out certain types of organisational change which are widely recognised in modern business environment. 10

Roll No.

Total Pages : 2

CMMS/M-22

27463

**COMPETENCY MAPPING AND ASSESSMENT
CENTRES**

Paper-HRM-406

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt six questions in all. Question No. 1 is compulsory.

1. Short answer type questions of 4 marks each : 5×4=20
 - (a) Performance versus competency.
 - (b) Skills versus competency.
 - (c) Training and Development.
 - (d) Career and Succession Planning.
 - (e) Prerequisites of competency mapping.
2. Why do organizations need a competency model? Explain the steps involved in developing a competency model. 10
3. What is the meaning and need of competency mapping? Explain the key approaches of competency mapping. 10
4. What do you know about competency modelling? Explain various types of competencies with the help of the Iceberg model of competency. 10
5. What is the importance of competency assessment? Discuss the process of competency assessment. 10

27463/K/2607/300

P. T. O.

6. What is a competency based compensation and reward system? Discuss the process and merits of competency based compensation management system. 10
7. What do you understand about the competency based performance management system and also discuss its importance for organisational effectivity? 10
8. What do you understand about assessment centres? Explain problems and challenges faced by assessment centres. 10
9. What do you understand about FIRO-B and SPIRO-M Profile? Explain the two in detail along with their implications for modern organisations. 10

Roll No.

Total Pages : 3

CMMS/M-22

27467

INTERNATIONAL STRATEGIC MANAGEMENT

Paper-IB-404

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt **six** questions in all, Question No. **1** is compulsory. Attempt **five** questions, out of remaining eight questions.

Compulsory Question

1. Explain the following in up to **two** pages length each :
4×5=20

- (a) What is International Strategic Management?
 - (b) Explain the Traditional approach to Strategy formulation.
 - (c) Difference between Strategic goals and Operational goals.
 - (d) What is significance of resource allocation in Strategic Management?
 - (e) What do you mean by Value based Strategy?
2. Describe various aspects of International strategic planning. What complexities are involved in International strategic Management? 10
3. Explain the following strategies for entry into foreign markets by giving their merits, demerits and suitability :
- (a) Franchising your brand.

27467/K/2835/100

P. T. O.

- (b) Get a partner in a foreign country.
 - (c) Buying a company in a foreign land.
 - (d) Piggyback.
 - (e) Turnkey solutions or products. 10
4. Differentiate between Licensing and Joint Venture strategies. Can you use them for entry into foreign markets? If yes, give their pre-requisites, advantages and disadvantages. 10
5. Describe the meaning and circumstances under which of the following strategies are suitable : 10
- (a) Vertical Integration.
 - (b) Stability strategy.
 - (c) Breakthrough strategy.
 - (d) Retrenchment strategy.
6. Name various approaches to formulating strategy and describe in detail any two approaches by giving their features and suitability in current International environment. 10
7. Describe the following Strategic models : 10
- Michael Porter five force model, ANSOFF Model and Shell Matrix.
8. Explain the need of a good organisation structure and resource allocation for strategic implementation. How does a project structure differ from Matrix structure? 10

9. (a) Why leadership changes are needed in strategy implementation?
- (b) Explain need of business ethics in strategic management.
- (c) Explain any two qualitative techniques for evaluation of strategies.

10

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Total Pages : 2

CMMS/M-22

27468

CROSS CULTURAL AND GLOBAL MANAGEMENT

Paper-IB-405

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt six questions in all. Question No. 1 is compulsory.

1. Short answer type questions. 5×4=20
 - (a) What are cross cultural research methodologies?
 - (b) State the barriers which hampers effectiveness of Cross-cultural communication.
 - (c) Briefly mention the dimensions of Hofstede's study.
 - (d) How eastern and Western management thoughts are different.
 - (e) Highlight the criteria used by Global organisations for selecting human resources for International assignments.
2. Figure out the prominent human and cultural variables used for analysing the various cultures. How they prove important for Global firms while finalising their business strategies. 10
3. In the wake of rising uncertainties in Global business environment what do you think are the key issues and challenges for field of HRM in Global context. Suggest certain measures to overcome the challenges. 10
4. Identify the prominent challenges being faced by Global HR managers of MNCs in procurement of workforce. 10

27468/K/2786/100

P. T. O.

5. What are the major aims and objectives of MNCs while formulating compensation policies for expatriates? Identify the main factors that the MNCs take into account while deciding expatriates' salary, allowances and benefits? 10
6. Which leadership approaches works best in International contexts. Throw light on key leadership issues and challenges for MNCs. 10
7. Why Global organisations are more expected to the ethical while conducting businesses. State the reasons for the same. Also throw light on some of the ethical practices in Cross cultural which firms are following in Global context. Use examples. 10
8. Identify some of the most successful organisational structures and design in Global context which are preferred by modern technology enabled organisations. 10
9. Which styles and approaches of decision making are more popular among Global managers and why? Explain with examples. 10

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Total Pages : 3

CMMS/M-22

27491

PREDICTIVE ANALYSIS FOR BUSINESS DECISION

Paper-BA-404

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt **six** questions in all. Question No. **1** is compulsory.

1. Explain the following : 4×5=20
 - (a) Supervised Learning.
 - (b) Example of Multiple logistic regression equation.
 - (c) Methods to assign probabilities.
 - (d) Difference between association and correlation.
 - (e) Clustering techniques for categorical data.

2. Discuss the steps involved in developing a data analysis strategy. 10

3. A corporate house has two business opportunities with different growth strategies : Merger and Acquisition. The merger technique is more stable if the organization culture of other party is of good quality, on the other hand the acquisition technique is more suitable if the stake of the corporate house is significantly large. The following information is given : 10
 - (a) 75% chances are that organization culture of other part is of quality, 25% chances are that the corporation will be able to have big stake.

27491/K/2462/100

P. T. O.

(b) The success position is as under :

- | | | |
|------|------------------------|-----------------|
| (1) | Using Merger | |
| (i) | If the culture is good | \$2.5 Billion |
| (ii) | If the culture is poor | \$1.65 Billion |
| (2) | Using Acquisition | |
| (i) | If the culture is good | \$3.5 Billion |
| (ii) | If the culture is poor | \$0.85 Billion. |

Use a decision tree to decide, which strategy should be used to when the quality of culture is not known.

4. Let $Y = 1$ if a worker gets a Decent Job and $Y = 0$ if it is not so.

DJI = is a Decent Job Index based upon the type of job contract, salary and working environment.

CITY = 1 if the worker belongs to A-class city = 0 otherwise.

HOURS = the average number of hours worked in a week.

The logistic model here can be written as :

$$L_i = \ln(P_i)/(1 - P_i) = \beta_1 + \beta_2 DJI_i + \beta_3 CITY_i + \beta_4 HOURS_i + u_i.$$

Discuss the method to estimate the mode. What precautions should be taken? 10

5. Discuss the steps involved in development of an output index (distance) from multiple outputs of nominal type. 10

6. "Machine learning algorithms are becoming inevitable part of the business decision making process". Comment. 10

7. Explain the methods to test goodness of fit of predictive models. 10
8. Show the use of graphics in comparing predictive models. 10
9. Suppose that in an apparel market, three types of clothing-casual, formal and workmen are being sold. Discuss the steps involved in developing the clusters using qualitative data. 10

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Total Pages : 2

CMMS/M-22

27492

DATA ANALYSIS USING PYTHON

Paper-BA-405

Time Allowed : 3 Hours] [Maximum Marks : 70

Note : Attempt six questions in all. Question No. 1 is compulsory.

(Compulsory Question)

1. (a) Explain about the need for learning python programming and its importance.
 - (b) Discuss the basic data types available in Python with examples.
 - (c) List different conditional statements in python with appropriate examples.
 - (d) Explain about different relational operators in python with suitable examples.
 - (e) Write about command line argument in Python.
- 5×4=20
2. Explain the Identifiers, Keywords, Statements, Expressions and Variables in Python programming language with suitable examples. 10
 3. (a) Explain the use of join() and split() string methods with examples. Describe why strings are immutable with an example. 5

27492/K/2613/100

P. T. O.

- (b) Write Python code to determine whether the given string is a Palindrome or not using slicing. 5
4. (a) What is lambda function? What are the characteristics of a lambda function? Give an example. 5
- (b) Write a recursive Python function that recursively computes sum of elements in a list of lists. 5
5. Discuss the relation between tuples and lists, tuples and dictionaries in detail. Explain the following list functions :
(a) len() (b) sum() (c) any() (d) all() (e) sorted(). 10
6. What do you mean by sorting and searching? Write Python program to sort words in a sentence in decreasing order of their length. Display the sorted words along with their length. 10
7. Elaborate different object oriented features supported by Python. Explain the concept of method overriding and inheritance in Python with an example. 10
8. What is Python turtle graphics used for? How do you make turtle graphics in Python? Write the steps to draw a 5 point star in Python turtle. 10
9. Explore the different access modes of the files with an example. Discuss the following methods associated with the file object:
(a) read () (b) readline() (c) readlines() (d) tell()
(e) seek() (f) write(). 10

Roll No.

Total Pages : 2

CMMS/M-22

27597

PRINCIPLES OF INSURANCE AND BANKING

Paper-FM-401

Time Allowed : 3 Hours]

[Maximum Marks : 70

Note : Attempt any **eight** questions from Part-A carrying 5 marks each. Further, attempt any **three** questions out of Part-B, carrying 10 marks each.

PART-A

1. Describe the nature and functions of insurance.
2. Describe the difference between marine insurance and fire insurance.
3. Differentiate between endowment life policies and term life insurance policies by giving their merits, demerits and suitability.
4. What are types of risk that require insurance services for managing them?
5. Describe powers and responsibilities of IRDA.
6. Explain the claim settlement in general insurance.
7. Describe code of conduct for individual insurance agents and corporate agents.
8. Explain the institutions involved in rural banking.
9. Explain in details the prudent norms for banking like income recognition and capital adequacy.

27597/K/2792/50

P. T. O.

10. Write a note of corporate banking and rural banking.

PART-B

11. Write short notes on the following:

- (a) General principle of insurable.
- (b) Principle of indemnity.
- (c) Principle of Proximate cause.
- (d) Role of insurance in social security.

12. Describe role of individuals agents, brokers in insurance. What are the weaknesses in the distribution channels in insurance sector?

13. What are micro-finance institutions? Explain their difficulties.

14. Describe in detail claim settlement procedure in case of life insurance, motor insurance and fire insurance.

15. Describe the main provisions of Banking regulation Act, 1949. Also indicate some amendments in this act over the years.