

Total No. of Questions : 5]

SEAT No. :

PE-5839

[Total No. of Pages : 2

[6551]-815

S.Y.M.B.A.(All Programs)

SM 601-MJ/GC-14 : STRATEGIC MANAGEMENT

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

**Q1) Solve any (Five) :**

[10]

- a) Define mission.
- b) Explain SBU.
- c) Define KPI (Key Performance Indicator).
- d) SWOT.
- e) Red ocean strategy.
- f) Strategic Alliance.
- g) Low cost Strategy.
- h) Competitive Advantage.

**Q2) Solve any Two from the following :**

[10]

- a) State the types of Mergers.
- b) Explain Management By Objective (MBO).
- c) Describe VRIO Framework.

**Q3) a) Explain Mc-Kinsey's 7s Framework.**

[10]

OR

- b) Explain various Grand Strategies with example.

P.T.O.

**Q4) a) Explain portfolio Analysis with BCG matrix. [10]**

OR

b) Prepare and explain SWOT Analysis for a Electronic Vehicle (EV) car Manufacturing company.

**Q5) a) Differentiate between Red ocean & Blue ocean strategy. [10]**

OR

b) Explain porter five force model with suitable example.



Specialization

**Business Analytics  
Management**

Total No. of Questions : 5]

SEAT No. :

PE-5841

[Total No. of Pages : 4

[6551]-817

M.B.A.

BA-602-MJ : PYTHON  
(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions :

- 1) All questions are compulsory.
- 2) Figures to the right indicate marks for questions/sub questions.
- 3) Answer to the questions should be specific and to the point.
- 4) Draw sketches wherever necessary with the pencils.
- 5) Graph paper will not be provided.

Q1) Solve any five :

[5 × 2 = 10]

- a) Define variables and literals with one example each.
- b) What is type casting? Give one example
- c) Differentiate between local and global scope.
- d) Illustrate with examples how exception handling is implemented in Python.
- e) Explain the use of the timedelta and datetime objects in Python.
- f) Name any two IDEs commonly used for Python.
- g) Illustrate any two techniques used to retrieve help information in Python.
- h) What are Python keywords? List any four of them

Q2) Solve any Two :

[2 × 5 = 10]

- a) A retail company wants to collect basic information from customers who participate in a feedback program. As a Python developer, you are asked to design the structure of a dataset that stores the following fields:
  - Customer Name
  - Age
  - Purchase Amount
  - Membership Status
  - List of Items Purchased

Explain the most suitable Python data type for each of the above fields and justify your choices based on. the nature of the data.

P.T.O.

- b) A bank wants to automate the calculation, of compound interest for its customers. Write a user-defined Python function that accepts the principal amount, rate of interest, and number of years, and calculates the compound interest. Demonstrate calling this function by accepting the required inputs from the user.
- c) Justify the statement that Python is one of the most preferred programming languages by explaining the key features that contribute to its popularity.

**Q3) Solve any one. [1 × 10 = 10]**

- a) Describe the various data structures supported by Python. Discuss any two data structures in detail, highlighting their features and applications.
- b) A Retail Operations Analyst is managing a product inventory dataset stored in a CSV file located at “D :/RetailSystem/Inventory/product inventory.csv”, The file contains the following fields: Product\_ID, Product Name, Category, Stock\_Quantity, Unit\_Price, Last\_Updated. Using Python, perform the tasks below:
  - i) Import the dataset from the given path into a Pandas DataFrame.
  - ii) Examine the structure of the DataFrame by showing column names and their data types.
  - iii) Display the first five and last five records to understand the dataset layout.
  - iv) Append the following new product items to the DataFrame:

Product_ID	Product_Name	Category	Stock_Quantity	Unit_Price	Last_Updated
P701	Smart Kettle	Appliances	120	2600	2025-09-10
P702	Wireless Router	Electronics	75	3400	2025-09-12
P703	Yoga Mat Deluxe	Fitness Gear	200	850	2025-09-14

- v) Export the updated inventory data to the same directory with a new filename:  
product\_inventory\_updated. csv
- vi) Move the updated file to a backup directory located at:  
D:/RetailSystem/Backup/
- vii) Remove the original CSV file after verifying that the updated file exists and has been successfully created.

Write Python code demonstrating each file-handling step and explain the purpose of each operation.

Q4) Solve any one :

[1 × 10 = 10]

- a) Describe the complete data analysis workflow using Python.
- b) Write a Python program that accepts ten numbers from the user using a loop. Use conditional statements to count how many of the entered numbers are even and how many are odd and display the final counts.

Q5) Solve any one :

[1 × 10 = 10]

- a) SmartHome Electronics Pvt. Ltd. manufactures and sells four major product lines: Air Purifiers, Smart Lights, Kitchen Robots, and Security Cameras. The company tracks monthly demand to plan production, inventory, and marketing strategies. The demand data (in units sold) for six recent months is shown below :

Month	Air Purifiers	Smart Lights	Kitchen Robots	Security Cameras
Jan	850	1450	600	900
Feb	920	1580	650	950
Mar	980	1620	700	1000
Apr	1100	1700	780	1080
May	1250	1850	820	1150
Jun	1300	1900	900	1200

The management wants a data-driven visual report to understand category performance and seasonality. As a Data Analyst at SmartHome Electronics, analyze the monthly demand data and prepare insights for management.

- i) Using NumPy, perform the following:
  - Store each product category's monthly demand in separate arrays.
  - Compute the average demand for each product category.
  - Calculate the total demand per month across all product categories.
  - Identify the highest and lowest demand values in the entire dataset.

- ii) Using Matplotlib, create:
- A line chart showing monthly demand trends for all four product categories.
  - A bar chart comparing the average demand across categories.
  - A pie chart illustrating each product category's share in total six-month demand.
- iii) Write a summary on:
- How NumPy accelerates numerical analysis
  - How Matplotlib assists managerial decision-making through trend analysis, forecasting, product planning, and inventory optimization.
- b) As a data analyst in a leading organisation, explain how Python can be applied across various business domains such as marketing analytics, financial modelling, HR analytics, and operational performance improvement.

Total No. of Questions : 5]

SEAT No. :

PE-5985

[Total No. of Pages : 2

[6551]-831

M.B.A.

**BA611 MJ : Data Visualisation and Storytelling**  
**(2024 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

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

**Q1) Attempt any 5 questions of following :**

**[10]**

- a) What is data connectivity in power BI
- b) What is power BI mobile?
- c) Define data transformation.
- d) What is matrix visual?
- e) What is the analytics pane?
- f) Define drill-through?
- g) What is a parameter in power BI?
- h) What is report publishing?

**P.T.O.**

**Q2) Attempt any 2 out of 3 questions :**

**[10]**

- a) Describe the role of calculated measures in analysis.
- b) Explain conditional formatting with an example.
- c) Explain exporting reports to PDF and sharing options.

**Q3) Explain Import and Directquery modes with advantages and limitations? [10]**

OR

Explain data load options and refresh mechanisms in power BI.

**Q4) Explain creating interactive dashboard using slicers, Filters and bookmarks. [10]**

OR

Explain storytelling techniques using power BI visuals.

**Q5) Explain trend lines, forecasting and reference lines in analytics pane. [10]**

OR

Explain what if analysis using parameters with an example.



Total No. of Questions : 5]

SEAT No. :

PE-12133

[Total No. of Pages : 2

[6551]-838

S.Y. M.B.A.

**BA 612 MJ : MARKETING ANALYTICS  
(2024 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

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

**Q1) Answer any 5 out of 8 (2 marks each) :**

**[10]**

- a) Define Marketing Analytics.
- b) What is Descriptive Analytics in marketing?
- c) Define Price Elasticity of Demand.
- d) What is a Marketing Dashboard?
- e) State the meaning of CLTV.
- f) What is Market Basket Analysis?
- g) Define Net Promoter Score (NPS).
- h) What is Google Analytics used for?

**Q2) Answer any 2 out of 3 (5 marks each) :**

**[10]**

- a) Explain the nature of Marketing Analytics—Descriptive, Predictive and Prescriptive.
- b) Discuss important marketing metrics used for measuring customer acquisitions and retention.
- c) Explain the concept of Voice of the customer (VoC) and its importance.

**P.T.O.**

**Q3) Answer any 1 out of 2 :** [10]

- a) Explain sales forecasting using Simple and Multiple Regression techniques with suitable examples.
- b) Discuss Pricing Analytics with reference to price optimization and price bundling.

**Q4) Answer any 1 out of 2 :** [10]

- a) Explain market segmentation using Cluster Analysis and Classification Trees.
- b) Discuss Conjoint Analysis and its application in product design and positioning.

**Q5) Answer any 1 out of 2 :** [10]

- a) Explain Customer Lifetime Value (CLTV) and customer churn models in detail.
- b) Explain Market Basket Analysis and RFM Analysis for developing effective marketing strategies.

Total No. of Questions : 5]

SEAT No. :

PE-5990

[Total No. of Pages : 2

[6551]-859

S.Y.M.B.A.

BA 615 MJ : BIG DATA ANALYTICS

(2024 Pattern) (Semseter - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Answer the following questions (any five) :

[5 × 2 = 10]

- a) Define Big Data.
- b) Explain Velocity as a characteristics of Big Data.
- c) Define structured and unstructured data, giving one example of each.
- d) What is a data lake?
- e) Define predictive analytics.
- f) What is HDFS (Hadoop Distributed File System)?
- g) What is meant by customer churn prediction?
- h) Define GDPR (General Data Protection Regulation)

Q2) Answer the following any 2 :

[2 × 5 = 10]

- a) Explain the importance of data quality and data governance in ensuring effective and reliable business decision-making.
- b) Explain how data is stored and managed using data warehouses and data lakes, highlighting their key features and uses.
- c) Explain the role of Big Data in enabling digital transformation and in building a data-driven organizational culture.

P.T.O.

**Q3) Answer the following (any one) :** [1 × 10 = 10]

- a) Explain Big Data architecture and frameworks. Give an overview of the Hadoop ecosystem, including HDFS, MapReduce, and Hive.
- b) Analyze the steps involved in data preprocessing, illustrating how cleaning, integration, and transformation improve data quality for analytics.

**Q4) Answer the following (any one) :** [1 × 10 = 10]

- a) Analyze the use of analytical models such as regression, clustering, and classification in customer analytics and marketing analytics.
- b) Explain how selecting appropriate Big Data technologies based on business requirements, along with effective collaboration between business managers and technical teams, contributes to the successful implementation of Big Data solutions.

**Q5) Answer the following (any one) :** [1 × 10 = 10]

- a) A large telecom service provider in India is experiencing a growing problem of customer churn, particularly among digitally active customers. Many customers are switching to competitors due to better service quality, personalized offers, and faster complaint resolution.

The company collects large volumes of data such as call records, internet usage details, billing and payment information, customer complaints, mobile app usage, and social media feedback. Management plans to use Big Data Analytics to predict customer churn, improve customer experience, and make data-driven decisions, while also ensuring data privacy and ethical use of customer information.

Questions

- Identify the major data sources and Big Data applications used for predicting customer churn in this case.
  - Explain how predictive analytics can help reduce customer churn and improve customer experience.
- b) Evaluate the role of predictive analytics in risk and fraud detection and explain how AI, machine learning, and real-time analytics help organizations build a data-driven business strategy.



Total No. of Questions : 5]

SEAT No. :

PE-12150

[Total No. of Pages : 2

[6551]-873

S.Y. M.B.A.

BUSINESS ANALYTICS

BA 618 MJ : Marketing Intelligence

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

- 1) Attempt all questions.
- 2) All questions carry equal marks.
- 3) Make suitable assumptions wherever necessary.

**Q1) Solve any five of the following: (2 marks each)**

[10]

- a) Recall the meaning of “Revenue Analytics”.
- b) Mention any two features of MS Excel useful for Marketing Analytics.
- c) What is “Customer Journey Mapping”?
- d) Define product-wise sales analysis.
- e) State the meaning of “Skimming Pricing” for a new technology product in India.
- f) What is “Cluster-wise Segmentation”?
- g) Define “Data Label” in charts.
- h) What is Customer Lifetime Value (CLV)?

**Q2) Solve any two of the following (5 marks each) :**

[10]

- a) Explain the role of Marketing Analytics in decision making for Indian service brands such as insurance companies and hospitals.
- b) Explain price elasticity of demand and its significance in pricing decisions.
- c) Distinguish between summarizing data using simple tables and using Pivot Tables, with an appropriate example.

P.T.O.

**Q3) Attempt any one (10 marks each) :** [10]

- a) A leading Indian airline wants to analyse ticket sales by route, booking channel (website, app, agents) and fare class. Describe step-by-step how you will identify profitable routes and under-performing channels.
- b) An Indian OTT video platform wants to summarise viewership data for original web series by age group and city tier. Explain the process of applying the Pareto principle to identify key age-city combinations that contribute most views.

**Q4) Attempt any one (10 marks each) :** [10]

- a) A leading Indian online grocery (e.g. BLINKIT) platform wants to improve retention of high-value users. Develop a CLV-based approach that includes:
  - Steps for computing CLV using purchase frequency and margin data
  - How CLV can guide targeted promotions and personalized communication
- b) How can conjoint analysis help an Indian smart TV brand decide the best feature combination and price? Explain briefly.

**Q5) Attempt any one (10 marks each) :** [10]

- a) A large Indian FMCG player plans to introduce combo offers (bundling) for personal care products on modern trade as well as e-commerce. Describe how -Revenue and cost data can be used to evaluate alternative bundle designs and how to find the most profitable bundle mix.
- b) An Indian telecom company wants to group its prepaid customers based on their usage patterns (calls, data usage, OTT subscriptions). Explain how cluster analysis can be used to create customer segments and how these segments can help in planning different promotional offers.



Specialization

**Finance  
Management**

Total No. of Questions : 5]

SEAT No. :

PE-5842

[Total No. of Pages : 4

[6551]-818

M.B.A.

**FIN602MJ : ADVANCED FINANCIAL MANAGEMENT  
(2024 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *Answer all questions.*
- 2) *Figures to the right indicate full marks.*
- 3) *Use of electronic calculator is allowed.*
- 4) *Assume suitable data, if necessary.*

**Q1) Solve any Five :**

**[10]**

- a) As per the Miller - Orr model of cash management what is the formula to calculate spread (called Z)?
- b) Give any four motives for holding cash.
- c) As per the Walter's model of dividend, what is the formula for calculation of expected market price of shares?
- d) What is the economic value added (EVA) of an investment if the after-tax operating profits are Rs. 3,50,000 and associated financing costs are Rs. 2,95,000?
- e) What are the objectives of share buyback?
- f) What you called a statement which shows the movement of funds between two periods of the business?
- g) What you mean by operating leverage? How to calculate it?
- h) What is stock splits?

**Q2) Solve any Two : (5 marks each)**

**[10]**

- a) Explain Signaling Theory in detail?
- b) Write a detailed note on Economic Value Added (EVA) with its merits and demerits.
- c) What is risk and uncertainty in capital budgeting?

**P.T.O.**

Q3) a) The following is the Balance Sheet of India Pvt. Ltd as on 31<sup>st</sup> December 2023 & 2024. [10]

Liabilities	2023	2024	Assets	2023	2024
Share Capital	100000	120000	Goodwill	15000	13000
Profit & Loss A/c	25000	45000	Building	50000	45000
Debentures	50000	75000	Machinery	100000	120000
Creditors	10000	15000	Furniture	1000	2000
Bills Payable	1000	2000	Investment	-	60000
Provision for Depreciation on Building	5000	7000	Debtors	13000	12000
Machinery	3000	4000			
			Stock	12000	11000
			Cash	2000	4500
			Preliminary Expenses	1000	500
	<b>194000</b>	<b>268000</b>		<b>194000</b>	<b>268000</b>

Additional Information :

- A Part of building of the original cost of Rs 5000 on which accumulated depreciation was Rs 500 was sold during the year 2024 for Rs. 6000.
- One Machine costing Rs 10000 on which accumulated depreciation Rs. 300 was sold during the year for Rs. 8000 in 2024.
- An Interim Dividend Paid during the year 2024 was Rs. 15000.

You are required to prepare a Fund flow Statement.

OR

- b) From the following summary of Cash A/c of Yuan Ltd. Prepare Cash Flow Statement for the year ended 31<sup>st</sup> March, 2025 [10]

**Cash A/c**

To Opening Balance	500	By Purchase of Furniture	2000
To Equity Shares	3000	By Suppliers payment	20000
To Sales proceeds	28000	By Overhead Expenses	2000
To Sale of Machinery	1000	By Salaries	1000
		By Tax Paid	2500
		By Dividend paid	500
		By Repayment of loan	3000
		By Balance c/d	1500
	<b>32500</b>		<b>32500</b>

- Q4)** a) Vinay Ltd. has an equity share capital of Rs. 40,00,000 consisting of equity shares of Rs. 100 each. The company has an opportunity to enter into global markets but it calls for additional funds of Rs. 25,00,000.

Following options are available.

- i) Rs. 15,00,000 through ordinary equity shares of Rs. 100 each and balance @ 14% Long Term Loan.
- ii) Rs. 10,00,000 through equity shares of Rs. 100 each and Rs. 15,00,000 @ 16% Long Term Loan.
- iii) Rs. 10,00,000 through equity shares of Rs. 100 each and Rs. 15,00,000 through 14% preference shares.

Assume that Income Tax rate is 50% and expected EBIT is Rs 7,50,000. Calculate EPS and advise beneficial option to the company. [10]

OR

- b) Dwij Ltd. expects a Net Operating Income of Rs.3,00,000. The overall capitalization rate of the company is 12% and it has 10,000, 9% secured Redeemable Debentures of Rs. 100 each. You are required calculate the value of the company under "Net operating Income Approach". Also calculate the cost of equity capital of the company. [10]

**Q5) a)** A firm has annual sales of ₹8,00,000 (all credit), a variable cost of 60%, and an average collection period of 30 days. It proposes to extend credit to 45 days, expecting sales to rise to ₹8,80,000. Bad debts will increase from 1% to 2% of sales. Assume a 15% required return on investment and 360 days/year. Is the proposal feasible? [10]

OR

**b) i)** Calculate market price of share using Walter model from the following information [5]

- Rate of return on Investment 10%
- Capitalization Rate 8%
- Earning per share Rs. 5
- Dividend per share Rs. 4

**ii)** From the following information relating to a company, determine the market price of a share using Gordon's model. [5]

- Earning per share Rs. 10
- Rate of return 20%
- Cost of capital 15%
- Payout ratio 60%

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Total No. of Questions : 5]

SEAT No. :

**PE5986**

[Total No. of Pages : 2

[6551]-832

**S.Y.M.B.A.**

**FIN 611 MJ : PERSONAL FINANCIAL PLANNING**

**(2024 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *All questions carry equal marks.*
- 3) *Make necessary assumptions, wherever required.*
- 4) *Use of simple calculator is allowed.*

**Q1) Solve any five :**

**[5×2=10]**

- a) Define Time Value of Money.
- b) State any two responsibilities of a financial planner.
- c) What is a Systematic Investment Plan (SIP)?
- d) What is a Will?
- e) What is Tax Deduction?
- f) State any two features of Public Provident Fund.
- g) The future value of Rs. 5,000 invested for 2 years at 8% p.a. is
  - i) Rs. 5,800
  - ii) Rs. 5,600
  - iii) Rs. 5,832
  - iv) Rs. 5,800
- h) The present Value of Rs. 10,000 to be received after 2 years at 10% discount rate is :
  - i) Rs. 8,264
  - ii) Rs. 9,000
  - iii) Rs. 10,000
  - iv) Rs. 11,000

**P.T.O.**

**Q2) Solve any two :** **[2×5=10]**

- a) Described the various components of a personal financial statement.
- b) Explain the importance of estate planning for families.
- c) An investor wishes to accumulate a sum ₹3,00,000 at the end of 10 years. If the rate of interest is 10% per annum compounded annually, calculate the amount that must be invested at the end of each year.

**Q3) Solve any one :** **[10]**

- a)
  - i) Mr. Ramesh intends to avail a loan of ₹10,00,000 from the bank at an interest rate of 12% per annum for a tenure of five years. You are requested to calculate the Equated Monthly Installment (EMI) for Mr. Ramesh.
  - ii) Mr. Arjun has been given an opportunity to receive ₹1,00,000 after two years, during which he can earn interest at the rate of 10% per annum on his investment. What amount should he invest today so that he may receive ₹1,00,000 after two years?

OR

- b) Evaluate the different types of investment avenues available to an individual in India.

**Q4) Solve any one :** **[10]**

- a) Insurance is a vital component of financial planning. Critically examine the different life insurance and general insurance plans available in the market.

OR

- b) Critically analyze the role of retirement planning in long-term wealth creation.

**Q5) Solve any one :** **[10]**

- a) Rahul, a 30-year-old professional, intends to save taxes under Section 80C of the Income Tax Act, 1961, While ensuring the financial security of his family. Critically analyze the various savings and investment options available to him under Section 80C.

OR

- b) An individual has a moderate risk tolerance and wants to plan for retirement. Apply the personal financial planning process to design a suitable investment strategy.



Total No. of Questions : 5]

SEAT No. :

PE-5854

[Total No. of Pages : 2

[6551]-846

S.Y. M.B.A.

**FIN 613MJ: Fundamentals of Life Insurance - Products  
and Underwriting  
(2024 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

- 1) *All questions are compulsory.*
- 2) *Each question carries 10 marks.*
- 3) *Draw diagrams wherever necessary.*

**Q1) Answer any 5 (2 marks each) :**

**[5 × 2 = 10]**

- a) Define Insurance.
- b) What is role of IRDA in the insurance sector?
- c) State any two terminologies commonly used in life insurance.
- d) What is a Whole - Life Policy?
- e) Define subrogation.
- f) What is Motor - Third - party Insurance?
- g) Define Underwriting.
- h) What is a Discharge Voucher in claim settlement.

**P.T.O.**

**Q2) Answer any 2 (5 marks each) :**

**[2 × 5 = 10]**

- a) Explain the nature and scope of insurance.
- b) Compare endowment policy and ULIP.
- c) Explain the fundamental principles of an insurance contract.

**Q3) Answer any 1 (10 marks) :**

**[10]**

- a) A 35 year old customer wants long term savings, life cover, and partial withdrawal options. Apply suitable Life insurance concepts to recommend an appropriate policy. Justify your choice with features.
- b) A firm wants to protect its ware house against fire damage. Apply general insurance principles to suggest a suitable insurance product.

**Q4) Answer any 1 (10 marks) :**

**[10]**

- a) Analyse evolution of health insurance in India and identify key factors that affect functioning of health system today.
- b) Evaluate the effectiveness of the current claim settlement process in India. Discuss strengths, limitations and areas of improvement.

**Q5) Answer any 1 (10 marks) :**

**[10]**

- a) Evaluate role of insurance ombudsman and IGMs in grievance redressal. Argue whether they adequately protect consumer interests in the insurance sector.
- b) Analyse a motor accident claim situation where the insured has only third party insurance. Break down the legal aspects, coverage, limitations and role of India Motor tariff 2018.



Total No. of Questions : 5]

SEAT No. :

PE-5858

[Total No. of Pages : 2

[6551]-853

S.Y. M.B.A.

FIN 614 MJ : DIGITAL BANKING

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Solve any Five :

[10]

- a) Define Digital Banking.
- b) Expand IMPS and write its meaning.
- c) State any two objectives of Branches Banking
- d) Define NACH.
- e) Mention any two innovative technologies in Banking.
- f) What are payments Banks.
- g) What is corporate Internet banking.
- h) What is financial inclusion.

Q2) Answer any two :

[10]

- a) Explain Cash Deposit Machine (CDM) with its features and profitability?
- b) Critically evaluate payment Banks.
- c) Explain Role of Artificial Intelligence in Banking and examples.

P.T.O.

**Q3) Answer any one :**

**[10]**

- a) Discuss pay of Digital Banking in financial inclusion and Economic Development.
- b) Evaluate Internet Banking and Mobile Banking in terms of Efficiency, Risk and used experience.

**Q4) Answer any one :**

**[10]**

- a) Prepare a model Shamita flow BC/BF can be used for Expand digital Banking Services in rural areas.
- b) Write an over view of Domestic and global payment system.

**Q5) Answer any one :**

**[10]**

- a) Product the future trends in banking investment over the next decade.
- b) Suggest innovative models to scale up the concept as Branches Banking in India.

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Total No. of Questions : 5]

SEAT No. :

PE-12151

[Total No. of Pages : 2

[6551]-874

M.B.A. (Part - II)

**FIN 618 MJ : INTERNATIONAL FINANCE  
(2024 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) Solve any Five questions (2 marks each) :**

**[10]**

- a) Explain the concept of zero coupon Bond.
- b) List the types of FOREX transactions settlements.
- c) What is two way quotation in context of FOREX Rate?
- d) Define the concept of transaction exposure.
- e) Define a currency Futures.
- f) Define money laundering.
- g) What is SWIFT and CHIPS in FOREX trade settlement?
- h) List the participants of Global Financial System.

**Q2) Solve any TWO questions (5 marks each) :**

**[10]**

- a) Describe the structure and participants of FOREX Market.
- b) Summarize the emerging challenges in International Finance.
- c) Write a detailed note on strategies used in International Receivables Management.

**P.T.O.**

**Q3) Solve any One question :** [10]

- a) Assess the factors affecting the demand & supply of foreign currency in international markets and its impact on FOREX rate determination.
- b) In connection with FOREX Rate Risk what is meant by transaction exposure? Analyse the various ways of hedging transaction exposure.

**Q4) Solve any One question :** [10]

- a) Analyse the methods used in money laundering and the role of Financial Action Task Force (FATF).
- b) How would you apply the Interest Rate Parity theory to calculate expected future exchange rates?

**Q5) Solve any One question :** [10]

- a) Narrate the comparison between IFRS versus IAS in connection with the effects of changes in Foreign Exchange Rates.
- b) Inspect how international financial institutions like IMF & World Bank help countries in financial crises.



Specialization

**Human Resource  
Management**

Total No. of Questions : 5]

SEAT No. :

**PE5843**

[Total No. of Pages : 2

**[6551]-819**

**S.Y.M.B.A.**

**HRM602MJ : STRATEGIC HUMAN RESOURCE MANAGEMENT**

**(2024 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)** Solve any 5 (2 marks each).

**[5×2=10]**

- a) Strategic HRM focuses on aligning HR strategies with.
- b) OCTAPACE culture emphasizes on.
- c) Define Strategic Human Resource Management.
- d) State any two objectives of SHRM.
- e) What is the role of technology in HCM?
- f) Define Strategic Fit with example.
- g) State any two challenges in implementing HR strategies.
- h) What is meant by Cross-cultural management?

**Q2)** Solve any 2:

**[10]**

- a) What is Human Capital Management? What is the importance of measuring HR's ROI?
- b) Discuss the role of HR strategies in gaining organizational competitive advantage.
- c) Describe the SHRM process and its significance with examples.

**P.T.O.**

**Q3) a)** A retail chain is planning global expansion. Apply SHRM strategies to manage workforce diversity across countries. [10]

OR

b) Apply HRP as a strategy to ensure availability of skilled manpower in a fast-growing automobile company.

**Q4) a)** What is forecasting and analysing HR demand? What are the different qualitative and quantitative methods? Explain with relevant examples. [10]

OR

b) Analyze the effectiveness of compensation and reward strategies in retaining talent in multinational firms.

**Q5) a)** Examine recruitment, retention and training strategies used by global organizations to build talent pipelines. [10]

OR

b) Create a strategic HR policy model focusing on compensation, benefits, cultural intelligence and ethical practices for a global IT organization.



Total No. of Questions : 5]

SEAT No. :

PE-5847

[Total No. of Pages : 2

[6551]-826

M.B.A.

**HRM 610MJ: Competency Based HRM  
(2024 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

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

**Q1) Attempt any Five questions out of Eight (2 Marks Each) : [10]**

- a) Identify any two differences between competence and competency.
- b) Mention any two applications of CBHRM.
- c) Define KRA & KPI
- d) What is an assessment centre?
- e) Write two emerging trends in competency based HRM.
- f) What is the Behavioural Event Interview (BEI)?
- g) Define single - incumbent job mapping.
- h) Mention any two myths about competency.

**P.T.O.**

**Q2) Attempt any two (05 Marks Each) :**

**[2 × 5 = 10]**

- a) Differentiate between functional and behavioural competency
- b) Discuss the role of competency mapping in recruitment and selection.
- c) Explain the process of designing tools in an assessment centre.

**Q3) a) Discuss the role of HR analytics in competency based HRM with examples. [10]**

**OR**

- b) Elaborate different types of competencies with example for each. [10]

**Q4) a) Critically evaluate different assessment methods used in competency based HRM. [10]**

**OR**

- b) Explain the tools for data collection and their relevance in competency mapping. [10]

**Q5) a) Critically evaluate the Lancaster Model of Competency. [10]**

**OR**

- b) Case :

A retail company, Trendmart uses an AI-based HRIS to shortlist candidates. After a month, HR notices that the system is rejecting many female applicants for technical roles. Some employees raise concerns that the AI tool is biased because it was trained on past data dominated by male employees

Questions

- i) What are the ethical issues in this case? [3]
- ii) How can HR ensure fairness in AI driven recruitment? [4]
- iii) Mention one competency HR professionals need to manage such technology ethically. [3]



Total No. of Questions : 5]

SEAT No. :

**PE12117**

**[6551]-833**

[Total No. of Pages : 2

**S.Y.M.B.A.**

**HRM611MJ : CONFLICT MANAGEMENT AND  
NEGOTIATION SKILLS**

**(2024 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *All questions carry equal marks.*
- 3) *Figures to the right indicate total marks.*

**Q1)** Answer any 5 out of 8:

**[10]**

- a) Define conflict mapping.
- b) What is distributive negotiation?
- c) Define arbitration.
- d) What is “expand the pie” strategy?
- e) Define ZOPA.
- f) What is Collaborative problem-solving?
- g) What is conflict escalation?
- h) Define mediation.

**Q2)** Answer any 2 out of 3.

**[10]**

- a) Why Building Negotiation Skills for Leaders are important? Explain, how Leadership affects conflict outcomes?
- b) What are the effects of conflict on organizational performance? How can organization avoid conflict?
- c) Differentiate between Positive Conflict and Negative Conflict.

**Q3)** a) What is BATNA? Explain its importance in negotiation planning. Discuss how negotiators can identify and use BATNA in conflict negotiation. **[10]**

OR

- b) What are the ethical considerations in conflict resolution? Discuss ethical principles & common ethical dilemmas in decision-making with suitable examples. **[10]**

**P.T.O.**

**Q4) a)** Critically analyse the role of Transformational vs. Transactional leaders in conflict resolution and negotiation outcomes with examples. [10]

OR

b) Explain the Leigh Thompson's five negotiation mental models and its importance for negotiators, with suitable example. [10]

**Q5) a)** What is the importance of 'Emotional Intelligence' in negotiation? Discuss the components of Emotional intelligence that help leaders manage conflicts effectively. [10]

OR

b) The workers of ABC Ltd, a manufacturing company, demanded a salary hike and announced a strike. Company is facing losses due to work stoppage. As an HR manager, find a best conflict negotiation plan for this situation to stop the strike and resume the work. Justify your answer.[10]



Total No. of Questions : 5]

SEAT No. :

PE-5852

[Total No. of Pages : 2

[6551]-840

M.B.A. II

**HRM-612-MJ : HR ANALYTICS  
(2024 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

**Instructions :**

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

**Q1) Solve any five :**

**[5 × 2 = 10]**

- a) Define HR analytics & its scope in modern HR practices.
- b) List two key functions of Hr professionals in implementing HR Analytics.
- c) Name two ways Industry 4.0 has impacted Human Resource Management (HRM).
- d) What is the significance of Gartner's Analytics Maturity Model in HR Analytics?
- e) What is a major benefit of using HR Analytics for skill-gap analysis and talent development?
- f) What role can predictive analytics play in workforce planning & retention strategy?
- g) Name two applications of HR Analytics in talent acquisition / recruitment.
- h) Name two strategic benefits of using HR Analytics in modern organisations.

**Q2) Solve any two :**

**[2 × 5 = 10]**

- a) Define HR Analytics. Explain its strategic significance for modern organizations.
- b) What is the importance of Machine Learning (ML) for HR professionals in the context of Industry 4.0? Describe two potential applications of ML in HR.
- c) List and explain four HR metrics (KPIs) that can demonstrate HR's contribution to organizational success and innovation. Why are these metrics useful?

**P.T.O.**

**Q3) Solve any One :**

**[1 × 10 = 10]**

- a) Identify and explain four HR-related metrics or KPIs that effectively demonstrate the contribution of HR to organizational success and innovation. Why are these metrics considered important?
- b) Discuss the role of Big Data Analytics in strategic HR decision-making. What are its main benefits and what challenges may HR departments face when implementing big data analytics? Illustrate with examples.

**Q4) Solve any One :**

**[1 × 10 = 10]**

- a) Explain the four stages of the HR Analytics Maturity Model as per Gartner (or common HR-Analytics frameworks). For each stage, describe what type of analytics is involved, and how advancing through these stages helps align analytics with organizational goals.
- b) Suppose you are HR manager at a medium-sized company. Outline a plan to implement HR Analytics in your organization. In your plan, address (i) data collection and infrastructure, (ii) collaboration among departments, (iii) ethical/data-privacy safeguards, (iv) progressive analytics maturity, and (v) aligning HR analytics outcomes with organizational goals.

**Q5) Solve any One :**

**[1 × 10 = 10]**

- a) A company is looking to implement HR analytics to improve talent acquisition and retention. Explain how you would approach this project, including the metrics you would use and the challenges you might face.
- b) Describe the application of HR analytics in talent development and skill gap analysis.



Total No. of Questions : 5]

SEAT No. :

PE-5871

[Total No. of Pages : 2

[6551]-875

M.B.A.

**HRM 618 MJ : HR OPERATIONS  
(2024 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

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

**Q1) Answer any Five of the following. (2 marks each) [10]**

- a) State any two functions of Human Resource administration.
- b) What is a memo in disciplinary procedure?
- c) List two social security laws mentioned in the syllabus.
- d) What is meant by partial disablement under Workmen's Compensation Act?
- e) What is the purpose behind deployment order under Human Resource administration?
- f) Name any two deductions commonly Found in payroll management.
- g) Mention any two Forms of compensation under Workmen's Compensation Act.
- h) What is a suspension order in disciplinary procedure.

**Q2) Answer any Two of the following (5 marks each) [10]**

- a) Describe the procedure for termination of an employee in service.
- b) Explain the steps involved in the preparation and process of Framing Personnel Policy.
- c) Draft a charge sheet in disciplinary measures.

*P.T.O.*

**Q3) a)** What are the steps for opening an account under Employee's provident Fund Act for a new employee? If his monthly basic wage is Rs. 25,000/- calculate his employer and employee contribution under section 6 of the Employee's Provident Fund Act, 1952. [10]

OR

**b)** Mr. Ramesh a Factory worker covered under the Employee State Insurance Act, 1948, earns a monthly wage of Rs. 20,000. He sustained a permanent partial disablement resulting in a loss of earning capacity of 30%. Calculate the compensation payable to him as per the ESI Act, 1948. Provide a step - wise solution. [10]

**Q4) Answer any One of the following :**

**a)** Ram and Shyam are workers in ABC manufacturing company. Ram has suffered a permanent injury and Shyam has suffered a partial injury at workplace. Analyze the eligibility conditions and procedure for claiming compensation under the Workmen's Compensation Act, 1923. [10]

**b)** What is the purpose of standard deduction in the Income Tax Act for salaried individuals? Mention the name & amount of the deduction as per the new tax regime. [10]

**Q5) Answer any One of the following :**

**a)** Case : Mr. Madhav (Ticket No. 1440) working in paints Department of M/s ABC company was caught by security person, taking away valuable paint (Employer's property) costing Rs. 55,000/- at the closure of 1<sup>st</sup> shift at 8: 00 PM on 1<sup>st</sup> June 2025. Explain how would you initiate the disciplinary action and discuss in detail all steps you would take as a personal manager to complete the disciplinary enquiry procedure. [10]

**b)** Evaluate the circumstances in which Bonus is applicable. Discuss the concept of set-on & set - off of Bonus with examples of each. [10]



Specialization

**Marketing  
Management**

Total No. of Questions : 5]

SEAT No. :

**PE5844**

[Total No. of Pages : 2

[6551]-820

**Second Year M.B.A.**

**MKT-602-MJ : SC-MKT-01 : SERVICES MARKETING**

**(2024 Pattern) (Semester-III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicates full marks.*
- 3) *Make necessary assumptions, wherever required.*
- 4) *All questions carry equal marks*

**Q1)** Solve any 5 out of 8:

**[5×2=10]**

- a) Define Services marketing mix.
- b) How IoT play in improving service delivery ecosystem.
- c) List various service concepts.
- d) Define 'Zone of tolerance'.
- e) State Service classification.
- f) List four challenges faced by the retail services.
- g) Relate Service Encounter in High-Contact & Low-Contact services.
- h) List techniques of Positioning Services.

**Q2)** Solve any 2 out of 3:

**[2×5=10]**

- a) Explain the 'customer perception' and 'customer satisfaction' for service.
- b) Outline the significance of process design in services. Explain mapping of horizontal and vertical process.
- c) Compare services marketing segmentation from goods marketing segmentation?

**P.T.O.**

**Q3) Solve (a) or (b): [10]**

- a) Services have evolved as value contributors. Construct your answer with the help of factors responsible for growth of the services sector.
- b) Identify how TOFU, MOFU, BOFU help marketers target customers effectively.

**Q4) Solve (a) or (b): [10]**

- a) A Restaurant receives multiple complaints about slow service. The owner wants to position it in new geographic location with a different positioning. Examine challenges for STP of services, in the modern era.
- b) Inspect the main reasons for including the element of 'people' in the marketing mix for services? Discuss.

**Q5) Solve (a) or (b): [10]**

- a) Asses how the SERVQUAL model help in improving customer satisfaction in the Hospitality industry?
- b) A startup offering online education wants to differentiate itself from competitors. Justify marketing strategies based on innovations in service delivery and technology automation, augmented reality and virtual reality in services.



Total No. of Questions :5]

SEAT No. :

**PE5984**

[Total No. of Pages : 2

[6551]-827

**S.Y.M.B.A.**

**MKT 610-MJ : CONSUMER BEHAVIOUR**

**(2024 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)** Attempt any five questions.

**[5×2=10]**

- a) Define consumer behaviour
- b) What is personality?
- c) What are the components of Learning.
- d) VALS segmentation
- e) What is organizational buying behaviour?
- f) Explain self concept
- g) Define Cognitive Dissonance
- h) What is Brand loyalty?

**Q2)** Attempt any two questions.

**[2×5=10]**

- a) Explain Brand personality with help of suitable example.
- b) Explain the characteristics of organizational buyers
- c) What are the new trends in consumer behaviour?

**P.T.O.**

**Q3) Attempt any one**

**[1×10=10]**

- a) Analyse the social class in India with the help of Social Economic classes in Urban and Rural Market.
- b) Considering Yourself as a marketing manager of a company making shampoo, design the marketing mix variables of a new shampoo product testing the BOP consumers in India.

**Q4) Attempt any one**

**[1×10=10]**

- a) Riya's 4 year old smart phone become slow. She is considering buying a new one. Explain how Riya would make the purchase decision keeping in mind the consumer decision process.
- b) Social class and Group influences plays a vital role in consumer behaviour. Showcase the application of statement with suitable example.

**Q5) Attempt any one:**

**[1×10=10]**

- a) Give the meaning of Attitude. How does consumer attitude determine the consumer behaviour? Explain with example.
- b) Neeta's car insurance is due for renewal. She gets emails, SMS offers and comparison site suggestions from ICICI Lombard, HDFC Ergo, Tata AIG and ACKO. Her colleague recommends ACKO For its Low premium. However she is unsure about claim settlement reliability. She spends time comparing policies online but finally buys ICICI Lombard due to the brand image and a call from their agent explaining the benefits. Identify the significative, symbolic and social stimuli in this case.



Total No. of Questions : 5]

SEAT No. :

PE-12134

[Total No. of Pages : 2

[6551]-841

S.Y. M.B.A.

**MKT 612 MJ : SALES AND DISTRIBUTION MANAGEMENT  
(2024 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

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

**Q1) Answer the following (any 5) :**

**[10]**

- a) What are Virtual Assistants?
- b) Enlist different types of distribution channels.
- c) What are selective distribution strategies?
- d) Explain the concept of B2G consultative.
- e) State any two functions of distribution management.
- f) Explain the concept of ERP.
- g) Define Sales Audit.
- h) What is Sales Forecasting & Budgeting?

**Q2) Answer the following (any 2) :**

**[10]**

- a) Explain in brief about the importance of Training to the salesforce.
- b) What is the impact of social platforms on sales? Explain with the help of examples.
- c) What is a sales report? Explain daily sales call report.

**P.T.O.**

**Q3) a)** Explain Vertical Marketing System and write its advantages and disadvantages. **[10]**

OR

b) What is Wholesaling. Discuss its importance for markets.

**Q4) a)** Franchising reduces entrepreneurial risk but limits operational freedom. Analyze this statement stating relevant examples of franchise businesses. **[10]**

OR

b) Explain intensive and exclusive distribution strategies. Write their advantages and disadvantages.

**Q5) a)** A company's sales team is offering gifts to retailers to push more products. Enlist the ethical and legal issues you think are required to be discussed in this scenario. Create a simple guideline for ethical sales promotions. **[10]**

OR

b) Digital tools have blurred the line between physical and online distribution channels. Develop a new hybrid distribution model for a retail brand that leverages both online and offline strengths.



Total No. of Questions : 5]

SEAT No. :

PE-5855

[Total No. of Pages : 2

[6551]-848

M.B.A.

**MKT-613MJ : DIGITAL MARKETING - I  
(2024 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

**Instructions :**

- 1) *All questions are compulsory with internal choice.*
- 2) *Figures to the right indicate full marks.*
- 3) *Assume suitable data if necessary and mention it clearly.*

**Q1) Attempt ANY FIVE of the following questions : [5 × 2 = 10]**

- a) Analyse the components of an E-Marketing Plan and explain how each contributes to achieving online marketing objectives.
- b) Explain SWOT Analysis by analysing how internal and external factors influence digital marketing decisions.
- c) Evaluate the advantages of E-mail marketing by analysing how it impacts customer engagement and conversions.
- d) Analyse the concept of Digital Marketing and examine its key advantages in comparison to traditional promotional methods.
- e) Identify major Social Media Marketing tools and analyse how they support campaign effectiveness.
- f) Analyse the purpose of Search Engine Results Pages (SERP) and explain how their structure influences user click behaviour.

**Q2) Write SHORT NOTES on ANY TWO of the following : [2 × 5 = 10]**

- a) Analyse the difference between organic and paid traffic by examining how each contributes to website visibility and cost-effectiveness.
- b) Examine the concept of a landing page and analyse why it plays a critical role in digital marketing conversions.
- c) Analyse the function of a “Call To Action” (CTA) and explain how it influences user decision-making in digital platforms.

**P.T.O.**

**Q3) Attempt ANY ONE of the following questions :** [1 × 10 = 10]

- a) Analyse the process of conducting keyword research and evaluate its impact on developing an effective SEO strategy for an e-commerce website.
- b) Analyse the differences between Search Engine Optimization (SEO) and Search Engine Marketing (SEM). Provide suitable examples to illustrate the tactics used in each of them.

**Q4) Attempt ANY ONE of the following questions :** [1 × 10 = 10]

- a) Analyse the role of Social Media Marketing in building brand awareness and customer engagement. Evaluate examples of strategies that enhance user interaction.
- b) Analyse the differences between Digital Marketing and Traditional Marketing by comparing their approaches, tools, and outcomes.

**Q5) Attempt ANY ONE of the following questions :** [1 × 10 = 10]

- a) Analyse the ethical and privacy issues associated with digital marketing and evaluate how companies can address these concerns effectively.
- b) Analyse the importance of mobile marketing in today's digital landscape and evaluate how businesses can optimise their strategies for mobile users.



Total No. of Questions : 5]

SEAT No. :

PE-5867

[Total No. of Pages : 2

[6551]-869

M.B.A.

MKT - 617 - MJ : MARKETING ANALYTICS

(2024 Pattern) (Semester - III)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

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

Q1) Write short answers (Any 5 out of 8) (2 marks each): [5 × 2 = 10]

- a) Define Marketing Analytics.
- b) What is a KPI?
- c) Explain Customer Lifetime Value (CLV).
- d) What is Data Cleaning?
- e) What is Market Basket Analysis?
- f) Define Conversion Rate.
- g) What is a Dashboard?
- h) Explain A/B Testing.

Q2) Attempt Any 2 out of 3 (5 marks each) : [2 × 5 = 10]

- a) Explain the stages involved in the Marketing Analytics process.
- b) Describe different types of marketing data used in analytics.
- c) Explain the significance of segmentation analytics with examples.

Q3) Attempt Any 1 : [10]

- a) Explain RFM Analysis and its applications in customer segmentation.
- b) Discuss different digital marketing metrics used to measure campaign effectiveness.

P.T.O.

**Q4) Attempt Any 1 :**

**[10]**

- a) Explain Churn Prediction. Discuss the variables and modelling approaches used.
- b) Explain the role of predictive analytics in marketing decision-making.

**Q5) Attempt Any 1 :**

**[10]**

- a) Case Study : A retail company observes declining repeat purchases. Using Marketing Analytics, suggest a structured approach to diagnose and resolve the issue.
- b) Using a suitable example, explain how attribution modelling works for digital campaigns.



Specialization

# **Operation Supply Chain Management**

Total No. of Questions : 5]

SEAT No. :

PE-12115

[Total No. of Pages : 2

[6551]-821

S.Y. M.B.A.

**302-SC OSCM-602MJ : SERVICES OPERATIONS  
MANAGEMENT**

**(2024 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*
- 3) *Draw neat and labelled diagrams wherever necessary.*

**Q1) Solve ANY FIVE (2 Marks each) :**

**[5 × 2 = 10]**

- a) Identify the meaning of Service Operations Management.
- b) Explain Service Design Elements.
- c) Define Service Encounter.
- d) Describe strategic service location considerations.
- e) Identify elements of Servicescape.
- f) Outline the concept of Service-Dominant Logic.
- g) Explain customer participation in service delivery.
- h) Identify the concept of Environmental Psychology in services.

**Q2) Answer ANY TWO (5 Marks each) :**

**[2 × 5 = 10]**

- a) Analyze characteristics of services and their impact on service design.
- b) Explain and organize stages of New Service Development.
- c) Explain and illustrate Service Blueprinting and its relevance.

**P.T.O.**

**Q3) Answer ANY ONE :** **[1 × 10 = 10]**

- a) Explain and examine the Service Encounter Triad and employee roles.
- b) Explain and relate customer expectations with the Service Profit Chain.

**Q4) Answer ANY ONE :** **[1 × 10 = 10]**

- a) Analyze strategic service location and impact of the Internet.
- b) Explain and compare facility location models used in services.

**Q5) Answer ANY ONE :** **[1 × 10 = 10]**

- a) Design a service facility layout for a hospital OPD.
- b) Analyze service process flow of a fast-food restaurant.



Total No. of Questions : 5]

SEAT No. :

PE-12122

[Total No. of Pages : 2

[6551]-828

M.B.A.

**OPERATIONS & SUPPLY CHAIN MANAGEMENT**  
**OSCM - 610MJ : Planning & Control of Operations**  
**(2024 Pattern) (Semester - III) (SE)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

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

**Q1) Answer any 05 out of 08 :**

**[5 × 2 = 10]**

- a) What is break-even analysis used for in operations planning?
- b) What is product mix decision?
- c) What is the planning hierarchy in operations management?
- d) What is causal forecasting?
- e) Why is monitoring forecast error important?
- f) What is lot sizing in MRP?
- g) What is input–output control in scheduling?
- h) Mention any two strategies used in Master Production Scheduling.

**Q2) Answer any 02 out of 03 :**

**[2 × 5 = 10]**

- a) Explain routing and scheduling as core functions of production planning.
- b) Explain the role of market research in demand forecasting.
- c) Explain how BOM structure affects material planning decisions.

**Q3) Answer any 1 out of 2 :**

**[1 × 10 = 10]**

- a) Explain the steps involved in process planning and route sheet preparation.
- b) Explain aggregate production planning strategies for managing supply.

*P.T.O.*

**Q4) Answer any 1 out of 2 :**

**[1 × 10 = 10]**

- a) Explain the design of a forecasting system in an organization.
- b) Explain capacity requirements planning and its importance in operations management.

**Q5) Answer any 1 out of 2 :**

**[1 × 10 = 10]**

- a) Explain operational control issues in mass production systems.
- b) Explain the role of MRP and ERP in integrated operations planning.



Total No. of Questions : 5]

SEAT No. :

**PE12129**

[Total No. of Pages : 2

[6551]-849

S.Y.M.B.A.

**OSCM 613 MJ : MANUFACTURING RESOURCE PLANNING**

**(2024 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Make necessary assumptions, wherever required.*
- 3) *All questions carry equal marks.*

**Q1)** Solve any 5 out of 8:

**[5×2=10]**

- a) Define buckets in MPS.
- b) How closed-loop planning work?
- c) Illustrate single level & multi-level BOM.
- d) Define infinite & finite loading.
- e) What is a shop calendar?
- f) Enlighten MRP-II framework.
- g) Define transition from MRP-I to MRP-II.
- h) What is capacity feedback?

**Q2)** Solve any 2 out of 3:

**[2×5=10]**

- a) Explain how safety stock and hedging help manage demand uncertainty in MPS?
- b) Explain MRP-I as an input & output process with a diagram.
- c) Explain production smoothing policies and their role in effective capacity utilization.

**P.T.O.**

**Q3) Solve (a) or (b). [10]**

a) Explain pegging reports and where that used files and their role in MRP-I.

OR

b) How closed-loop MRP helps in controlling deviations in production plans?

**Q4) Solve (a) or (b). [10]**

a) Describe the MRP-II framework and explain the interaction of its major components.

OR

b) Enlighten forward scheduling to determine job completion dates. Illustrate backward scheduling to meet a fixed delivery date.

**Q5) Solve (a) or (b). [10]**

a) A garment manufacturing company faces high demand during festive seasons and low demand during off-season.

i) Explain how production smoothing can help?

ii) Suggest suitable capacity management techniques.

iii) Discuss advantages of proper capacity planning.

OR

b) An engineering department frequently changes product design, but BOM is not updated regularly

i) What issues may arise in production and purchasing?

ii) Explain the importance of BOM control and revision.



Total No. of Questions : 5]

SEAT No. :

PE-12138

[Total No. of Pages : 2

[6551]-863

M.B.A.

**OSCM-615MJ : STRATEGIC SUPPLY CHAIN  
MANAGEMENT**

**(2024 Pattern) (Semester - III)**

*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) Attempt any five questions :**

**[5 × 2 = 10]**

- a) What is strategic fit.
- b) What is Return process.
- c) What is Adaptive strategy.
- d) What does 'accountability' mean in organization.
- e) What is "Next-Generation".
- f) "SCOR" full form.
- g) Collaboration.

**Q2) Attempt any two questions :**

**[2 × 5 = 10]**

- a) Name explain four 'Test' of supply chain architecture.
- b) What are the fine key components of a supplychain.
- c) What is the principle "Organization should Mirror process"?

**Q3) Attempt any ONE questions :**

**[1 × 10 = 10]**

- a) Discuss the processes of the SCOR model.
- b) Explain the "Roadmap to change" in a supply chain.

**P.T.O.**

**Q4) Attempt any ONE question :**

**[1 × 10 = 10]**

- a) How does a supply chain acts as a "Strategic Asset" rather than just a cost?
- b) How do "Next-Generation" supply chain roles differ from Traditional roles.

**Q5) Attempt any ONE questions :**

**[10]**

- a) Elaborate the stages of "Supply chain Maturity model".
- b) Evaluate the Test of Supply chain Architecture with suitable example.



Total No. of Questions : 5]

SEAT No. :

PE-12153

[Total No. of Pages : 2

[6551]-877

M.B.A.

**OSCM 618 MJ : SERVICE VALUE CHAIN MANAGEMENT  
(2024 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *Attempt all Questions.*
- 2) *Make suitable Assumptions wherever necessary.*
- 3) *All questions carry Equal marks.*

**Q1) Attempt any Five questions :**

**[5 × 2 = 10]**

- a) Define the service value.
- b) What is service pricing?
- c) Customer loyalty.
- d) What is Network?
- e) ITECS
- f) CRM
- g) E-Procurement.

**Q2) Attempt any Two questions :**

**[2 × 5 = 10]**

- a) What are the factors affecting Innovation?
- b) Discuss the key elements of service profit chain.
- c) What is Alliance between Non-competing firm?

**P.T.O.**

**Q3) a)** Discuss the factors that influence service organizational design for Innovation. **[10]**

**OR**

**b)** Explain how evaluating internal customer value leads to external customer satisfaction. **[10]**

**Q4) a)** Discuss the significance of the service profit chain. How do customer loyalty and satisfaction drive long term profitability. **[10]**

**OR**

**b)** Managing a business Network is more complex than managing a single firm. Evaluate this using concept of Focal firms and supplier Relationships. **[10]**

**Q5) a)** Discuss the challenges of managing the value chain in a multi-speciality Hospital. **[10]**

**OR**

**b)** Evaluate the impact of IT-enabled services on modern service delivery. **[10]**

**\*\*\***

Specialization

**Pharma Healthcare  
Management**

Total No. of Questions : 5]

SEAT No. :

PE-5983

[Total No. of Pages : 2

[6551]-822

M.B.A.

**PHM - 602 MJ : FUNDAMENTAL OF PHARMA AND  
HEALTHCARE MANAGEMENT  
(2024 Pattern) (Semseter - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

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

**Q1) Answer any 5 out of 8 (2 marks each):**

**[10]**

- a) Define Health Care Management.
- b) What is meant by Primary Health Care?
- c) State any two duties of a Healthcare Manager.
- d) What are PHCs (Primary Health Centres)?
- e) Two Functions of Community health centres.
- f) Define Customer Relationship Management (CRM)
- g) Marketing Mix in Pharma.
- h) Tele medicine.

**Q2) Solve any two (5 marks each):**

**[10]**

- a) Explain the use of Robotics in Pharma & Healthcare.
- b) Explain STP in healthcare marketing.
- c) Training and Development in healthcare Organizations.

**P.T.O.**

**Q3) Answer 3 (a) or 3 (b):** [10]

a) Explain the duties, responsibilities and qualities of an effective healthcare manager.

OR

b) Describe the managerial role and significance of motivation in healthcare Organizations.

**Q4) Answer 4 (a) or 4 (b):** [10]

a) Explain alternative systems of medicine (Ayurveda, Homeopathy, etc) the role of CHCS and PHCS and functions of the unorganized sector in Healthcare.

OR

b) Discuss the health system structure in India at the Centre, State, District, Block and Panchayati Raj levels.

**Q5) Answer 5 (a) or 5 (b):** [10]

a) Analyze modern pharma and healthcare models such as Telemedicine, Medical Tourism, AI applications and organized hospital formats.

OR

b) Explain government initiatives to provide healthcare facilities across the country. Suggest a model to provide effective healthcare service in rural India.



Total No. of Questions : 5]

SEAT No. :

**PE5848**

[Total No. of Pages : 2

[6551]-829

**S.Y.M.B.A.**

**HEALTHCARE MANAGEMENT**

**PHM-610-MJ : Pharma & Healthcare Management**

**(2024 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each Question has an internal options.*
- 3) *Your answer should be specific & to the point.*

**Q1)** Answer any 5 out of 8. (2 Marks each)

**[10]**

- a) Define Healthcare organization.
- b) State any two characteristics of Hospital organization.
- c) What is Environmental scanning?
- d) Write two functions of a hospital.
- e) Define Green Hospital.
- f) What is Revenue cycle management?
- g) State two patient safety initiatives.
- h) What is benchmarking in healthcare?

**Q2)** Answer any 2 out of 3 questions. (5 Marks each)

**[10]**

- a) Explain the importance of organization structure in healthcare institutions.
- b) Describe the evolution of hospital practices due to technological changes.
- c) Explain Balanced scorecard with reference to healthcare settings.

**P.T.O.**

**Q3) Answer 3 (a) or 3 (b) [10]**

- a) Apply SWOT analysis to a medium-sized multi-speciality hospital planning to expand its diagnostic services.
- b) Prepare a short operational plan for setting up a new emergency department in a district hospital.

**Q4) Answer 4 (a) or 4 (b) [10]**

- a) Analyse how hospital functions can be grouped to improve efficiency within an organizational structure.
- b) Analyse the financial impact of reimbursement systems on overall hospital cost management.

**Q5) Answer 5 (a) or 5 (b) [10]**

- a) Evaluate the effectiveness of patient safety protocols in improving overall quality of care in hospitals.
- b) Design a quality improvement framework using Lean six sigma for reducing patient waiting time in OPD.



Total No. of Questions : 5]  
**PE5853**

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

[6551]-843  
**S.Y.M.B.A.**  
**PHM 612 MJ : DIGITAL MARKETING IN PHARMA &  
HEALTHCARE**  
**(2024 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All question are compulsory.*
- 2) *Each questions have an internal option.*
- 3) *Your answer should be specific and to the point.*

**Q1)** Answer any 5 out of 8 (2 marks each)

**[10]**

- a) Define content marketing.
- b) Enlist two benefits of digital marketing in healthcare.
- c) Define healthcare industry landscape.
- d) Identify any two mobile-based tool used in healthcare.
- e) A major digital channel used for healthcare communication.
  - i) Hoarding
  - ii) Linked In
  - iii) Notice board
  - iv) News paper
- f) True/False: Digital marketing reduces patient engagement.
- g) Fill in the blank: In healthcare, digital marketing improves patient\_\_\_\_\_.
- h) Stakeholders in healthcare include:
  - i) Farmers, plumbers, drivers
  - ii) Only manufacturers
  - iii) Patient, doctors, pharmacies
  - iv) Only private hospitals

**P.T.O.**

**Q2) Answer any 2 out of 3 (5 mark each):** **[10]**

- a) Describe the importance of compliance in pharma digital campaigns.
- b) Explain ethical considerations in healthcare promotion.
- c) Discuss measures used to ensure data protection in digital healthcare.

**Q3) Answer 3(a) or 3(b):** **[10]**

- a) Apply personalization techniques to design a patient engagement strategy.
- b) Apply regulatory guidelines to outline a compliant social media campaign.

**Q4) Answer 4(a) or 4 (b):** **[10]**

- a) Analyse the role of content marketing in building trust in healthcare brands.
- b) Compare email, social media, and mobile apps in healthcare communication.

**Q5) Answer 5 (a) or 5 (b):** **[10]**

- a) Assess how effective digital campaigns are in improving patient conversion.
- b) Create a mobile-first digital marketing roadmap for a healthcare startup.

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Total No. of Questions : 5]

SEAT No. :

**PE5856**

[Total No. of Pages : 2

[6551]-850

**S.Y.M.B.A.**

**307 PHM-613-MJ : SUPPLY CHAIN MANAGEMENT IN  
PHARMACEUTICAL SECTOR  
(2024 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Each question has an internal option.*
- 3) *Your answer should be specific and to the point.*

**Q1)** Answer any 5 out of 8 (2 marks each)

**[10]**

- a) Define Pharmaceutical supply chain.
- b) State any two objectives of supply chain management.
- c) What are the key drivers of supply chain performance?
- d) Define demand forecasting in SCM.
- e) What is safety stock?
- f) State any two differences between store based supply chain and e-commerce.
- g) What is cold chain logistics?
- h) Define reverse logistics.

**Q2)** Answer any 2 out of 3 (5 marks each):

**[10]**

- a) Explain the importance of supply chain strategies in the Pharmaceutical industry.
- b) Describe the role of demand forecasting in supply chain planning. Explain any two forecasting techniques.
- c) Explain ABC and VEN analysis used in Pharmaceutical inventory management.

**P.T.O.**

**Q3) Answer 3(a) or 3 (b):**

**[10]**

- a) Discuss the major components of pharmaceutical supply chain. Explain how each component contributes to overall supply chain performance.
- b) Explain the store layout planning process for a pharmaceutical warehouse. Describe key areas such as receiving, storage, dispensing & cold storage.

**Q4) Answer 4(a) or 4 (b):**

**[10]**

- a) Compare centralized and decentralized distribution systems in the pharma supply chain. Explain advantages and limitations of each with examples.
- b) Describe why EOQ and safety stock are essential in pharmaceutical inventory management and how improper planning can lead to expiry or shortage.

**Q5) Answer 5 (a) or 5 (b):**

**[10]**

- a) Discuss the challenges faced in global pharmaceutical supply chain management.
- b) Explain the importance of logistics in pharma supply chain. Describe clinical trial logistics, temperature control, documentation, shipment safety. Discuss how delays or poor handling can affect trial result.

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Total No. of Questions : 5]

SEAT No. :

**PE5869**

[Total No. of Pages : 2

[6551]-871

**S.Y.M.B.A.**

**PHM 617-MJ : HEALTH INSURANCE**

**(2024 Pattern) (Semester - III)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*
- 3) *Draw neat diagrams wherever necessary.*

**Q1)** Attempt any Five of the following:

**[5×2=10]**

- a) Define health insurance.
- b) State any two determinants of health.
- c) What is mediclaim?
- d) What do you mean by IRDAI?
- e) Define underwriting.
- f) State any two documents required for obtaining a health insurance policy.
- g) What is claim settlement?
- h) Define consumer protection in health insurance.

**Q2)** Attempt any Two of the following:

**[2×5=10]**

- a) Explain the evolution of health insurance in India.
- b) Describe classification of health insurance products.
- c) Explain the need for underwriting in health insurance.

**P.T.O.**

**Q3) Attempt any One of the following: [10]**

a) Explain the underwriting process and risk assessment with a suitable example.

OR

b) Discuss the claims process in health insurance with appropriate documentation required.

**Q4) Attempt any One of the following: [10]**

a) Analyse the challenges in health insurance underwriting in India.

OR

b) Analyse fraud detection and prevention mechanisms in health insurance claims.

**Q5) Attempt any One of the following: [10]**

a) Evaluate the impact of IRDAI regulations on the health insurance market.

OR

b) Evaluate ethical considerations in health insurance with examples.

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