

- (i) Printed Pages : 3 Roll No.
- (ii) Questions : 10 Sub. Code :

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Master of Commerce 4th Semester
(2042)

PROJECT PLANNING AND CONTROL

(Same for USOL Candidates)

Paper—MC-401

Time Allowed : Three Hours] [Maximum Marks : 80

Note :— Attempt FIVE questions in all, selecting at least *one* from each unit. All questions carry equal marks.

UNIT—I

- I. “Projects should be formulated primarily to meet the needs of customers”. Highlight the importance of market analysis in project management. Describe the important phases of a project life cycle.
- II. What are the traditional methods of financial evaluation of projects ? Why are they considered deficient ?
- III. What are the different types of cost estimating in the life cycle of a project and how does the level of accuracy increase progressively ? Explain the various methods of resource allocation in a project.

UNIT—II

- IV. Explain the different types of matrix structure applied to a project organisation. Also throw some light on the recent trends in organisation design.
- V. Discuss the prevalent quality control method in project management. Elaborate your understanding about the concept of project DRIVER.

UNIT—III

- VI. "An important dimension of project management includes management of the expenditure incurred on the project". Explain in the view of the statement, Cost Management as a tool of Project Management.
- VII. Explain how commissioning is handled in large organizations.

UNIT—IV

- VIII. What is the concept of "Free Float" (Primary slackness) and "Total Float" (Secondary slackness)? Bring out their significance in project management.
- IX. A project has the following activities and their time estimates :

Activity	Predecessor	Time		
		Most Optimistic	Most Likely	Most Pessimistic
A		2	4	6
B	A	4	12	16
C	A	14	16	30
D	B	8	10	16
E	C,B	6	12	18
F	E	6	8	22
G	D	18	18	30

- (a) Draw the network diagram of the project
- (b) Determine the expected project completion time
- (c) Identify the critical path
- (d) Calculate the variance for the project.

X. Write short notes on the following :—

- (i) *Levels of demand forecasting*
- (ii) *Network based material management*
- (iii) *Empowering Project Personnel*
- (iv) *Elements of control in projects.*

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Master of Commerce 4th Semester
(2042)

KNOWLEDGE MANAGEMENT
(Same for USOL Candidates)

Paper—M.C. 402

Time Allowed : Three Hours] [Maximum Marks : 80

Note :— Attempt *five* questions in all, selecting at least *One* question from each unit. All questions carry equal marks.

UNIT—I

- I. Write down the steps of Knowledge Management system life cycle and explain with diagram. What is Knowledge Audit ? Explain its uses with examples.
- II. What are the various types of Knowledge ? Also describe various perspectives of knowledge with diagram.
- III. What is a Learning Organization ? Explain its various components in detail.

UNIT—II

- IV. "Organizations in modern era follow Knowledge Management strategies to implement suitable functions." Discuss with any one case study.
- V. What is the job of a Knowledge Strategist ? How can this recourse add value to organization ? Justify your answer with case study.

- VI. What name should be given to the monthly knowledge sharing sessions in SME ? What are your other suggestions in this situation ? Support your views by Case Study.

UNIT—III

- VII. What is Expert System ? Highlight Knowledge Management and Expert System similarities and differences.
- VIII. List different Models of Knowledge Creation in small and big organizations. Discuss any one Model with example.

UNIT—IV

- IX. How does the relationship between the range of skills and the Knowledge Management affect performance and satisfaction of a Manager ?
- X. Understanding the role of middle managers in the context of Knowledge Management and innovation is crucial for contemporary organizations. How ?

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Master of Commerce 4th Semester
(2042)

BUSINESS ETHICS AND CORPORATE GOVERNANCE
(Same for USOL Candidates)
Paper—MC-403

Time Allowed : Three Hours} [Maximum Marks : 80

Note :— Attempt FIVE questions selecting at least *one* question from each unit. All questions carry equal marks.

UNIT—I

1. (A) Compare main principles and features of Utilitarianism and Universalism Theory of Ethics.
(B) Explain how Nature of Ethics in Management Business Standards and Values have changed over a period of time at national and global level. 8,8
2. (A) Why should a firm follow ethics in finance ? Explain. What do you mean by ethical investment ? How far do modern companies cater to ethical investment ?
(B) What is insider trading ? Give illustrations. 12,4
3. Explain the ethics to be followed in HRM in special reference to Recruitment and Promotion Policies, Working Conditions, Down Sizing Workforce. Elaborate on falling ethical standards in advertising. 12,4

UNIT—II

4. (A) Discuss the various ethical dilemmas faced by leaders in Managerial integrity and decision making.
(B) What is the difference between Corporate governance and management ? 8,8
5. Discuss German model and French model of Corporate Governance. 16
6. Explain the recommendations given by Cadbury Committee and Hampel Committee with regard to the governance code. 16

UNIT—III

7. (A) Discuss the role of Board of Directors and Institutional Investors in Corporate Governance.
(B) Elaborate the regulatory framework of corporate governance in India. 8,8
8. Briefly explain the recommendations of Narayanamoorthy, Naresh Chandra, JJ Irani Committee in the development of Corporate Governance in practices in India. 16

UNIT—IV

9. Discuss the issues to be addressed in case “A Dent in Wal Mart’s Public Image—The PR Strategy”. Suggest initiatives that Wal Mart should take to refurbish its public image. 16
10. What are the reasons for Bhopal gas tragedy ? What were the four main demands of Bhopal gas victims ? How can Bhopal gas tragedy be prevented ? What are the learning lessons from Bhopal gas tragedy for firms and stakeholders ? 16

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Master of Commerce 4th Semester
(2042)

GROUP A : (MARKETING MANAGEMENT)
ADVERTISING AND SALES MANAGEMENT
(Same for USOL Candidates)

Paper—M.C. 404

Time Allowed : Three Hours] [Maximum Marks : 80

Note :— Attempt *five* questions in all and choose at least *One* question from each unit. Each questions is of 16 marks.

UNIT—I

1. Why advertising is important ? Outline the various positioning strategies used to achieve advertising goals.
2. How would you develop advertising copy and message ? Also define the need of creativity in developing copy and message.

UNIT—II

3. What precautions should be taken for Media selection and Media Scheduling ? Support your answer with suitable examples.
4. Explain various advertising tests and techniques used in India before and after release of advertisement.

5. What do you understand by social and regulatory aspects of advertising ? Also explain the administrative machinery controlling advertising business in India.

UNIT—III

6. Why sales are important for any organization ? What steps are required to boost the sales campaign ?
7. Discuss in detail the need, importance and methods of sales forecasting.

UNIT—IV

8. Write notes on :-
 - (a) Personnel selling
 - (b) Sales territory - importance and types.
9. Why recruitment, training and development of right sales personnel ? Also highlight the methods to train sales force.
10. Write detailed note on ethical and legal aspects of selling.

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Master of Commerce 4th Semester
(2042)

GROUP A : MARKETING MANAGEMENT SERVICES
MARKETING

(Same for USOL Candidates)

Paper—M.C.-405

Time Allowed : Three Hours] [Maximum Marks : 80

Note :— Attempt FIVE questions in all selecting at least *one* question from each unit. All questions carry 16 marks each.

UNIT—1

1. What are moments of truth and its importance in marketing of services ?
2. What do you mean by consumer behavior ? Discuss the various stages of customer-decision making process while making a purchase of service products.

UNIT—2

3. Discuss the reasons for identification of supplementary services while creating a service product from the point of view of a hotelier.

4. Explain the new service development process in detail.
5. Discuss the role of information technology (cyberspace) in delivery of services with suitable example.

UNIT—3

6. State the importance of managing people in marketing of services for service advantage and service leadership.
7. What is meant by yield management ? Illustrate the various marketing strategies adopted by the cinema hall to balance demand and capacity.

UNIT—4

8. Describe various strategies used for service recovery with suitable examples.
9. What is service quality ? Why do customers experience difficulty in judging service quality ?
10. McDonald restaurant provides fast food services and promises an unforgettable dining experience. The restaurant is severely restrained by fixed capacity and variable demand. Consider what might be the different patterns of demand and suggest the ways in which the restaurant might adapt their marketing to manage these patterns of demand.

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Master of Commerce 4th Semester
(2042)

Group B : (Human Resource Management)

TRAINING AND DEVELOPMENT

(Same for USOL Candidates)

Paper-M.C. 408

Time Allowed : Three Hours]

[Maximum Marks : 80

Note :— Attempt five questions in all, selecting at least one question from each unit. All questions carry equal marks.

UNIT-I

1. Explain training. What are the factors affecting successful training process ?
2. Explain learning with the help of examples. What are various principles of learning ?
3. Explain :
 - (a) Systems approach to training.
 - (b) Programmed instruction.
 - (c) Transfer of training.

UNIT-II

4. How is training curriculum developed ?
5. What are the various approaches (the job and the individual) to training needs assessment ?

UNIT-III

6. How can an organization develop training material ?
7. Explain experimental and non-experimental methods of training.
8. How can organization match its training needs with curriculum needs ?

UNIT-IV

9. What are the various reasons for evaluating training ?
10. What are the emerging trends in training and development in India ?

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**Master of Commerce 4th Semester
(2042)
Group B : (Human Resource Management)
COMPENSATION MANAGEMENT
(Same for USOL Candidates)
Paper—MC-409**

Time Allowed : Three Hours] [Maximum Marks : 80

Note :— Attempt any **FIVE** questions in all, selecting at least *one* from each unit. All questions carry equal marks.

UNIT—I

1. Monetary or non monetary benefits – what motivates an employee in an organisation ? Discuss the statement in the light of global compensation trends.
2. Discuss various external and internal factors influencing compensation.
3. Outline the evolution in executive compensation over the last few decades and delineate the changes thereof.

UNIT—II

4. Outline the steps involved in designing a pay structure.
5. Discuss the importance of fringe benefits in a good compensation package.
6. What are different types of incentive plans for the executives ? Which one is most effective in motivating executives ?

UNIT—III

7. Critically evaluate various philosophies governing an expat compensation package.
8. What do you mean by compensation for special groups ? What are the components of executive compensation package ? Give reasons for high executive compensation.

UNIT—IV

9. Discuss various issues and challenges faced by trade unions in influencing the compensation structure.
10. Differentiate between fringe benefits and perks. Give example for each of them. What are tax implications for each of them ?

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Master of Commerce 4th Semester

(2042)

Group D : (Accounting and Finance)

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

(Same for USOL Candidates)

Paper–M.C. 414

Time Allowed : Three Hours]

[Maximum Marks : 80

Note :— Attempt any **five** questions, selecting at least **one** question from each unit.

UNIT–I

1. What is technical analysis ? Explain its tools and techniques. 16
2. What is Risk ? Write various methods to measure risk. 16

UNIT–II

3. What is bond yield ? How it is calculated ? Explain with the help of example. 16
4. Indian stock market is efficient. Is it true ? 16
5. Write a note on valuation of equity. Explain its models also. 16

UNIT-III

6. What is the difference between Markovitz model and Sharpe's Single Index Model ? 16
7. What is portfolio management ? How its risk and return is evaluated ? 16

UNIT-IV

8. Write notes on the following :
 - (a) Arbitrage Price Theory Model 16
 - (b) CAPM Model.
9. What are different models used for testing the stock pricing and market timing ability of fund manager ? 16
10. What are bond portfolio management strategies ? 16

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Master of Commerce 4th Semester
(2042)
Group F : (Banking and Insurance)
RISK MANAGEMENT (Same for USOL Candidates)
Paper–M.C. 420

Time Allowed : Three Hours] [Maximum Marks : 80
Note :— Attempt **FIVE** questions in all. At least **one** question should be selected from each unit.

UNIT–I

1. Discuss the nature and sources of financial risk in a business. 16
2. "Risk management is a not a simple task, it involves many complex issues". Give your comments and also explain the functions and duties of risk manager. 16
3. Write notes on the following :
 - (a) Arbitrage Pricing Theory on Risk and Return Relationship.
 - (b) Location and Structure of Risk Management with the organizational structure. 6+10

UNIT–II

4. Explain in detail the quantitative techniques used for identification of risk. Also discuss the advantages and disadvantages of these techniques. 16

5. "Probabilistic or stochastic risk analysis seeks to understand and model all potential events with their associated probabilities and outcomes, allowing a sophisticated cost/benefit analysis of different risk management strategies". Explain this statement. 16
6. Critically evaluate the Brainstorming technique of risk assessment. 16

UNIT-III

7. What do you mean by risk control measures ? Discuss the techniques of loss control management. 16
8. What do you mean by contingency plan for risk management ? Also discuss the steps involved in this plan. 16

UNIT-IV

9. What is Monte Carlo Simulation ? Discuss the process involved in this technique along with the advantages and disadvantages of this technique. 16
10. What is Risk Management Information System ? Also discuss the designing and implementation process of this system. 16