

(i) Printed Pages : 2 Roll No.

(ii) Questions : 9 Sub. Code :

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Exam. Code :

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Bachelor of Business Administration 6th Semester

(2053)

BUSINESS POLICY AND STRATEGY

Paper : BBA-321

Time Allowed : Three Hours] [Maximum Marks : 80

Note :— (1) Attempt any 4 parts each carrying 5 marks from Section-A.

(2) Attempt any 2 questions each from Section B and Section C carrying 15 marks each.

SECTION—A

1. Attempt any *four* parts :—

- (a) What is business environment ?
- (b) What is the nature of strategic management ?
- (c) What is growth strategy ?
- (d) Give the advantages of mission statement.
- (e) Define organizational appraisal.
- (f) What is value chain analysis ?

SECTION—B

2. Define Strategic Management. Discuss the importance of Strategic Management.
3. Explain the various techniques of Environmental Scanning.
4. Explain in detail about various types of Corporate Level Strategies.
5. Explain the concept of strategic intent. What is the need for establishing the objectives ? How objectives are different from goals ?

SECTION—C

6. Evaluate any industry of your choice under Porter Five Forces Model.
7. Explain GE Nine Cell model. What is the advantage of GE Nine Cell over the BCG matrix ?
8. Explain the process of strategic control. Also write the techniques of strategic evaluation.
9. Explain the process of strategic implementation. How strategic implementation is related to strategy formulation ?

(i) Printed Pages : 2 Roll No.

(ii) Questions : 14 Sub. Code :

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Exam. Code :

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**Bachelor of Business Administration 6th Semester
(2053)**

PRODUCTION AND OPERATIONS MANAGEMENT

Paper : BBA-322

Time Allowed : Three Hours] [Maximum Marks : 80

Note :— Attempt any **four** questions from Section–A, each question carries **5** marks. Attempt any **two** questions each from Sections–B and C, each question carries **15** marks.

SECTION—A

- I. Explain product design.
- II. What is the importance of facility location ?
- III. Explain objectives of production planning and control.
- IV. What is TQM ?
- V. Explain quality specification concept.
- VI. Explain maintenance management. 4×5=20

SECTION—B

- VII. Define production system. Explain its types.
- VIII. Explain product development process in detail.

- IX. What is facility layout ? Explain its types.
- X. Explain work study in detail. Differentiate it from work measurement. $2 \times 15 = 30$

SECTION—C

- XI. Write a note on :
- (a) Just-in-time
 - (b) Six Sigma
 - (c) Make or buy decision.
- XII. Explain the tools and techniques of inventory control.
- XIII. Explain the store management and its functions in detail.
- XIV. (a) Explain the objectives of SQC.
(b) Explain the functions of maintenance management. $2 \times 15 = 30$

(i) Printed Pages : 2 Roll No.

(ii) Questions : 9 Sub. Code :

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Exam. Code :

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Bachelor of Business Administration 6th Semester

(2053)

BUSINESS ETHICS AND CORPORATE GOVERNANCE

Paper : BBA-323

Time Allowed : Three Hours] [Maximum Marks : 80

Note :— Section-A is consisting of *six* short answer type questions of 5 marks each. The candidates are required to attempt any *four* questions from Section-A. The candidates are required to attempt any *four* questions selecting at least *two* questions each from Section-B & C. Each question in Sections B & C carries 15 marks.

SECTION—A

1. Short answer type questions :—

- (1) What is the importance of CSR ?
- (2) Relationship between Globalisation and Business Ethics.
- (3) How do we achieve corporate excellence ?

(4) What is the relevance of OECD principle of corporate governance ?

(5) What are the principles of corporate governance ?

(6) What is Social Audit ? 4×5=20

SECTION—B

2. Define Business ethics. Why ethics are the part of business ? What are the consequences, if ethics are not applying in the business ? 15

3. Discuss various theories of business ethics. 15

4. Discuss in detail the ethical measures and strategies used by organisations for corporate governance. 15

5. Define the corporate social responsibilities of businesses and what are the various advantages and disadvantages of CSR ? 15

SECTION—C

6. Define corporate governance. How much it is important for the organisation to have good corporate governance ? 15

7. What are the various Reforms and initiatives started in India with regard to corporate governance ? 15

8. Discuss the various recommendations of the Cadbury Committee and what role it plays for the good corporate governance ? 15

9. What is SEBI ? Describe the role of SEBI for corporate governance. 15

(i) Printed Pages : 2 Roll No.

(ii) Questions : 14 Sub. Code :

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Exam. Code :

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Bachelor of Business Administration 6th Semester

(2053)

ADVERTISING AND BRAND MANAGEMENT

Paper : BBA-325

Time Allowed : Three Hours] [Maximum Marks : 80

Note :— (1) Attempt any *four* questions from Section-A.

(2) Attempt any *two* questions from Section-B.

(3) Attempt any *two* questions from Section-C.

SECTION—A (Marks : 4×5 = 20)

1. Role of advertising in creation of new markets.
2. DAGMAR approach.
3. Dominance of Digital advertising.
4. Challenges of creation of a Brand.
5. Concept of Brand Evaluation.
6. Brand Personality v/s Brand Equity.

SECTION—B (Marks : 2×15 = 30)

7. 'Advertising is a double edged sword', do you agree ? Justify your answer with examples.
8. What is advertising appropriation ? What are the methods adopted by an MNC to prepare an advertising appropriation plan ?
9. Explain in detail media scheduling strategies while choosing different mediums of advertising.
10. Can ethics and advertising go hand in hand in today's world of cut throat competition ? Justify your answer.

SECTION—C (Marks : 2×15=30)

11. How branding process strengthens and helps in extension of a company ?
12. What is brand pyramid ? Does branding provide any differential advantage to the advertiser ?
13. What is brand loyalty ? How a marketer can sustain it in long run ?
14. What is Brand Repositioning ? Explain its strategies with examples.

(i) Printed Pages : 2 Roll No.

(ii) Questions : 14 Sub. Code :

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Exam. Code :

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Bachelor of Business Administration 6th Semester

(2053)

RETAIL MANAGEMENT

Paper : BBA-326

Time Allowed : Three Hours]

[Maximum Marks : 80

Note :— Attempt *four* short answer type questions from Section-A.
Attempt *two* questions each from Sections B & C
respectively.

SECTION—A (Marks : 4×5)

Attempt any **FOUR** questions :—

1. Write a note on chain retailers.
2. Explain 5S model of store management.
3. Discuss the responsibilities of retail store manager.
4. Explain the guidelines for a good store design.
5. What is Trading Area Analysis ?
6. Highlight the advantages of super markets.

SECTION—B (Marks : 15×2)

1. Critically evaluate the theories of retail development.
2. What do you mean by effective retail space utilisation ? Discuss the various steps to be taken for an effective retail space utilisation. Discuss the advantages associated with it.
3. Highlight the important factors that lead to the growth of retailing in India.
4. Discuss the various factors affecting the decision for site selection.

SECTION—C (Marks : 15×2)

1. Discuss the various elements involved in retail marketing.
2. What is CRM ? Explain the GAPS model for improving retail service quality.
3. What is the role of pricing in retail ? Explain the various factors affecting pricing decisions of retailers.
4. Define retail operations management. Discuss the activities involved to manage the retail stores.

(i) Printed Pages: 4 Roll No.

(ii) Questions : 14 Sub. Code :

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Exam. Code :

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**Bachelor of Business Administration 6th Semester
(2053)**

COST ACCOUNTING AND ANALYSIS

Paper—BBA 327

Time Allowed : Three Hours] [Maximum Marks : 80

Note :—(1) Attempt any FOUR questions from Section A, each question carries 5 marks.

(2) Attempt any TWO questions each from Section B and Section C. Each question carries 15 marks.

SECTION—A

1. State the limitations of Cost Accounting.
2. Define Cost Classification.
3. What is minimum stock level ?
4. A factory normally produces 2,500 units every month at a total cost of Rs. 50,000. At full capacity, it can produce 3,000 units every month at a cost of Rs. 54,000. Calculate :
 - (i) Average cost per unit under normal operations
 - (ii) Average variable cost per unit
 - (iii) Total fixed cost
 - (iv) Average fixed cost at full capacity.

5. Define cost classification along with steps involved in it.
6. Are high overhead costs an indication of inefficiency ?

SECTION—B

7. What do you understand by the term Cost Centre ? Explain the factors to be considered while selecting a suitable Cost Centre.
8. Outline the steps in purchasing cycle and also prepare various documents used in it.
9. Following information pertaining to product Alpha is available from cost records :

Stock as on 1st January, 2022 :

Finished Stock	4,000 Units
Raw Material	Rs. 5,000
Work in progress	Rs. 19,200

Stock as on 31st December, 2022 :

Finished Stock	3,000 Units
Raw Material	Rs. 10,000
Work in progress	Rs. 31,800
Material purchased	Rs. 1,58,000
Carriage on purchase	Rs. 7,000
Indirect material	Rs. 50,700
Direct labour	Rs. 60,000
Indirect labour	Rs. 28,600
Other factory overheads	Rs. 20,300
Administrative overheads	Rs. 13,000

Selling overheads

Rs. 2 per unit

Selling price

Rs. 32 per unit

Prepare statement of cost and profit if 21,000 units are sold.
Opening Stock of Finished Goods is to be valued at the same cost per unit as the Finished Stock at the end of the period.

10. (i) Calculate the total wages earned by a workman for a working day of 8 hours under (a) Halsey (b) Rowan Plans : Standard production per hour 20 units; Actual production of the day 200 units; Wage rate per hour Rs. 30.
- (ii) Explain the factors to be kept in mind while adopting a particular type of wage method.

SECTION—C

11. What is the purpose of classification of overheads ? How such classification is done ?
12. Work out comprehensive machine hour rate for the following machine whose scrap value is Nil :

Details	Amount
Cost of machine	1,90,000
Freight and installation charges	10,000
Working life	Five years
Repairs and Maintenance	40% of depreciation
Annual power expenses @ 25 paise per unit	6,000

Eight hourly day charges : (1) Power Rs. 24; (2) Lubricating Oil Rs. 20; (3) Consumable Stores Rs. 28; (4) Wages Rs. 80.

13. What are the requisites of a good method of absorption of factory overheads ?

14. The Standard Cost for producing 180 kgs of a product whose Raw Material inputs are A and B is given below :

Material A 60 kgs at Rs. 10 per kg Rs. 600

Material B 140 kgs at Rs. 2 per kg Rs. 280

Rs. 880

The Actual Prices of A and B were Rs. 12 and Rs. 8 per kg respectively. Consumption of B was 108 kg. The Actual Output at 80% yield was 144 kg. Calculate the following Direct Material Variances – (i) Mix Variances, (ii) Yield Variance, (iii) Price Variance and (iv) Usage Variance.

(i) Printed Pages : 2

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(ii) Questions : 9

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Exam. Code :

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Bachelor of Business Administration 6th Semester
(2053)

STRATEGIC FINANCIAL MANAGEMENT

Paper : BBA-328

Time Allowed : Three Hours]

[Maximum Marks : 80

Note :— Attempt any four questions from Section—A. Attempt any two questions each from Sections—B and C.

SECTION—A

1. (a) Explain the role of Financial Policy in Business.
- (b) What is the difference between Merger and Takeover ?
- (c) What do you mean by Deal Structuring ?
- (d) What do you mean by Underpricing ?
- (e) Explain soft Capital Rationing.
- (f) What is Leveraged Buyout ? 4×5

SECTION—B

2. Discuss the various models for analysis of Strategic Business Units.
3. What is Net Operating Income Approach ? How it differs from Net Income Approach of Capital Structure ?

4. Explain the various Financing Strategies. Discuss the various sources of financing high growth firms.
5. Discuss the various Discounted Techniques of Investment analysis. 15×2

SECTION—C

6. What are the various techniques of valuation of Merger ? Explain in detail.
7. What are the different ways under which ownership of the company can be changed ? What are the motives behind buyback of shares ?
8. Define derivatives. Discuss the various types of derivatives.
9. What are the various actions that companies can take to make the business more ethical ? 15×2

(i) Printed Pages : 2 Roll No.

(ii) Questions : 9 Sub. Code :

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Bachelor of Business Administration 6th Semester

(2053)

**HUMAN RESOURCE PLANNING AND PERFORMANCE
MANAGEMENT**

Paper : BBA-329

Time Allowed : Three Hours] [Maximum Marks : 80

Note :—(1) Attempt any **four** questions from Section–A. Each question carries **5** marks.

(2) Attempt any **two** questions each from Sections–B and C. Each question carries **15** marks.

SECTION—A

I. Write short notes on any **four** :

- (i) Explain features of HRP.
- (ii) Explain various objectives of Career Planning.
- (iii) Define Job Analysis.
- (iv) Why are career anchors important in career development ?
- (v) Differentiate between Performance Management and Performance Appraisal.
- (vi) Define Potential Appraisal. 4×5=20

SECTION—B

- II. What is Human Resource Planning ? Explain various factors affecting HRP.
 - III. What is the role of HR Succession Planning ? What happens in the absence of HRSP ?
 - IV. What are the parameters that one needs to keep in mind while designing a career development program ?
 - V. Discuss various techniques of demand and supply forecasting in the Human Resource Planning Process. Also explain the sources of information to facilitate the Human Resource Planning Process.
- 2×15=30

SECTION—C

- VI. Which are the various performance appraisal methods ? Explain the advantages and disadvantages of each one of them.
 - VII. Explain the aim, objective and benefits of Performance Management
 - VIII. What is Competency Mapping ? Explain the various steps involved in Competency Mapping.
 - IX. Explain various ethical issues in and dilemma in Performance Management.
- 2×15=30

(i) Printed Pages : 2 Roll No.

(ii) Questions : 14 Sub. Code :

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Exam. Code :

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Bachelor of Business Administration 6th Semester
(2053)

COMPENSATION MANAGEMENT

Paper : BBA-330

Time Allowed : Three Hours] [Maximum Marks : 80

Note :— The question paper is divided into three Sections A, B and C. Attempt any **four** questions from Section-A, each question carries 5 marks. Attempt **two** questions each from Sections-B and C, each question carries 15 marks.

SECTION—A

1. Explain in brief the objectives of compensation management.
2. Write a note on Employee Stock Ownership.
3. Discuss briefly the characteristics or factors considered for Job Evaluation.
4. Write a short note on equity in employee benefits.
5. What benefits does the Profit Sharing Scheme provide to the organisation ?
6. Elaborate Broad Banding. 4×5=20

SECTION—B

7. What is the purpose of compensation and what factors are viewed for satisfaction ? Explain in detail.
8. Discuss the significance and applicability of the behavioural theories.
9. In what way can an organisation try to achieve a trade off between employee benefits and costs ? Can Economic theories help in this regard ? Explain.
10. Traditional performance appraisal system emphasizes on assessing the individual performance as an isolated factor. Briefly discuss the newer techniques of performance appraisal, mentioning how they can benefit an organisation in designing a suitable compensation structure. 15×2=30

SECTION—C

11. What is the significance of different executive compensation designs ? Briefly explain the class-wise benefits commonly offered to executives.
12. Write a detailed note on :
 - (a) Type of Fringe Benefits
 - (b) Retirement Benefits.
13. Explain giving suitable examples the new trends in the field of Compensation Management.
14. What do you mean by the incentive plans ? Characterize them. Also give a detailed account of the individual and the group incentive plans. 15×2=30