

BACHELOR OF BUSINESS ADMINISTRATION (CBCS - 2018 COURSE)

B.B.A. Sem-VI : SUMMER : 2025

SUBJECT: CROSS CULTURAL HRM

Day : Saturday
Date : 24/05/2025

S-18868-2025

Time : 02:00 PM-05:00 PM
Max. Marks : 60

N.B.

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

SECTION – I

- Q.1 What constitute the concept of culture? How do the cultural dimensions explained by Greet Hotstede help us to understand societal differences? (12)
- Q.2 Describe the barriers to cross cultural communication including verbal and non-verbal mode of communication. (12)
- Q.3 Analyze the advantages of using ethnocentric approach in international recruitment. (12)
- Q.4 Elaborate on key elements and methods adopted for expat's training in detail. (12)
- Q.5 Write Short Note on **ANY TWO** of the following : (12)
 - a) Cross cultural leadership
 - b) Impact of culture in strategic decision making
 - c) Polycentric approach to HRM
 - d) Negotiating with foreign business party

SECTION – II

- Q.6 How does the concept of cultural intelligence contribute to effective team management? (12)
- Q.7 "International HRM comprises of processes to attract, develop and maintain HR at MNCs"- Explain. (12)
- Q.8 Should MNCs be socially responsible in both the home and host countries? Why? (12)

BACHELOR OF BUSINESS ADMINISTRATION (CBCS - 2018 COURSE)

B.B.A. Sem-VI : SUMMER : 2025

SUBJECT: MANAGEMENT OF INDUSTRIAL RELATIONS

Day : Monday

Date : 26/05/2025

S-18867-2025

Time : 02:00 PM-05:00 PM

Max. Marks : 60

N.B.

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

SECTION – I

- Q.1 Define Industrial Relations (IR) and state its objectives. (12)
- Q.2 Explain the process of formation of Trade Union in India. (12)
- Q.3 Elaborate on classification of Industrial Disputes in detail. (12)
- Q.4 Explain the process of Domestic Enquiry with an example. (12)
- Q.5 Write Short Note on **ANY TWO** of the following : (12)
- a) Parties of IR
 - b) Types of Adjudication
 - c) Problems of Trade Unions in India
 - d) Types of Strikes

SECTION – II

- Q.6 As a manager IR, prepare a detailed note on Voluntary and compulsory conciliation for your team members. (12)
- Q.7 "Grievance Redressal procedure is a one of the mechanism for building a bridge between an employer and employees of an organization." Justify the statement. (12)
- Q.8 As an IR Consultant, What steps you will suggest to employees to take for formation of Trade unions? (12)

Day : Friday.

Date : 23/05/2025

S-18862-2025

Time : 02:00 PM-05:00 PM

Max. Marks : 60

N.B.

- 1) Attempt any **THREE** questions from Section I & any **TWO** questions from Section II.
- 2) Both the Sections should be written in the **SAME** answer book.
- 3) Figures to the right indicate full marks.

SECTION- I

- Q.1** What are the main components of the strategic management process? (12)
- Q.2** How does an external environmental analysis impact a company's strategy? (12)
- Q.3** Describe each of the five forces in Porter's model and how they affect industry competition. (12)
- Q.4** Describe the process of choosing a business strategy that aligns with organizational goals. (12)
- Q.5** Write Short Notes on (ANY THREE). (12)
- a) Levels of Strategy
 - b) GE9 Cell
 - c) Retrenchment Strategies
 - d) Ansoff Matrix

SECTION- II

- Q.6** A company is a small business in the technology industry facing intense competition from larger, established firms. To stand out, the company has decided to focus on offering specialized, high-quality tech products that meet niche market demands. (12)
- i) Based on the above, identify the type of business strategy the company is likely adopting.
 - ii) What are some potential challenges that the company might face with this strategy?

Q.7 A company is a rapidly growing tech firm, wants to encourage innovation and faster decision-making to support its strategic goal of leading in technology development. The company is considering a shift from a hierarchical structure to a more flexible, team-based structure. (12)

- i) What are the advantages and disadvantages of a team-based structure for the company?
- ii) What steps should the company take to manage the transition to a new structure effectively?

Q.8 Describe the main techniques used in strategic evaluation and control. (12)

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BACHELOR OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)

B.B.A, Sem-VI : SUMMER : 2025

SUBJECT: EVENT RISK MANAGEMENT

Day : Thursday
Date : 15/05/2025

S-26224-2025

Time : 10:00 AM-01:00 PM
Max. Marks : 100

N.B.:

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

SECTION – I

- Q.1** Discuss in detail the need and importance of event risk management subject in the syllabus of event management students. [15]
- Q.2** How does effective crowd management reduce the risk of accidents and injuries during an event? [15]
- Q.3** What kind of specific risks arise when children attend or participate in events? Discuss the role of event manager/organizers about safety concern and safe environment for children. [15]
- Q.4** Evaluate the combined use of questionnaires, records, flowcharts and expert input in building a comprehensive risk identification framework. Give example to support your discussion. [15]
- Q.5** Write short notes on **ANY THREE** of the following: [15]
- a) Risk treatment schedule
 - b) Risk of imprisonment
 - c) Medical assistance at event
 - d) Skills required for event risk management

SECTION – II

- Q.6** What kind of arrangements you will do as an event manager to manage the crowd and risk at cricket stadium in Mumbai during an IPL final match? [20]
- Q.7** Analyze the importance of conducting a thorough event risk audit before hosting a major event. How does such audit contribute to the overall success and safety of event? [20]
- Q.8** Discuss the risk of injury and their impact on an event. What safety measures should be implemented to prevent injuries and how should event organizers handle these risks if they occur? [20]

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Day : Wednesday

Date : 14/05/2025

S-26222-2025

Time : 10:00 AM-01:00 PM

Max. Marks : 100

N.B.

- 1) Solve ANY FOUR questions from Section – I and ANY TWO questions from Section - II.
- 2) Figures to the RIGHT indicate FULL marks.
- 3) Both the sections should be written in SAME answer book.

SECTION - I

- Q.1** Define multivariate statistics. Why is it essential in real-world data analysis? (15)
Discuss any three fields where it is extensively used
- Q.2** What are the key assumptions of Principal Component Analysis (PCA)? How (15)
it is useful in multivariate analysis
- Q.3** How does logistic regression differ from multiple linear regression? Explain (15)
with formulae and examples.
- Q.4** Explain one-way and two-way MANOVA with diagrams and examples. How (15)
is multivariate testing different from univariate?
- Q.5** What is factor analysis? Describe the steps involved and distinguish it from (15)
PCA.
- Q.6** Write short notes (ANY THREE): (15)
- a) Applications of multivariate data
 - b) Types of Graphical representation Multivariate statistics
 - c) Mahalanobis distance
 - d) Hierarchical clustering
 - e) Model fit indicators (R^2 , Adjusted R^2)

SECTION - II

- Q.7** A company wants to segment its market using customer demographics and (20)
behavioral data. Describe how K-means clustering can be applied. Discuss the
steps, assumptions, and interpretation.
- Q.8** What is discriminant analysis? What assumptions must be checked before (20)
using it? Provide an real application in any of the fields like: HR, Finance,
Marketing and so.
- Q.9** Compute Variance and Covariance of the following Multivariate Data and (20)
give its application.
Dataset:

$$X = \begin{bmatrix} 2 & 3 \\ 4 & 5 \\ 6 & 7 \\ 8 & 9 \end{bmatrix}$$

BACHELOR OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)

B.B.A. Sem-VI : SUMMER : 2025

SUBJECT: INFORMATION SYSTEMS SECURITY & AUDIT

Day : Tuesday

Date : 06/05/2025

S-26214-2025

Time : 10:00 AM-01:00 PM

Max. Marks : 100

N. B. :

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

SECTION – I

- Q. 1** Discuss information security best practices. How do privacy fundamentals and business practices impact data privacy? (15)
- Q. 2** Discuss the threats to Information Systems Security. What are the building blocks of Information Security? (15)
- Q. 3** What is Information Security Management? Explain its importance and components such as Security Policy, Standards and Guidelines and Procedures. (15)
- Q. 4** Describe various security models and frameworks like ISO 27001, COBIT, and SSE-CMM (15)
- Q. 5** Explain the concept of Cryptographic and Encryption techniques. How do they contribute to Information Security? (15)
- Q. 6** Write short notes on **ANY THREE** of the following: (15)
- a) Vulnerability Scanning
 - b) PDCA model
 - c) Role of auditors in Security Audits
 - d) Security Policy

SECTION – II

- Q. 7** Explain the evolution of Global Information Systems. How has the Internet and the World Wide Web contributed to their development. (20)
- Q. 8** Explain the importance of Security Audits in an organization. What are the different types and approaches to Security Audits? (20)
- Q. 9** What are the ethical issues and Intellectual Property concerns in Information Security? Explain Copyright and Data Protection related to cyber security. (20)

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BACHELOR OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)

B.B.A. Sem-VI : SUMMER : 2025

SUBJECT: EXPORT IMPORT POLICIES, PROCEDURES & DOCUMENTATION

Day : Saturday
Date : 03/05/2025

S-26206-2025

Time : 10:00 AM-01:00 PM
Max. Marks : 100

N. B. :

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

SECTION – I

- Q. 1 What is International Trade? Explain the importance of International Trade. (15)
- Q. 2 Explain the procedure for obtaining an I.E.C. Number. (15)
- Q. 3 Discuss the various steps taken at Registration and Pre-import Stage of Import Procedure. (15)
- Q. 4 What are the steps taken at Registration Stage and Pre-shipment Stage of Export Procedure? (15)
- Q. 5 Define the term Certificate of Origin. Enlist the contents included in Certificate of Origin and explain its significance. (15)
- Q. 6 Write short notes on **ANY TWO** of the following: (15)
- a) DGFT Exchange Control Manual
 - b) Post-shipment Stage of Import Process
 - c) Aligned Documentation System (ADS)

SECTION – II

- Q. 7 Define the terms Export and Import. Discuss the various benefits of exports and imports. Justify this with suitable examples. (20)
- Q. 8 Describe the process at Shipment and Post-shipment Stage in exporting goods from Pune, Maharashtra to a customer in the United States. (20)
- Q. 9 What is a Bill of Lading? State its advantages. How is 'Bill of Lading' different from 'Mate's Receipt'? (20)

BACHELOR OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)

B.B.A. Sem-VI : SUMMER : 2025

SUBJECT: SERVICES MARKETING

Day : Friday

Date : 02/05/2025

S-26204-2025

Time : 10:00 AM-01:00 PM

Max. Marks : 100

N.B.

- 1) Solve **ANY FOUR** questions from **Section - I** and **ANY TWO** questions from **Section - II**.
- 2) Figures to the **RIGHT** indicate **FULL** marks.
- 3) Both the sections should be written in **SAME** answer book.

SECTION - I

- Q.1** Explain how do the service marketers of holiday resorts are managing the demand and supply of their services. (15)
- Q.2** What are the characteristics of services? Elaborate on the implications of intangibility and inventory for service marketers. (15)
- Q.3** What are the different pricing strategies used by service firms for achieving their specific objectives? Explain any three of these strategies by citing appropriate examples. (15)
- Q.4** How does the goods and services differ from one another? Describe. (15)
- Q.5** Explain how does the service marketing environment help the service firms in making timely marketing mix decisions? (15)
- Q.6** Write short notes on any **(ANY THREE)**: (15)
- a) Factors responsible for the growth of services sector in India
 - b) Dimensions / determinants of service quality
 - c) Service marketing triangle
 - d) Classification of services

SECTION - II

- Q.7** What is meant by service blue print? Design a service blueprint for an Over the TOP (OTT) services that providers online streaming of movies, series etc. to viewers across the world. (20)
- Q.8** Fresho, a producer of coffee beans, plans to enter retailing by starting its retail coffee outlets-fresho in commercial areas of metro cities like Delhi, Mumbai, Kolkata, Chennai, Bangalore and Pune simultaneously. What are the major specifications it should consider in its marketing mix elements? (20)
- Q.9** What is meant by physical evidence? Illustrate its need and importance in the context of following services: (20)
- i) A five star hotel
 - ii) A international school

BACHELOR OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
B.B.A. Sem-VI : SUMMER : 2025
SUBJECT: PERFORMANCE & COMPENSATION MANAGEMENT

Day : Wednesday
Date : 30/04/2025

S-26212-2025

Time : 10:00 AM-01:00 PM
Max. Marks : 100

N.B.

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

SECTION – I

- Q.1 Define performance management system and explain its objectives. (15)
- Q.2 Describe the traditional methods of performance appraisal and discuss their advantages and disadvantages. (15)
- Q.3 What are the components of remuneration? Explain the role of dearness allowances in compensation. (15)
- Q.4 Explain gain sharing incentive plans and their importance in employee motivation. (15)
- Q.5 What are the legal constraints on pay system? Explain their impact on compensation management. (15)
- Q.6 Write Short Note on **ANY THREE** of the following : (15)
- a) e-PMS
 - b) Performance based pay system
 - c) ESOPs
 - d) Non-monetary benefits

SECTION – II

- Q.7 A company is facing high attrition due to dissatisfaction with compensation. As a HR manager suggest a compensation strategy to retain employees. (20)
- Q.8 A multinational company is expanding to India. How should it modify its performance appraisal system to align with Indian work culture and labour laws? (20)
- Q.9 Compare and contrast profit sharing and gain sharing incentive plans. Which would you recommend for a manufacturing firm and why? (20)

BACHELOR OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)

B.B.A. Sem-VI : SUMMER : 2025

SUBJECT: MANAGEMENT OF FINANCIAL SERVICES

Day : Tuesday
Date : 29/04/2025

S-26208-2025

Time : 10:00 AM-01:00 PM
Max. Marks : 100

N. B. :

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

SECTION – I

- Q. 1** What are financial services and how do they contribute to the Indian Economy? (15)
- Q. 2** Define Mutual Fund and explain various types of Mutual Funds. (15)
- Q. 3** Explain the concept of Hire Purchase and Difference between Hire Purchasing and Lease Financing. (15)
- Q. 4** Evaluate the scenario of Venture Capital in Indian and strategic role of venture capital in the development of a country. (15)
- Q. 5** What are the key factors considered by Credit Rating agencies while assigning a rating? (15)
- Q. 6** Write short notes on **ANY TWO** of the following: (15)
- a) Forfeiting
 - b) Factoring
 - c) Investment Banking

SECTION – II

- Q. 7** How do financial services promote entrepreneurship and innovation? (20)
- Q. 8** Explain in detail the regulatory framework for Merchant Banking in India. (20)
- Q. 9** Discuss the different types of insurance and their significance. (20)

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BACHELOR OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)

B.B.A. Sem-VI : SUMMER : 2025

SUBJECT: ARTIFICIAL INTELLIGENCE FOR MANAGERS

Day : Monday

Date : 28/04/2025

S-26235-2025

Time : 10:00 AM-01:00 PM

Max. Marks : 100

N.B.

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

SECTION – I

- Q.1 How AI will be used in hiring and recruitment? (15)
- Q.2 Illustrate the concept on reinforcement learning in Machine Learning (15)
- Q.3 Explain in short any one case study approach for successful AI implementation in any industry (15)
- Q.4 Give suitable example of General AI. (15)
- Q.5 Define Robotics. What is the future of Robotics? (15)
- Q.6 Write Short Notes on **ANY TWO** of the following : (15)
- a) Applications of AI in Education
 - b) Pillars of AI Ethics
 - c) Types of Machine Learning

SECTION – II

- Q.7 State with example importance of AI in customer support. (20)
- Q.8 Illustrate Supply Chain Optimization using AI. (20)
- Q.9 Illustrate the importance of chatbot in marketing sector. (20)

BACHELOR OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
B.B.A. Sem-VI : SUMMER : 2025
SUBJECT: ENTREPRENEURSHIP DEVELOPMENT & STARTUP MANAGEMENT

Day : Friday

Date : 25/04/2025

S-26234-2025

Time : 10:00 AM-01:00 PM

Max. Marks : 100

N.B.:

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

SECTION – I

- Q.1** Define rural entrepreneurship. Discuss the role and challenges faced by rural entrepreneurs in India. (15)
- Q.2** Discuss the key components of a business plan. Explain how each component contributes to business success. (15)
- Q.3** What role does the government play in organizing Entrepreneurship Development Programs (EDPs)? Discuss with examples. (15)
- Q.4** What is the role of the National Small Industries Corporation (NSIC) and Small Industries Development Organization (SIDO) in promoting small businesses? (15)
- Q.5** What are the key elements of startup management? How can a startup effectively manage its resources for growth? (15)
- Q.6** Write short notes on **ANY THREE** of the following: (15)
- a) Types of Entrepreneurs
 - b) State any two rural business opportunities
 - c) Franchising
 - d) Women Entrepreneurship

SECTION – II

- Q.7** Mehta and Sons is a third-generation family business engaged in the handloom textile industry. Over the years, competition from large brands and changing consumer preferences have led to declining profits. The younger generation wants to modernize operations by incorporating e-commerce, digital marketing and product diversification but older members prefer traditional methods. Discuss the common challenges family businesses face in adapting to modern business trends. How can innovation and technology adoption help revive Mehta and Sons? What are the advantages and disadvantages of family-run businesses in today's competitive market? How can Mehta and Sons utilize government support schemes for traditional industries? (20)
- Q.8** Explain the concept, significance and challenges of Entrepreneurship Development Programs (EDPs) in India. (20)
- Q.9** Develop a business plan for a company producing customized fitness equipment. Explain the target customers, production process, sales strategy and financial forecasting. (20)

BACHELOR OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
B.B.A. Sem-VI : SUMMER : 2025
SUBJECT: PROJECT MANAGEMENT

Day : Thursday
Date : 24/04/2025

S-26233-2025

Time : 10:00 AM-01:00 PM
Max. Marks : 100

N.B.:

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

SECTION – I

- Q.1** What is work breakdown structure? Describe the concept of work break down structure with example. [15]
- Q.2** Discuss the process of team development. What are the factors affecting performance of the team? [15]
- Q.3** What is the Discounted Payback Period? How does it improve upon the regular Payback Period? How is the Discounted Payback Period calculated? [15]
- Q.4** What is the main difference between activity on arrow and activity on node? Which method allows the dummy activities and why? Explain with example. [15]
- Q.5** Discuss the concept of project termination with help of its types and process. Give the some challenges in project termination. [15]
- Q.6** Write short notes on **ANY THREE** of the following: [15]
- a) Project management phases
 - b) Project identification
 - c) Market feasibility
 - d) Reasons for project failure

SECTION – II

- Q.7** Draw the activity network diagram and find EST, EFT, LST and LFT. Also find the critical path. [20]

Activity	Predecessor	Duration (weeks)
A	--	5
B	--	6
C	A	4
D	A	3
E	A	1
F	E	4
G	D, F	14
H	B, C	12
I	G, H	2

- Q.8** You are managing a construction project for new shopping complex. Local residents are worried about noise and traffic. Local council wants the project done quickly. Sponsor is focused cost control. As a project manager identify the key stakeholders in this project. Define the role of each. Which conflict might arise among them? Explain. [20]
- Q.9** Explain different types of project organizations and discuss its suitability for different projects with example. [20]
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BACHELOR OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
B.B.A. Sem-VI : SUMMER : 2025
SUBJECT: PROJECT MANAGEMENT

Day : Thursday
Date : 24/04/2025

S-26233-2025

Time : 10:00 AM-01:00 PM
Max. Marks : 100

N.B.:

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

SECTION – I

- Q.1** What is work breakdown structure? Describe the concept of work break down structure with example. [15]
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 - b) Project identification
 - c) Market feasibility
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SECTION – II

- Q.7** Draw the activity network diagram and find EST, EFT, LST and LFT. Also find the critical path. [20]

Activity	Predecessor	Duration (weeks)
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B	--	6
C	A	4
D	A	3
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F	E	4
G	D, F	14
H	B, C	12
I	G, H	2

- Q.8** You are managing a construction project for new shopping complex. Local residents are worried about noise and traffic. Local council wants the project done quickly. Sponsor is focused cost control. As a project manager identify the key stakeholders in this project. Define the role of each. Which conflict might arise among them? Explain. [20]
- Q.9** Explain different types of project organizations and discuss its suitability for different projects with example. [20]

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