

- (a) Empathize yourself in the shoes of Mrs. Alice and guide how Alice should handle the issue.
- (b) Relate your earnings from principles of management with this case?

1901/D10/PMBA01

NOVEMBER 2016

PRINCIPLES OF MANAGEMENT

Time : Three hours

Maximum : 100 marks

PART A — (3 × 20 = 60 marks)

Answer any **THREE** questions.

All questions carry equal marks.

1. Explain the principles of management laid down by Henry Fayol.
2. What is Planning? Explain the steps in planning process.
3. Differentiate line and staff authority. How does decentralization helps in better organization?
4. What is change management? How does it helps an organization in moving forward?
5. What is leadership? Explain different styles of leadership in detail.

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PART B — (40 marks)

(Compulsory)

6. Alice was hired last year as a first-line manager in the Training and Development department of the bank where she has worked part-time for several years while earning her bachelor's degree in business. Her main responsibility is to train bank tellers. The bank is very big on promotion from within, so most people start as tellers. The bank is also trying to hire (and eventually promote) more racial minorities, because there aren't a lot of minorities on the staff. In fact, the bank has been the target of several discrimination lawsuits the last few years and now wants to change its image of being a "racist" organization.

The bank's classroom facility has training work stations of tellers' equipment. When a trainee is hired, training takes an entire work week, and each trainee is either passed or failed at the end of the week. Each "class" of new trainees usually consists of about a dozen people.

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Alice has been using written and audiovisual materials developed by the bank. Also, she took a class in Training while a student. Consequently, she knows that adults learn more effectively when they are given positive reinforcement (for doing something correctly) and constructive criticism (for making a mistake). So far, this has worked pretty well. Today, however, three days into a session, she has been hit with a potentially serious complaint.

Belinda is a black teller-trainee. She seems to have a very hard time learning some of the material, much more so than some of her counterparts. All of the other trainees happen to be white. Because much of the training involves objective quizzes and hands-on, computer work, Alice knows that Belinda really did make a lot of mistakes. Alice had been careful to point out Belinda's many mistakes and explain how to correct them, Belinda, however, does not appreciate the constructive criticism. She insists that Alice is treating her differently because of her race and wants to file a formal complaint unless Alice lets up on her: "You're picking on me because I'm black. I don't see you picking on the white girls. I'd better pass this training, or your company is in trouble".

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ORGANISATIONAL BEHAVIOUR

Time : Three hours

Maximum : 100 marks

PART A — (3 × 20 = 60 marks)

Answer any THREE questions.

All questions carry equal marks.

1. The study of organizational behavior is essential for all managers. Justify the statement by explaining its nature and scope.
2. Enumerate the concept of motivation with its process, its importance and its type.
3. What are the different forms of groups that exist in an organization? Explain each one briefly.
4. Critically examine the foundations of organizational structure.
5. What are the reasons for resistance to organizational change? How can you overcome them? Explain in detail.

PART B — (40 marks)

Compulsory.

6. Why haven't I received reimbursement for the two business trips I made last month? Asked R. Chandrasekar as he entered Sankaran's office chamber. Sankaran was the budget officer for the manufacturing divisions of ABC paper mills, a manufacturing of newspaper. Chandrasekar was a technical troubleshooter who worked in manufacturing but frequently dealt with customer complaints that were channeled through sales representatives and national sales director's office.

Sankaran responded, "you know it takes nearly four weeks for expense reimbursement, and for one of those trips, your travel request was processed after you returned. The vice president of manufacturing does not like to approve reimbursement after the fact. All travel is supposed to be preapproved and funds encumbered for travel".

"I know that", said Chandrasekar, "but some of these sales representatives want immediate attention to customer problems. They want me to go to the customer's warehouse to inspect our shipment when the customer refuses acceptance. I can't wait three days for approval. If I did, we would lose customers. You know that the sales representatives want answers right away so that they can get their full commissions".

"Furthermore", continued Chandrasekar, "Sometimes I have to charge lodging and meals on my own credit card, and the bill comes due before I get reimbursed."

"Request an advance," countered Sankaran

"There isn't time to get advance, besides, advances are for only 80 percent of expected expenses. I still have to pay some expenses out of my own pocket." Chandrasekar stated, frustrated. "That's easy to handle. Overestimate your expenses by 20 percent, and you can get an advance for 100 percent of expenses," Sankaran remarked.

Well, you need to fight that battle again or change some of the reimbursement procedures. I am tired of bankrolling the company, complained Chandrasekar as he left Sankaran's office.

Questions :

- (a) Identify and describe the form of conflict. What are the causes of the conflict?
- (b) Is the conflict functional or dysfunctional? What approach can be taken to resolve the conflict? Explain.
- (c) Is Chandrasekar, Sankaran, or both being difficult? If so, identify the type of difficult person each represents.

(d) Margin of safety

(e) Calculate the Volume of sales to earn profit of Rs. 6,000.

	Rs.
Total Fixed costs	4,500
Total Variable cost	7,500
Total Sales	15,000

9. You are given :

Margin of safety Rs. 10,000 which represents 40% of sales. P.V. Ratio 50%. Calculate,

(a) Sales

(b) Break even sales

(c) Fixed cost

(d) Profit.

10. The labour budget of a company for a week is as under.

20 skilled men at Rs. 5 per hour for 40 hours
40 unskilled men at Rs. 3 per hour for 40 hours

The actual employment was as under :

30 skilled men at Rs. 5 per hour for 40 hours
30 skilled men at Rs. 4 per hour for 40 hours

Calculate labour variance.

1903/D12/PMBA03

NOVEMBER 2016

MANAGEMENT ACCOUNTING

Time : Three hours Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. Explain the scope and functions of management accounting.
2. Explain Accounting concepts.
3. Discuss the various ways in which costs may be classified.
4. What do you understand by the term "Break-Even Analysis"? Enumerate the merits and demerits.
5. Explain the different types of budgets.

6. Prepare Trading, Profit and Loss A/c and Balance Sheet from the following Trial Balance of Mr. Mohan.

Debit balances	Rs.	Credit balances	Rs.
Sundry Debtors	92,000	Mohan's Capital	70,000
Plant and machinery	20,000	Purchase returns	2,600
Interest	430	Sales	2,50,000
Rent, Rates,		Sundry creditors	60,000
Taxes, Insurance	5,600	Bank overdraft	20,000

7. Draw up a flexible budget for overhead expenses on the basis of the following data and determine the overhead rates at 70%, 80% and 90 % plant capacity.

	At 70% capacity	At 80% capacity	At 90% capacity
	Rs.	Rs.	Rs.
Variable Overheads :			
Indirect Labour	—	12,000	—
Stores including spares	—	4,000	—
Semi-Variable Overheads :			
Power (30% fixed)	—	20,000	—
Repairs and maintenance	—	2,000	—
Fixed Overheads :			
Depreciation	—	11,000	—
Insurance	—	3,000	—
Salaries	—	10,000	—
Total Overheads	—	62,000	—
Estimated direct labour hours	—	1,24,000	—

8. From the following information relating to Quick Standards Ltd., you are required to find out :

- P.V. ratio;
- Break-even point;
- Profit;

Conveyance charges	1,320
Wages	7,000
Sales returns	5,400
Purchases	1,50,000
Opening Stock	60,000
Mohan's drawings	22,000
Trade expenses	1,350
Salaries	11,200
Advertising	840
Discount	600
Bad debts	800
Business premises	12,000
Furniture and fixtures	10,000
Cash in hand	2,060
	<u>4,02,600</u>
	<u>4,02,600</u>

Adjustments :

- Stock on hand on 31.12.2012 Rs. 90,000
- Provide depreciation on premises at 2.5%; Plant and Machinery at 7.5% and furniture and fixtures at 10%.
- Write off Rs. 800 as further bad debts.
- Provide for doubtful debts at 5% on sundry debtors.
- Outstanding rent was Rs. 500 and outstanding wages Rs. 400.

MANAGERIAL ECONOMICS

Time : Three hours Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

(5 × 20 = 100)

1. Explain the circular flow of economic activity with its applications and importance.
2. What are the different type of business and economic forecasting? Explain in detail.
3. What is production function? Illustrate production with one variable input and two variable inputs.
4. Illustrate perfect competition and its characteristics in detail.
5. What is the correspondence between output and input decisions? – Explain.
6. What is capital budgeting decision? Differentiate NPV and Payback period method.

7. Brief about world economy and the importance of comparative advantage theory.

8. Highlight the difference between monopoly and monopolistic competition.

9. From the following data calculate the 4-yearly moving average and determine the trend values. Find the short-term fluctuations. Plot the original data and the trend on a graph.

Year:	2006	2007	2008	2009	2010
Value:	50	36.5	43	44.5	38.9
Year:	2011	2012	2013	2014	2015
Value:	38.1	32.6	41.7	41.1	33.8

10. Calculate price index number by

- (a) Laspeyre's method
- (b) Paasche's method
- (c) Fisher's ideal index method.

Commodity	1990		1995	
	Price (Rs.)	Quantity (kg.)	Price (Rs.)	Quantity (kg.)
A	20	15	30	20
B	15	10	20	15
C	30	20	25	10
D	10	5	12	10

QUANTITATIVE METHODS

Time : Three hours Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

(5 × 20 = 100)

1. (a) A steel plant produces x tons of steel per week at a total cost of Rs. $[1/3x^3 - 5x^2 + 99x + 35]$. Find the output level at which the cost attains its minimum.
 (b) Find the minimum value of the cost function $y = 5 + 2x^2 - x^3$.
2. (a) Compute quartiles for the data given below :
 25, 18, 30, 8, 15, 5, 10, 35, 40, 45.
 (b) Draw a histogram and frequency polygon for the following data.

Marks	No. of students
0-20	7
20-40	15
40-60	28
60-80	17
80-100	5

3. (a) Three friends and seven other people are randomly seated in a row. Specify an appropriate sample space to answer the following two questions.

- (i) What is the probability that the three friends will sit next to each other?
- (ii) What is the probability that exactly two of the three friends will sit next to each other?

(b) Three couples attend a dinner. Each of the six people chooses randomly a seat at a round table. What is the probability that no couple sits together?

4. Calculate correlation coefficient (Karl Pearson methods).

X: 22 24 26 28 30 32 34 36 38 40
 Y: 60 58 58 50 48 48 48 42 36 42

5. The following table gives the age of cars of certain make and annual maintenance costs.

X:	50	60	65	40	48	35
Y:	60	70	55	36	42	30

Obtain the regression equation of X on Y and Y on X.

6. The following mistakes per page were observed in a book.

No. of mistakes per page :	0	1	2	3	4	Total
No. of pages :	211	90	19	5	0	325

Fit a Poisson distribution and test the goodness of fit.

7. What do you mean by sampling? Explain the determination of sampling size along with its significance.

8. A group of 50 individuals has been surveyed on the number of hours devoted each day to sleeping and watching TV. The responses are summarized in the following table:

No. of sleeping hours (x) :	6	7	8	9	10
No. of hours of television (y) :	4	3	3	2	1
Absolute frequencies (fi) :	3	16	20	10	1

(a) Calculate the correlation coefficient.

(b) Determine the equation of the regression line of y on x.

(c) If a person sleeps eight hours, how many hours of TV are they expected to watch?

RESEARCH METHODOLOGY

Time : Three hours

Maximum : 100 marks

Answer any THREE questions in Part A which carry 20 marks each.

Part B is Compulsory and carries 40 marks.

PART A — (3 × 20 = 60 marks)

1. Provide a general overview of the research process in detail.
2. What is geographical segmentation? Explain the interrelationship between research and practice.
3. What are the underlying assumptions and limitations of case data in research?
4. Describe the different methods of scale construction pointing out the merits and demerits of each method.
5. Explain the meaning of Analysis of Variance (ANOVA). Describe the technique of ANOVA for one way and two way classification.

6. A genetics engineer was attempting to cross a tiger and a cheetah. She predicted a phenotypic outcome of the traits she was observing to be in the following ratio 4:3:9 for stripes only: spots only: both stripes and spots respectively. When the cross was performed and she counted the individuals she found 50 with stripes only, 41 with spots only and 85 with both. According to the Chi-square test, did she get the predicted outcome? The table value for the corresponding degrees of freedom is 5.991.

Expected ratio	Observed
4 stripes	50
3 spots	41
9 stripes / spots	85
16 total	176 total

FUNDAMENTALS OF COMPUTERS

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

(5 × 20 = 100)

1. (a) Explain the characteristics of computer.
(b) Explain different categories of keys in a keyboard.
2. Enumerate the basic organization of computers with block diagrams.
3. (a) Explain basic processor architecture.
(b) Define algorithm. Write its characteristics and give an example.
4. (a) Explain various internal DOS commands.
(b) What is operating system? Explain the basic functions of operating system.
5. What is software? Explain its types.
6. Elucidate the different types of programming language.

7. (a) Discuss about the types of Internet connection in detail.
(b) Explain about the term WWW and URL in detail.
8. (a) Enlighten the features and basic function of Microsoft Word.
(b) Define GUI. State its significance.
9. (a) Enumerate various elements of Ms — Windows.
(b) Explain different parts of Ms- Excel Window
10. What is topology? Explain the different types of topology with examples.

1908/D17/PMBA08

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**MANAGEMENT INFORMATION AND DATA
PROCESSING SYSTEM**

Time : Three hours Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

(5 × 20 = 100)

1. **What is a MIS? Explain subsystems of Management Information System.**
 2. **What are some of the trends that have assume information systems to assume a key role in modern organization? Explain.**
 3. **List and describe the major input and output devices.**
 4. **Explain the process of decision making. Give examples of unstructured decisions.**
 5. **What are the classifications of computer? Explain.**
 6. **Illustrate the components of IT.**
 7. **What are the main components of DSS? What functions are performed by each of these components? Explain.**
 8. **What is system analysis and design? Explain the characteristics and classification of system.**
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MARKETING MANAGEMENT

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

(5 × 20 = 100)

1. "Marketing Management in India has not developed fully." Why? Explain.
 2. Define Marketing. Explain nature and scope of marketing.
 3. What do you mean by marketing research? Describe its role, scope and importance.
 4. Explain the concept of Marketing Environment.
 5. What do you mean by Sales Forecasting? Discuss its objectives and importance.
 6. Explain the concept of Product Life Cycle and discuss how it is related to the different stages of market development.
 7. Discuss in detail the various factors influencing the choice of channels of distribution.
 8. Define Sales promotion. Describe various methods of Sales Promotion.
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BUSINESS ENVIRONMENT AND LAW

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

(5 × 20 = 100)

1. Discuss the various elements of internal and external environment.
2. Define MNC. Explain its merits and demerits.
3. "A counter cyclical fiscal policy can be used as a stabilization tool in a developing economy" – Explain.
4. What is labour law? Explain the objectives, features and uses of labour law.
5. Explain the objectives, role and functions of SEBI.
6. Enumerate the types of cyber crimes impacts the business activities and the role of I.T. Act in governing cyber crimes.
7. Discuss the dynamic nature of the demographic environment of India since independence and its implication for business.

8. Explain the role of WTO in technology development.

9. Discuss the advantages and disadvantages of corporate social responsibilities.

10. State the need, importance and the objectives of the Environment Production Act.

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FINANCIAL MANAGEMENT

Time : Three hours

Maximum : 100 marks

PART A — (4 × 10 = 40 marks)

Answer any **FOUR** questions.

All questions carry equal marks.

1. Define Financial Management. Explain the functions of financial management.
2. Enumerate the advantages and disadvantages of cash flow statement.
3. Explain the various theories of capital structure.
4. What do you mean by working capital? Explain the characteristics and benefits of working capital.
5. Enumerate the various steps involved in securitization.
6. What is hire purchase? Explain the benefits and limitation of hire purchase.

PART B — (3 × 20 = 60 marks)

Answer any THREE questions.

All questions carry equal marks.

7. Explain the various tools and techniques used for financial analysis and control.
8. Enumerate the various factors influencing working capital requirements.
9. From the summarized balance sheets of X Ltd., prepare a statement of sources and uses of funds.

Liabilities	31.3.98	31.3.99	Assets	31.3.98	31.3.99
	Rs.	Rs.		Rs.	Rs.
Share capital	90,000	90,000	Gross block	1,55,000	1,56,000
Bank loan	1,19,000	2,10,000	Less :		
Current Liabilities	46,000	48,000	Depreciation	7,000	10,000
				1,48,000	1,46,000
			Current assets	40,000	1,00,000
			Profit and Loss a/c	67,000	1,02,000
	<u>2,55,000</u>	<u>3,48,000</u>		<u>2,55,000</u>	<u>3,48,000</u>

10. A limited company is considering investing in a project requiring a capital outlay of Rs. 2,00,000, forecast of annual income after depreciation but before tax is as follows :

Year		Rs.
1		1,00,000
2		1,00,000
3		80,000
4		80,000
5		40,000

Depreciation may be taken as 20% on original cost and taxation at 50% of net income.

Calculate:

- (a) Pay back method.
- (b) Rate of return on original investment.
- (c) Rate of return on average investment.
- (d) Discounted cash flow method taking cost of capital at 10%
- (e) Excess present value index.

OPERATIONS MANAGEMENT

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. With Illustration from Indian and International context enumerate the recent trends in operation management.
2. Describe the characteristics of service and manufactured products. List and describe difference between services and manufacturing. Provide example to illustrate your arguments.
3. Enumerate the various steps involved in forecasting and also explain the various factors affecting forecasting.
4. Explain Break even analysis with an example.
5. Describe the various steps involved in product and process design.
6. Discuss about the work study, method study and motion study.

7. Elucidate the objective, nature and importance of inventory management with real world examples.

8. Explain in detail the factors to be considered in deciding the facility location. Also explain the various facility location decision models.

9. Discuss the different phases of PPC.

10. Write a note on :

(a) Sampling

(b) ISO

(c) TQM

(d) O.C Curve

**PERSONNEL MANAGEMENT AND INDUSTRIAL
RELATIONS**

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

(5 × 20 = 100)

1. Briefly discuss the evaluation of Trade Union movement in India.
2. Discuss the Planning Human Resource Programmes.
3. What is the role of the State in Industrial Relations?
4. Explain the various types to training methods.
5. State the employee welfare and social security legislations.
6. What are the different approaches to Collective Bargaining in India?

7. Bring out the Conciliation Boards and Court of inquiry.

8. What is retrenchment? Briefly discuss the voluntary and compulsory arbitration.

OPERATIONS RESEARCH

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.
(5 × 20 = 100)

1. Describe the Characteristics of Dynamic Programming problem and Its Application.
2. Solve the following Linear Programming problem using the result of its dual problem.

$$\text{Minimize } Z_1 = 24X_1 + 30X_2$$

$$\text{Subject to constraint } 5X_1 + 3X_2 \geq 10$$

$$4X_1 + 9X_2 \geq 15$$

$$6X_1 + 6X_2 \geq 20$$

$$X_1 \text{ and } X_2 \geq 0.$$

3. Consider the following LP model and solve it by using Big M method.

$$\text{Minimize } Z = 2X_1 + 3X_2$$

$$\text{Subject to constraint } X_1 + X_2 \geq 6$$

$$7X_1 + X_2 \geq 14$$

$$X_1 \text{ and } X_2 \geq 0.$$

4. A company has six machines which can process six different jobs. The processing time (minutes) of different jobs by different machines is presented in table below. Find the optimal assignment of the jobs to the machines such that the total processing time is minimized.

Jobs	Machines					
	A	B	C	D	E	F
1	10	15	12	18	14	13
2	17	14	22	16	19	20
3	12	15	13	8	12	9
4	11	16	15	22	21	18
5	13	10	17	19	15	10
6	15	8	14	25	16	18

5. On an average 96 patients per 24-hour day require the service of an emergency clinic. Also, on an average, a patient requires 10 minutes of active attention. Assume that the facility can handle only one emergency at a time. Suppose that it cost the clinic Rs. 100 per patient treated to obtain an average service time of 10 minutes, and that each minute of decrease in this average time would cost Rs. 10 per patient treated. How much would have to be budgeted by the clinic to decrease the average size of the queue from 1 1/3 patient to 1/2 patients.

6. A person requires 10, 12 and 12 units of chemicals A, B and C respectively, for his garden. A liquid product contains 5, 2 and 1 unit of A, B and C respectively, per jar. A dry product contain 1, 2 and 4 units of A, B, C per carton. If the liquid product sell for Rs.3 per jar and the dry product sell for Rs. 2 per carton, how many of each should be purchased, in order to minimize the cost and meet the requirement.

7. Solve the transportation problem for minimization.

Sources	Destinations			Capacity
	1	2	3	
1	2	2	3	10
2	4	1	2	15
3	1	3	1	40
Demand	20	15	30	65

8. Solve the following 2×3 game graphically.

	Players B		
Players A	1	3	11
8	5	2	

STRATEGIC MANAGEMENT

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. Discuss the need of an organization to formulate a strategy and brief its benefit.
2. Explain any two strategic management models with neat diagram.
3. "An organization should be socially responsible in order to attain sustainable growth" Discuss.
4. Explain how strategy is being formulated in small business management and further enumerate the challenges involved in it.
5. Explain how does porter's five force model helps to determine the level of competition among rivalry.
6. Explain the importance and scope of strengths and weaknesses analysis pertaining to a company.

7. Discuss the concept of BCG portfolio matrix along with its importance with an example.
8. What are some ways to implement a retrenchment strategy without creating a lot of resentment and conflict with labor unions?
9. What is strategic analysis and Choice? How will you do this? Analyze the Indian car manufacturers' current strategies.
10. Enumerate steps involved in strategy implementation and mention the problems faced by strategist in that stage.

RELATIONAL DATABASE MANAGEMENT SYSTEM

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

(5 × 20 = 100)

1. What is Database Management System? Explain its significance and further explain the advantages of database Management System over File Management System.
2. What are the possible relationships between entities? Explain with examples.
3. Discuss Network Data Model with an example. Further explain the significance of network data model over other models.
4. Discuss about the set processing in DBTG GodasyI model.
5. Write a short notes on :
 - (a) Distributed Databases
 - (b) Relational Algebra
 - (c) Primary key.

6. Describe the axioms for inclusion dependencies.
7. Discuss the basic concepts of concurrency control in a database
8. Describe SQL, DDL, DML, embedded DML, view authorization and integrity

ENTREPRENEURSHIP AND MANAGEMENT OF
SMALL BUSINESS

Time : Three hours Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. Explain the nature and development of entrepreneurship in detail.
2. Discuss the importance of entrepreneurship in India. Explain the steps involved in entrepreneurial decision process.
3. How to identify and evaluate opportunities in developing a business idea?
4. What is strategic orientation? How strategic orientation helps a firm to attain the business objective?
5. What are the methods of generating business ideas? Explain intuitive techniques of idea generation in detail.

6. How does group innovation helps a business? What are the advantages and disadvantages of group problem solving?
7. What are the steps involved in implementing a business plan?
8. What is change management? How to rejuvenate workplace through planned change?
9. State and explain the opportunities available for international entrepreneur.
10. Discuss in detail about the problems faced by the service institutions and also suggest remedies for the same.