

1936/PMF01/ NOVEMBER 2016

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MANAGEMENT THEORY AND PRACTICE

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(For those who joined in July 2013)

Time : Three hours Maximum : 100 marks

Answer any FIVE questions. (5 × 20 = 100)

1. What are the different functions of management?
2. Describe the various approaches in decision making.
3. Distinguish between Management and Administration.
4. Briefly explain the different Leadership styles with examples.
5. State the Line and Staff organisation structure.

6. What are the merits and demerits of departmentation?
7. Describe the recent trends in organisation structures.
8. What do you mean by communication? Explain the process of communication?
9. Explain the following:
  - (a) Wide span of control
  - (b) Delegation
  - (c) Break Even Analysis.
10. "Leaders are not born, They are made". Comment the-statement.

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ORGANISATIONAL BEHAVIOUR

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(For those who joined in July 2013)

Time: Three hours Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. State the various models of organisational behaviour.
2. Explain the different theories of personality.
3. Distinguish between judging type and perceptive type.
4. Explain the different types of leadership styles with examples.
5. What are the role and responsibilities of leader?

6. Enumerate the factors influencing perception.
7. Explain the various process of communication.
8. State the different dimensions of organisational climate.
9. What are the various approaches of organisational effectiveness?
10. What do you mean by organisational structure? Why do structures differ? - Discuss.

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8. State and explain the various methods of budgeting.

9. 7,500 units of a product are planned to be produced using 200 hrs of Skilled Labour/Labor @ 20 per hr, 400 hrs of Semi-Skilled Labour/Labor @ 15/hr and 150 hrs of Unskilled Labour/Labor 10 per hr at a total cost of 11,500. 7,200 units of the product were manufactured using 240 hrs of skilled labour/labor @ 22 per hr, 500 hrs of Semi-skilled labour/labor @ 14/hr and 220 hrs of Unskilled labour/labor @ 12 per hr. 20 hrs of Skilled Labour/Labor time, 36 hrs of Semi-Skilled Labour/Labor time and 34 hrs of Unskilled Labour/Labor time were lost due to break down which is abnormal.

Calculate price, usage and mix Labour Variances.

10. Elaborate the significance of computer based accounting system.

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ACCOUNTANCY FOR MANAGERS

(For those who joined in July 2013)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. Briefly distinguish the difference between Financial accounting and cost accounting.
2. Explain the procedure in preparation of International Financial Reporting Standards in detail.
3. Calculate turnover ratios from the following figures

	Rs in lakhs	Rs in lakhs	
Sales	17,874	Sales return	4
Other income	53	Cost of sales	15,440
Administration expenses	1,843	Depreciation	63

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Interest expense (non operating)	Rs in lakhs	Rs in lakhs
Purchase return	456	15,000
Bills receivable	2,000	10,000
Bills payable	3,000	5,000
Closing stock	5,000	4,000
		5,000

Factory on cost = 20% of prime cost  
 General and administrative expenses = 4% of factory cost  
 Selling and distribution expenses = 5% of production cost  
 Profit 20% on sales

	Opening stock	Closing stock
Raw material	15,000	20,000
Work in progress	17,500	24,000
Finished goods	20,000	27,500

4. Bring out the difference between Cash flow statement and fund flow statement.

5. Discuss the steps followed in Activity Based costing Approach.

6. Prepare cost sheet from the following particular in the book of B. M. Rehman

Raw material purchased	= Rs.1,20,000
Paid freight charges	= Rs.10,000
Wages paid to laborers	= Rs.35,000
Directly chargeable expenses	= Rs.25,000

7. V Ltd, presents the following results for one year.  
 Calculate the PV ratio, BEP and Margin of Safety

	Rs.
Sales	2,00,000
Variable cost	1,20,000
Fixed cost	50,000
Net profit	30,000

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**MANAGERIAL ECONOMICS**

(For those who joined in July 2013)

Time : Three hours                      Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. Briefly explain the significance of national income.
2. Explain how managerial efficiency of capital determines investment.
3. "Why Keynesian economics is known as Revolutionary" – Explain.
4. State the relationship between income and consumption.
5. Explain the Law of demand and supply? With examples.

6. What are the role and responsibilities of managerial economics?
7. Enumerate the various factors affecting economic growth.
8. Discuss the role of fiscal policy in economic development.
9. State the role of technological progress in economic development of country.
10. Explain how marginal efficiency of capital determines the investment.

10. The following data relate to the age of 10 employees and the number of days on which they reported sick in a month :

Age :	20	30	32	35	40	46	52	55	58	62
Sick days :	1	2	0	3	4	6	5	7	8	9

Calculate Karl Pearson's coefficient of correlation and interpret its value.

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STATISTICS FOR MANAGERS

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(For those who joined in July 2013)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. Explain the various probability distributions with suitable example.
2. One-fifth percent of the blades produced by a blade manufacturing factory turn out to be defective. The blades are supplied in packets of 10. Use Poisson distribution to calculate the approximate number of packets containing no defective, one defective and two defective blades respectively in a consignment of 1,00,000 packets.

(Given  $e^{0.02} = 0.0183$ )

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3. Discuss the sampling distribution mean and proportion of populations.
4. Explain how to determine the sample size under population parameters.
5. Prices of shares of a company on the different days in a month were found to be : 66, 65, 69, 70, 69, 71, 70, 63, 64 and 68. Discuss whether the mean price of the shares in the month is 65. Apply *t*-test.

6. The following tables gives the number of good and bad parts produced by each of three shifts in a factory :

Shift	Good	Bad	Total
Day	900	130	1,030
Evening	700	170	870
Night	400	200	600
Total	2,000	500	2,500

Is there any association between the shift and the quality of parts produced? Apply Chi-square test.

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7. The following table shows the scores of a sample of 20 student pilots on their Federal Aviation Agency written examination arranged according to which method was used I their training: video cassette, audio cassette or classroom training. The FAA is interested in evaluating the effectiveness of these three training methods. Specifically, it wants to test at the 0.10 level of significance the hypothesis that the mean written examination scores of student pilots trained by each of these methods are equal use Kruskal-wallis test.

Video cassette : 74, 88, 82, 93, 55, 70

Audio cassette : 78, 80, 65, 57, 89

Class room : 68, 83, 50, 91, 84; 77, 94, 81, 92

8. Discuss the Baye's theorem of probability with suitable example.

9. Fit a straight line trend for the following data :

Year:            2002 2003 2004 2005 2006 2007 2008

Production in    62   70   75   81   89   93   104  
 tonnes :

Also find the trend values for the given years and estimate the trend value for the year 2011.

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MARKETING MANAGEMENT

(For those who joined in July 2013)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. What is marketing? Discuss the modern Concept of marketing.
2. Explain the impact of environmental forces on marketing.
3. What are the various kinds of segmentation?
4. What is meant by Product Life Cycle? Explain its Concepts with example.

5. Explain briefly the Steps to be followed in new product Introduction.
6. Enumerate the various Pricing strategies.
7. Explain the different types of channels of distribution.
8. Discuss the Marketing Research Process.
9. Explain the reasons for the rapid growth of sales promotion.
10. What are the various features of online marketing?

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Amount for the  
year

Average credit given	
Inland sales 6 weeks credit	6,24,000
Export sales 1.5 weeks credit	1,56,000
Average time lag in payment of wages and other outgoings	
Wages 1.5 weeks	5,20,000
Stock and materials 1.5 months	96,000
Rent and royalties 6 months	20,000
Clerical staff 0.5 months	1,24,800
Manager 0.5 month	9,600
Miscellaneous expenses 1.5 month	96,000
Payment in advance	
Sundry expenses (paid quarterly in advance)	16,000
Undrawn profits on an average throughout the year	22,000

- Set up your calculations for the average amount of working capital required.
8. Elaborate the various forms of commercial paper finance an organization.
  9. Describe the advantages and disadvantages of hire purchase system and project financing.
  10. Discuss the various sources of short term finance in Indian money market.

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FINANCIAL MANAGEMENT

(For those who joined in July 2013)

Time : Three hours Maximum : 100 marks  
Answer any FIVE questions. (5 × 20 = 100)

1. What are the difference between Financial accounting and Management accounting?
2. Discuss the significance of time value of money in detail.
3. From the following information calculate the net present value of the two projects and suggest which of the two projects should be accepted assuming a discount rate of 10%

	Project X	Project Y
Initial investment	Rs. 20,000	Rs. 30,000
Estimated life	5 years	5 years
Scrap value	Rs. 1,000	Rs. 2,000

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The profits before depreciation and after taxes are as follows :

Year	Project X	Project Y
	Rs.	Rs.
1	5,000	20,000
2	10,000	10,000
3	10,000	5,000
4	3,000	3,000
5	2,000	3,000

(d) Rs one lakh in common stock and Rs two lakh in preference capital with rate of dividend at 8%

The company's expected earnings before interest and tax (EBIT) are Rs. 1,50,000. The corporate rate of tax is 50%. Determine the earnings per share (EPS) in each plan and comment on the implications of financing leverage.

6. Explain the different forms of dividend policy with suitable example

4. Describe the factor determining in cost of capital in organization.

5. Beta Ltd company has equity share capital of Rs. 10,00,000 divided into shares of Rs. 10 each. It wishes to raise further Rs 1,50,000 for expansion cum modernization plans. The company plans the following financing schemes :

- (a) all common stock
  - (b) Rs one lakh in common stock and Rs two lakhs in debt @ 10% p.a
  - (c) all debts at 10% p.a
- |  |                |
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7. Loin Ltd is desirous to purchase a business and has consulted you and one point on which you are asked to advise them, is the average amount of working capital which will be required in the first year working. You are given the following estimate and are instructed to add 10 percent to your computed figure to allow for contingencies.

	Amount for the year
Average amount blocked up for stocks	10,000
Stocks of finished product	16,000
Stocks of stores and materials	3
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PSMT08**

**NOVEMBER 2016**

**HUMAN RESOURCE MANAGEMENT**

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(For those who joined in July 2013)

Time : Three hours                      Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. Enumerate the recent trends in Human Resource Management.
2. Explain the various sources of Recruitment.
3. Describe the different methods of on-the job training.
4. How to make an Induction Programme Effective?
5. What is career development? Explain the steps involved in it.

6. Discuss various strategies of collective bargaining.

7. Explain the following:

- (a) Management games
- (b) Vestibule Training
- (c) Case study
- (d) Sensitivity Training

8. Explain the various functions of Trade Union.

9. Enumerate the grievance handling procedure.

10. Explain the different reasons for industrial conflict.

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POP09/PRMT09/  
PSMT09

OPERATIONS MANAGEMENT

(For those who joined in July 2013)

Time : Three hours      Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. Explain the various functions of Production Management.
2. Elaborate the different types of Facility Location Decisions.
3. What do you mean by forecasting? Explain the different types.
4. How to minimising the forecasting errors?
5. State the various uses of Material Management.

6. Explain the following:

- (a) Kanban
- (b) ABC Systems
- (c) ASRS.

7. What are the factors affecting the Plant location?
8. Discuss the various uses of trade operations and supply network applications.
9. Enumerate the Independent demand inventory models.
10. How can use of MRP contribute to productivity?

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RESEARCH METHODS FOR BUSINESS

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(For those who joined in July 2013)

Time : Three hours      Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. What do you mean by Business research? Explain its significance in modern times.
2. Describe the steps in research process with suitable example.
3. Discuss the different types of research design with illustration.
4. Explain the criteria of goodness of a measurement scale.

5. Enumerate the procedure for designing a questionnaire.
6. Explain the various sampling techniques briefly.
7. Briefly describe the different steps involved in a Data preparation process.
8. State and compare the Bivariate and Multivariate statistical techniques.
9. Discuss the steps involved in writing research report.
10. Explain the precautions for writing the research reports.

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**FINANCIAL MARKETS, TREASURY AND RISK  
MANAGEMENT**

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(For those who joined in July 13-14)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. Describe the various sources of funds for commercial banks and their impact on their profitability.
2. Explain the mutual interdependence of New Issue market and Stock Exchange.
3. Discuss the framework of venture capital financing in India and modality of such finance.
4. Explain the various Money Market Instrument.
5. What are the legal and tax amplifications of leasing and how do lessor and lessee evaluate the lease. Discuss.
6. Discuss the nature and scope of risk management.

7. Elaborate the recent developments and challenges ahead of merchant banking in India?
8. Explain the objectives and structure of Treasury.
9. Explain the various functions of various components of Indian Financial system.
10. Explain Risk Analysis. What are the various barriers in risk analysis process? Discuss.

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 INTERNATIONAL FINANCIAL MANAGEMENT
 

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(For those who joined in July 2013-14)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

6. Distinguish between 'Foreign Direct Investments' (FDI) and 'Portfolio Investment' and discuss the different strategies of portfolio investment.
7. How does Export Credit Guarantee Corporation (ECGC) assist international trade? Give details of the various policies issued by it.
8. Explain the globalisation of financial markets. Why has the euro-currency market grown so rapidly? Discuss.
9. Critically examine Purchasing Power Parity Theory with the help of suitable examples.
10. Discuss the Objectives and functions of IMF. What are the unique features of International Bond Market? Explain.

1. Discuss pre-shipment and post-shipment financing. Explain the procedure followed by the commercial banks in this regard.

2. What do you understand by foreign exchange risk? Explain. What are the different external exposure management techniques which are used by importers and exporters? Discuss.

3. Explain the theory of comparative advantage as a motive for foreign trade. What is the logic behind this theory? Discuss.

4. Explain the salient features of the regulations over foreign exchange in India.

5. Explain the techniques that are adapted to forecast exchange rates. What are their limitations? Discuss.

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**STRATEGIC COST MANAGEMENT**


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(For those who joined in July 2013-14)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. What are the essentials of a good costing system? Compare cost accounts and financial accounts.

2. From the following data, calculate the break-even point :

Selling price per unit	Rs.	20
Direct material cost per unit		8
Direct labour cost per unit		2
Direct expenses per unit		2
Overheads per unit		3
Fixed overheads (total)		20,000

If sales are 2006, above the break-even point, determine the net profit.

3. Enumerate the drawbacks of conventional manufacturing costing system.
4. Explain the essential elements of activity based costing.
5. Differentiate between financial and non financial business unit performance.
6. Highlight the essential characteristic features of balanced score card method.
7. Explain the role of product's cost in pricing.
8. From the following particulars, calculate the sales required to earn a profit of Rs. 1,20,000

	Rs.
Sales	6,00,000
Variable costs	3,75,000
Fixed costs	1,80,000

9. State the merits of cost reduction in manufacturing.
10. Explain the different phases in the process of benchmarking.



MANAGEMENT INFORMATION SYSTEM

8. Elaborate organisation as a system.
9. Explain any one of the DSS models.
10. Applications of DSS.

(For those who joined in July 2013-2014)

Time : Three hours                      Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

(5 × 20 = 100)

1. Explain the various challenges and opportunities in strategic human resource management.
2. Elaborate trends in HRM.
3. What are the aims of employment planning and forecasting? Explain.
4. How will you implement performance appraisal in practice? Describe.
5. What are the factors determining pay rate? Explain.
6. How will you handle grievances? Describe.
7. Explain the information systems with suitable examples.

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SECURITY ANALYSIS AND PORTFOLIO  
MANAGEMENT

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(For those who joined in July 2013 – 2014)

Time : Three hours                      Maximum : 100 marks

Answer any FIVE questions.                      (5 × 20 = 100)

1. Explain the utility of the economic analysis and state the economic factors considered for this analysis. Discuss.
2. Discuss the functions and regulations of SEBI.
3. Distinguish between systematic risk and Unsystematic risk. Explain. How does the systematic risk affect the individual stock return? Discuss.
4. Investors in ABC were paid Rs. 2.40 as dividend per share last year on their equity and these are expected to grow indefinitely at 8% rate. What is the value of the equity if the investors require an 12% return?
5. What do you mean by butterfly spread strategy in options? Discuss.

6. Discuss the basic assumptions in Capital Assets Pricing Model.
7. What do you mean by SML? Explain. Discuss arbitrage pricing theory of portfolio.
8. Explain the objectives of mutual funds. What are the advantages of professionally managed portfolio? Discuss.
9. Explain the differences between forwards and futures. Discuss the key factors that have a bearing on the value of a call option.
10. What are the tools of Technical Analysis? Explain.

DERIVATIVES MANAGEMENT

(For those who joined in July 2013-14)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. Explain the measures specified by SEBI to enhance the protection of rights of investors in derivative market.
2. Discuss the major recommendations of L C Gupta Committee.
3. Explain how the future market can be used for speculation.
4. How are derivatives categorized? Discuss the various functions and advantages of derivative market.
5. Explain covered interest rate parity. Discuss how hedging is monitored.
6. Discuss the determinants of option pricing.

7. Discuss different types of swaps. Explain in detail foreign currency futures.

8. Explain the interest rate caps. What are the various types of caps? Discuss various terms used in interest rate caps and floors.

9. Explain the Black Scholes model for pricing options. Illustrate with examples.

10. Explain the reasons why firms hedge. Discuss the various hedging strategies used.

FINANCIAL ANALYSIS AND REPORTING

(For those who joined in July 2013-14)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

8. Explain the factors responsible for financial distress.
9. Discuss the assessing bankruptcy status as per Altman's model.
10. How far financial statements are helpful to the parties interested to know the position of the enterprise?

1. Discuss the limitations of financial statement analysis.
2. Explain the types of financial statement analysis.
3. What is comparative financial statements? Explain advantages of comparative financial statements.
4. What is common size financial statements? Explain the merits and demerits of common-size financial statements.
5. Discuss the classification of income statement analysis.
6. Explain the accounting classification of fixed assets with suitable example.
7. Discuss the need and importance of corporate failure analysis.

**MANAGEMENT OF FINANCIAL INSTITUTIONS**

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Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

(5 × 20 = 100)

1. Explain the different types of stock market in detail.
2. Discuss the role of capital market for the development of Indian Economy.
3. Draw out and explain the structure of RBI.
4. Explain the regulatory aspects of chit funds and Nidhi.
5. Discuss the functions of ICICI in detail.
6. Explain the management issues of TIDCO.

7. Draw out and explain the functions of GIC,

8. Explain the impact of deregulation in insurance industry.

9. Discuss the functions of UTI in detail.

10. Explain the competition and contribution to healthy capital markets.

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**1922/D2E/PMBAF2**      **NOVEMBER 2016**  
**INTERNATIONAL TRADE FINANCE AND**  
**DOCUMENTATION**

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(For those who joined in July 2000 and after)

Time : Three hours      Maximum : 100 marks

Answer any FIVE questions.

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

1. Critically explain the monetary approaches to Balance of payments.
2. Differentiate Balance of Payment with Balance of Trade.
3. What is the role play by foreign exchange rate in economic stability of a country? Elaborate.
4. State the major functions of EXIM Bank in promoting India's Exports.
5. What are the various tools for hedging against exchange rate variations? Explain.
6. Explain the effects of Exchange Rates in Foreign Trade.

7. Explain the functions of International Bank for Reconstruction and Development.

8. Write short note on :

- (a) Import licensing
- (b) Letter of Credit
- (c) LERMS.

**INVESTMENT AND PORTFOLIO MANAGEMENT**

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Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. What is investment? Explain the different avenues of investment and different sources of investment information.
2. Discuss the Markowitz's portfolio theory of portfolio construction.
3. Critically examine Capital market theory along with its practical implications.
4. Critically examine the graphical and mathematical utility analysis.
5. Enumerate different schemes of investments along with its merits and demerits.
6. Critically examine three forms of market efficiency.
7. Critically examine Arbitrating theory and its implications.

8. Portfolio Revision - Meaning, its Need and Strategies.

9. Elaborate various applications of Ex-Post and Ex-ante security market lines.

10. Discuss the role of computer sin online share trading.

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