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NOVEMBER 2016

MANAGEMENT THEORY AND PRACTICE

(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

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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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HUMAN RESOURCE MANAGEMENT

(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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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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**ORGANISATION THEORY STRUCTURE AND DESIGN**

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Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

(5 × 20 = 100)

1. Write a note on organization. What are the prerequisite of organizational design? Discuss the limitations which affect the organizational design
2. Discuss the organizational restricting strategies, and discuss the new perspectives of organizational design.
3. Discuss the impact of organizational changes on organizational effectiveness with examples.
4. Briefly discuss the technological and environmental impact on organizational design.
5. What are the determinants of organizational design? Explain the basic challenges in designing the organizational structure.

6. The structure of the organization depends on the culture of an organization- discuss in detail with examples.
7. Create and sustain the culture – is very important for any organization- Justify
8. What is organizational culture? Explain various types of organizational culture.
9. Explain few models of organizational decision making.
10. What is organizational learning? Explain the role of HR in enhancing the organizational learning.

HUMAN RESOURCE MANAGEMENT AND  
INFORMATION SYSTEM

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(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. Discuss the role/functions of the Human Resource Managers.
2. How will you attain the competitive advantages by using the HRM? What are its advantages?
3. Explain the process of Selection in detail.
4. Discuss the objectives and the importance of the various training programme.
5. State and elaborate the factors determining the pay rate of employees.
6. Discuss the various forms, causes and the effects of grievances.

7. Elaborate the various important components of Information Systems.

8. Discuss the Discipline procedure.

9. Elaborate the various decision making process and what are its limitations?

10. What are the DSS models and software? Explain any two models.

**HUMAN RESOURCE PLANNING AND AUDIT**

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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. Explain the concept and objectives of human resource planning.
2. Describe the steps involved in the process of HRP.
3. Discuss the methods and techniques of HR planning.
4. Evaluate the methods of demand and supply forecasting in human resource planning.
5. Write an essay on human resource information system.
6. What is SAP? Explain its need, importance process and applications.
7. Mention elaborately about the process of job analysis.

8. What is job evaluate? State its uses, limitations and methods.

9. Critically examine the process of HR audit and its importance.

10. Explain the following :

- (a) Redeployment
- (b) Retention
- (c) Career plan
- (d) Succession plan.



INDUSTRIAL RELATIONS AND EMPLOYEE  
WELFARE

(For those who joined in July 13-14)

Time : Three hours                      Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

(5 × 20 = 100)

1. Explain the concept of industrial Relations and its nature.
2. What do you understand by Industrial Disputes? Discuss its good and bad effects.
3. Trace out the Trade Union origin and the growth in India, after Independence.
4. Explain the concept of Collective Bargaining and its advantages.
5. What are the statutory Welfare Measures available to the Workers under the Factory Act- 1948?

6. What are the facilities relating to the education and training schemes available to employees, as a welfare measure?
7. What do you mean by occupational Hazards and how to prevent?
8. Discuss the major causes for the Industrial Accidents and the ways to prevent them.
9. State the rules and regulations for employing the Child Labour and the differently able Labours in the Industries.
10. Identify the Social Security Welfare Measures and the Social Assistance available to the Agricultural and Contract Labourers.

LABOUR LAW

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

(5 × 20 = 100)

1. Explain the Important provisions for Child and Women labour under Factories Act
  2. Write the following terms :
    - (a) Prohibition of Illegal Strike and Lock out
    - (b) Retrenchment and Super annuation and
    - (c) Lay off compensation.
  3. Explain the important provisions under the Industrial employment Act.
  4. Critically evaluate the administrative machinery set up by central and state governments for resolving industrial disputes. How far it is effective? What are your suggestions to make them more effective?
  5. Explain the various disablement and calculation of compensation based on disablement.
6. Explain the role of Trade union in reducing industrial dispute.
  7. Write the some important labour Laws related benefits of Industrial worker.
  8. Discuss the challenges faced by the labour working in Special Economic Zone.
  9. What are the objectives of Child Labor Act? And write the important provisions related to protection of Child labour.
  10. Discuss the various labour standard adopted in Indian Organisation for the protection of Industrial worker.

**COMPENSATION AND BENEFITS**

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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 various compensation strategies followed in IT sector.
2. Explain the various reward systems followed in manufacturing sector in India.
3. Discuss the various legal provisions available for compensations and benefits.
4. Write the important provisions under Apprenticeship Act.
5. Write a note on the following term. (a) Maturity curve method (b) Job Evaluation (c) Job rating.
6. As a HR manager how will you apply the market pricing approach.

7. Prepare a questionnaire to do the job evaluation and specify the factors to be considered for job Evaluation.

8. Carrot and Stick theory will be appropriate in the current scenario- Discuss

9. Explain the threats and opportunities available to do the performance appraisal.

10. Short term incentives are best to motivate the employees - discuss.

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**TRAINING AND DEVELOPMENT**

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(For those who joined in July 2013-14)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

(5 × 20 = 100)

1. Explain the concept of Training. Discuss the objectives of a Training Programme.
2. What are the key attributes of learning process in Training?
3. Explain the various personal factors influencing the Training Process.
4. Explain the procedure to identify the Training Needs.
5. Design a Training Programme for Junior Level Manager.
6. Discuss the objectives, features and limitation of case study method.

7. How can the effectiveness of a training programme be evaluated? Explain.

8. State and explain the need and importance of management development.

9. Elucidate the various methods used to evaluate management development programme.

10. State and explain in detail about Training Audit.

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