

1936/PMFM01/ NOVEMBER 2016
PIBM01/PLSM01/
PHRM01/PMMT01/
POPM01/PRMT01/
PSMT01

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.

2 1936/PMFM01/
PIBM01/PLSM01/
PHRM01/PMMT01/
POPM01/PRMT01/
PSMT01

1937/PMFM02/ NOVEMBER 2016

PIBM02/PLSM02/
PHRM02/PMMT02/
POPM02/PRMT02/
PSMT02

ORGANISATIONAL BEHAVIOUR

(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.

2 1937/PMFM02/
PIBM02/PLSM02/
PHRM02/PMMT02/
POPM02/PRMT02/
PSMT02

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.

1938/PMFM03/
PIBM03/PLSM03/
PHRM03/PMMT03/
POPM03/PRMT03/
PSMT03

NOVEMBER 2016

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

4 1938/PMFM03/
PIBM03/PLSM03/
PHRM03/PMMT03/
POPM03/PRMT03/
PSMT03

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

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

2 1938/PMFMM03/
 PIBM03/PLSM03/
 PHRM03/PMMT03/
 POPM03/PRMT03/
 PSMT03

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

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

3 1938/PMFMM03/
 PIBM03/PLSM03/
 PHRM03/PMMT03/
 POPM03/PRMT03/
 PSMT03

**1939/PMFM04/PIBM04/ NOVEMBER 2016
PLSM04/PHRM04/
PMMT04/POPM04/
PRMT04/PSMT04**

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.

**1940/PMFM05/
PIBM05/PLSM05/
PHRM05/PMMT05/
POPM05/PRMT05/
PSMT05**

NOVEMBER 2016

STATISTICS FOR MANAGERS

(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 $e^{0.02} = 0.0183$)

4 **1940/PMFM05/
PIBM05/PLSM05/
PHRM05/PMMT05/
POPM05/PRMT05/
PSMT05**

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.

2 1940/PMFM05/
 PIBM05/PLSM05/
 PHRM05/PMMT05/
 POPM05/PRMT05/
 PSMT05

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.

3 1940/PMFM05/
 PIBM05/PLSM05/
 PHRM05/PMMT05/
 POPM05/PRMT05/
 PSMT05

1941/PMFM06/

PIBM06/PLSM06/

PHRM06/PMMT06/

POPM06/PRMT06/

PSMT06

NOVEMBER 2016.

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?

2

1941/PMFM06/
PIBM06/PLSM06/
PHRM06/PMMT06/
POPM06/PRMT06/
PSMT06

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.

1942/PMFM07/
PIBM07/PLSM07/
PHRM07/PMMT07/
POPM07/PRMT07/
PSMT07

NOVEMBER 2016

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

4 1942/PMFM07/
PIBM07/PLSM07/
PHRM07/PMMT07/
POPM07/PRMT07/
PSMT07

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
- | | |
|--|----------------|
| | 2 |
| | 1942/PMF07/ |
| | PIBM07/PLSM07/ |
| | PHRM07/PMMT07/ |
| | POPM07/PRMT07/ |
| | PSMT07 |

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
	1942/PMF07/
	PIBM07/PLSM07/
	PHRM07/PMMT07/
	POPM07/PRMT07/
	PSMT07

**1943/PMFM08/
PIBM08/PLSM08/
PHRM08/PMMT08/
POPM08/PRMT08/
PSMT08**

NOVEMBER 2016

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.

2 1943/PMFM08/
PIBM08/PLSM08/
PHRM08/PMMT08/
POPM08/PRMT08/
PSMT08

1944/PMF09/ NOVEMBER 2016
PIBM09/PLSM09/
PHRM09/PMMT09/
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?

2 1944/PMF09/
PIBM09/PLSM09/
PHRM09/PMMT09/
POP09/PRMT09/
PSMT09

1945/PMFM10/ NOVEMBER 2016

PIBM10/PLSM10/

PHRM10/PMMT10/

POPM10/PRMT10/

PSMT10

RESEARCH METHODS FOR BUSINESS

(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.

SUPPLY CHAIN MANAGEMENT

(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. State the objectives of supply chain and explain the different types of supply chain.
2. Outline the significance of studying supply chain in the present business scenario.
3. Analyze the nature of buyer – seller relationship and explain the risks associated with their relationship.
4. How do you select a partner in supply chain? What factors you consider during partner selection? Discuss.
5. Describe the risks involved in different modes of transportation.

6. Outline different models for transportation and distribution. State the advantages and disadvantages.
7. Discuss the benefits of enterprise recourse planning in supply chain management.
8. What are the supply chain management software packages available in the market? Explain each of them in detail.
9. How quality can be ensured in supply chain management process? Explain the procedure to maintain the quality of service.
10. Describe the applications of e-Business in supply chain management with examples.

STORE KEEPING AND WAREHOUSING

(For those who joined in July 2013-2014)

Time : Three hours Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. What is meant by layout of stores? Discuss the factors to be considered while planning layout of stores.
2. What is store keeping? State the importance of store keeping.
3. Describe the various methods of valuation of stocks.
4. Explain the process of stock verification.
5. Who should manage the scale of scrap, sales manager (or) purchase manager? Why?
6. Describe strategies for obtaining maximum returns from surplus materials.

7. In a marine insurance policy goods are insured "lost or not lost" How do you reconcile the effect of these words with the rule that the insured must have insurable interest in the goods before loss occurs.
8. What are the various categorisation of spares? Discuss.
9. Explain the various phases of materials management.
10. Discuss the significance and importance of ethics in materials management.

LOGISTICS MANAGEMENT

(For those who joined in July 13 – 14)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

1. Discuss the evolution of logistics concept. Project the concept of logistics for the twenty – first century.
2. Describe the implications of supply chain management on logistics management.
3. In the present days scenario of global competitive environment, discuss the role of multi-model transportation.
4. What are the basic functional principles of transportation management? Explain.
5. Describe the characteristics of global supply chains in detail.
6. Elucidate the infrastructural facilities available in the SCM along with their implications and also describes its challenges ahead.

7. Discuss the need and importance of Insurance in International cargo movements.
8. Describe the elements of air freight policy in detail.
9. Discuss the various factors which are taken into consideration in the selection of a protective packaging policy out of the various alternatives.
10. Discuss the challenges faced by logistics managers to manage logistics as a process rather than a function.

TOTAL QUALITY MANAGEMENT

(For those who joined in July 2013-14)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. What is quality Trilogy? Explain on Juran's ten steps to quality improvement.
 2. What are the premises on which quality circles are developed and promoted? What are the benefits of the same?
 3. Of the six basic TQM concepts, which are the most effective in an automobile industry? Explain.
 4. Working as a quality expert in an automobile firm, determine the obstacles to implementing TQM principles in an organization.
 5. Choose a service of your interest and elaborate on various dimensions of service quality.
 6. What is meant by employee empowerment? What is the relationship between employee empowerment and teamwork?
7. Explain the principles and its applications in BPR.
 8. A sample of 5 items is taken from a machining process at regular intervals. The hardness is measured and its mean and range values are computed. The observations show that $\sum X = 358$ and $\sum R = 9.0$. If the specification limits prescribed are 14.5 ± 0.5 and if the process is under control, what conclusions would be drawn about the capability of the process to produce the items with in the specification? (For $n = 5$, $d_2 = 2.326$).
 9. Write the Taguchi's loss function equation. Briefly explain the contributions of Taguchi to quality management.
 10. What are the requirements of ISO 14000? Explain them briefly.

PURCHASING AND INVENTORY MANAGEMENT

(For those who joined in July 13-14)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. Discuss the various advantages and limitations of subcontracting.
2. Describe the various documentation procedures in bill settlement.
3. How will you carry out price forecasting? Explain.
4. Explain the various methods involved in cost reduction.
5. How will you evaluate suppliers? Describe in detail.
6. What are the major goals of vendor rating? Discuss.
7. How will you classify materials? Describe in detail.

8. Discuss in detail about profit centre concept.

9. What do you mean by economic order quantity? Describe in detail.

10. Discuss in details about coding structure and design.

Paper IV — TECHNOLOGY MANAGEMENT

(For those who joined in July 13-14)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. Discuss the stages of technology life cycle.
 2. What broad principles should be kept in view with regard to planning for development of indigenous technological capabilities? Discuss.
 3. Discuss the two basic approaches to technology forecasting. Discuss two methods for each of the suggested approaches.
 4. It has been said that every technology event walls reaches a decline due to development of better technologies. Illustrate your answer suitably?
 5. What are the various factors that are involved in the generation of technology? Explain how can the progress of R & D projects be monitored?
6. What factors should the licensor of technology look for while transferring his technology to the potential licensee?
 7. Discuss some useful activities of the industry association or their agencies for the promotion of technology in India.
 8. Write short notes on the following :
 - (a) Simulation
 - (b) System dynamic
 - (c) S curve.
 9. Discuss the role of technology information techniques and assessment council.
 10. Write short notes on :
 - (a) Intellectual property right
 - (b) Patent
 - (c) Copy rights
 - (d) Trade mark.

(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)

8. "To make the implementation of packages more convenient the EAP vendors are searching for faster implementation methodologies". Discuss In detail.
9. What do you mean by SCM? Explain with suitable examples.
10. Elaborate future Trends in ERP systems.

1. Explain the Importance of enterprise Systems.
2. Discuss the issues to be considered in implementation of cross-functional integrated ERP systems.
3. Discuss ERP Software Solutions.
4. Explain the significance of ERP modules in finance, materials and production management.
5. Explain the various challenges and opportunities in ERP implementation.
6. Elaborate methodology and Framework in ERP.
7. Discuss the various factors involved in success and failure during ERP implementation.