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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.

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.

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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.

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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	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

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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

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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

(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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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

(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.

CONSUMER BEHAVIOUR

(For those who joined in July 13-14)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. Explain the concept of consumer behaviour. State the characteristics features of the Indian consumers.
2. Discuss the need, importance of studying the consumer behaviour.
3. Identify the Psychological factors which affect the consumer behaviour. Explain each in brief.
4. Discuss the Howard-Sheth Consumer behaviour model and its implications.
5. Explain the behavioural learning theory and the cognitive learning theory, with examples.
6. What are the various method of attitude? Describe with illustration.

7. Discuss as to how the Life Style of various Social Classes affects the Consumer behaviours?

8. What factors have influenced the Indian Culture in various regions? Cite examples

9. Describe the model of consumer indolent with the help of a diagram.

10. Discuss the various methods of adoption/diffusion process.

BRAND MANAGEMENT

(For those who joined in July 2013 - 14)

Time : Three hours Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. What do you mean by brand? Explain its four functions in detail.
2. Elucidate the significance and importance of branding.
3. What are the benefits and limitations of branding? Is brand and trademark are same? Justify your answer.
4. Elucidate the future of co-branding in India.
5. Discuss the strategies for building a strong brand.
6. Enumerate the nature and significance of brand valuation.
7. Define brand loyalty. Explain the concepts of brand loyalty.

8. Explain the various methods of brand promotions.
9. Discuss the term brand adoption. Outline the different adoption practices that are followed in brand management.
10. Outline the various role performed by brand managers.

ADVERTISING AND SALES PROMOTION

(For those who joined in July 2013-14)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. What services are performed by an advertising agency? Explain the evolution of advertising agency.
2. Discuss the legal aspects of advertising.
3. Explain the various advertising media used for non-business customers.
4. Explain the meaning and functions of advertisement copy. What forms can an advertisement copy take?
5. Explain the various methods of allocating the advertisement budget.
6. Explain the various types of appeals used by advertisers to arouse consumer interest.

7. Explain the methods of trade oriented sales promotion.
8. Explain the concept and objectives of sales promotion.
9. Discuss the most common consumer sales promotion strategies. Which would you use to launch a new soft drink?
10. Discuss different approaches to evaluating sales promotions.

RETAIL MANAGEMENT

(For those who joined in July 2013-14)

Time : Three hours Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. Discuss the various government policies implications on retailing.
2. Explain the various challenges and opportunities in global retailing.
3. What are the emerging trends in retail format? Explain in detail.
4. Discuss in detail any one type of format's characteristics.
5. Explain the various advantages of retail supply chain management.
6. How will you build retail store image? Discuss in detail
7. What do you mean by visual merchandise management? Explain the various reasons for involved.

8. Explain the importance of retail sales force management.

9. Discuss the various concepts involved in shopping decision process.

10. Explain the importance of complaints management.

SERVICES MARKETING

(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 and discuss the challenges and the issues in the service Sector.
2. Discuss the need, importance and the significance of Marketing of Services.
3. Explain the various classifications of services and what are its uses.
4. Under service marketing what do you mean by targeting and positioning.
5. Explain GAP's Model of service quality.
6. What is service quality? how do you measure the perceived service gap?

7. Discuss the integrated service marketing communication and its uses and its users.
8. What do you mean by service channel? And how the channels are fixed?
9. What are the characteristics of financial service marketing? Explain.
10. Discuss the different types of Hospital Services. State the merits of marketing of Health services.

CUSTOMER RELATIONSHIP MANAGEMENT

(For those who joined in July 2013-14)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. Describe the context of relationship management.
2. Explain in detail the importance of transactional relationship approach.
3. What are the emerging trends in "Customer Profile Analysis"? Explain.
4. Elaborate the hurdles in managing customer relationship.
5. What do you mean by prevention of defection? Explain with suitable examples.
6. Explain various concepts used in the models of CRM.
7. What are the emerging trends in call centre management? Explain.

8. Describe the Role of CRM Managers.

9. Discuss the ethical issues on the legal letters in using customer database.

10. Elaborate any one type of CRM software packages.

RURAL MARKETING.

(For those who joined in July 2013-2014)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. Define rural market. Discuss the concepts of rural market and how it is differ from urban market.
2. Explain the unique characteristics of rural marketing and its growth.
3. Why it is important for marketers to go market segmentation? What factors you will consider for segmenting the rural market?
4. Distinguish between mass marketing and target marketing with help of an example.
5. In India family and social class regulates consumer behavior particularly in rural area' do you agree? Give reasons for your answer.
6. Outline the changing trends in rural buyer behavior.

7. Discuss the various methods of pricing. Which type of pricing method is suitable for rural marketing?

8. With suitable examples, distinguish between 'distribution channels and distribution logistics' for rural market. Briefly describe the role of warehousing in this context.

9. Explain the role of personal selling in rural marketing.

10. Sales promotion is an important tool for increasing sales. Explain the relevant tools which can be used in rural marketing.

MARKETING RESEARCH

Time : Three hours

Maximum : 100 marks

PART A — (3 × 20 = 60 marks)

Answer any THREE questions.

1. What is Marketing Research? Discuss its role as an aid to marketing decision making.
2. Discuss the various steps or procedures involved in the marketing research process.
3. What is sampling? Discuss the different types of sampling methods.
4. How do the psychological factors influence market segmentation? Explain.
5. "No research project should be conducted without a search of secondary information sources". Why?
6. What is Research Report? Discuss the procedure to be followed while preparing a report.

7. Case Study :

As a Shampoo manufacturer, how would have knowledge about various types of customers be of use to you? What specific actions you may suggest on the basis of such knowledge?

PRODUCT MANAGEMENT

Time : Three hours Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

(5 × 20 = 100)

1. Discuss the life cycle of product form in terms of its probable impact on marketing mix. Can the life cycle be extended? Illustrate your answer with specific examples.
2. Explain the concept of product positioning. Illustrate with suitable examples.
3. Explain brand management practices in India.
4. Highlight some of the problems involved in the product elimination decisions.
5. Explain the new product development with suitable example.
6. What do you understand by product development? Discuss its chief elements, principles and advantages.

7. Explain briefly the pricing policies to be used in different stages of the life cycle of a product.

8. Write notes on :

- (a) Product positioning
- (b) Branding strategies.

 ADVERTISING AND SALES PROMOTION

Time : Three hours

Maximum : 100 marks

PART A — (3 × 20 = 60 marks)

Answer any THREE questions.

1. "Advertising is a wasteful luxury in India where we suffer from shortage of everything". Do you agree with the statement? Give reasons for your answer.
2. What is an advertising agency? How does the advertising agency work?
3. Write detailed note on :
 - (a) Creative strategy and copywriting
 - (b) Creative production – Print Media.
4. What is outdoor advertising? Discuss various forms of outdoor advertising. Explain the merits and demerits of outdoor advertising.
5. Write detailed note on : (a) Advertising communication performance (b) Pretesting and Post-testing.
6. What are the different types of sales promotion? Define the various tools and techniques used in sales promotion.

7. Case Study.

Lever changed the package of Lipton Green Label tea. The new package is more convenient appealing and hygienic. It reflects contemporary packaging technology. It is called top-trainers which open up from the top. There is a vacuum-sealed pack inside. We can withdraw the quality desired and shut up the lead at the top. Its advantage lies in the fact that the contents need not be transferred to another container. It is taller and slimmer, and occupies less space. It carries Darjeeling tea. It is mild leaf tea, as contrasted to heavy-tasting Kodak tea. Red label carries strong tea. Green label is a premium product price at Rs. 175 for 500 gms. Her consumer value is enhanced through packaging. The silver foil helps to retain the flavor and aroma. The hinged plastic cap makes the container reusable. The package communicates by its graphics and design that it carries premium green lead tea.

Issue : Explain the significance of a package as a promotional tool.
