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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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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.

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?

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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.

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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.

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COMPUTER INTEGRATED MANUFACTURING

(For those who joined in July 2013/2014)

Time : Three hours Maximum : 100 marks

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

1. Write a critical note on the state-of-the-art of computer integrated manufacturing systems.
2. With a suitable application example for each type, explain the various types of manufacturing systems.
3. Enumerate the hardware and software requirements for the implementation of CIM systems.
4. Explain in detail the need, creation and maintenance of a manufacturing database.
5. Write a critical note on Computer Aided Design (CAD).
6. Write a note on the need for automated data collection and with suitable application example, explain any one type in detail.

7. List the applications, benefits and limitations of Flexible Manufacturing System.
8. Write a critical note on Group Technology.
9. Describe, with a suitable application example, the role of expert systems in Computer Integrated Manufacturing Systems.
10. Write a critical note on automated assembly systems.

MANAGEMENT INFORMATION SYSTEM

(For those who joined in July 2013-2014)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. Why is it important for an organization to make its human resources into a competitive advantage? Explain how HR can contribute to doing this.
2. Explain HRM and how it relates to the management process of an organization.
3. What are the career stages? What are the early career difficulties?
4. Explain in detail the techniques of employment planning and forecasting.
5. What are the factors deciding compensation of an employee? Explain in detail.
6. What are the sources of grievances? Explain the grievance handling procedure.

7. Explain the functions of MIS and describe the roles and responsibilities of a system analyst.
8. Explain the characteristics of the four types of information systems that serve the decision making needs of personnel occupying different hierarchical levels in an organization.
9. Give examples of several ways DSS can be used in business decision-making situations.
10. Discuss the security and ethical challenges in managing information system of an organization.

ADVANCED OPERATIONS MANAGEMENT

(For those who joined in July 2013-2014)

Time : Three hours Maximum : 100 marks

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

1. What are the various strategic actions possible from operations function? List them and discuss each of them.
2. Is it possible that the ideas of robust design and modular design will conflict with each other? Discuss.
3. Discuss the use of the Gantt chart for scheduling purposes.
4. Describe the steps involved in designing a flow processing system for a chain restaurant.
5. Installing MRP system tends to bring in an integration of the materials management, production management and other functions in the organisation. Discuss the preceding statement.

6. Can the ABC principle be applied to manufacturing component inventories? Discuss.
7. Describe how MRP concepts could be used for the following service operations :
 - (a) Hotel
 - (b) Legal office.
8. Define agile manufacturing, and compare it with job lot (or) batch manufacturing.
9. The ABC Company manufactures a seasonal product. At the present time, the company uses a level labour force as a matter of company policy. The company is afraid that, if it lays off workers, it will not be able to retire them or to find qualified replacements. Does this company have an aggregate planning problem? Discuss.
10. Does grouping take away some of the flexibility from manufacturing? Does grouping of machine and people in cells introduce more rigidity into the operations system? Discuss.

FACILITIES LOCATION AND PROCESS DESIGN

(For those who joined in July 13-14)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. What is meant by "Layout planning and Design"? Explain the steps involved in it.
2. Explain the techniques of flow and activity analysis.
3. What is plant layout? What are the objectives and principles of plant layout?
4. How the plant layouts are related to type of production?
5. Explain the advantages and disadvantages of urban, semi-urban and rural locations.
6. Explain the quantitative methods available for plant location.
7. Define process design and explain the frame work of process design by means of a block diagram.

8. Explain the concept of operational effectiveness.

9. What is flow process chart? Explain the types of flow process chart.

10. Should the process synchronization concern itself with organizational efficiencies? Discuss.

PRODUCT DESIGN AND PROJECT MANAGEMENT

(For those who joined in July 2013-14)

Time : Three hours Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. With suitable examples, explain between make-to-stock, make-to-order and assemble-to-order. List their relative merits and limitations.
2. Explain the stages and various types of product development processes.
3. With an application example, explain the role of technology in increasing the life cycle.
4. Write a critical note on the steps involved in finalizing the product specification.
5. Explain the importance and describe the methodology of concept selection.
6. Write a note on product architecture and platform planning.

7. Write a critical note on the steps involved in preparing a project proposal.
 8. Explain how the financial aspects of any project is planned.
 9. Write a note on the various project report formats and explain in detail any one.
 10. Write a critical note on project appraisal report.
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SUPPLY CHAIN AND LOGISTICS MANAGEMENT

(For those who joined in July 2013-2014)

Time : Three hours Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. What is supply chain? Explain the objectives and importance of supply chain management.
2. Explain the inventory-related metrics that influence supply chain performance.
3. Explain the support activities of key components of logistics.
4. Explain the importance of transportation and packaging in logistics management.
5. Discuss the factors influencing network design.
6. Discuss the impact of uncertainty on network design.
7. Discuss the factors influencing make decision and buy decision.

8. Explain the role of safety inventory in the supply chain and impact of supply uncertainty on safety inventory.

9. What is E-business? Discuss how efficiency can be improved using E-business.

10. Write a brief note on the following :

- (a) E-supply chains
- (b) E-logistics
- (c) E-SCM.

ADVANCED MAINTENANCE MANAGEMENT

(For those who joined in July 2013 – 14)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. State the objectives of maintenance and explain the various maintenance policies available to an organisation.
2. Good organisation is a key factor in the management of maintenance. Discuss.
3. Explain MTBS, MTBF, MTTF and MTTR.
4. List and explain at least ten maintainability design characteristics.
5. Cutting machines have an average life of 24 months. 4 cutting machine broke down in 2 months. Would you say that the breakdown was certainly due to bad design of the particular machine? Discuss.
6. Explain how preventive maintenance is better than breakdown maintenance?

7. Write short notes on :

- (a) Fixed time maintenance
 - (b) Condition based maintenance
 - (c) Corrective maintenance
 - (d) Predictive maintenance.
8. Explain the industrial life cycle stages and their impact on total preventive maintenance.
9. Discuss the steps involved reliability centred maintenance process.
10. Discuss the various design factors which affects the reliability and maintainability of a system.
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