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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

(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.

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INTRODUCTION TO RETAILING

(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. Elaborate the scope and advantages of retailing with suitable examples.
2. Discuss the evolution of retailing industry in Indian market scenario.
3. Explain the main functions of retailers.
4. Enumerate the various prospects of retailing in India with examples.
5. State the main features and advantages of retail economics.
6. Classify various types of competition with appropriate examples.

7. Enlist the contemporary issues involved in Indian experience in retailing.
8. Explain the impact of FDI in Indian retailing context.
9. Elaborate the role of consumer demographics in Indian retail industry with examples.
10. Explain the various components of life style changes in Indian retailing industry.

RETAIL ECONOMICS AND RETAIL FORMATS

(For those who joined in July 2013-14)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. Explain the factors influencing retailing environment.
2. What is retail economics? Explain the functions of retailing.
3. Examine the challenges in Indian retailing.
4. Discuss about the impact of FDI in Indian content.
5. Write an essay on brand profusion.
6. Describe the importance of location and factors influencing site selection.
7. Elaborately mention about the classification of retailers.

8. Write in detail about retail formats.

9. Outline the issues and scope in service retailing.

10. Critically comment on the pros and cons of telemarketing.

STORE OPERATIONS MANAGEMENT

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. Explain different type of stores.
2. What is in-store merchandising? Discuss how to allocate space for different products.
3. Explain various causes of complaints arised by the customer.
4. Discuss issues in check out systems and functions of productivity.
5. Explain the benefits of stocking distribution center systems.
6. Write short note on :
 - (a) Store security
 - (b) Insurance
 - (c) Credit management.

7. What are the different types of design that can be used in a store layout? Why are some stores more suited for a particular type of layout than others?
8. Enumerate the best technique for merchandise presentation?
9. Explain the various financial aspects of operations management.
10. Explain three basic steps to determine ending inventory value by the retail method.

RETAIL STRATEGIES

8. Make a comparison between Top down and Bottom up process.

9. Discuss the pros and cons of Retail Audit.

10. Discuss different types of Research Design.

(For those who joined in July 2013 – 14)

Time : Three hours Maximum : 100 marks

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

1. Discuss different types of Retail Surveys.
2. Explain how will you develop a Research Methodology.
3. Discuss the factors governing Consumer Buying Behaviour.
4. Explain the stages in Demographic Analysis.
5. Explain Retail Marketing Mix and its types.
6. Describe the various techniques to control Retail Budget.
7. Describe strategic Resource Management Model.

STORE LOCATION, STORE LAYOUT - DESIGN AND VISUAL MERCHANDISING

(For those who joined in July 2013-14)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

1. Discuss how retailers can reduce shrinkage from shoplifting and employee theft.
2. Retailing is not just on economic activity, but also one of significant social meaning. Discuss.
3. Different brands of car dealership are usually located near one another on the same street. What are the pros and cons of this strategy?
4. What factors do retailers consider when evaluating an area of the country to locate stores? How do retailers determine the trade area for a store?
5. What are the basic configurations of shopping centres? Explain.
6. Explain the various site assessment techniques with an example.

7. Discuss why some retailers prefer to cluster together and others do not.
8. Most department store anchors place the cosmetics counters at the ground floor mall entrance. Explain why this is the preferred location in lieu of other potential locations.
9. Using a large multi-channel retailer of your choice, compare and contrast the design and visual merchandising found in the various store and non-store outlets that are used. To what extent is the retail brand reinforced and supported by the different retail formats.
10. Explain how different elements of the space mix can be used to influence the different stages of the buying process.

**RETAIL BUYING AND MERCHANDISE
MANAGEMENT**

(For those who joined in July 2013–2014)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. Explain how will you organize the buying process by categories.
2. Explain the steps involved in Merchandise Plan.
3. Explain GMROI in detail.
4. Compare the Trade-offs between variety assortment and product availability.
5. Explain the various buying systems for Staple Merchandise.
6. Discuss the costs and managerial issues associated with Global Sourcing.
7. Discuss different types of Pricing Strategies.

8. "Can a firm have differing pricing objectives in the short run as opposed to long run?" – Discuss.

9. Explain the role of communication in Retailing.

10. Explain how will you implement Retail Communication Programs.

RETAIL SELLING AND CUSTOMER SERVICE

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

(5 × 20 = 100)

1. Discuss the Role of Personal Selling in Retail Promotion Mix.
2. Discuss different ways of prospecting the customer.
3. Explain the process of Evaluation of the Retail Sales person.
4. How does the Retailer determine upon issues of timing, frequency, and duration of Promotion?
5. Discuss different types of customer service strategies.
6. Describe Gaps model for improving quality of Retail Services.
7. How will you develop the right customer service level? Explain.

8. A Retail Strategy is the overall plan for framework of Action that guides a Retailer" – Discuss.

9. Discuss the characteristics of the Retail Store.

10. Discuss different types of customer's wants and needs.

INTRODUCTION TO RETAILING

Time : Three hours Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

(5 × 20 = 100)

1. Explain the functions of retailing and its scope in detail.
2. Write note an :
 - (a) Vertical Marketing system
 - (b) Retail distribution system.
3. Discuss the prospects of retailing industry in India.
4. Does retail industry growth have impact on economy of a country? Discuss.
5. List down the types of competition that exist in retail industry.
6. FDI helps to the growth of Indian retailing industry. Do you agree?

7. Write note an :

- (a) Life style changes of consumer
- (b) Shopping behaviour.

8. Who are general and specialist retailers? What services they render to retail industry? Explain.

STORE OPERATIONS MANAGEMENT

(For those who joined in July 2016)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

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

1. Explain the functions of store management and uses of the store manager.
2. Explain the concept of techniques of In store merchandising in detail.
3. Discuss the procedure involved in Instore merchandising reordering process.
4. What factors are involved in self service? And explain how you would apply simplification in the selling process.
5. What are the sources and causes of customer complaints? Explain with examples.
6. Explain the different distribution management system in detail.

7. Write a note on credit management and crisis - management from store management prospective.

8. What are the different types of store layout? And explain the objectives of a good store design?

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RETAIL BUYING AND MERCHANDISING

(For those who joined in July 2000)

Time : Three hours Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

(5 × 20 = 100)

1. What are the advantages and disadvantages of buying organization?
2. What are different methods of inventory management? Explain the process of measuring inventory turnover in detail.
3. How to implement tradeoff between assortment and product availability?
4. Differentiate the buying system for staple merchandise and buying system for fashion merchandise.
5. What are the steps involved in formulating merchandise budget plan?

6. What are the advantages and disadvantages of global sourcing decision?

7. Why do some retailers have frequent sales while others attempt to maintain an everyday low price strategy?

8. Explain the planning of retail communication programs.