

MBA-752**MS-02**

**M.B.A. DEGREE EXAMINATION –
JANUARY 2009.**

(AY 2003–04 to CY 2005 batches only)

MANAGING MEN

Time : 3 hours

Maximum marks : 75

Answer for 5 marks question should not
exceed 2 pages.

Answer for 15 marks questions should not
exceed 5 pages.

PART A — (3 × 5 = 15 marks)

Answer any **THREE** questions.

All questions carry equal marks.

1. What is manpower planning?
2. Discuss the different types of selection tests.
3. What are the advantages of analysing jobs?
4. Distinguish between recognised and registered trade union.
5. What is merit rating?

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

All questions carry equal marks.

6. Discuss the salient features of a personal policy and explain how it is formulated in companies.
7. Bring out the various selection practices followed in our country.
8. Who are the persons involved in an appraisal process in the various appraisal techniques followed by organisations?
9. Explain the various approaches to job design.
10. Wages and salary are generally based on certain principles. What are they? Explain the basis for them.
11. Critically evaluate the working of collective bargaining in the Indian industries. What are its hurdles and how will you overcome them?
12. Explain briefly laws and rules governing employee benefits and welfare.

MBA-753**MS-03**

**M.B.A. DEGREE EXAMINATION –
JANUARY 2009.**

(AY 2003–04 to CY 2005 batches only)

ECONOMIC AND SOCIAL ENVIRONMENT

Time : 3 hours

Maximum marks : 75

Answer for 5 marks question should not
exceed 2 pages.

Answer for 15 marks questions should not
exceed 5 pages.

PART A — (3 × 5 = 15 marks)

Answer any **THREE** questions.

All questions carry equal marks.

1. How the government is responsible for the Business development in a nation?
2. What is known as Mixed Economy? How this will be a useful tool in India?
3. Identify the uncertainty and certainty factors involved in Economic planning.
4. What is known as Balance of payment? What is its impact in Foreign trade?
5. How the globalization affects the domestic industry? Suggest the government to overcome this issue.

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

All questions carry equal marks.

6. “Political and Legal factor decides the National Economy in any Nation” – Critically evaluate this statement.
7. Discuss the practice of mixed economy theory experience for India.
8. Comment on the statement “Industrial policies of India is not constant, but it changes according to the government in role”. Why? How it can be handled?
9. Analyse the “Foreign Trade Policies of India.
10. How the fiscal policies is responsible in National GDP and GNP growth? How the finance ministry is responsible for this growth?
11. “World Economy is boundary less, any country can play in a field to boost their National economy”. How? What are the policies should country forego with for this developments.
12. Differentiate between globalization and liberalisation approaches. Highlight the significance of these component in National Economy growth.

MBA 754**MS-04**

**M.B.A. DEGREE EXAMINATION –
JANUARY 2009.**

(AY 2003-04 to CY 2005 batches only)

ACCOUNTING AND FINANCE FOR MANAGERS

Time : 3 hours

Maximum marks : 75

Answer for 5 marks question should not
exceed 2 pages.

Answer for 15 marks questions should not
exceed 5 pages.

PART A — (3 × 5 = 15 marks)

Answer any **THREE** questions.

1. What do you understand by money measurement concept?
2. Describe the role of accounting information in the control process of an organization.
3. Explain the term cost-volume-profit relationship.

4. What are the uses of budgetary control?
5. Explain the concept of financial leverage.

PART B — ($4 \times 15 = 60$ marks)

Answer any FOUR questions.

6. What do you understand by financial statements? Explain their nature and limitations.
7. Describe the factors that affect the size of working capital in an enterprise.
8. From the following information, calculate
 - (a) Material cost variance
 - (b) Material usage variance
 - (c) Material price variance separately for X and Y.

Material	Standard Quantity kg.	Standard Price Rs.	Actual Quantity kg.	Actual Price Rs.
X	10	4	12	3.75
Y	15	5	18	4.50
	25		30	

9. From the following you are required to comment upon the long-term as well as short-term solvency of the company.

Balance sheet as on 31.12.2007

Liabilities	Rs.	Assets	Rs.
Share Capital	5,00,000	Fixed Assets	6,00,000
Fixed Liabilities	2,50,000	Liquid Assets	3,00,000
Current Liabilities	2,50,000	Stock-in-trade	1,00,000
	<u>10,00,000</u>		<u>10,00,000</u>

10. How are capital budgeting proposals appraised by the management? Explain the various methods of appraising them.

11. Describe the main features of an appropriate capital structure.

12. Discuss the role of a financial manager in the matter of dividend policy of an enterprise.

MBA-755**MS-05**

**M.B.A. DEGREE EXAMINATION –
JANUARY 2009.**

(AY 2003–04 to CY 2005 batches only)

**MANAGEMENT OF MACHINES AND
MATERIALS**

Time : 3 hours

Maximum marks : 75

Answer for 5 marks question should not
exceed 2 pages.

Answer for 15 marks questions should not
exceed 5 pages.

PART A — (3 × 5 = 15 marks)

Answer any **THREE** questions.

All questions carry equal marks.

1. What is capacity planning?
2. Write short note on “Job design”.
3. Write short note on “Batch Production”.
4. Define “Standard Codification”. What are the difficulties in codification?
5. What is Vendor Rating? How to do this rating?

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

All questions carry equal marks.

6. Discuss the nature and scope of operations Management in Indian Industry Scenario.
7. How the layout design planned in Operation Management? Do these related to productivity efficiency?
8. Explain the purchase system and procedures involved in the Material procurement.
9. Discuss the types of codification involved in the materials management. What are its advantages and disadvantages?
10. “Material Management is a profit maximisation centre”. How this can be possible by the material manager? How to plan for this?
11. “Quality Assurance and Value Engineering are inevitable tools in operations Management”. How to plan for this by the Operations Manager?
12. Discuss the ethics and value system to be followed by the production and operations manager.

MBA-756**MS-06**

M.B.A. DEGREE EXAMINATION –
JANUARY 2009.

(AY 2003-04 to CY 2005 batches only)

MARKETING FOR MANAGERS

Time : 3 hours

Maximum marks : 75

Answer for 5 marks question should not
exceed 2 pages.

Answer for 15 marks questions should not
exceed 5 pages.

PART A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. Explain marketing concept, societal marketing concept.
2. What are the pre-requisites to segment the market?
3. Discuss the demographic environmental factors envisaged by the marketer.

4. What is 'unique selling proposition'?
5. Distinguish between intensive distribution, selective distribution strategy.

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

6. "Marketers can create needs". Do you agree? Give reasons to support your answer.
7. What are the factors which influence the consumer's behaviour in the purchase of a product?
8. Critically examine the factors that influence the product mix strategies.
9. Explain the objectives of pricing policy of a business firm.
10. What do you understand by retailer? Enumerate the services rendered by him.
11. What are the factors which should be considered in the choice of advertising media?
12. What are the qualities of a successful sales person?

MBA 757**MS-07**

**M.B.A. DEGREE EXAMINATION –
JANUARY 2009.**

(AY 2003–04 to CY 2005 batches only)

**INFORMATION MANAGEMENT AND
COMPUTERS**

Time : 3 hours

Maximum marks : 75

Answer for 5 marks question should not
exceed 2 pages.

Answer for 15 marks questions should not
exceed 5 pages.

PART A — (3 × 5 = 15 marks)

Answer any **THREE** questions.

1. List out the details of generations of computers.
2. How the computer based inventory system is considered in inventory management?
3. What are the advantages of Operations Research?
4. How to construct the PERT model?
5. What are the qualities of a Information Manager in an organization?

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

6. “Computers are mostly started using for Business Applications” — How to plan for this usages? and how to determine the need for the computers for the Business applications?
7. Explain the role of computers in Management related Financial systems.
8. Construct a simplex method to find out the Optimal Solution. (Use your own simulated Data’s).
9. “The money invested in informations is a revenue focussed for an organization” – Justify the statement. How these statement concept can be further strengthened for best information system?
10. Identify the recent softwares that supports the Business Applications.
11. Explain the role and responsibilities of system analyst in Information Management in organization.
12. “Applying information system in a organization is responsible by the people working in a organizations”. Comment on this statement. How these people involvement can be improved?

MBA 758**MS-08**

M.B.A. DEGREE EXAMINATION –
JANUARY 2009.

(AY 2003-04 to CY 2005 batches only)

QUANTITATIVE ANALYSIS FOR MANAGERIAL
APPLICATIONS

Time : 3 hours

Maximum marks : 75

Answer for 5 marks question should not
exceed 2 pages.

Answer for 15 marks questions should not
exceed 5 pages.

PART A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. A demand function of a firm is given by $x = \frac{25}{p^2}$.

Find the elasticity of demand.

2. Find inverse of a matrix where $A = \begin{bmatrix} 1 & 1 & 1 \\ 2 & -1 & 1 \\ 3 & 2 & -1 \end{bmatrix}$.

3. Explain various methods of primary data collection.
4. State Baye's theorem and illustrate with an example.
5. A certain stimulant was administered to 10 patients in a hospital and their blood pressure showed the following :

-2, -3, +5, +3, +1, 0, -2, +4, -3, +5

Can it be concluded from the above data that the stimulant has its impact on blood pressure?

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

6. Explain Decision making under uncertainty.
7. Given $T_C = 5000 + 10x + \frac{2x^2}{1000}$

$$T_R = 25x .$$

Find

- (a) Marginal cost function

(b) Average cost function

(c) Profit function

(d) Units to be produced to earn maximum profit.

8. The income of a group of 5000 people were found to be normally distributed with mean = Rs. 900, and standard deviation = Rs. 75. How many of them will be drawing less than Rs. 300 in that group?

9. A work study practitioner made certain observations on the rate of doing work of a worker. His ratings of the worker were :

90 95 115 95 85 110 90 95 95 95

The worker actually performed at the ratings :

95 90 110 100 85 105 95 100 105 95

respectively. How would you place the work study practitioner in so far as his ability in rating is concerned?

10. The following data gives the experience of a machine operators and their performance ratings as given by the no. of good parts turned out per 100 pieces.

Operator	Experience (X)	Performance ratings (Y)
1	16	87
2	12	88
3	18	87
4	4	68
5	3	78
6	10	80
7	5	75
8	12	82

Calculate the regression lines of performance ratings on experience and estimate the probable performance if an operator has 7 year experience.

11. Calculate the trend values by the method of least squares from the data given below and estimate the sales for the year 2012.

Year : 2003 2004 2005 2006 2007

Sales of TV (in '000) : 12 18 20 23 27

12. Determine Karl Pearsons' correlation coefficient between the age and the playing habit of the people from the following information :

Age group (years)	No. of people	No. of players
15 and less than 20	200	150
20 and less than 25	270	162
25 and less than 30	340	170

Age group (years)	No. of people	No. of players
30 and less than 35	360	180
35 and less than 40	400	180
40 and less than 45	300	120

Calculate r and Interpret.

M.B.A./P.G.D.I.M. EXAMINATION JANUARY, 2006.

Third Semester for AY 2003-04 and CY-2004
M.B.A. and PGDIM Students.

Second Semester for AY 2004-05 and CY-2005
M.B.A. Students.

MANAGERIAL ECONOMICS

Time : 3 hours

Maximum marks : 75

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

All questions carry equal marks.

1. Establish chief characteristics of the law of Demand.
2. Write a note on uses of managerial economics.
3. Point out the basic assumptions of break-even analysis.

4. Explain the conditions for price discriminations.
5. List out the features of oligopoly.

SECTION B — (4 × 15 = 60 marks)

Answer any FOUR questions.

All questions carry equal marks.

6. Briefly describe the basic economic tools used in managerial economics.
7. Outline the pricing strategies in detail.
8. Evaluate the recent trends in demand forecasting.
9. Assess the various profit theories.
10. Classify important capital budgeting models.
11. Elucidate essential steps for the successful cost reduction programme.
12. Enumerate the input-output analysis with suitable examples.

M.B.A/PGDIM EXAMINATION JANUARY, 2006.

Third Semester for AY 2003-04 and CY-2004
M.B.A. and PGDIM Students.

Second Semester for AY 2004-05 and CY-2005
M.B.A. Students.

ORGANIZATIONAL DESIGN, DEVELOPMENT AND
CHANGE

Time : 3 hours

Maximum marks : 75

PART A — (3 × 5 = 15 marks)

Answer any THREE questions.

All questions carry equal marks.

1. Bringout the differences between administrative theory and bureaucracy.
2. What are the five basic parts of an organisation?
3. What is a matrix organisation? Explain.

4. What are task forces and internal teams?
5. List out the different methods of an organisational analysis.

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

6. Examine how informal organisation is seen to be effecting the formal organisation in the institution where you are placed?
7. Evaluate the effects of environment and technology on organisation.
8. Give an analysis on the impact of work structuring.
9. Examine the quality of working life from the perspectives of Indian context.
10. Explain the role and relevance of task forces and Internal teams.
11. Examine a few OD interventions which are appropriate to Indian context.
12. Critically examine the factors influencing Institution Building.

M.B.A./PGDIM EXAMINATION JANUARY, 2006.

Third Semester for AY 2003-04 and CY-2004
M.B.A./PGDIM Students.

CORPORATE POLICIES AND PRACTICES

Time : 3 hours

Maximum marks : 75

PART A — (3 × 5 = 15 marks)

Answer any THREE questions.

All questions carry equal marks.

1. What is strategic mission and what is its importance in strategic formulation?
2. "Style is more than the style of top management". Explain.
3. What do you understand by "Corporate values"?
4. What measures can be used for judging the degree of a particular strength or a weakness?
5. Under what circumstances an entrepreneur should prefer diversification over expansion and why?

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

All questions carry equal marks.

6. What are the major implications of the 7-S framework?
7. Why corporate planning often fails? In what way can the failure be prevented?
8. Critically examine the corporate diversification activity in India.
9. Briefly describe the policy regarding mergers and acquisitions in India.
10. Examine the various indicators of Industrial sickness.
11. What is market dominance / capital intensity matrix? and how is it different from BCG matrix?
12. What are the underlying assumptions of Break even analysis? Critically evaluate these assumptions.

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M.B.A./ P.G.D.H.R.M EXAMINATION – JANUARY, 2006.

(Fourth Semester for AY 2003–04 M.B.A.
Third Semester for AY 2004–05 M.B.A and
Specialisation paper for PGDHRM)

**SOCIAL PROCESSES AND BEHAVIOURAL
ISSUES**

Time : 3 hours

Maximum marks : 75

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

All questions carry equal marks.

1. What causes the environment to be turbulent?
2. Outline the determinants of personality.
3. What factors influence perception?
4. Classify different types of values.
5. What is formal organization?

SECTION B — (4 × 15 = 60 marks)

Answer any FOUR questions.

All questions carry equal marks.

6. Enumerate the strategies to deal with environment.
7. Comment on important purpose of communication in modern organizations.
8. Enlighten the nature of learning.
9. Evaluate the components of attitude.
10. Briefly analyze leadership styles with reference to present situation.
11. Elucidate the factors affecting organizational effectiveness.
12. Discuss the characteristics of organization culture.

M.B.A./P.G.D.H.R.M EXAMINATION – JANUARY, 2006.

(Fourth Semester for AY 2003–04 M.B.A.
Third Semester for AY 2004–05 M.B.A and
Specialisation paper for PGDHRM)

HUMAN RESOURCE DEVELOPMENT

Time : 3 hours

Maximum marks : 75

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

All questions carry equal marks.

1. Explain Role analysis and its need.
2. Enumerate the principles of designing Human Resource system.
3. What do you mean by Promotion?
4. Enlighten your views about OD.
5. What do you know about HRD audit?

SECTION B — (4 × 15 = 60 marks)

Answer any FOUR questions.

All questions carry equal marks.

6. Briefly assess the HRD practices in India and make your suggestions to improve HRD practices in India.
7. Elucidate the conditions for effective counseling.
8. Evaluate the different dimensions of Organizational Climate.
9. Identify the subsystems of HRD in which the potential appraisal should be linked.
10. Demonstrate your views on Mentoring and its relevance in modern industrial practices.
11. Discuss the role of HRD in improving industrial relations.
12. Draw your suggestions for effective Career Development in the liberalization, privatization and globalization era.

M.B.A./P.G.D.H.R.M. EXAMINATION – JANUARY, 2006.

(Fourth Semester for AY 2003–04 M.B.A.
Third Semester for AY 2004–05 M.B.A and
specialisation paper for PGDHRM)

HUMAN RESOURCE PLANNING

Time : 3 hours

Maximum marks : 75

PART A — (3 × 5 = 15 marks)

Answer any THREE questions.

All questions carry equal marks.

1. What are the advantages of job evaluation?
2. Give an account on the selection tests.
3. What is appraisal process?
4. What are the approaches to Human Resource Information system?
5. Discuss original cost and replacement cost in measuring Human Resource costs.

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

All questions carry equal marks.

6. Examine the various macro level manpower demand forecasting techniques.
7. Evaluate the basic assumptions of job evaluation.
8. Give your arguments for and against on the horizontal and vertical mobilities in organizations.
9. Examine the government regulations for Industrial employment in India.
10. Critically examine the performance appraisal by self and peers in the Indian context.
11. Elucidate the constraints involved in enhancing productivity and implement incentive packages.
12. Explain the non-monetary measurements of Human Resource value.

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M.B.A./P.G.D.H.R.M. EXAMINATION – JANUARY, 2006.

(Fourth Semester for AY 2003–04 M.B.A.
Third Semester for AY 2004–05 M.B.A and
specialisation paper for PGDHRM)

UNION MANAGEMENT RELATIONS

Time : 3 hours

Maximum marks : 75

PART A — (3 × 5 = 15 marks)

Answer any THREE questions.

All questions carry equal marks.

1. What are the three determinants of Union management Relations?
2. How privatization process affects union management relations?
3. What are the social functions of Trade Unions?
4. Why White Collar Trade Unions do exist?
5. What are the various models of workers participation in management?

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

All questions carry equal marks.

6. Critically evaluate the recommendations of national commission of Labour.
7. How to manage intergroup relations and conflict?
8. Examine the context and the climate of collective bargaining in India.
9. Discuss the strategy and practices in workers participation in management.
10. Explain the process of conciliation.
11. State the strategies to improve union management relations.
12. "Globalization and privatization reduce the trade union activities to nothing". Do you agree? Why or why not?

M.B.A/P.G.D.H.R.M. EXAMINATION – JANUARY, 2006.

(Third Semester for M.B.A. AY 2004–05 Batch
Candidates and specialisation paper for PGDHRM)

MANAGING CHANGE IN ORGANIZATIONS

Time : 3 hours

Maximum marks : 75

PART A — (3 × 5 = 15 marks)

Answer any THREE questions.

All questions carry equal marks.

1. Elaborate the role of chief-implementor in planned change.
2. What are the sources of resistance to change?
3. What are the approaches employed for diagnosis?
4. Briefly explain the personal effectiveness method of intervention.
5. List out the underlying values of process consultation.

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

6. Discuss the dynamics of planned change.
7. Explain the importance of social and organizational culture in bringing about change.
8. What are the various domains of organizational diagnosis? Explain.
9. Examine the concept of evaluation. Who are the stakeholders in evaluation?
10. Explain the following :
 - (a) Basic laboratory
 - (b) Internal resource development
 - (c) Organizational diagnosis
 - (d) Review laboratory for internal resources and stabilization.
11. Explain the strategies to overcome resistance to change.
12. Critically evaluate the seven phases of work redesigning.

(b) If management has designed a system of lock boxes with regional banks that would have reduced the float by 1½ days and home office credit department expense by Rs. 52,000 annually, what is the largest total amount of required compensating balance that the firm should be willing to accept with the lock box arrangement?

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M.B.A./P.G.D.F.M. EXAMINATION - JANUARY, 2006.

(Fourth Semester for AY 2003–04 batch MBA students. Third Semester for AY 2004–05 batch MBA students and Supplementary Examination for PGDFM students)

WORKING CAPITAL MANAGEMENT

Time : 3 hours

Maximum marks : 75

PART A — (3 × 5 = 15 marks)

Answer any THREE questions.

All questions carry equal marks.

1. Why does the typical firm need to make investments in working capital?
2. What are the benefits of daily cash forecasting?
3. Is there likely to be a conflict of interest between sales manager and the financial manager with regard to the credit policy of the company? Why?
4. Define the major categories of inventory costs.
5. Discuss the function of collateral in short term credit arrangements.

Risk class	Required return	D&O	New sales
			Rs.
A	0.20	30	5,00,000
B	0.25	45	4,00,000
C	0.30	60	3,00,000
D	0.35	90	2,50,000

The scale of before tax required returns reflects the increased risk perceived for each risk class of customers. Which if any of the risk classes should metro allow to buy on credit? (Assume a 360 day year)

12. Deviam & company currently maintains a centralised billing system at its home office to handle average daily collections of Rs. 4,50,000. The total time for mailing, processing and clearing has been estimated at 4 days.

(a) If the Company's opportunity cost on short term funds is 15%, how much time lag of 4 days costing the company?

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

All questions carry equal marks.

6. Describe the structure of interest rates in the Indian money market. Which instrument anchors the market and appears to be the foundation for other interest rates? Can you explain why this is so?

7. Outline the recommendations made by the Tandon committee on the financing of working capital by the banks. State your views on these recommendations.

8. Describe the matching approach for meeting the financial needs of a company. What is the primary difficulty in implementing this approach?

9. What are the critical decision in working capital management? In what important ways to these decisions differ from those concerned with the management of the fixed capital of a business? Explain why these differences exist.

10. Rakesh sportswear company sells 750 skiparkas each year, which it purchases for Rs. 25 each. It costs Rakesh Rs. 6 to place an order for parkas and 10% to carry them in inventory.

(a) What is Rakesh's economic order quantity for parkas and how many orders should it place each year?

(b) What is the value of Rakesh's average parkas inventory?

(c) What is the total cost of this inventory policy?

11. Metro Engineering is considering liberalising its credit policies to allow higher risk customers to buy on credit terms of net 30. The credit department has been informed that variable costs will remain at 60% of sales over the new potential sales levels. All new sales will be on credit, and the projected information for each risk class is as shown in the table below :

Risk class	Required return	DSO	New sales Rs.
A	0.20	30	5,00,000
B	0.25	45	4,00,000
C	0.30	60	3,00,000
D	0.35	90	2,50,000

The scale of before tax required returns reflects the increased risk perceived for each risk class of customers. Which, if any, of the risk classes should metro allow to buy on credit? (Assume a 360 day year)

12. Deivam & company currently maintains a centralised billing system at its home office to handle average daily collections of Rs. 4,50,000. The total time for mailing, processing and clearing has been estimated at 4 days.

(a) If the Company's opportunity cost on short term funds is 15%, how much this time lage of 4 days costing the company?

M.B.A./P.G.D.F.M. EXAMINATION - JANUARY, 2006.

(Fourth Semester for AY 2003-04 batch MBA students,
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Supplementary Examination for PGDFM students)

**CAPITAL INVESTMENT AND FINANCING
DECISIONS**

Time : 3 hours

Maximum marks : 75

PART A — (3 × 5 = 15 marks)

Answer any THREE questions.

All questions carry equal marks.

1. How would you calculate the NPV of a loan?
2. What are the key differences between debt and equity?
3. Why are IPOs generally underpriced?
4. What is the relationship between leverage and cost of capital as per the net income approach?
5. What are the benefits of financial planning?

Answer any FOUR questions.

Each questions carries equal marks.

6. Using weighted average cost of capital for evaluating investments whose risks are different from those of the overall firm leads to poor decisions. Why?
7. Explain the argument of Merton Miller which says that leverage does not matter, even in a world of taxes.
8. Compare the two systems of voting that may be followed for electing the directors of a company.
9. What are the advantages of employing the probability distributions of key factors underlying investment decisions?
10. Is it true that computerised corporate planning models were a fad during the 1990s but, because of a need for flexibility in corporate planning, they have been dropped by most firms in the millennium?
11. The equity stock of Karnataka Beverages is selling for Rs. 120 per share. The company is planning to issue rights shares at Rs. 80 each in the ratio of 1 : 2 — this means that two rights will be required to subscribe to one share. Calculate
- (a) The theoretical value per share of the ex-rights stock
- (b) The theoretical value of each right.

12. Ajeet Corporation is considering the risk characteristics of a certain project. The firm has identified that the following factors, with their respective expected values, have a bearing on the NPV of this project.

Initial investment	—	Rs. 30,000
Cost of capital	—	10%
Quantity manufactured and sold annually	—	1,400
Price per unit	—	Rs. 30
Variable cost per unit	—	Rs. 20
Fixed costs	—	Rs. 3,000
Depreciation	—	Rs. 2,000
Tax rate	—	50%
Life of the project	—	5 years
Net salvage value	—	Nil

Assume that the following underlying variables can take the values as shown below :

Underlying variable	Pessimistic	Optimistic
Quantity manufactured and sold	800	1800
Price per unit	Rs. 20	Rs. 50
Variable cost per unit	Rs. 40	Rs. 15

(a) Calculate the sensitivity of net present value to variations in (i) Quantity manufactured and sold, (ii) Price per unit and (iii) Variable cost per unit.

(b) Calculate the accounting break-even point and financial break-even point.

2020

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M.B.A./PGDFM EXAMINATION – JANUARY, 2006.

(Fourth Semester for AY 2003–04 MBA students.
Third Semester for AY 2004–05 MBA students and
Supplementary examination for PGDFM students)

MANAGEMENT CONTROL SYSTEMS

Time : 3 hours

Maximum marks : 75

PART A — (3 × 5 = 15 marks)

Answer any THREE questions.

All questions carry equal marks.

1. What are the important characteristics of management control systems?
2. What is "Transfer Pricing"? Briefly explain the transfer pricing practices adopted by companies all over the world.
3. How does profit centre motivate divisional managers?
4. What is zero based budgeting?
5. Why is control system design difficult in NPO's? Give reasons.

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

All questions carry equal marks.

6. Distinguish between responsibility centre and expense centre. Explain the features of an expense responsibility report.
7. Evaluate the profit related measures to measure the performance of investment centres.
8. Describe the main feature of MIS. Explain the role of MIS in improving management of an organisation.
9. Discuss briefly the various types of budgets and explain how budgeting is used as a tool for control.
10. Explain any two techniques which are used for project planning and control.
11. What are the factors which make evaluation of an MNC subsidiary more difficult than evaluation of a domestic division of an Indian company.
12. Design a management control system for banks.

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MS-44

M.B.A./PGDFM EXAMINATION – JANUARY, 2006.

(Fourth Semester for AY 2003–04 MBA students.
Third Semester for AY 2004–05 MBA students and
Supplementary for PGDFM students)

SECURITY ANALYSIS AND PORTFOLIO
MANAGEMENT

Time : 3 hours

Maximum marks : 75

PART A — (3 × 5 = 15 marks)

Answer any THREE questions.

Each question carries equal marks.

1. Explain the primary and subsidiary objectives of investment.
2. Differentiate between capital and money market securities.
3. Specify the conditions for a person to become a member of a stock exchange.
4. Why is industry analysis important? Why should it follow the economic analysis?
5. What are the three forms of market efficiency? State its implications.

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

6. Give an account of the various types of mutual funds available in the Indian capital market.
7. Discuss the relationship between fundamental analysis and efficient market hypotheses.
8. State the modern approach in the construction of the Portfolio.
9. "Without adequate information the investor carry out his investment programme". Elucidate.
10. What are the statistical tools used to measure the risk of the securities return? Explain.
11. Following table provides the details about 3 portfolios. Find out the difference between the actual and expected return using Jegen Index. On the basis of your calculation rank them.

Portfolio	Return on portfolio	Portfolio Beta	Risk free interest rate
1	15	1.3	6%
2	12	0.9	6%
3	18	1.6	6%
Market Index	11	1.0	6%

12. The mean returns for the stocks during the year 2003 are given below. The variances of the returns are also given below :

Stocks	Mean return	Variances
Anil Electricals	20%	8%
Soruba Ltd.,	25%	18%
Ramu Ltd.,	35%	22%
Mani Ltd.,	32%	21%

The treasury bill rate is 7%.

- Which security is a best buy? If σ_m 10%, what would be the return for the best stock?

M.B.A./PGDFM EXAMINATION – JANUARY, 2006.

(Third Semester for AY 2004–05 MBA students and
Supplementary for PGDFM students)

INTERNATIONAL FINANCIAL MANAGEMENT

Time : 3 hours

Maximum marks : 75

PART A — (3 × 5 = 15 marks)

Answer any THREE questions.

All questions carry five marks.

1. Why is it important to study “International Financial Management”?
2. What are the EMS and ECU?
3. Why do discrepancies arise in the balance of payment statement?
4. What role does the International Monetary Fund play in determining the value of exchange rates?
5. Why are forward contracts popular?

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

6. Why do firms become multinational? Elucidate in this context the various reasons why firms invest abroad.
7. Elucidate the various techniques to optimise cash inflows. Explain any two with examples.
8. What impact will an overvalued rupee have on India’s trade balance? Will it affect the capital account at all? What is the home currency becomes undervalued?
9. The following quotes are obtained from two banks : \$/SEK spot 10.9570/80 10.9578/90
 - (a) Is there an arbitrage opportunity?
 - (b) What kind of a market will result?
 - (c) What might be the reasons for this?
10. Describe the various hedging strategies one can use to hedge against foreign exchange risk, using forward contracts, future contracts and option contracts.
11. How did the Bretton Woods agreement provide a stable monetary environment.
12. What are the key factors contributing to an effective cash management system within a firm? Is the cash management process more difficult in a MNC? Why?

11. (a) Compute the E.O.Q. and the total variable cost of the following :

Annual Demand	:	25 units.
Unit Price	:	Rs. 2.50,
Order Cost	:	Rs.4
Storage Rate	:	1% per year,
Interest Rate	:	12% per Year,
Obsolescence Rate	:	7% per year.

(b) Compute the order quantity and the total variable cost that would result if an incorrect price of Rs. 160 were used for the item.

12. A repair shop attended by a single mechanic has an average of 4 customers per hour who bring small appliances for repair. The mechanic inspects them for defects and quite often can fix them right away or otherwise render a diagnosis. This takes him 6 minutes on the average. Arrivals are Poisson and service time has the exponential distribution.

You are required to

- Find the proportion of time during which the shop is empty,
- Find the probability of finding at least one customer in the shop,
- The average number of customers in the system,
- The average time, including service, spent by a customer.

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MS-51

M.B.A./P.G. D.O.M EXAMINATION – JANUARY, 2006.

(Fourth Semester for AY 2003–04 M.B.A.
Third Semester for AY 2004–05 M.B.A and
Specialisation paper for PGDOM)

OPERATIONS RESEARCH

Time : 3 hours

Maximum marks : 75

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

All questions carry equal marks.

- How operations Research works?
- Enumerate the assumptions in Linear Programming models.
- What is an assignment problem?
- Elucidate the characteristics of queuing model.
- What are the causes of poor inventory control?

SECTION B — (4 × 15 = 60 marks)

Answer any FOUR questions.

All questions carry equal marks.

6. Briefly discuss the scope Operations Research in Management.

7. Solve the following L.P. Problem using Simplex Method :

Maximize $Z = 5x + 3y + 7z$

Subject to $x + y + z \leq 22,$
 $3x + 2y + z \leq 26$
 $x + y + z \leq 18$
 $x, y, z \geq 0.$

8. Determine an initial basic feasible solution using Northwest corner method.

From	To				Availability
	D1	D2	D3	D4	
Q1	5	8	3	6	50
Q2	4	5	7	4	20
Q3	6	2	4	6	30
Requirements	30	40	20	10	100

9. Four different jobs can be done on four different machines. The set up and take down time costs are assumed to be prohibitively high for changeovers. The matrix below gives the cost in rupees of producing jobs i on machine j.

		MACHINES			
		M1	M2	M3	M4
JOBS	J1	16	10	14	11
	J2	14	11	15	15
	J3	15	15	13	12
	J4	13	12	14	15

How should the jobs be assigned to the various machines so that the total cost is minimized? Represent the problem as an L.P problem.

10. Solve the game given in the below table by using graphical method.

		Player-B			
		Y1	Y2	Y3	Y4
Player-A	X1	3	2	4	0
	X2	3	4	2	4
	X3	4	2	4	0
	X4	0	4	0	8

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MS - 52

M.B.A./P.G. D.O.M EXAMINATION – JANUARY, 2006.

(Fourth Semester for AY 2003–04 M.B.A.
Third Semester for AY 2004–05 M.B.A and
Specialisation paper for PGDOM)

PROJECT MANAGEMENT

Time : 3 hours

Maximum marks : 75

PART A — (3 × 5 = 15 marks)

Answer any THREE questions.

All questions carry equal marks.

1. Briefly explain the Break Even analysis.
2. How do you initiate a project?
3. List the corporate investment decisions.
4. What is social cost benefit analysis? What are its importance in project appraisal?
5. What do you mean by demand and supply analysis?

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

All questions carry equal marks.

6. What is the uniform annual series? How is it applied to the model of economic life for a repetitive project?
7. Explain the principles of resource scheduling with an illustration.
8. Describe the contents of a feasibility report.
9. What are the requirements of PERT? Explain the advantages of PERT.
10. Explain the Discounted cash flow methods of evaluating investment decisions.
11. What are the reasons for time and cost overruns experienced by Indian industries in general?
12. Explain the process of Human Resource Planning with reference to a large construction project.

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MS-53

M.B.A./P.G.D.O.M. EXAMINATION – JANUARY, 2006.

(Fourth Semester for AY 2003–04 M.B.A.

Third Semester for AY 2004–05 M.B.A and
specialisation paper for PGDOM)

PRODUCTION/OPERATIONS MANAGEMENT

Time : 3 hours

Maximum marks : 75

PART A — (3 × 5 = 15 marks)

Answer any THREE questions.

All questions carry equal marks.

1. Distinguish between a manufacturing system and a service system.
2. Give the importance of forecasting for production management.
3. What do you understand by 'capacity' planning?
4. What is a Gantt chart?
5. What is Total Productive Maintenance?

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

All questions carry equal marks.

6. What do you mean by 'Operations Management'? What are the major activities that constitute the scope of operations management?

7. Explain with an illustration a quantitative method of forecasting.

8. A film developing agency must determine how many photo enlarger cubicles are required to maintain an output of 200 good prints per hour. The set up exposure time can theoretically be done in 2 minutes per print, but operators are on the average only 90% efficient and in addition, 5% of the prints must be scrapped and redone. Also the cubicles can be utilised for enlarging only 70% of the time. How many enlarger cubicles are required.

9. What are the steps involved in developing a plant layout for a manufacturing firm.

10. Discuss different measures of performances in single machine scheduling with independent jobs.

11. (a) A plant purchases 6000 pieces of bolts per year at a price of Rs. 10 per pieces. The ordering cost is Rs. 60 per order while the carrying cost is estimated to be 20% per annum. Calculate the Economic Order Quantity.

(b) If the supplier is prepared to offer a discount of 15% for ordering 1500 pieces or more at a time, is the offer worth availing.

12. Discuss the role of computer in planning for operations management.

M.B.A./P.G.D.O.M. EXAMINATION – JANUARY, 2006.

(Fourth Semester for AY 2003–04 M.B.A.
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specialisation paper for PGDOM)

MANAGEMENT OF INFORMATION SYSTEMS

Time : 3 hours

Maximum marks : 75

PART A — (3 × 5 = 15 marks)

Answer any THREE questions.

All questions carry equal marks.

1. Explain a Decision table.
2. What are the characteristics of a system?
3. What is an expert system?
4. Explain a Relational Data Model.
5. Explain the role of computer in organisations.

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

All questions carry equal marks.

6. Explain the Information Requirements for different decision making stages.
7. Explain the various steps in systems design.
8. Discuss the precautions necessary during implementation phase and explain why?
9. Explain fundamental communication concepts.
10. Outline the basic sequence of steps to acquiring a DBMS. What steps are the most important?
11. Explain the Impact of computers on one's living style.
12. Write short notes on any THREE :
 - (a) Computer and Politics
 - (b) Query Language
 - (c) Computer Hardware
 - (d) Control of projects
 - (e) Decision making process.

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MS-58

M.B.A./P.G.D.O.M. EXAMINATION – JANUARY, 2006.

(Third Semester for M.B.A. AY 2004–05 batch
candidates and specialisation paper for PGDOM)

MANAGEMENT OF R & D AND
INNOVATION

Time : 3 hours

Maximum marks : 75

PART A — (3 × 5 = 15 marks)

Answer any THREE questions.

All questions carry equal marks.

1. Describe the characteristics of creative individuals.
2. Who can be partners in Innovation?
3. How a team could be maintained?
4. Write the role of Scientific and Industrial Research Organization.
5. Explain the innovation process.

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

All questions carry equal marks.

6. Examine barriers to creativity.
7. Examine the nature of Technological changes.
8. What is compulsory partnership? Critically examine the concept from the view point of Public interest.
9. Elaborate the process of learning organisation.
10. Briefly describe the fiscal incentives available to industry for R & D activity in India offer your comments.
11. Describe the role and functions of organisations under the central government.
12. Is Indian industry giving emphasis to technology development? Discuss.

M.B.A./ P.G.D.M.M. EXAMINATION– JANUARY, 2006.

(Fourth Semester for AY 2003–04 M.B.A.
Third Semester for AY 2004–05 M.B.A and
Specialisation paper for PGDMM)

CONSUMER BEHAVIOUR

Time : 3 hours

Maximum marks : 75

PART A — (3 × 5 = 15 marks)

Answer any THREE questions.

All questions carry equal marks.

1. What do you understand by life-style marketing?
2. 'Higher price means better quality product'.
Comment.
3. What are the stages in the Family life cycle?
4. What is impulse purchasing?
5. What purpose to buyer behaviour models serve?

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

All questions carry equal marks.

6. Give the scope and application of consumer behaviour.
7. Can consumer attitudes be changed? Explain.
8. Does consumer motivation and involvement in purchasing differ between organisational buyers and domestic buyers? Explain with examples.
9. Discuss reference group influence on product and brand choice.
10. 'In a country like India sub culture has a predominant influence on product consumption'. Do you agree? Explain.
11. What are the various methods a prospective buyer of a car can adopt to evaluate the information collected on different brands?
12. Explain in detail any one contemporary model of consumer behaviour.

MBA-779**MS-62**

**M.B.A. DEGREE EXAMINATION –
JANUARY 2009.**

(AY 2003-04 to CY 2005 batches only)

SALES MANAGEMENT

Time : 3 hours

Maximum marks : 75

Answer for 5 marks question should not
exceed 2 pages.

Answer for 15 marks questions should not
exceed 5 pages.

PART A — (3 × 5 = 15 marks)

Answer any **THREE** questions.

All questions carry equal marks.

1. Explain the nature of personnel selling.
2. Explain communication skills.
3. Explain CRM.
4. Explain types of compensation plans.
5. Discuss the objectives of Sales quotas.

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

All questions carry equal marks.

6. Explain the relationship between Sales Management and Controlling.
7. Selling skills are at the heart of a successful marketing program – Explain.
8. Evaluate the different sales training programs.
9. Explain different methods of Sales Forecasting.
10. What role sales quotas play in determining the efficiency of employees?
11. Differentiate between types of sales organization.
12. Explain the methods and approaches used for preparing sales budget.

MBA-780**MS-63**

**M.B.A. DEGREE EXAMINATION –
JANUARY 2009.**

(AY 2003-04 to CY 2005 batches only)

PRODUCT MANAGEMENT

Time : 3 hours

Maximum marks : 75

Answer for 5 marks question should not
exceed 2 pages.

Answer for 15 marks questions should not
exceed 5 pages.

PART A — (3 × 5 = 15 marks)

Answer any **THREE** questions.

1. What are the levels of customer value hierarchy?
2. What are the real benefits of product line extension?
3. How does brand consolidation favour the market?

4. Discuss the procedure for concept testing blackberry mobile phone service into style and design product.
5. What are the test markets available in India?

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

6. Draw the framework of product planning system readymade garments.
7. How does product life cycle vary with companies? Draw the PLC of cycle-recycle pattern.
8. What are the chances of branding decisions? How does the measure of brand equity reflect the market power of hand?
9. What are the procedure involved in economic analysis and business analysis of new product ideas?
10. Draw the stages of product launch for Nano car from TATA motors.

11. What is the role of design specialist in the design of products?

12. Elaborate the special categories of awards promoting design of products. What is the role of innovation centres and incubation centres in India?

MBA 781**MS-64**

**M.B.A. DEGREE EXAMINATION –
JANUARY 2009.**

(AY 2003-04 to CY 2005 batches only)

INTERNATIONAL MARKETING

Time : 3 hours

Maximum marks : 75

**Answer for 5 marks question should not
exceed 2 pages.**

**Answer for 15 marks questions should not
exceed 5 pages.**

PART A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. What is ethnocentric?
2. Write a note on domestic overseas intermediaries.
3. What are the reasons for promoting international trade?
4. What are the functions of commodity boards?
5. Write a note on role of WTO in international trade.

PART B — (4 × 15 = 60 marks)

Answer any FOUR questions.

6. What are the different international marketing definitions applicable today? Explain them with suitable examples.
7. Discuss the primary role of IMF and World Bank.
8. What are the underlying implications of the mounting debt problem on international marketing?
9. What are the main methods of pricing in international business?
10. Briefly discuss the shipment procedure and associated documentation.
11. What are the eligibility criteria for granting Export house, Trading house, Star trading and Super star trading house?
12. How does internet affect international marketing research?