## Human Resource Management

Time : Three Hours                                                    Marks : 100

**Instructions to Candidates :**

1) There are **two** sections.

2) Section I carries **60** marks and Section II carries **40** marks.

3) Attempt **any four** questions from Section I.

4) **All** questions are **compulsory** in Section II.

5) Figures to the right indicate full marks.

6) Answers to the two sections should be written in **one** and the same answer book.

## SECTION I

1. Define 'human resource management'. Outline its objectives.          15

2. What is 'human resource' valuation? Explain the approaches of       15
   human resource valuation.

3. What is 'performance appraisal' ? Enumerate the process of 'performance   15
   appraisal'.

4. What is 'personal research' ? What are the techniques and tools of   15
   'personal research' ?

5. Define the concept of 'Discipline'. Explain the essentials of a good   15
   disciplinary system.

6. Explain the methods of 'training'.                                   15

## SECTION II

7. Describe the process of human resource management.      5

8. Write the various types of 'counselling'.      5

9. What are types of mentoring ?      5

10. State the significance of 'HR' record.      5

11. Give the outline of objectives of human resource management.      5

12. Write the advantages of a wage incentive policy.      5

13. Write the procedure of taking disciplinary action.      5

14. Explain the concept, Human Resource and Six Sigma..      5

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## CP1009/EE/20080528

## Marketing Management

Time : Three Hours                                           Marks : 100

**Instructions to Candidates :**

1) There are **two** sections.

2) Section I carries **60** marks and Section II carries **40** marks.

3) Attempt **any four** questions from Section I.

4) **All** questions are **compulsory** in Section II.

5) Figures to the right indicate full marks.

6) Answers to the two sections should be written in **one** and the **same** answer book.

## SECTION I

1. Explain how market research agencies, public relation firms, advertising agencies, physical distribution channels and other marketing intermediaries facilitate the present marketing system ? Justify your answers with suitable examples.                  **15**

2. "Business always depends on different macro environment factors". Justify with suitable examples.                                          **15**

3. Discuss the purposes of segmentation. Explain the criteria for a segmenting consumer market.                                         **15**

4. Explain the various stages of PLC. Discuss the strategies used at the various stages of PLC.                                             **15**

5. Describe the steps involved in a buying process. Justify them with suitable examples.                                                 **15**

6. Write short notes on :                                          **15**

    a) BCG matrix

    b) Survey methods

    c) Brands and types of brands

## SECTION II

7.  Discuss the various characteristics of services.    5

8.  Describe the intensive growth strategies.    5

9.  Explain the different approaches to forecasting.    5

10. What do you mean by a competitor oriented pricing ?    5

11. Discuss the different consumer sales promotion techniques.    5

12. Explain the different problems faced by sales management.    5

13. Elaborate on the concept of networking organisation.    5

14. What are the different types of business markets existing in India ?    5

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## CP1008/EE/20080527

### Production and Operation Management

Time : Three Hours | Marks : 100
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**Instructions to Candidates :**

1) There are **two** sections.

2) Section I carries **60** marks and Section II carries 40 marks.

3) Attempt **any four** questions from Section I.

4) **All** questions are **compulsory** in Section II.

5) Figures to the right indicate full marks.

6) Answers to the two sections should be written in **one** and the **same** answer book.

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### SECTION I

1. What is production management ? Explain in detail, the various functions of production management.    15

2. Explain the importance of plant location. What are the matrices of plant location ? Explain each in brief.    15

3. Explain the term production planning and production control. What are the advantages of production planning and control ?    15

4. What is quality control ? What are the advantages of quality control ? What do you mean by system standardisation ?    15

5. What do you mean by an 'inventory carrying cost' ? List and explain the factors which influence the inventory carrying cost.    15

6. What is a 'supply chain management ? List and explain the role of each component in the supply chain management.    15

## SECTION II

7.  What are the objectives of maintenance management ?                                                5

8.  Write a short note on product life cycle.                                                           5

9.  Draw the symbols used and explain their role in recording a method                                 5
    study.

10. What are the objectives of sales forecasting ?                                                      5

11. What are the phases of operations research ? Explain any one phase in                              5
    brief.

12. Explain the meaning of a value break-even chart. What are its uses ?                               5

13. What are the primary factors of plant location as per Webber's theory.                            5
    Explain any one factor in brief.

14. Write a short note on ISO-9000.                                                                     5

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## Research and Communications Methodology

Time : Three Hours                                      Marks : 100

Instructions to Candidates :

1)   There are **two** sections.

2)   Section I carries **60** marks and Section II carries **40** marks.

3)   Attempt **any four** questions from Section I.

4)   **All** questions are **compulsory** in Section II.

5)   Figures to the right indicate full marks.

6)   Answers to the two sections should be written in **one** and the same answer book.

## SECTION I

1.   Explain the role of research in managerial planning and decisions.          15

2.   Discuss the various experimental designs used as powerful tools to study     15
     the cause and effect relationships amongst variables in research.

3.   Explain the differences between the questionnaire method and the             15
     schedule method of data collection.

4.   Describe the sampling process. When do you say that the population is         15
     completely defined ?

5.   Explain the concept of communication. What objectives are achieved           15
     through communication ?

6.   "A good communicator needs to have good communication skills."               15
     Explain the points in detail.

## SECTION II

7. Enlist the features of a good research.

8. Distinguish between research methods and research methodology.         5

9. Explain the significance of a research report.         5

10. Write a short note on oral presentation.         5

11. How does communication help in the smooth working of an organisation ?         5

12. What are the differences between formal and informal communication ?         5

13. What are the different types of barriers to effective communication ?         5

14. Explain the guidelines for effective listening.         5

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## Management and Organisational Behaviour

Time : Three Hours             Marks : 100

**Instructions to Candidates :**

1) There are **two** sections.

2) Section I carries **60** marks and Section II carries **40** marks.

3) Attempt any four questions from Section I.

4) All questions are compulsory in Section II.

5) Figures to the right indicate full marks.

6) Answers to the two sections should be written in **one** and the same answer book.

7) Use of a calculator is allowed.

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### SECTION I

1. Discuss Henry Fayol's contribution to management. Explain in detail,    15 five primary functions of management.

2. Critically analyze McGregor's theory X and theory Y. Highlight the    15 scope of theory Y.

3. Enlist the steps involved in the corporate planning process. What are    15 the determinants of corporate planning ?

4. What is "Decision Making" ? Explain the various factors affecting    15 decision making.

5. State and explain the concept of authority. What are the various sources    15 of authority ? Distinguish between authority and power.

6. Enlist the steps involved in the MBO (Management by Objectives)    15 Process. What are the considerations to be taken to make objectives realistic and attainable ?

## SECTION II

7. What is supervision ? Explain its significance in management.  5

8. State the factors affecting 'Span of Management'.  5

9. List out the disadvantages of a 'Committee'.  5

10. Explain 'Bureaucracy' as an approach to management.  5

11. Distinguish between 'Motivation' and 'Morale'.  5

12. What are the two categories of departmentation ?  5

13. Explain the term "Machiavellianism".  5

14. What are the behaviroural guidelines for effective control ?  5

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# CP1005/EE/20080524

## Economics for Managers

**Time : Three Hours**                                        **Marks : 100**

### Instructions to Candidates :

1) There are **two** sections.

2) Answers to the two sections should be written in **one** and the **same** answer book.

3) Section I carries **60** marks and Section II carries **40** marks.

4) Attempt **any four** questions from Section I. **All** questions are **compulsory** in Section II.

5) Questions carrying **15** marks (as given in Section I) should be written in approximately 300 to 350 words.

6) Draw the neat diagrams wherever necessary.

7) Figures to the right indicate full marks.

8) Use of calculators is allowed.

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1. What do you mean by the price elasticity of demand ? Discuss the various determinants of the price elasticity of demand.    15

2. What is an indifference curve ? Show consumer's equilibrium with the help of indifference curves.    15

3. State and explain the laws of returns to scale.    15

4. Define monopoly. Show graphically, the short run equilibrium of the firm under monopoly.    15

5. What do you mean by National Income ? Discuss the various methods of measuring the national income.    15

6. Write notes on the following                                    15

   a)   Opportunity cost

   b)   Features of monopolistic competition

   c)   The life-cycle hypothesis

## SECTION II

7. Find out the equilibrium quantity from the demand function     5
   $Qd = 75 - 5P$ and supply function $Qs = 20P$.

8. Suppose a demand schedule is given as follows :               5

   | Price (Rs.) | 5 | 10 | 15 | 20 | 25 |
   |-------------|-----|-----|-----|-----|-----|
   | Quantity | 100 | 90 | 70 | 50 | 20 |

   Compute the price elasticity of demand for the increase in price from
   rupees 10 to rupees 15.

9. Complete the following table :                                 5

   | Number of Workers | Total Product | Average Product | Marginal Product |
   |-------------------|---------------|-----------------|------------------|
   | 1 | 50 | — | — |
   | 2 | — | — | 45 |
   | 3 | 120 | — | — |
   | 4 | — | — | 15 |
   | 5 | 140 | — | — |

10. Distinguish between private and social costs.                 5

11. The demand and cost functions are as follows :               5

    $Q = 50 - 0.5 P$

    $TC = 10 + 0.5 Q^2$

    Compute the profit maximising output.

12. Suppose the consumption function is given as follows :        5

    $C = 3000 + 0.8 Y$

    Show saving function and compute saving if the income is Rs. 1,00,000.

b) In an experiment on pea-breeding, Mendel obtained the following frequencies of seeds : 315 round and yellow, 101 wrinkled and yellow, 108 round and green and 32 wrinkled and green. According to his theory of heredity, the numbers should be in proportion 9 : 3 : 3 : 1. Is there any evidence to doubt the theory at 5% level of significance ?   7

6. a) Obtain an optimum solution to the following assignment problem so as to maximize sales.   10

| Salesman ↓ | Markets (Sales in lakh rupees) | | | |
|---|---|---|---|---|
| | I | II | III | IV |
| A | 44 | 80 | 53 | 60 |
| B | 60 | 56 | 40 | 72 |
| C | 36 | 60 | 48 | 48 |
| D | 52 | 76 | 36 | 45 |

b) Explain the sequential sampling method in brief.   5

## SECTION II

7. Explain the errors which are likely to be committed in the test of significance.   5

8. Write down limitations of L.P.P.   5

9. Explain meaning of the Bernoulli process by pointing out its main characteristics.   5

10. A self-service store employs one cashier at its counter. Nine customers arrive on an average every 5 minutes, while the cashier can serve 10 customers in 5 minutes. Assuming Poisson arrivals and exponential departures, find :   5

   i) Average number of customers in the system.

  ii) Average time a customer spends in the queue.

11. A firm manufacturing 2 types of electrical items A and B, can make a     5
profit of Rs. 200 per unit of A and Rs. 300 per unit of B. Both A and B
make use of 2 essential components, a motor and a transformer. Each
unit of A requires 3 motors and 2 transformers while each unit of B
requires 2 motors and 4 transformers. The total supply of components
per month is restricted to 270 motors and 300 transformers. Type B
item, an export model requires a voltage stabilizer, the supply of which
is restricted to 55 units per month. Formulate above as a L.P.P. so as to
maximize the profit.

12. Before an increase in excise duty on tea, 400 people out of a sample of     5
500 persons were found to be tea drinkers. After an increase in the
duty, 400 persons were known to be tea drinkers in a sample of 600
persons. Do you think there has been a significant decrease in the
consumption of tea after the increase in the excise duty ?

13. Suppose on an average, one house in 1000 in a certain district, has a     5
fire during a year. If there are 2000 houses in that district, what is the
probability that exactly 5 houses will have a fire during a year ?

14. A manufacturing firm produces pipes in 2 plants, I and II with a daily     5
production 1500 and 2000 pipes respectively. The fraction of defective
pipes produced by these 2 plants are 0.006 and 0.008 respectively. If a
pipe selected at random from the day's production is found to be defective,
what is the chance that it has come from plant II ?

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CP1004/EE/20080523

## Quantitative Techniques in Management

Time : Three Hours                                      Marks : 100

**Instructions to Candidates :**

1) There are **two** sections.

2) Section I carries **60** marks and Section II carries **40** marks.

3) Attempt **any four** questions from Section I.

4) **All** questions are **compulsory** in Section II.

5) Figures to the right indicate full marks.

6) Answers to the two sections should be written in **one** and the **same** answer book.

7) Use of calculators, log tables and statistical tables is allowed.

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### SECTION I

1. a) Define the terms : experiment, sample space, mutually exclusive events, outcomes, elementary events.                                       5

   b) The probability that a contractor will get a plumbing contract is 2/3 and that he will not get an electric contract is 5/9. If the probability of getting at least one contract is 4/5, What is the probability that he will get both the contracts ?                      5

   c) If it is known from the past experience that rain falls at a station on 12 days in every 30 days, find the probability that in a given week, 4 days will be wet and the remaining days dry.             5

2. a) Solve following L.P.P. using the simplex method.                    10

   Maximize $Z = 40x_1 + 35x_2$

   Subject to $\quad 2x_1 + 3x_2 \leq 60$

   $\qquad\qquad\quad 4x_1 + 3x_2 \leq 96$

   $\qquad\qquad\quad x_1, x_2 \geq 0$

   b) State the limitations of queuing theory.                            5

3. Find the multiple linear regression equation of $X_1$ and $X_2$ and $X_3$ from the data given below.

| $X_1$ | 4 | 6 | 7 | 9 | 13 | 15 |
|-------|-----|-----|-----|-----|-----|-----|
| $X_2$ | 15 | 12 | 8 | 6 | 4 | 3 |
| $X_3$ | 30 | 24 | 20 | 14 | 10 | 4 |

Hence estimate the value of $X_1$ when $X_2 = 9$, $X_3 = 16$.

4. a) Solve following transportation problem so as to maximize the total profit.    **10**

| | To | | | |
|---|---|---|---|---|
| From ↓ | I | II | III | Supply |
| A | 5 | 1 | 7 | 30 |
| B | 6 | 4 | 6 | 80 |
| C | 1 | 2 | 5 | 35 |
| Demand | 75 | 20 | 50 | |

b) Explain the procedure to test the hypothesis $H_0 : \mu = \mu_0$    **5**
for a large sample.

5. a) Calculate Karl Pearson's correlation coefficient for the data given below.    **8**

| Sr. No. | Test Score $X$ | Sales ('000 Rs.) $Y$ |
|---------|-----------|-------------------|
| 1 | 73 | 450 |
| 2 | 78 | 490 |
| 3 | 92 | 570 |
| 4 | 61 | 380 |
| 5 | 87 | 540 |
| 6 | 81 | 500 |
| 7 | 77 | 480 |
| 8 | 70 | 430 |
| 9 | 65 | 410 |
| 10 | 82 | 490 |

## Business Law

Time : Three Hours                                      Marks : 100

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**Instructions to Candidates :**

1) There are **two** sections.

2) Section I carries **60** marks and Section II carries **40** marks.

3) Attempt **any four** questions from Section I.

4) All questions are **compulsory** in Section II.

5) Figures to the right indicate full marks.

6) Answers to the two sections should be written in **one** and the **same** answer book.

7) Use of calculator is allowed.

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## SECTION I

1. Without consideration, a contract is void. What are the exceptions to this rule ?                                    15

2. Define the term "Bailment". Explain rights and duties of Bailor.                                    15

3. Who is a 'consumer' ? Elaborate the composition, powers and jurisdiction of the District Forum.                                    15

4. Discuss the provisions regarding the conduct of arbitral proceedings under the Arbitration and Conciliation Act, 1996.                                    15

5. Define "Company". What are the various characteristics of a company ?                                    15

6. What are the objectives and rationale behind the Information Technology Act, 2000 ?                                    15

## SECTION II

7. Explain the various essentials of a valid contract.   5

8. What are the modes of discharge of a contract ?   5

9. Explain the doctrine of "Caveat Emptor".   5

10. What are the grounds for dishonour of negotiable instruments ?   5

11. Explain the grounds on which a complaint can be made.   5

12. What is the extra form and content of Arbitral Award ?   5

13. Explain the terms "Digital Signature" and "E-Governance."   5

14. What is the difference between Memorandum of Association and Articles of Association ?   5

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## CP1002/EE/20080521

## Information Technology For Managers

Time : Three Hours                                              Marks : 100

**Instructions to Candidates :**

1) There are **two** sections.

2) Section I carries **60** marks and Section II carries **40** marks.

3) There are 6 questions in Section I out of which **any four** are to be attempted.

4) Section II has 8 questions and **all are compulsory.**

5) Figures to the right indicate full marks.

6) Answers to the two sections should be written in **one** and the **same** answer book.

7) Use of calculators is allowed.

## SECTION I

1. Explain the various generations of computers, with their merits and demerits.                                                                    15

2. Define the terms bit, byte and nibble. What do you mean by the binary number system ? Why is it be said that a computer understands only 0 and 1 ?          15

3. What do you understand by off-line, on-line and web-based systems ? Explain the impact of web-based systems on business and society at large with one example.                                                      15

4. How is an information system helpful in improving and maintaining quality ? Explain with a suitable example.                                      15

5. What is an open-source free software ? What are the features of the Linux operating system ?                                                        15

6. What are Windows accessories ? What are the tools available under these accessories ? Explain their usage in brief.                               15

## SECTION II

7.  What are the characteristics of a Home-page ?                                                   5

8.  How are charts useful for managers to represent data and data-analysis    5
    in the proper form ?

9.  What are the advantages of DBMS ?                                                               5

10. Write a short note on the TCP/IP protocol.                                                      5

11. What is data mining ? What are the tools used for data mining ?                 5

12. How is a search-engine helpful while net-surfing ?                                      5

13. Write a short note on I-O devices.                                                                    5

14. What are the various methods to acquire an application software ?            5

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11. Journalise the following transactions :

a) Mr. Sadhu started a business with cash Rs. 1,00,000, building Rs. 2,00,000 and land worth Rs. 4,00,000.

b) Purchased goods worth Rs. 5,00,000 from Anil Traders.

c) Sold goods worth Rs. 2,00,000 to Vijay on credit.

d) Received cash from Mr. Vijay Rs. 1,95,000 in full settlement of his account.

e) Cash withdrawn from bank by Sadhu for his personal use Rs. 89,000.

12. A company is manufacturing two products namely East and West. From the given data, find out their profits according to absorption costing.

| Particulars | East Rs. | West Rs. |
|---|---|---|
| Direct Material per unit | 06 | 08 |
| Direct Labour | 04 | 06 |
| Selling price | 20 | 30 |
| Output | 2000 units | 2000 units |

The total overheads are Rs. 12,000/-. Overheads to the extent of Rs. 8,000/- are fixed. Variable overheads are to be apportioned in the ratio of their output.

13. Following are the details given by Chaitali Mfg. Co.

| | |
|---|---|
| Economic order quantity | 1000 units |
| Lead Time | 3 weeks |
| Weekly usage | 100 units |
| Safety Stock desired | 2 weeks |

Calculate :

a) Safety stock.

b) Re-order level

c) Maximum Inventory Level

14. From the following information, calculate :

    i)    Current Assets

    ii)   Current Liabilities

    iii)  Stock

Current Ratio   :    2.8 : 1

Acid Test Ratio  :    1.5 : 1

Working Capital :   Rs. 3,24,000/-

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Adjustments :

i) Value of Closing Stock Rs. 88,000/-.

ii) Provide Depreciation on Buildings at 5%, Furniture 10%, Motor Car 20%.

iii) Godown Rent Rs. 1,000/- is outstanding.

iv) R.D.D. to be maintained at 5% on debtors.

v) Insurance is paid upto 31ˢᵗ July, 2006.

5. Calculate the working capital from the following details :                 15

| | |
|---|---|
| Sales (two month's credit) | 9,00,000 |
| Materials consumed (one month's credit) | 2,25,000 |
| Wages | 1,80,000 |
| Administrative Expenses | 60,000 |
| Sales Promotion Expenses | 30,000 |
| Income Tax | 75,000 |
| Production Expenses | 2,40,000 |

a) Raw Materials in Stock for one month.

b) Stock of finished goods with the company is of one month.

c) Cash balance to.be maintained at Rs. 1,00,000/-.

d) Time lag in the payment of wages and administrative expenses is one month.

e) Sales promotion expenses are paid quarterly in advance.

f) Income Tax is paid in 4 installments. One installment falls due in the next year.

g) Safety margin to be provided at 15%.

h) Gross profit is 25%.

6. Following is the Balance Sheet of Sachin Gokhale & Co. for the year    15
   ended as on 31ª March, 2006 and 2007 respectively.

| Liabilities | 2006 | 2007 | Assets | 2006 | 2007 |
|---|---|---|---|---|---|
| Share Capital | 4,50,000 | 4,50,000 | Fixed Assets | 4,00,000 | 3,20,000 |
| Reserves | 3,00,000 | 3,10,000 | Investments | 50,000 | 60,000 |
| P & L A/c | 56,000 | 68,000 | Stock | 2,40,000 | 2,10,000 |
| Provision for Tax | 75,000 | 1,00,000 | Debtors | 2,10,000 | 4,55,000 |
| Creditors | 1,68,000 | 1,34,000 | Bank | 1,49,000 | 2,87,000 |
| Loan | – | 2,70,000 | | | |
| | 10,49,000 | 13,32,000 | | 10,49,000 | 13,32,000 |

Additional information :

a) During the year, investments costing Rs. 8,000/- were sold for Rs. 8,500/-.

b) New investments purchased 18,000/-.

c) Depreciation provided during the year Rs. 70,000/-.

d) Provision for Taxation Rs. 10,000/- was charged to profits after providing depreciation.

e) Fixed Assets worth Rs. 10,000 were sold for Rs. 12,000/-

f) Dividend paid in 2007 was Rs. 40,000/-.

Prepare a statement showing changes in working capital and sources of application of funds.

### SECTION II

7. State the following accounting conventions.    5

   a) Convention of Disclosure.

   b) Convention of Materiality.

8. What is a Trial Balance ? State its objectives.    5

9. Explain the causes and effects of over capitalisation.    5

10. Distinguish between standard costing and budgetory control.    5

## Accounting and Finance for Managers

Time : Three Hours                                    Marks : 100

Instructions to Candidates :

1) There are **two** sections.

2) Section I carries **60** marks and Section II carries **40** marks.

3) There are 6 questions in Section I out of which **any four** are to be attempted.

4) Section II has 8 questions and all are **compulsory**.

5) Figures to the right indicate full marks.

6) Answers to the two sections should be written in **one** and the **same** answer book.

7) Use of calculators is allowed.

## SECTION I

1. Explain the meaning of Financial Management. Bring out the relationship between financial management and the other areas of management.                                                                                 15

2. What do you understand by the analysis of financial statements ? State its advantages and limitations.                                                      15

3. What is a dividend ? State the factors affecting the dividend policy of a business.                                                                          15

4. The following trial balance is extracted from the books of M/s. Lazy & Lazy Co. for the year ended as on 31ˢᵗ March, 2006. You are required to prepare the Trading and Profit and Loss Account for the year ended as on 31ˢᵗ March, 2006 and a balance sheet as at that date.                          15

## Trial Balance

| Particulars | Dr. Amt. | Cr. Amt. |
|---|---|---|
| Mr. Lazy's capital | | 1,62,000 |
| Mrs. Lazy's capital | | 1,62,000 |
| Purchases | 2,80,000 | |
| Travelling Expenses | 7,200 | |
| Purchase Returns | | 5,200 |
| Bank Charges | 3,200 | |
| Sales | | 4,60,000 |
| Sales returns | 8,400 | |
| Bad Debts | 4,000 | |
| Office Expenses | 6,000 | |
| Salaries | 22,000 | |
| Godown Rent | 11,000 | |
| Interest on Loan | 5,400 | |
| Rent and Taxes | 4,200 | |
| Discount allowed | 4,800 | |
| Carriage Inward | 2,400 | |
| Carriage Outward | 4,000 | |
| Discount received | | 3,200 |
| Drawings of Mr. Lazy | 12,000 | |
| Drawings of Mrs. Lazy | 12,000 | |
| Printing and Stationary | 3,600 | |
| Insurance Premium | 11,000 | |
| Electric Charges | 4,400 | |
| Cash in Hand | 2,800 | |
| Cash at Bank | 5,200 | |
| Debtors | 1,72,000 | |
| Opening Stock | 1,24,000 | |
| Furniture | 42,800 | |
| Office Equipment | 32,000 | |
| Building | 1,20,000 | |
| Motor Car | 40,000 | |
| Creditors | | 86,000 |
| Loan | | 60,000 |
| Reserve for Doubtful debts | | 6,000 |
| | 9,44,400 | 9,44,400 |