

**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University) Salem**  
**M.B.A. DEGREE EXAMINATION November - 2018**  
**First Semester**

**MANAGEMENT CONCEPTS & BUSINESS COMMUNICATION**  
(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. Management has been practiced in some form or the other since the dawn of \_\_\_\_\_
  - a. Civilisation
  - b. Dravidian
  - c. Ariyan
  - d. None of the Above
2. Top Management consists of \_\_\_\_\_
  - a. Foreman
  - b. Board of Directors
  - c. Finance Manager
  - d. Supervisor
3. Planning makes it possible to make optimum use of the available resources of \_\_\_\_\_
  - a. Money
  - b. Materials
  - c. Machines
  - d. All the above
4. Koontz & O.Donnel have suggested \_\_\_\_\_ is / are the basis for selections among alternatives
  - a. Experience
  - b. Research & Analysis
  - c. Experimentation
  - d. All the Above
5. Unilateral decisions are not taken by \_\_\_\_\_
  - a. Laissez faire leader
  - b. Democratic leader
  - c. Autocratic leader
  - d. Functional leader.
6. \_\_\_\_\_ improves the job attitudes of the subordinates
  - a. Autocratic leadership
  - b. Functional leadership
  - c. Democratic leadership
  - d. Laissez faire leadership
7. Overloading is an example for \_\_\_\_\_
  - a. Personal Barrier
  - b. Organisational Barrier
  - c. Mechanical Barrier
  - d. None of the Above
8. Example for gesture used to convey ideas, \_\_\_\_\_
  - a. Nodding of Head
  - b. Movement of Lips
  - c. Rolling of Eyes
  - d. All the Above
9. The letterhead appears at the \_\_\_\_\_ of the business letter.
  - a. top
  - b. bottom
  - c. centre
  - d. Back

10. The \_\_\_\_\_ style is the most widely used format in business communication.
- a. full-block
  - b. indented
  - c. semi-block
  - d. None of these

**PART – B (10 x 2 = 20 Marks)**

1. State any four importance of management.
2. State the meaning of 'Espirit De Corps'
3. List out the essentials of good planning
4. Explain the kinds of planning.
5. Differentiate creativity and innovation
6. Mention any two leadership qualities
7. Define the term 'Grape Vine Communication'.
8. Give the meaning of 'Audio Visual Presentation'.
9. How to enhance the reading skills?
10. State the essentials of a meeting.

**PART-C (5 x 14=70 Marks)**

**1. Case Study:**

Ms. Bharati passed her M.B.B.S examination in the first division in 2003. Later on in the year 2006, she passed her M.S. examination as an eye specialist. She was awarded a gold medal in this examination. After completing her studies she joined a big hospital as an 'Eye Surgeon'. She is performing ten operations successfully every day.

**Question:**

What aspects of Ms. Bharati's above experience is science and what aspect in art? Critically Evaluate.

- 2(a). Discuss the essential elements of good planning. Are there any limitations of planning? If so, how can they be overcome?

**OR**

- (b). Account for widespread use of committees in management. Examine the merits and demerits of committee organization

- 3(a). Explain any three theories of motivation

**OR**

- (b). Explain the qualities required for effective leadership

- 4(a). Discuss the various features of communication. Distinguish between formal and informal channels of Communication

**OR**

(p.t.o)

(b). Explain the source, identification and various steps involved with preparation to presentation on latest business articles

5(a). Describe various types of reports. Discuss the characteristics of a good report

**OR**

(b). Write the difference between integrative and distributive negotiation approach. What are the factors which affect to negotiation?

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**Sl.No.1953**

**VINAYAKA MISSIONS RESEARCH FOUNDATION****(Deemed to be University) Salem****M.B.A. DEGREE EXAMINATION November - 2018****First Semester****MANAGERIAL ECONOMICS****(Candidates admitted under 2016 Regulations- CBCS)**

Time: Three hours

Maximum:100 marks

Answer **ALL** questions**PART – A (10 x 1 = 10 Marks)**

1. The resources in an economy:
  - a. Are always fixed
  - b. Always increase over time
  - c. Can never decrease
  - d. Are limited at any moment in time
2. The basic economic problems will not be solved by:
  - a. Market forces
  - b. Government intervention
  - c. A mixture of government intervention and the free market
  - d. The creation of unlimited resources
3. The price elasticity of supply is +4. The price increases by 15%. Sales were originally 200 units. What will they be now?
  - a. 80 units
  - b. 320 units
  - c. 60 units
  - d. 120 units
4. Monopoly power:
  - a. Is likely to increase consumer surplus
  - b. Is likely to increase community surplus
  - c. Is likely to lead to higher producer surplus
  - d. Is likely to lead to lower prices and lower output..
5. In a financial decision making framework, \_\_ can be defined as uncertainty about the rate of return an investment will provide over the holding period.
  - a. Risk
  - b. annuity
  - c. discounting
  - d. compounding
6. Risk, the risk of having to sell an asset at a lower than market price if you must sell it quickly, is present in real estate.
  - a. Purchasing power
  - b. Business
  - c. Liquidity
  - d. Financial
7. A significant increase in the government budget deficit is likely to:
  - a. Reduce injections into the economy
  - b. Move the economy away from full employment
  - c. Reduce national income
  - d. Boost aggregate demand

8. A reflationary policy could include:

- A. decreasing injections                      c. increasing taxation rates  
b. increasing interest rates                      d. increasing government spending

9 The difference between gross investment and net investment is:

- a. Depreciation    b. Acceleration    c. Deceleration    d. Capital investment

10. Friedman's theory of consumption focuses on:

- a. Past income                      c. Current income  
b. Disposable income                      d. Permanent income

**PART – B (10 x 2 = 20 Marks)**

1. List out the different forms of organization.
- 2.. Define the term Elasticity of demand.
3. Write a short note on homogeneous product
4. What is Marginal Revenue?
5. Write a short note on discounted cash flow method.
6. Brief about wage differentials
7. Write a note on economic development.
8. What is per capita income?
9. Define deficit financing
10. State the regulation of SEBI

**PART-C (5 x 14=70 Marks)**

1. **Case study:**

**EXPANDING SALES OF ANALGIN**

In his lecture delivered to the drug manufacturers, Mr. R.S. Rusi stated that, “some time back I was consulted by the drug producers of analgin-based drugs. For years analgin-based drugs were advertised as a remedy for headache. To expand sales, the industry had two possible avenues open to it. Either to create condition for increased incidence of headache in the country or to change the image of these drugs so that they would be used for general purpose also”.

**Questions:**

1. Which of the two alternatives would you prefer?
  2. Are there some other means to increase sales which Mr. Rusi has not stated?
- 2(a). What are the determinants of real wages?

**OR**

(b). How price and output is determined under monopolistic competition? Give an example

(p.t.o)

3(a). Explain the concept of ARR with an example.

**OR**

(b). Describe pay back method and its limitations.

4(a). Explain Keynesian theory of employment

**OR**

(b). Write down the difficulties in the calculation of national income

5(a). Critically examine the role of fiscal policy in developing countries

**OR**

(b). Explain the effectiveness of industrialization

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**Sl.No.1944**

**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
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**M.B.A. DEGREE EXAMINATION November - 2018**

**First Semester**

**STATISTICS FOR MANAGERS**

(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. Which of the following is not an example of compressed data?
  - a. Frequency Distribution    b. Data Array
  - c. Histogram    d. Ogive
2. graphs of frequency distributions are used because
  - a. they have a long history in practical applications
  - b. they attract attention to data patterns
  - c. they allow for easy estimates of values
  - d. both (b) & (c)
3. A normal probability distribution, with mean  $\mu = 0$ , and SD  $\sigma = 1$ , the distribution is said to be
  - a. Standard Normal probability distribution
  - b. Poisson distribution
  - c. Binomial distribution
  - d. Normal distribution
4. Which of the following is an example of a parameter?
  - a.  $\mu$     b.  $n$     c.  $s$     d.  $\bar{X}$
5. Which of the following is a difference between z tables and t tables?
  - a. The t table has values for only a few percentages
  - b. The t table measures the chance that the population parameter we are estimating will be in our confidence interval
  - c. We must specify the degrees of freedom with which we are dealing when using a z table
  - d. All the above
6. If population proportion information is unknown, the standard error of the proportion can be estimated by the formula
  - a.  $\sqrt{npq}$     b.  $\sqrt{n\overline{pq}}$     c.  $\sqrt{\frac{pq}{n}}$     d.  $\sqrt{\frac{\overline{pq}}{n}}$

(P.T.O)

7. Suppose the estimating equation  $Y_c = 5 - 2X$  has been calculated for a set of data. Which of the following is true for this situation?
- The Y – intercept of the line is 2
  - The slope of the line is negative
  - The line represents an inverse relationship
  - The slope of the line is negative and the line represents an inverse relationship
8. An association between two variables that is described by a curved line is a \_\_\_\_\_ one.
- Curvilinear
  - Linear
  - Regression
  - Coefficient of determination
9. Which of the following would not be classified as a time-series technique?
- Simple moving average
  - Regression model
  - Exponential smoothing
  - Trend projections
10. The moving average method describes as:
- Useful in smoothing a time series
  - Used in measuring seasonal fluctuations
  - A technique which does not result in an equation
  - All of the above

**PART – B (10 x 2 = 20 Marks)**

- State any four applications of statistics in business
- Define standard deviation
- Define the term (a) parameter, and (b) statistic
- State the central limit theorem
- Define interval estimator. Give an example
- Define confidence limit
- What do you mean by multiple correlations?
- Define regression coefficient
- What is an irregular variation?
- What is seasonal index?



**PART-C (5 x 14=70 Marks)**

1. (a) In a survey, it was found that 64 families bought milk in the following quantities (liters) in a particular month.

19	22	09	22	12	39	19	14	23	06	26	21	16
24	07	17	20	25	28	18	10	24	20	21	16	07
21	10	28	24	20	14	24	25	34	22	15	27	17
05	33	23	13	36	11	26	11	37	30	18	29	32
13	08	15	22	21	31	17	16	23	12	09	18	

- a. Use Sturge's rule; convert the above data into a frequency distribution. And interpret the results.
- b. Draw histogram and frequency polygon for frequency table

**OR**

(b) The marks obtained by 10 students in a semester examination in statistics are 70, 65, 68, 70, 75, 73, 80, 70, 83 and 86. Find (i) Arithmetic Mean by using short – cut method, (ii) Median, (iii) Mode, and (iv) Which of these measures of central tendency represent the data most accurately?

2(a). The weekly wages of 2000 workmen is normally distributed with mean wage of Rs.70 and wage standard deviation of Rs.5. Estimate the number of workers whose weekly wages are

- (a) between Rs.70 and Rs.71; (b) between Rs.69 and Rs.73;  
(c) More than Rs.72 (d) less than Rs.65

**OR**

(b). 15% of the people in the small community of sands point have type - B blood. A random sample of 500 persons is selected. What is the probability that the sample proportion of people with blood type – B is

- (a) More than 17.5% (b) Less than 14% (c) Between 16% and 18%

3(a). A company manufacturing a popular brand of radio finds that 65 of 100 urbanites and 65 of 130 of ruralites own radios. Find a 95% and 96% confidence interval for the difference between the proportion of all urbanites and ruralites owning this popular brand of radio

**OR**

(b). According to one sample estimate for a big city, 80% females and 45% males start wearing specks before they attain the age of 40. Find 98% confidence interval for the difference between the two proportions for the city as a whole

4(a). Following figures give the rainfall in inches for the year and the production in ('00's of Kg's) for the Rabi crop and Khariff crop. Calculate the Karl Pearson's correlation coefficient between rainfall and production.

Rainfall	20	22	24	26	28	30	32
Rabi production	15	18	20	32	40	39	40
Khariff production	15	17	20	18	20	21	15

**OR**

(b). The ranks of the same 15 students in two subjects A & B are given below, the two numbers within the parenthesis denoting the ranks of the same students in A & B respectively.

- (1, 10), (2, 7), (3, 2), (4, 6), (5, 4), (6, 8), (7, 3), (8, 1), (9, 11), (10, 15),  
(11, 9), (12, 5), (13, 14), (14, 12), (15, 13).

Use Spearman's formula to find the rank correlation coefficient

5(a). Below are given the figures of production (in'000 Qtls) of a sugar factory.

Year	2008	2009	2010	2011	2012	2013	2014
Production (in'000 Qtls)	80	90	92	83	94	99	92

- i) Fit a straight line trend to these figures by using least square method.
- ii) Plot these figures on a graph and shown the trend line.
- iii) Estimate the likely production of the company during 2016 and 2017

**OR**

(b).. The Dean of the Faculty of Management Studies, which operates on a trimester system, has compiled the following quarterly new enrolment of MBA students for the last three years from 2012 to 2014 and the results are as follows.

Year	Fall	Winter	Spring	Summer
2012	200	180	185	95
2013	220	188	175	83
2014	220	176	161	87

By using the ratio to moving average method, calculate the seasonal index for each quarter

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**M.B.A. DEGREE EXAMINATION November - 2018**  
**First Semester**

**ORGANISATIONAL BEHAVIOUR**  
(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum: 100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. Large organizations create \_\_\_\_\_, which assume the role of a separate company and create their own strategies and plans in order to achieve their corporate goals and contribution to the overall organization
  - a. Marketing objectives
  - b. Marketing activities
  - c. Strategic business units
  - d. Business development units
2. An organization can offer standard products at acceptable levels of quality, yet still generate above-average profit margin by adopting \_\_\_\_\_.
  - a. Differentiation
  - b. Cost leadership
  - c. Focus strategy
  - d. Market follower strategy
3. What is the key word in understanding organization structure?
  - a. Control
  - b. Change
  - c. Process
  - d. Delegation
4. Specific procedures developed for repetitive and routine problems are
  - a. autocratic decisions
  - b. easy decisions
  - c. programmed decisions
  - d. non-programmed decisions
5. Pick the statement that best described the so-called style approach to leadership.
  - a. It is an approach that focuses on the traits and personality of the manager
  - b. It argues that the behavior of managers is hard to measure
  - c. It suggests that leadership studies should focus on what managers do
6. What are the major sources of group thinking?
  - a. Group thinking derives from the exaggerated belief in the group's competence and moral
  - b. Group thinking derives from an overload of different decision-making options
  - c. Group thinking derives from authoritarian leadership in the group
  - d. All the above
7. What is the meaning of conditioning in learning theory?
  - a. It describes as the process of responding to external stimuli

- b. It is a general concept in learning theory that describes the conditions for learning
  - c. It describes 'automatic' responses to stimuli
  - d. All are correct
8. People in polychronic cultures view time as
- a Linear
  - b. Precise
  - c. Standardized d. Multidimensional
9. under the new employment contract,
- a. Promotions will be more frequent
  - b. Organizations will have more hierarchical layers
  - c. Employees will have to make their own opportunities
  - d. Employees with an entitlement mentality will flourish
10. According to the \_\_\_\_\_ perspective, an organization's culture must align with its business or strategic context
- a. Strength b. Effectiveness
  - c. Fit d. Modification

**PART – B (10 x 2 = 20 Marks)**

1. State any two approaches of OB
2. How groups are formed
3. Define cross culture
4. List out any three barriers of communication
5. What do you mean by sensitivity training
6. Mention about six-stage change process
7. What are the various styles of learning?
8. Why do perceptions fail?
9. Difference between introverts and extroverts
10. Mention any two hygiene factors of Herzberg's theory.

**PART-C (5 x 14=70 Marks)**

1. (a) Explain the various types of groups

**OR**

- (b) Explain any two behavior models in detail

2(a). How organizational cultures emerged in organizational environment?

**OR**

(b). How does organizational climate differ from organizational culture?

3(a). Explain how OD intervention improve the function of the organization

**OR**

(b). Describe the planning of OD strategies

4(a). How to manage the perception process?

**OR**

(b). Discuss about the learning theories

5. CASE STUDY:

### LOSING A GOOD MAN

Sundar Steel Limited was a medium-sized steel company manufacturing special steels of various types and grades. It employed 5,000 workers and 450 executives.

Under the General Manager (Production), there were operation, maintenance, and services groups, each headed by a chief. The Chief of Maintenance was Shukla and under him Mukherjee was working as the Maintenance Engineer. The total strength of Maintenance was 500 workers, 25 executives, and 50 supervisors.

Chatterjee was working in Maintenance as a worker for three years. He was efficient. He had initiative and drive. He performed his duties in a near perfect manner. He was a man of proven technical ability with utmost drive and dash. He was promoted as Supervisor.

Chatterjee, now a Supervisor, was one day passing through the Maintenance Shop on his routine inspection. He found a certain worker sitting idle. He pulled him up for this. The worker retaliated by abusing him with filthy words. With a grim face and utter frustration, Chatterjee reported the matter to Mukherjee. The worker who insulted Chatterjee was a "notorious character", and no supervisor dared to confront him. Mukherjee took a serious view of the incident and served a strong warning letter to the worker.

Nothing very particular about Chatterjee or from him came to the knowledge of Mukherjee. Things were moving smoothly. Chatterjee was getting along well with others. But after about three years, another serious incident took place. A worker came drunk to duty, began playing cards, and using very filthy language. When Chatterjee strongly objected to this, the worker got up and slapped Chatterjee. Later, the worker went to his union and reported that Chatterjee had assaulted him while he was performing his duties.

Chatterjee had no idea that the situation would take such a turn. He, therefore, never bothered to report the matter to his boss or collect evidence in support of his case.

The union took the case to Shukla and prevailed over him to take stern action against Chatterjee. Shukla instructed Mukherjee to demote Chatterjee to the rank of a worker. Mukherjee expressed his apprehension that in such a case Chatterjee will be of no use to the department, and the demotion would affect adversely the morale of all sincere and efficient supervisors. But Chatterjee was demoted.

(p.t.o)

Chatterjee continued working in the organisation with all his efficiency, competence, and ability for two months. Then he resigned stating that he had secured better employment elsewhere. Mukherjee was perturbed at this turn of events. While placing Chatterjee's resignation letter before Shukla, he expressed deep concern at this development.

Shukla called Chief of Personnel for advice on this delicate issue. The Chief of Personnel said, "I think the incident should help us to appreciate the essential qualification required for a successful supervisor. An honest and hardworking man need not necessarily prove to be an effective supervisor. Something more is required for this as he has to get things done rather than do himself."

Mukherjee said, "I have a high opinion of Chatterjee. He proved his technical competence and was sincere at his work. Given some guidance on how to deal with the type of persons he had to work with, the sad situation could have been avoided."

Shukla said, "I am really sorry to lose Chatterjee. He was very honest and pain-staking in his work. But I do not know how I could have helped him. I wonder how he always managed to get into trouble with workers. We know they are illiterates and some of them are tough. But a supervisor must have the ability and presence of mind to deal with such men. I have numerous supervisors, but I never had to teach anybody how to supervise his men."

#### Questions

- a. What is the main problem in the case?
- b. Do you think the decision taken by Shukla is in keeping with the faith, trust and creating developmental climate in the organization, critically evaluate?
- c. Do you think counseling/mentoring may help improving rough and I tough employees?

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**Sl.No.1667**

**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
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**M.B.A. DEGREE EXAMINATION November - 2018**  
**First Semester**

**LEGAL ASPECTS IN BUSINESS**  
(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions**PART – A (10 x 1 = 10 Marks)**

1. Out of these four, which one is not the source of English law?
  - a. Common law
  - b. Equity
  - c. Business law
  - d. Statute law
2. In case of void agreement, collateral transactions are
  - a. Also void
  - b. Unenforceable
  - c. Not Affected
  - d. Illegal
3. A partnership firm may be registered under
  - a. 1949 Act
  - b. 1932 Act
  - c. 1956 Act
  - d. 1948 Act
4. "Singing ones name on the negotiable instrument for the purpose of transferring it to another person" is called \_\_\_\_\_.
  - a. Endorsement
  - b. Refusal for payment
  - c. Non-Acceptance
  - d. None of these
5. The existence of a company comes to a close
  - a. on the death of all its promoters
  - b. on death of all the directors of the Board
  - c. on transfer of shares by most of its original members
  - d. none of the above
6. The interval between two annual general meetings shall not exceed
  - a. 15 months
  - b. 18 months
  - c. 12 months
  - d. 20 months
7. Registration of dealers under TNGST Act is \_\_\_\_\_.
  - a. Section 2
  - b. Section 21
  - c. Section 20.
  - d. Section 22
8. Central sales tax was introduced in the year \_\_\_\_\_.
  - a 1947
  - b. 1956
  - c. 1962
  - d. 1967

9. Cyber law aims to provide legal infrastructure for \_\_\_\_\_ in India  
a. E-commerce      b. Scam      c. Financial Crimes      d. None of these
10. The Controller of Certifying Authority appointed by  
a. State Government      b. Central Government  
c. By nomination of directors      d. None of these

**PART – B (10 x 2 = 20 Marks)**

1. State the importance of consideration in a contract.
2. What do you mean by performance of sales contract?
3. What is limited partnership?
4. State any four essential features of promissory note
5. What is stated in the situation clause in a memorandum?
6. When is Extraordinary General Meeting convened ?
7. Give a note on The Central Sales Tax Act, 1956.
8. What is Quota?
9. What are the types of Alternative Dispute Resolution?
10. What is a notice of Suspension?

**PART-C (5 x 14=70 Marks)**

1. (a) What are the remedies available to an aggrieved person in case of breach of a contract?  
Explain

**OR**

- (b) What is condition? When a condition may be treated as warranty?

2. **Case Study :** Mr. 'Wise' obtains fraudulently from 'R' a crossed cheque "Not Negotiable". He transfers the cheque to 'V', who gets the cheque encashed from ANS bank limited which is not the drawee bank. 'R' on coming to know about the fraudulent act of Mr. 'Wise' sues ANS bank for the recovery of the money.

1. Examine with reference to the relevant provision of the Negotiable Instruments Act, 1881, whether 'R' will succeed in his claim.
2. Would your answer be still the same in case Mr. 'Wise' does not transfer the cheque and gets the cheque encashed from ANS Bank himself?

3(a). What is Memorandum of Association? What are its contents? State briefly the contents of Articles of Association

**OR**

- (b). What is a statutory meeting? List out the contents of a statutory report

(P.T.O)

Sl.No.1660



4(a). Explain the scope and incidence of central sales tax. Discuss the practical issues of central sales tax with examples

**OR**

(b). Write an essay about the Central Excises and Salt Act, 1944

5(a). Trace the brief history of cyber laws in India. Explain the various cyber crimes and IT Act 2000 and 2002

**OR**

(b). Differentiate 'Alternative Dispute Resolution' and 'Conflict Resolution'?

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**Sl.No.1660**

**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University) Salem**  
**INTEGRATED BBA-MBA & M.B.A. DEGREE EXAMINATION November - 2018**  
**First Semester**

**ACCOUNTING FOR MANAGERS**  
(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. The system of recording transaction based on dual concept is called
  - a. Double account system
  - b. Double entry system
  - c. Single entry system
  - d. Single account system
2. Preliminary expenses is a/an
  - a. Asset
  - b. Liability
  - c. Income
  - d. None of these
3. amount spent on advertisement campaign, the benefits of which is likely to last for three years is
  - a. capital expenditure
  - b. revenue expenditure
  - c. deferred revenue expenditure
  - d. liability
4. A 'mine' is an example of
  - a. Current asset
  - b. Wasting asset
  - c. fixed asset
  - d. liquid asset
5. The term financial analysis includes
  - a. Analysis
  - b. Interpretation
  - c. Comparison
  - d. All of these
6. The ratio of shareholder equity to fixed assets should be
  - a. 1:1
  - b. 1:2
  - c. 2:1
  - d. 2:3
7. Contribution margin is also known as
  - a. Marginal income
  - b. Net Income
  - c. Gross profit
  - d. Prime cost
8. Material cost variance is due to
  - a Change in price of material
  - b. Change in quantity used
  - c. Change in material mix
  - d. All of the above

9. The total of all direct expense is known as  
a. Prime cost      b. Work cost   c. Factory cost      d. Total cost
10. Cost which are ascertained after they have been incurred are known as  
a. Imputed cost   b. Opportunity cost  
c. Historical cost   d. Current cost

**PART – B (10 x 2 = 20 Marks)**

1. What is the meaning of Credit? Give an example
2. What is meant by 'Single Entry System'?
3. Define Capital Loss. Give any two examples
4. Define: Secret reserves
5. Define Funds flow analysis
6. Define Profitability ratios
7. You are XYZ ltd for the year ended 31st March 2002:

Sales 100000 units of Rs 10 each

Variable cost per units Rs. 6

Fixed cost p.a Rs 3, 00,000

Calculate the margin of safety

8. Determine the amount of fixed expenses form the following particulars:

Sales            Rs 2,40, 000

Direct materials      Rs.80,000

Direct labour            Rs.50,000:

Variable overheads    Rs 20,000 and

Profit                    Rs 50,000

9. What is Cost centre? State Examples
10. Define Operation Costing

**PART-C (5 x 14=70 Marks)**

1. (a) Distinguish between Double entry system and Single Entry system

**OR**

- (b) Enter the following transaction in a Triple column cash book.

2015,Jan 1. Cash in hand Rs. 5,374 ; Balance at Bank Rs. 15, 490.

3. Cash sales Rs. 6,400

5. paid Rs. 7,000 into bank.

6. Received a Cheque for Rs. 700 form suresh.

8. Paid into bank Suresh Cheque for Rs. 700

10. Paid to Anurag by Cheque Rs. 980 and discount allowed by him Rs. 20.

12. Cash purchases Rs. 2,500.

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14. Withdrew from bank for office use Rs. 5,000.
15. Received Cheque for Rs. 950 from Lucky & Co., allowed him, discount Rs. 50.
- 18 Cash sales Rs. 7,500
19. Paid into bank Lucky & Co., Cheque for Rs. 950 and Cash from Rs. 4,000.
21. Cash paid for stationery Rs. 120.
23. Paid commission to Rakesh by Cheque Rs. 500.
25. Received Cheque for Rs. 1,000 from Chander Mohan and paid the same into bank.
27. Lucky & Co Cheque dishonored.
28. Drew a Cheque for Rs. 800 for personal use.
30. Paid salaries by Cheque Rs. 1,500 and by cash Rs. 500

Bank Charges Rs. 20 and insurance premium Rs. 520 as shown in the passbook

2(a). Write the meaning of Capital Expenditure and Revenue Expenditure. Give some examples of each. State the rules for determining capital expenditure

**OR**

(b). A company whose accounting year is the calendar year purchased in 1.04.2014 machinery costing Rs. 30,000.

It purchased further machinery on 1<sup>st</sup> October 2014 costing Rs. 20,000 and on 1<sup>st</sup> July 2015 Rs. 10,000. On 1.1.2015 one-third machinery installed on 1<sup>st</sup> April 2014 become obsolete and was sold for Rs. 3,000.

Show how machinery account would appear in the books of the company upto 31.12.2016 it being given that machinery was depreciated under fixed installment method at 10% per annum

3(a). Explain Cash flow statement. What are the advantages of cash flow statement? Give the specimen of cash flow statement

**OR**

(b). From the following information, you are required to prepare Trading and P & L A/c and Balance Sheet.

Net Current Assets	...	Rs. 1,00,000
Paid up capital	...	Rs. 3,00,000
Current Ratio	...	1.8:1
Liquid Ratio	...	1.3:1
Fixed Assets to Shareholder Equity	...	80%
Gross Profit Ratio	...	25%

Net Profit to Paid up capital ... 20%

Stock Turnover ... 5

Debt Collection Period ... 36.5 days

4(a). Define marginal cost and marginal costing. Explain the features and objectives of marginal costing techniques

**OR**

(b). From the following are the particulars of products where types of materials used:

Material	Standard			Actual		
	Qty	Price	Total	Qty	Price	Total
	Kg.	Rs.	Rs.	Kg.	Rs.	Rs.
A	500	6.00	3,000	400	6.00	2,400
B	400	3.75	1,500	500	3.60	1,800
C	300	3.00	900	400	2.80	1,120
Input	1,200	-	5400	1,300	-	5,320
Less: 10% Normal Loss	120	-	-	220	-	-
Output	1,080	-	5,400	1,080	-	5,320

Calculate Material Variances

5(a). Distinguish between Financial accounting and Cost accounting

**OR**

(b). The accounts of a manufacturing company for the year ended 31<sup>st</sup> December, 2015 show as follows:

	Rs.		Rs.
Factory Office Salaries	6,500	Travelling Expenses	
General Office Salaries	12,600	Sales man Commissions	2,100
Carriage Outward	4,300	Depreciation	
Carriage on Purchase	7,150	- Plant and Machinery	7,700
Bad Debts Written off	6,500	- Furniture	6,500
Repairs of Plant and Machinery	4,450	Directors Fees	300
Rent, Rate and Insurance		Gas and Water	6,000
- Factory	8,500	- Factory	1,200
- Office	2,000	- Office	400
Sales	461,100	Managers Salary	10,000
Stock of Materials		(3/4 Factory and 1/4 Office)	
- 31st December, 2014	62,800	General Expenses	3,400
- 31st December, 2015	48,000	Dividend	1,000
Income Tax	500	Productive Wages	126,000
Materials Purchased	185,000		

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**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University) Salem**

**M.B.A. DEGREE EXAMINATION November - 2018**  
**Second / Eighth Semester**

**OPERATIONS MANAGEMENT**

(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. The responsibilities of Production and operations manager include
  - a. planning, organizing, staffing, procuring, and reviewing
  - b. planning, organizing, staffing, leading and controlling
  - c. forecasting, designing, accounting and financing
  - d. marketing, selling, advising and auditing
2. The Kanban system was developed by \_\_\_\_\_ company
  - a. Toyota Motor
  - b. General Motor
  - c. Ford
  - d. Suzuki
3. The fixed-position layout would be most appropriate in which of the following cases?
  - a. A fast food restaurant
  - b. A gourmet restaurant
  - c. A doctor's office
  - d. Constructing a boeing 777
4. A big advantage of a process-oriented layout is
  - a. Its flexibility for variety
  - b. Its low cost
  - c. The simplified scheduling problem presented by this layout strategy
  - d. The ability to employ low-skilled labore.
5. Inventory carried for the purpose of providing flexibility to each decision-making unit to manage its operations independently is known as
  - a. Seasonal Inventory
  - b. Safety Inventory
  - c. Cycle Inventory
  - d. Pipe Line Inventory
6. Inventory not only makes up a portion of the cost of goods sold but has to be purchased at the beginning of production to be processed into finished goods. This type of inventory is called:
  - a. WIP
  - b. finished goods
  - c. Raw material
  - d. None of the above
7. Which type of maintenance is not directly included in the total maintenance cost, but might be a component of total cost?
  - a. Preventive
  - b. Breakdown
  - c. Predictive
  - d. None of these

8. The main task of quality control is to:
- Distinguish assignable from random variation
  - Distinguish process variability from process capability
  - Ensure specifications are reliable
  - Control limits
9. A pay system that rewards employees for developing knowledge or skill is a(n)
- Knowledge-based system
  - measured day work system
  - Piece-rate system.
  - Profit sharing system.
10. Normal time is
- the arithmetic mean of the times for each element measured, adjusted for unusual influence for each element
  - the time that workers never exceed when performing the task
  - the observed time adjusted for pace
  - the time after adjusting for allowances for personal needs, unavoidable delays, and fatigue

**PART – B (10 x 2 = 20 Marks)**

- List four factors which affects while selecting the plant location.
- Define strategy
- Give three reasons for the importance of material handling in production
- What are all the factors affecting material handling equipment?
- Explain the importance of codification
- Abbreviate LIFO
- Mention four areas to be maintained in the industries
- Define quality system
- List out the importance of two handed process chart study
- What do you understand by the symbol 'D' in method study?

**PART-C (5 x 14=70 Marks)**

- (a) Discuss the recent trends in POM on your own words

**OR**

- (b) On your own explain the various factors affecting POM.

- 2(a). Define ergonomics and how it is related to job design

**OR**

- (b). What is meant by behavioral consideration in job design? Explain in detail

(p.t.o)

### 3 CASE STUDY

#### Inventory problems at Nike

In February 2001, Phil Knight (Knight), the co-founder and CEO of Nike Inc (Nike), announced that the company's profits for the third quarter of the fiscal year ending May 2001 would fall short of expectations by almost 24 percent. The reason for the shortfall was a failure in the supply chain software that Nike had implemented in June 2000.

The supply chain software, implemented by i2 Technologies Inc (i2) had fallen prey to technical glitches that affected the company's inventory systems adversely, leading to a supply chain failure.

Resultantly, Nike's production facilities around the world ended up manufacturing a far greater number of a less popular shoe model and not enough of those models that were in high demand.

In the finger pointing that followed, Nike's management laid the blame for the problem squarely at the door of i2. During a press meet, Knight complained, "This is what we get for our \$400 million huh?"

On the other hand, i2 claimed that the mismatch was a result of Nike's haste in using the incomplete system and its unwillingness to use i2's standard systems and procedures.

Regardless of who was to blame, Nike's reputation in the market took a beating. The company also lost considerable market share to rivals like New Balance and Reebok.

#### **Questions for Discussion:**

- a. As a manager how will u tackle the problem from Nike side if you are a Phil Knight?
- b. If you are in the place of i2 technology how will you defend yourself
- c. What is your suggestion to increase the profit in the next quarter

4(a). What is meant by Operating Characteristics (OC) Curve? Explain it with the neat diagram.

**OR**

- (b). Discuss the aim of economic appraisal concepts and what are its components?

5(a). Describe the steps involved in work study

**OR**

- (b). State the principles of motion economy

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**Sl.No.1653**



**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University) Salem**

**M.B.A. DEGREE EXAMINATION November - 2018**  
**Second Semester**

**MARKETING MANAGEMENT**

(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. The concept of marketing mix was developed by
  - a. Philip Kotler b. Stapleton
  - c. N.H Borden d. Albert W Emery
2. Albert W Emery
  - a. Money market b. Foreign exchange market
  - c. Stock market d. None of these
3. Consumers show ... buying behaviour while buying their products on regular basis
  - a. Dissonance Reduction b. Complex
  - c. Variety Seeking d. Habitual
4. Identifying and providing different marketing mix for each of the segments is known as.....
  - a. Undifferentiated Marketing b. Concentrated Marketing c. Differentiated Marketing
  - d. Customised or Personalised Marketing.
5. Products seen as having extension potential into other markets
  - a. Local Products b. International Products c. Multinational Products
  - d. Global Products
6. Which is not a level of brand loyalty?
  - a. Brand preference b. Brand insistence c. Brand recognition
  - d. Brand equity
7. Setting price on the basis of the competition for the product is known as.....
  - a. Cost Based Pricing b. Competition Based Pricing c. Demand Based Pricing
  - d. Value Based Pricing

8. A price reduction to buyers who pay their bills promptly is called
- Trade discount
  - Seasonal discount
  - Cash discount
  - Quality discount
9. -----means moving of finished goods from one end of a producer to consumer
- Exchange of goods
  - Physical distribution
  - Transfer of goods
  - None of these
10. -----is a retailer who has fixed place of business in a locality but goes on changing his place to exploit the market opportunities
- Cheap-jacks
  - Market traders
  - Hawkers
  - None of these

**PART – B (10 x 2 = 20 Marks)**

1. Explain integrated marketing
2. Explain the term “competitive Advantage”.
3. Explain with example on convenience goods
4. Differentiate Warranty and guarantee
5. Define cost plus pricing
6. List out the influencing factors of channel of choice
7. List the importance of sales promotion
8. Give a note on task objective method
9. List the components of research design
10. Define research proposal

**PART-C (5 x 14=70 Marks)**

1. (a) Narrate the importance and significance of marketing
- OR**
- (b) Explain the components of marketing process
- 2(a). Write an essay on product diversification in marketing management
- OR**
- (b). Discuss the various models of brand equity in detail

### 3. Case Study:

#### **MARKETING BEYOND THE VEIL**

Many marketers think that marketing to Saudi Arabian women is a very difficult task. Women in Saudi remain behind the purdah and it is difficult to talk to them. Saudi Arabia is one of the largest markets in west Asia and is a homogenous Society. There exists a wrong notion among some marketers that Saudi women are Passive consumers. Many Saudi women are often highly educated. About 3, 80,000 Women work in Saudi Arabia and the number of female students in the colleges is set to Rise about 1, 75,000 in the next two years.

Most women work in the traditional fields of Health and education. Some are even employed in retailing, designing, publishing and manufacturing. They are exploring ways to sell products to Saudi women since Saudi Arabia is considered a young market. Shopping malls are an utter flop as women find these out-of town malls inconvenient. MNCs have realized that Saudi women are brand conscious and Make the buying decision for household items. MNCs have been searching intensively for women who can act as intermediaries between the company and the clients and those who have links with colleges, women groups, etc? Marketers should now stop underestimating the sophistication of Saudi women as Consumers. It is time they recognized that they are the emerging economic force. A Women emerging out of a car fully covered by the purdah may hold a degree in finance or law or medicine and so on, and she may be a potential consumer given her educational Background and culture.

#### **Questions:**

1. List out the differences between consumer behaviors of women in a closed Culture (as described by this case) in Saudi Arabia and in an open culture (say, in Western Europe).
  2. Highlight the cultural implications for a woman consumer and also for a Marketer in the given context.
  3. Think of creative applications of 'reference groups' to Market to the Saudi Arabian women, say for a personal care product
- 4(a). Explain major decisions in the management of advertising

**OR**

- (b). Explain the activities under sales management in marketing

- 5(a). Discuss the role marketing information systems in marketing research

**OR**

- (b). Discuss the various steps involved in preparing marketing research report in detail

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**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University) Salem**  
**M.B.A. DEGREE EXAMINATION November - 2018**  
**Second Semester**

**MANAGING PEOPLE IN ORGANIZATION**  
(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. The Apprentices Act was passed in \_\_\_\_\_
  - a. 1971    b. 1948
  - c. 1961    d. 1953
2. In this method of training, an effort is made to expose participants to concepts and theories, basic principles, and pure and applied knowledge in any subject area
  - a. Experiential Methods    b. Simulation Methods
  - c. Knowledge based Methods                      d. Mentoring
3. In organizations, \_\_\_\_\_ programs ensure that protected classes are retained and their opportunities are maintained.
  - a. needs-based analysis    b. global human resource management
  - c. functional              d. affirmative action
4. The written statement of the findings of job analysis is called
  - a. job design    b. job description    c. job classification    d. job evaluation
5. \_\_\_\_\_ is the proven relationship between the selection device and some relevant job selection criterion
  - a. Responsibility    b. Reliability    c. Unreliability
  - d. Validity
6. High-performance work practices include such activities as \_\_\_\_\_.
  - a. closed communication    b. centralized decision making    c. firm job assignments
  - d. self-managed teams
7. What is meant by 360 degree appraisal?
  - a. A system where every employee rates another employee chosen at random
  - b. A system where feedback is obtained from peers subordinates and supervisors
  - c. A system where a senior manager rates all line managers simultaneously.
  - d. A system where the line manager rates subordinates simultaneously

8. The systems model of training contains three phases: \_\_\_\_\_, training and development, and evaluation.

- a Preparation
- b. Introduction
- c. Assessment d. organizing

9. An inclination to do something good for others can influence the employers to undertake welfare facilities. This is the assumption of the

- a. Religious theory      b. Religious theory c. Policing theory      d. Benevolence theory

10. Employees' Deposit Linked Insurance Scheme was introduced in the year

- a. 1948 b. 1976
- c. 1923 d. 1961

**PART – B (10 x 2 = 20 Marks)**

1. List out the scope of HRM
2. State the influencing factors of HRM with appropriate example.
3. Job Description – Define.
4. State few guidelines for effective HRP
5. Define depth interview?
6. Explain about assessment centre?
7. Write on the job training method
8. Write about critical incident techniques
9. State any four sources of grievance
10. Write the importance of compensation Administration?

**PART-C (5 x 14=70 Marks)**

**1. Case Study.**

**Infosys Role and Career Enhancement: A People Strategy or Fall from Grace?**

This case study describes the Infosys Role and Career Enhancement (i-Race) initiative at Infosys Technologies Ltd. (Infosys). It brings out how the company went in for a major restructuring initiative and the repercussions it had on the perception among people of its being an employer of choice. The i-Race initiative was meant to map positions with the skill level of an employee. However, it led to increasing amounts of employee activism, some of which was not favourable to Infosys.

(p.t.o)

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Infosys had always been at the forefront of developing and implementing HR initiatives. However, i-Race was different - it was conceived when there was an economic downturn and a need was felt to improve the technical competencies of the employees.

However, the employees were used to the privileges under a high growth environment and the cuts and rationalization imposed as part of the i-Race initiatives proved to be too difficult for some of the employees to understand. The discontent was expressed in terms of a rising attrition rate and badmouthing the company management on social media sites and forums. Eventually, the company had to formulate and impose a social media policy that defined interaction on social media and networking sites. Infosys also had to allocate space within the company intranet for dissatisfied employees to voice their opinion. Moreover, though the company continued with i-Race, it decided that all subsequent policy changes would undergo a probation period. Infosys also decided to take back some of its experienced and capable staff through the 'green channel'.

**Issues:**

1. Understand various issues and challenges related to career management.
2. Understand the issues surrounding organizational restructuring programs.
3. Bring out the importance of communication under periods of organizational change.
4. Appreciate the critical role played by a company's leadership in formulating and executing a strategic vision.
5. Understand the need to moderate content on social networking sites with adequate policies
6. Understand the need to have employee participation in setting performance appraisal systems/ organizational changes.
7. Appreciate the role of grievance handling mechanisms in service-oriented industries.
8. Understand the pressure exerted by industry environment and practices in making firms conform to conventional approach.
9. Understand the drawbacks in case a policy is applied with retrospective effect.
10. Appreciate the importance of HR as a business partner in the competitive business environment

2(a). Describe the factors affecting Job Design

**OR**

(b). Explain the process of HR Planning

3(a). Narrate different sources of recruitment

**OR**

(b). Discuss about the different steps involved in interview process

4(a). Explain the merits and demerits of performance appraisal

**OR**

(b). Distinguish between training and development to help the employee and employer to assume right responsibilities

5(a). Discuss the need for sound wage policy

**OR**

(b). Explain the causes of indiscipline

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**Sl.No.1540**

**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University) Salem**  
**M.B.A. DEGREE EXAMINATION November - 2018**  
**Second Semester**

**APPLIED OPERATIONS RESEARCH FOR MANAGERS**  
(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. The name Operations Research is first coined in the year  
a. 1945 b. 1935  
c. 1940 d. 1950
2. The objective of Operations Research is  
a. To find the new methods of solving problems  
b. To derive formulas  
c. Optimal utilization of existing resources  
d. To utilize the services of scientists
3. Which one of the following is not a limitation of TP?  
a. Deal with single product  
b. Deal with homogenous single product  
c. Deal with homogenous single product  
d. Objective function is to minimize distribution cost
4. To solve degeneracy in the transportation problem we have to  
a. put allocation in one of the empty cell as zero  
b. put a smallest element epsilon in any one of the empty cell  
c. allocate the smallest element epsilon in such a cell, which will not form a closed loop with other loaded cells  
d. None of these
5. The minimum processing time on machine  $M_1$  and  $M_2$  are related as  
a.  $\text{Min } t_{1j} = \text{Max } t_{2j}$  b.  $\text{Min } t_{1j} \geq \text{Max } t_{2j}$  c.  $\text{Min } t_{1j} \leq \text{Max } t_{2j}$   
d.  $\text{Min } t_{2j} \geq \text{Max } t_{1j}$
6. Sum of losses to one player is equal to the sum of gains to other is called  
a. Two person zero-sum game b. Zero sum game c. Two persons game  
d. All of the above

(P.T.O)



7. Generally the PERT technique deals with the project of
  - a. Repetitive nature
  - b. Deterministic nature
  - c. Non-repetitive nature
  - d. None of the above
8. The sudden failure among items is seen as
  - a. Progressive
  - b. Random
  - c. Retrogressive
  - d. All of the above
9. The difference between the expected profit under conditions of risk and the expected profit with perfect information is called
  - a. Expected value of perfect information
  - b. Expected opportunity loss
  - c. Expected marginal loss
  - d. None of the above
10. The probability of selling at least an additional unit of an item to justify the stocking of that unit is given by
  - a.  $P > IC/(IC+IP)$
  - b.  $P = IC/(IC+IP)$
  - c.  $P < IC/(IC+IP)$
  - d.  $P = IP/(IC+IP)$

**PART – B (10 x 2 = 20 Marks)**

1. Give a note on Linear Programming Problem
2. When does an LPP possess a Pseudo-optimal Solution?
3. Define optimal solution in TP
4. What is the indication for an alternate optimal solution in TP?
5. Idle time - Explain
6. Define the term 'Payoff'
7. Define the term total float
8. Mention the types of failures
9. List out the different environments in which decisions are made
10. What is Expected Opportunity Loss Criterion?

**PART-C (5 x 14=70 Marks)**

1. (a) A firm manufactures two products A & B on which the profits earned per unit are Rs.3/- & Rs. 4/- respectively. Each product is processed on two machines  $M_1$  and  $M_2$ . Product - A requires one minute of processing time on  $M_1$  and two minutes on  $M_2$ , while B requires one minute on  $M_1$  and one minute on  $M_2$ . Machine  $M_1$  is available for not more than 7 hrs 30minutes while machine  $M_2$  is available for 10 hours during any working day. Find the number of units of products A & B to be manufactured to get maximum profit

**OR**

**(P.T.O)**

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(b) Use the simplex method to solve the LPP

$$\text{Min. } Z = -X_1 + X_2 - 3X_3$$

Subject to the constraints

$$X_1 + X_2 + X_3 \leq 10$$

$$-2X_1 + X_3 \geq -2$$

$$2X_1 - 2X_2 + 3X_3 \leq 0$$

$$\text{and } X_1, X_2, X_3 \geq 0$$

2(a). A product is manufactured by 4 factories A, B, C, & D. Their unit production costs are Rs. 2/-, Rs. 3/-, Re.1/- and Rs. 5/- respectively. Production capacity of the factories are 50, 70, 40, and 50 units respectively. The product is supplied to four stores S<sub>1</sub>, S<sub>2</sub>, S<sub>3</sub>, & S<sub>4</sub>, requirements of which are 25, 35, 105, and 20 units respectively. Unit transportation costs are given below.

	S <sub>1</sub>	S <sub>2</sub>	S <sub>3</sub>	S <sub>4</sub>
A	2	4	6	11
B	10	8	7	5
C	13	3	9	12
D	4	6	8	3

Find the transportation plan such that the total production and transportation cost is minimum

**OR**

(b). The processing time in hours for the jobs when allocated to the different machines is given below. Assign the machines for the jobs so that the total processing time is minimum.

Jobs \ Mechines	M <sub>1</sub>	M <sub>2</sub>	M <sub>3</sub>	M <sub>4</sub>
	1	5	7	11
2	8	5	9	6
3	4	7	10	7
4	10	4	8	3

3(a). Find the sequence that minimizes the total elapsed time (in hrs) required to complete the following jobs on 3 machines in the order M<sub>1</sub> - M<sub>2</sub> - M<sub>3</sub>.

**Job : A B C D E F G**

**Machine M<sub>1</sub> : 3 8 7 4 9 8 7**

**Machine M<sub>2</sub> : 4 3 2 5 1 4 3**

**Machine M<sub>3</sub> : 6 7 5 11 5 6 12**

**(P.T.O)**

Also calculate the idle time for the machines

**OR**

(b). Solve the following rectangular game by using graphical method.

		<b>Player B</b>				
		<b>I</b>	<b>II</b>	<b>III</b>	<b>IV</b>	
<b>Player A</b>	<b>I</b>	(	3	3	4	0
	<b>II</b>		5	4	3	7
		)				

4(a). A project consists of a series of labeled A, B, C, ....., H, I with the following relationships [W < X, Y means X & Y can not start until W is completed; X, Y < W means W can not start until both X & Y are completed] with this notation construct the network diagram having the following constraints.

A < D, E; B, D < F, H; C < G; F, G < I

Find also the minimum time of completion of the project, when the time (in days) of completion of each task is as follows.

<b>Task</b>	:	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>
<b>Time</b>	:	23	8	20	16	24	18	19	4	

**OR**

(b). (i) The yearly cost of two machines A & B when the money neglected is as follow.

<b>Year</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>M<sub>A</sub></b>	2900	2600	2700
<b>M<sub>B</sub></b>	3400	2100	2700

Find their cost patterns if money value is 10% worth and hence find which machine is most economical.

(ii) Discuss briefly about the various kinds of replacement problems.

5(a). The research department of Hindustan lever has recommended to the marketing department to launch a shampoo of three different types. The marketing manager has to decide one of the types of shampoo to be launched under the following estimated payoffs for various levels of sales.

**(P.T.O)**

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	Estimated Levels of Sale(units)		
Types of shampoo	15,000	10,000	5,000
Egg Shampoo	30	10	10
Clinic Shampoo	40	15	5
Deluxe Shampoo	55	20	3

What will be the marketing manager's decision if

- (i) Maximin (ii) Minimax (iii) Maximax (iv) Minimin (v) Laplace and  
(vi) Hurwicz criterion [ $\alpha = 0.5$ ] is applied?

**OR**

(b). The research department of consumer products division has recommended to the marketing department to launch soap with three different perfumes. The marketing manager has to decide the type of perfume to launch under the following estimated payoff for the various levels of sales.

	Estimated Levels of Sale(units)		
Types of Perfume	20,000	10,000	2,000
I	250	15	10
II	40	20	5
III	60	25	3

Examine which type can be chosen under (a) Maximax; (b) Minimax; (c) Maximin;

- (d) Laplace and (e) Hurwicz criterion [use  $\alpha = 0.5$ ]

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**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University) Salem**  
**M.B.A. DEGREE EXAMINATION November - 2018**  
**Second Semester**

**FINANCIAL MANAGEMENT**

(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. Basic objective of Financial Management is \_\_\_\_\_
  - a. Maximisation of Profits
  - b. Maximization of Shareholders wealth
  - c. Ensuring financial discipline in the organisation.
  - d. None of these
2. The liquidity and risk have \_\_\_\_\_
  - a. Direct Relationship
  - b. No relationship
  - c. Inverse Relationship
  - d. None of these
3. The case inflows on account of operations are presumed to have been reinvested at the cut-off rate in case of \_\_\_\_\_
  - a. Pay-back method
  - b. Discounted Cash flow method
  - c. Accounting Rate of return method
  - d. None of these
- 4 The decision rule under profitability index method is \_\_\_\_\_
  - a.  $PI > 1$  – Accept
  - b. Both (a) and (b)
  - c.  $PI < 1$  – Reject
  - d.  $PI = 1$  Accept
5. Overall cost of capital is also called as \_\_\_\_\_
  - a. Weighted average cost of capital
  - b. Composite cost of capital
  - c. Combined cost of capital
  - d. All of these
6. Financial leverage implies \_\_\_\_\_
  - a. Use of fixed financial charges to magnify the effect of changes un EBIT
  - b. Use of non-fixed charge sources of funds to purchase assets.
  - c. Use of variable costs
  - d. Use semi-variable cost
7. Which of the following is not a theory of capital structure?
  - a. Net income approach
  - b. NOI approach
  - c. Composite approach
  - d. MM Approach

8. According to MM approach, the dividend decision and retained earnings decisions do not influence \_\_\_\_\_ of the shares.

- a Book Value
- b. EPS
- c. Market Value    d. Face Value

9. The excess of current assets over current liabilities is termed as \_\_\_\_\_

- a. Fixed capital    b. Capital    c. Working capital    d. Net working capital

10. Optimum cash balance is one where the \_\_\_\_\_

- a. Conversion cost and interest cost will be minimum
- b. Carrying cost and storage cost will be minimum
- c. Conversion cost will be minimum
- d. Interest cost will be minimum

**PART – B (10 x 2 = 20 Marks)**

1. Enumerate the two objectives of financial management
2. State Two relationship between finance and economics.
3. State three types of capital budgeting decisions
4. Explain Capital rationing. Give at least two reasons
5. State two Difference the explicit cost and implicit cost
6. A company issues 10% irredeemable debentures of Rs. 1,00,000. The company is in the 55% tax bracket. Calculate cost of debt (before as well as after tax) and if the debentures are issued at par
7. State the assumptions of the Net Income Approach.
8. State the assumptions of Walter's model dividend policy
9. State any four factors that influencing working capital management of an organisation
10. What are the basic strategies of efficient cash management?

**PART-C (5 x 14=70 Marks)**

1. (a) **Case study**

Dr. Gupta is running a manufacturing factory produce automobile components. He is in the field for the past 12 years. In the recent past, he is having the problem of over inventory and also find it difficult to manage his financial obligations. Since he made this venture with a little amount of capital and a bank loan, he was not in a position to take strong decisions. He is approaching a financial consultant to solve his issues. Assume you are the consultant appointed

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by Dr. Guptha and answer the following questions:

- a. What are your suggestions to Dr. Guptha to overcome inventory issues?
- b. How will you analyse the case to solve the financial problems?

2(a). Critically examine the various methods of evaluating capital budgeting proposals. Discuss their advantages and disadvantages

**OR**

(b). Relix Ltd., wants to replace its existing plant. It has received three mutually exclusively proposals I, II and III. The plants under the three proposals are expected to cost Rs. 2,50,000 each have as estimates life of 5 years, 4 years and 3 years respectively. The companies required rate of return is 10%. The anticipated net cash inflows after taxes as follows:

Year	Plant I (Rs.)	Plant II (Rs.)	Plant III (Rs.)
1	80,000	1,10,000	1,30,000
2	60,000	90,000	1,10,000
3	60,000	85,000	20,000
4	60,000	35,000	-
5	1,00,000	-	-

Which of the above proposals would you recommended to the management for acceptance.

You may use NPV techniques evaluation.

Year	1	2	3	4	5
PV Factor (10%)	0.909	0.826	0.751	0.683	0.621

3(a). Describe the components of cost of capital. Discuss in detail how the cost of various components of capital is calculated?

**OR**

(b). Excel industries limited has assets of Rs. 1,60,000 which have been financed with Rs. 52,000 of debt and Rs. 90,000 of equity and a general reserve of Rs. 18,000. The firms total profits after interest and taxes for the ended 31<sup>st</sup> March 2014, were Rs. 13,000. It pays 8% interest on borrowed funds and is in the 50% tax bracket. It has 900 equity shares of Rs. 100 each selling at a market price of Rs. 120 per share. What is the weighted average cost of capital?

4(a). Explain Net Operating Income Approach (NOI) to Capital Structure with suitable illustration

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**OR**

(b). A company belong to a risk class for which the appropriate capitalization rate is 10 per cent. It currently has outstanding 25,000 share selling at Rs. 100 each. The firm is contemplating the declaration of dividend of Rs. 5 per share at the end of current financial year. The company expects to have a net income of Rs. 2.5 lakh and has a proposal for making new investments of Rs. 5 lakhs.

Show that under the MM assumptions, the payment of dividend does not affect the value of the firm.

5(a). What do you mean by Cash Management? Discuss the motives for holding cash and objectives of Cash Management

**OR**

(b). What do you mean by receivables management – explain? What are the motives and cost of maintaining receivables? Also explain the objectives of Receivable Management

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**Sl.No.1456**



**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University) Salem**  
**INTEGRATED BBA-MBA & M.B.A. DEGREE EXAMINATION November - 2018**  
**Second / Eighth Semester**

**RESEARCH METHODOLOGY**

(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. Applied research is a
  - a. Data thoroughly analysed and critical evaluation
  - b. Finding a solution for an immediate problem
  - c. Highlights the state of affairs of existing problem
  - d. None of these
2. Good research design should possess
  - a. Objectivity b. Validity
  - c. Reliability d. All of these
3. A sample must be \_\_\_\_\_
  - a. Representative b. Homogeneous
  - c. Adequate d. All of these
4. Which of the following can be directly observed using only observational methods? People's:
  - a. Behaviour b. Perceptions c. Cognitions d. None of the above
5. "Income distribution of employees" in a specific organization is an example of which of following type of variable?
  - a. Discontinuous variable b. Dependent variable c. Continuous variable
  - d. Independent variable
6. One of the preoccupations of quantitative researchers is with generalization, which is a sign of:
  - a. External validity b. External reliability c. Internal reliability
  - d. Internal validity
7. Student's t-distribution was discovered by
  - a. Fisher
  - b. Laplace
  - c. Karl pearson d Gosset

8. The analysis of variance procedure is appropriate for testing equivalence of a set of two or more populations \_\_\_\_\_

- a Variations
- b. Means
- c. Deviations d. Squares

9. Where do you provide a step-by-step account of what the researcher and participants did during the research study?

- a. Introduction b. Procedure c. Abstract d. Design

10. Which of the following should not be a consideration in writing a proposal?

- a. Understanding the problem situation
- b. The appearance/form of the proposal
- c. Responding to every element exactly as specified by the client
- d. Knowing as much as possible about the proposal recipients

**PART – B (10 x 2 = 20 Marks)**

1. List any four objectives of research
2. Define Control group
3. State the assumptions of case study method
4. List any four merits of questionnaire.
5. Differentiate interval Scale and ratio scale
6. Write short note on Thurstone-type scales
7. Define critical region
8. State the basic assumptions of ANOVA
9. Point out the outlines of a popular report.
10. Write the application of punctuation and abbreviation in footnotes

**PART-C (5 x 14=70 Marks)**

1. (a) Discuss the Nature and Objectives of research

**OR**

- (b) Briefly explain the various formal experimental designs

- 2(a). Describes the various observational methods with their advantages and limitations

**OR**

- (b). Discuss the various methods of non-probability sampling techniques with merits and demerits

3(a). Explain the different bases of scale classification

**OR**

(b). Explain the various steps involved in the process of construction of a questionnaire

4(a). The following results are obtained from a sample of 20 boxes of mangoes:

Mean weight of contents = 490gms,

Standard deviation of the weight 9 gms,

Could the sample come from a population having a mean of 500 gms?

**OR**

(b). Explain the procedure for testing hypothesis

5(a). Describe the layout of a research report covering all relevant points

**OR**

(b). Narrate the principles relating to the grammatical aspects in research writing.

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**Sl.No.1382**

**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University) Salem**  
**M.B.A. DEGREE EXAMINATION November - 2018**  
**Third / Ninth Semester**

**ELECTIVE – CORPORATE FINANCE**  
(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. Mutual funds are regulated in India by which among the following?  
a. RBI b. SEBI  
c. Stock exchanges d. RBI and SEBI both
2. Finance functions are  
a. Planning for funds b. Allocation of Resources  
c. Raising of funds d. All of the above
3. On discounting of a bill of exchange with the bank, the amount of discount is borne by:  
a. Drawer b. Drawee  
c. Payee d. Bank
4. An example of fixed asset is  
a. Live stock b. Value stock c. Income stock d. All of the above
5. An examination of the sources and uses of funds statement is part of:  
a. A forecasting technique. b. Calculations for preparing the balance sheet.  
c. A funds flow analysis  
d. A ratio analysis
6. As per Accounting Standard-3, Cash Flow is classified into  
a. Operating activities and investing activities  
b. Investing activities and financing activities  
c. Operating activities and financing activities  
d. Operating activities and financing activities investing activities
7. Dividend policy of a firm affects both the long time financing and \_\_\_\_\_ wealth.  
a. Owners b. Creditors c. Debtor  
d. Shareholders
8. The dividend-payout ratio is equal to  
a. The dividend yield plus the capital gains yield  
b. Dividends per share divided by earnings per share.

- c. Dividends per share divided by par value per share
- d. Dividends per share divided by current price per share

9. Which of the following actions will not help directors to protect themselves from non-compliance with their obligations and responsibilities?

- a. Seeking professional help
- b. Keeping themselves fully informed about company affairs
- c. Ensuring that regular management accounts are prepared by the company
- d. Including a disclaimer clause in their service contracts

10. The primary stakeholders are:

- a. Customers b. Suppliers
- c. Shareholders d. Creditors

**PART – B (10 x 2 = 20 Marks)**

1. What do you mean by financial management?
2. State the purpose of lease financing
3. What is gross working capital?
4. Define maturity factor.
5. Give examples for no risk, less risk and high risk investments.
6. What is Certainty Equivalent Coefficient?
7. Define Cost-push inflation
8. Mention the importance of finance decisions
9. Name the three important constituents involved in corporate governance
10. State any two important social responsibilities towards employees

**PART-C (5 x 14=70 Marks)**

1. (a) Discuss in detail the various functions of a Finance manager.

**OR**

- (b) Describe the role of SEBI in regulating the Indian Capital Market

2(a). **Case Study**

**WORKING CAPITAL MANAGEMENT OF RAJ INDUSTRIES PVT. LTD.**

Raj Industries Pvt. Ltd., an engine valve manufacturer is a recent entrant in the industry. It has completed only two business years. It is the first business experience for the promoters of the company. Before entering into this business they analysed the present and foreseeable demand and came to conclusion that there is good and growing demand for engine valves. After a careful study, they started the business with adequate capital, skilled labour and a sophisticated

factory. However the company has been facing problems in managing its working capital, during the first two years of its operations.

The management of the company is completely dissatisfied by the operation of the company in these years. The company has provided the following details:

Year	Current Ratio	Quick Ratio	Inventory Turnover	Credit Standards	Demand
Year 1	High	Low	Low	High	Normal
Year 2	Low	High	High	High	Good

On the basis of these details an assessment of the state of working capital management during the first two years of operation is required.

**Questions for Discussion:**

What do the information on the first two years of operation of Raj Industries Pvt. Ltd., indicate with regard to the state of working capital management in the company during that period?

3(a). Discuss on the application of Certainty Equivalent Coefficient.

**OR**

(b). Lotus Ltd. Is considering the purchase of a machine two alternative models are available.

Relevant information is as follows:

Particulars	Machine X Rs.	Machine Y Rs.
Cost of the machine	3,00,000	5,00,000
Life time	4 Years	5 Years
Savings in scrap (materials)	45,000	50,000
Savings in wages	1,40,000	1,80,000
Supervision	10,000	15,000
Maintenance	6000	10,000
Indirect materials	4000	5000
Tax rate	50%	50%

Using the discounted cash flow method, prepare a statement of profitability and recommended the profitable machine. At the prevailing rate of 12%, the present value of Rs. 1 received annually for (a) 4 years – Rs, 3.04 (b) 5 years – Rs, 3.60

4(a). Explain the importance of investment decisions

**OR**

(b). Briefly describe the various types of dividend

5(a). What are the factors that influence corporate governance?

**OR**

(b) What are the arguments in favour of social responsibility?

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**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University) Salem**

**M.B.A. DEGREE EXAMINATION November - 2018**

**Third Semester**

**TOTAL QUALITY MANAGEMENT**

(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. TQM & ISO both focuses on
  - a. Customer b. Employee
  - c. Supplier d. All of these
2. Which one of the following depicts feature, which is a dimension of quality?
  - a. Product looks and sounds b. Bells and whistles of the product
  - c. Brand name and price d. Ability to repair a product
3. The process of monitoring specific project results to determine if they comply with relevant quality standards is called
  - a. Quality Assurance b. Quality Planning
  - c. Quality Control d. Quality Review
4. Juran advocates a never-ending spiral of activities that includes all of the following EXCEPT:
  - a. Product development b. Inspection and testing c. Workers d. Purchasing
5. Whose concepts are referred to as statistical quality control (SQC)?
  - a. Shewhart's b. Deming's c. Juran's
  - d. Crosby's
6. Accuracy implies
  - a. We know customer targets b. Average performance is on target
  - c. Computerized machines
  - d. All products are of same size
7. How should the benchmarking of individual processes as well as customer satisfaction be employed?
  - a. As a standard tool b. As an improvement tool c. As a defective tool
  - d. As an instrumental tool

8. QFD is a method for
  - a. Controlling quality in production
  - b. Controlling quality in restaurants
  - c. Finding out what customer wants
  - d. Translating customer needs to product specs
  
9. All of the following are the basic requirements of ISO 9000 EXCEPT:
  - a. A documented quality system
  - b. Consistent adherence to the documented quality system
  - c. Check to see that the plan was carried out
  - d. Customers and processes be displeased
  
10. Quality management requires
  - a. Workers not working overtime
  - b. Keeping internal customers satisfied
  - c. Printing promotional brochures
  - d. ISO 9000 certification

**PART – B (10 x 2 = 20 Marks)**

1. Mention any four essential/primary characteristics of a good quality product
2. Define the term “strategic planning”.
3. Mention any four components of service quality
4. State the objectives of Malcolm Balridge National Quality Award
5. Mention any four advantages of fish-bone diagram
6. Define Reliability
7. State the benefits of QFD.
8. Write down the philosophy of quality loss function
9. List out the important benefits of documentation
10. Mention the documents required for the implementation of quality system

**PART-C (5 x 14=70 Marks)**

1. (a) Enlighten the habits of successful people according to Stephen Covey.

**OR**

- (b) Describe the process of strategic planning and state its importance

- 2(a). Discuss the various stages involved in team building. What are the characteristics of successful teams?

**OR**

- (b). Describe Kano’s customer satisfaction model with neat diagram



3(a). What is meant by Operating Characteristics (OC) Curve? Explain it with the neat diagram  
The following table shows the number of point defects on the surface of a bus body on August 2017.

Body No.	No. of defects		Body No.	No. of defects		Body No.	No. of defects		Body No.	No. of defects
1	13		6	17		11	17		16	6
2	15		7	7		12	11		17	16
3	19		8	9		13	7		18	10
4	8		9	3		14	11		19	2
5	6		10	23		15	14		20	6

- a. Compute the value of  $\bar{C}$  and its control limits.
- b. Draw C – chart
- c. Compute value of  $\bar{C}$  and control limits for the future use, if you deem it necessary

**OR**

- (b). What is meant by Operating Characteristics (OC) Curve? Explain it with the neat diagram
- 4(a). Discuss in detail the step by step procedure to build the house of quality.

**OR**

- (b). (a) The specifications of a particular product are  $25 \pm 3$  and the average repair cost is Rs.90. Determine the quality loss function and the loss when  $X = 23$ .
- b) A product has a constant failure rate of 0.018 per hour. What is the probability that the product will survive or be reliable during the first 120 hours of operations

5(a). Explain the various stages of quality auditing

**OR**

- (b). Discuss in detail the benefits of ISO 14000

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**Sl.No.1600**

**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University) Salem****M.B.A. DEGREE EXAMINATION November - 2018****Third / Ninth Semester****STRATEGIC MANAGEMENT AND BUSINESS PROCESS**  
**MANAGEMENT**

(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions**PART – A (10 x 1 = 10 Marks)**

1. Which of these basic questions should a vision statement answer?
  - a. What is our business? b. Why do we exist?
  - c. Who are our employees? d. What do we want to become?
2. What is needed before people can focus on specific strategy formulation activities when developing a mission statement?
  - a. Negotiation b. Compromise
  - c. Eventual agreement d. All of the above
3. In which of the following scenarios is a joint venture likely to be more attractive than acquisition?
  - a. Horizontal integration b. New market entry
  - c. Vertical integration d. Larger resource pool
4. Which of the following is not a recognized element of corporate strategy?
  - a. Competitive advantage b. Acquisition c. closure d. Divestment
5. For most organizations, strategic planning starts by \_\_\_\_\_.
  - a. formulating a business mission statement b. identifying the target market
  - c. determining the required return-on-investment
  - d. conducting an internal and external environment analysis
6. The plausible representation of possible future based on assumptions is called
  - a. scenario analysis b. segmentation analysis c. market analysis
  - d. targeted factors.
7. The PESTLE model includes all of the following except \_\_\_\_\_.
  - a. Production b. political c. Economic
  - d. social

8. In a SWOT analysis, a(n) \_\_\_\_\_ is an area in which the company could develop an advantage over its competition
- a Strength
  - b. weakness
  - c. Opportunity d. Threat
9. Which of the following is a non functional requirement of a web based application?
- a. When the user clicks a “read me” link, the color of the link should change from blue to pink
  - b. When the user clicks a “read me” link, the next page should be opened within 5 seconds
  - c. When the user clicks a “read me” links, the mouse over should show the target page title in a tool tip
  - d. When the user clicks a “read me” links, the read me page should load successfully without errors
10. CMMI has an interactive lifecycle when compared to CMM
- a. True b. False
  - c. Partial d. None of the above

**PART – B (10 x 2 = 20 Marks)**

1. State any four main features of strategic management
2. Define Mission
3. State any four threat of bargaining power of supplier
4. Define Globalisation
5. Define departmentation
6. Define conflict
7. Write shortly about starvation
8. Give the meaning for business process development
9. Give the meaning for contract style requirements list
10. Give the meaning for system engineer

**PART-C (5 x 14=70 Marks)**

1. (a) Explain in detail the major seven types of stake holders and their main power and influences with examples

**OR**

- (b) Explain in detail strategic corporate social responsibility

(P.T.O)

**Sl.No.1645**

## 2. Case study:

Pravin Kumar flicked the TV off as he saw, for the nth time that night, the second tower of the World Trade Centre in New York come crashing down. "What kind of people would plot so meticulously to take thousands of innocent lives?" he wondered, as a chill went down his spine. "It hasn't been a good day for me and lots of others in the US," Kumar muttered, switching on a lamp next to his king-sized chair, and pulling out a file from his expensive Piene Cardin portfolio.

A few hours earlier, the 48-year-old CEO of Peekay Steels, which had four other subsidiaries dealing in aluminum, power, oil exploration, and telecom, had emerged from a grueling four-hour session with Dalal Street analysts. It seemed the analysts thought there was nothing right with his diversified group. The hundreds of cores of rupees that the flagship had missed to fund forays into new growth sectors were proving to be a mill round Peekay's neck. The bottom-line was bleeding not because the steelmaker was inefficient; rather, the culprit was the staggering interest Peekay had to pay month after month.

Kumar flipped a few pages of his file and got to a section titled 'Competitive Analysis'. He put a finger on the column that read production cost and traced it down to the row where Peekay's prices were given: \$260 per ton. Moving his gaze further down, he looked at the global benchmark, \$280 per ton. Feeling bitter, he picked up a pen and circled the number under the financial charges column. "We are paying \$81 as interest charge for every tone of steel that we make," he said it aloud for the words to sink in. "So, by the time my steel leaves the factory it cost \$341 per tone."

In another few hours, Kumar knew he would be seated in the back of his black Mercedes Benz along with three of his key executives, on a four-hour drive outside the city to Peekay's steel plant. But before hitting the sack for a few winks, Kumar decided to call Anirudh Desai, Peekay's director of finance. Desai was watching CNN too when Kumar called him on his mobile. "Do you think our US exports are going to be affected if there's a war?" Kumar asked Desai without bothering to say hello or expressing his shock over the attacks.

"It could go either way," replied Desai. "If there's a war, the US may step up imports. But if the business sentiment worsens, purchases may actually fall. "Let's talk about it later today," said Kumar. "But, Ani, the reason I called was to find out something specific. Can we lower our interest costs without losing control of any of our subsidiaries?"

"I think so," replied Desai. "But given the complicated shareholding pattern within the group, individual spin-offs might be tricky. The joint venture route is an option we could look for all our non-steel businesses. Even if we were to forfeit the controlling stake, we could still

(P.T.O)

**Sl.No.1645**

retain a major holding in each subsidiary. I have done some scenario building, but I don't think I can take you through that over the phone. May be I could do that on our way to the plant tomorrow?"

"I guess you could," said Kumar, wishing Desai good night, and putting the cordless phone back into its cradle.

Kumar had slept for all of an hour when the electronic clock on the table by his bedside beeped. By quarter to seven, Desai and two other senior execs were at Kumar's house, waiting for Kumar to join them for a quick breakfast before setting out on the ride. "What's the update on the attacks?" Kumar asked no one in particular, but Desai replied. "No news yet on how many dead, but it seems the fatality could run into a few thousands." Over the next 15 minutes, the terrorist attack dominated the conversation at the breakfast table.

Getting into the car, Kumar switched to the business at hand. "We simply have to get our financial costs down," he said, turning to Desai. "Yes, but the question is how?" countered Desai. "In the past, we have used the flagship as an investment vehicle for setting up projects in power, oil, aluminum, and telecom. Not only are these businesses capital intensive, but they have been hit by time and cost over-runs. That has sent our interest costs into a spiral."

"But aren't we trying to swap expensive debt with cheaper funds from abroad?" Questioned Kumar.

"Yes, but this may not be the best of time to do that," said Desai. "Besides, let's face it, our track record at repaying loans isn't exactly blemishes. More than once we've had our loans rescheduled."

"But can't we convert our inter corporate borrowings into convertible debentures?" said Kumar.

"I'm non confident of this happening," Venkatesh Krishnan, a nominee on Peekay's board, butted in. "For one, your stock price has taken a severe beating on Dalal Street, and investors are aware of the financial problems you are facing. Also, where is the market for IPOs?"

QUESTIONS:

"So, what is the solution? Should we, like the analysts want, spin off our low projects into companies and offload the borrowings from our boots?" Kumar asked. "This would sharpen Peekay's business focus what do our institutional shareholders think about this?" continued Kumar, looking to Krishnan

3(a). Explain in detail the process of strategic control system with diagram

**OR**

(P.T.O)

**Sl.No.1645**

- (b). Strategic issues in managing technology and innovation- Discuss in detail
- 4(a). Explain in detail the complete depth of each of the letters of the PESTLE With suitable examples

**OR**

- (b). Explain the importance of VPEC-T concept in an organization
- 5(a). Discuss in detail the assessment method and challenges of CMMI

**OR**

- (b). Discuss in detail the Joint Requirements Development analysis issues

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**Sl.No.1645**

**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University) Salem**  
**M.B.A. DEGREE EXAMINATION November - 2018**  
**Third / Ninth Semester**

**INTERNATIONAL BUSINESS MANAGEMENT**  
(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. International business transactions include:
  - a. Sales
  - b. investments
  - c. transportation
  - d. all of the above
2. Because a company's international external environment is usually more diverse than its domestic external environment, it is useful to study international business in order to:
  - a. better understand the environment's effect on the conduct of business
  - b. diversify business functions
  - c. decide between relativist or normativist practices
  - d. locate high-value activities in areas with low wages.
3. What would NOT be a reason for a company to engage in international business?
  - a. To maximize competitive risk
  - b. To diversify sources of sales and supplies
  - c. To acquire resources
  - d. To expand sales
4. Technology has had a tremendous impact on international business in all of the following ways EXCEPT:
  - a. the demand for new products and services has increased
  - b. the number of international business transactions has increased
  - c. the managers' ability to control foreign operations has been improved
  - d. it has raised the cost of doing business abroad
5. Which of the following are characteristic of the period when financial bubbles burst?
  - a. Excessive optimism about future asset prices
  - b. Excessive pessimism about future asset prices
  - c. Rising house prices
  - d. Rising share prices
6. Why has there been much cross-border restructuring in the financial sector?
  - a. Banks preferred to move into other countries rather than diversify their product range

- b. Financial institutions wanted to move to countries that were more tightly regulated
  - c. Financial institutions wanted to take advantage of expanding markets in S. E. Asia
  - d. Western financial institutions were become increasingly concerned about the threat of increased competition from Japanese banks
7. Which of the following is NOT a stage in the product life cycle?
- a. Decline stage
  - b. Growth stage
  - c. Cash cow stage
  - d. Maturity stage
8. Under which one of the following circumstances will a reduction in price generate increased total revenue for a product?
- a. Perfectly inelastic demand
  - b. Relatively inelastic demand
  - c. Relatively elastic demand
  - d. Effective demand
9. The process of globalization is —
- a. an amalgamation of the global and the local
  - b. emphasis on local culture
  - c. emphasis on global culture
  - d. the use of regional symbols
10. Frequently, a firm will go abroad to:
- a. protect its home market
  - b. test market a product
  - c. earns greater profits
  - d. all of the above

**PART – B (10 x 2 = 20 Marks)**

1. State any four importance of globalization.
2. Mention the benefits of Joint venture
3. When a country should take country risk.- Explain.
4. State any four objectives of BRIC
5. Write short notes on political monitoring
6. Define SAARC and its purpose
7. List out any four major players of international marketing
8. Give the meaning for piggy's packing
9. Expand and Explain DFRC with two of its important purpose.
10. Write short notes on export promotion?

**PART-C (5 x 14=70 Marks)**

1. (a) The stages of globalization – discuss in detail with diagram and illustration

**OR**

**(P.T.O)**

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(b) Explain in detail the Ricardo's theory of international trade

2(a). Describe any seven important Legal and Environmental factors that influence an international business.

**OR**

(b). The valid Reason for BRICS nations are going to develop a joint bank- Discuss in detail

3(a). Discuss in detail the ADB operations with valid reasons

**OR**

(b). List out the difference between BOP and BOT with description

4(a). The road towards today's Economic and Monetary Union and the euro area- Discuss in detail

**OR**

(b). Discuss in detail the international market selection process with valid reasons.

### 5. Case Study:

Few companies can claim to be truly global multinationals, but with sales, revenues, production, and employees distributed across the world, the Canon Group of Japan comes as close as any to fitting that title. In 2003, 69.7 per cent of Canon's revenues originated outside of Japan. The Americas accounted for 32.7 per cent of total revenues and Europe for 25.1 per cent. The remaining 11.9 per cent of revenues were generated in other areas, including other Asia-Pacific markets. Canon develops, manufactures, and markets copiers, computer peripherals, cameras, optical products, and business information products. The company had its beginnings in 1933, when Precision Optical Instruments Laboratory was established to conduct research into cameras in Roppongi, Minato-ku, Tokyo. In 1947 the company changed its name to Canon Camera Co., and only in 1969 did the company take on the name Canon Inc. In 2003, the company had revenues totaling \$29 billion with 103,000 employees. Canon's international expansion started in 1955 with the opening of a New York branch. Initially, the company relied on sole distributors and established some in Europe and Latin America in the late 1950s and early 1960s. The sole distributor system was abolished in 1963 to make way for company-owned subsidiaries under the direct control of the Japanese headquarters. International expansion goes beyond marketing to include production, research, and development. Taiwan became the site of Canon's first foreign-production facility

In 1970, Two years later the company opened a manufacturing plant in Germany. By 2001, the company had production facilities in all parts of the triad—Western Europe, the Asia-Pacific region, and North America. Nevertheless, the vast majority of Canon's production facilities remain in Asia, including Japan. In 1990, R&D centers were opened in the United States, Australia, France, Thailand, and the People's Republic of China. Each R&D facility specializes in a specific product line and is coordinated by a centralized R&D lab in Japan. Together with its R&D strategy, this has made Canon one of the best world innovators and the largest holder of patents after IBM. Canon is organized regionally. Canon U.S.A. oversees operations in the Americas. The subsidiary has its own marketing, R&D, and production

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facilities. Two companies oversee European operations. Together, they have two manufacturing plants in Germany and France, and R&D centers in the United Kingdom and France. Canon's operations in Asia and Oceania, excluding Japan, account for the largest number of employees in foreign countries. Region-wide activities for the Asian market are overseen by the Canon Asia Marketing Group, but marketing operations in this region are sub-fragmented into sub-regional or national markets. The Southeast Asia region is the responsibility of Canon Singapore. Hong Kong has its own subsidiary that is also responsible for Taiwan and part of South Korea. The mainland Chinese market is the responsibility of Canon (China) Co. Japan's home market is still very important. Nearly half of Canon's employees are still working in Japan and companywide R&D is still centralized there. Canon Australia is responsible for operations in the Oceania region.

At a time when other Japanese, and many other, large electronic companies, are struggling to remain competitive, Canon's profits are soaring. The firm has been able to remain competitive by selecting those business lines in which it can be successful given its strength in R&D and production technology. The firm abandoned the markets for personal computers, typewriters, and liquid crystal displays to concentrate on cameras, printers, and copiers. Studies suggest that one of Canon's key competencies is its global system for new product development. In particular it has evolved a number of organizational mechanisms for linking R&D and customer requirements globally. This is partly done through alliances and joint ventures in which Canon invests over the long-term to derive the benefits of co-learning and joint resource development. Canon contributes its technological capabilities and supplier links and local partners bring expertise relating to local customer preferences, distribution, and marketing. In 2003, Canon registered the highest number of patents after IBM. The firm spends 8 per cent of its revenue on R&D. Canon finds not only new technologies, but also new methods of manufacturing products. Canon has been re-organizing its production facilities to take advantage of its global scope, selecting suppliers and production facilities across the world to minimize costs and decrease production time. As a result product design data can now be sent to plants around the world via computer. Information is translated through an automatic translation system allowing faster communication between subsidiaries. The firm is now using simulation technology to minimize the costly process of prototype production. In the production floor, Canon's high productivity increases have been based on cell production technology. Here, a small number of workers have responsibility for the final assembly of the product. This type of production not only increases the amount of a product being produced per labor-hour, but also ensures quality as it is easier to backtrack the production process of a single product. It also saves floor space. Since 1998, Canon has decreased the length of its conveyor lines by 12 miles. However, the productivity increases of applying and perfecting cell technology to its operations are reaching a limit and now Canon is seeking ways of integrating automation technology into its production process.

In 2002, Canon made the unlikely decision to establish a facility in Oita, Kyushu, Japan, to produce digital cameras. CEO Fujio Mitari's explanation is that "If we switch factories each time a place with lower labor costs is found, all investment in equipment is wasted. Instead, we should use our strengths in production, and manufacture products more cheaply than they could be manufactured in location where the cost of labor is lower." Indeed, nearly 60 per cent of Canon products are still manufactured in Japan. The company's long-term plan is to reach a balance between outsourcing and Japanese production. Mitari's position is that anything for

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which labor costs are more than 5 per cent of production costs can be outsourced to low labor-cost areas, such as China, and anything for which labor costs are less than 5 per cent of production—typically the more advanced technologically—can be produced domestically.

**Questions:**

1. Explain why, over the course of Canon's internationalization process, certain functions have been moved or expanded to certain global locations.
2. Why has it been important for Canon to internationalize its R&D activities?
3. Speculate as to why Canon is so unusual in its degree of independence from Japan's domestic market, compared with most other Japanese firms.
4. How is Canon still fairly dependent on Japan as a home base?

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**Sl.No.1504**

**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University) Salem**  
**M.B.A. DEGREE EXAMINATION November - 2018**  
**Third Semester**

**ELECTIVE - INDUSTRIAL RELATIONS AND LABOUR WELFARE**

(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. The scope of IR does not include
  - a. Employer and employee relation.
  - b. Employer, employee and trade union relation
  - c. Employee and trade union relation
  - d. Employee and customer relation
2. John Dunlop gave \_\_\_\_\_
  - a. Gandhian approach
  - b. Oxford approach
  - c. System approach
  - d. All of these
3. The first union was recognized in
  - a. 1884
  - b. 1890
  - c. 1918
  - d. 1920
4. Which of the following matters are usually brought under collective bargaining?
  - a. Working conditions
  - b. Organizational matters
  - c. Labour welfare
  - d. All of these
5. Which of the following is a cause of grievance?
  - a. Increments
  - b. Promotions
  - c. Recovery of dues
  - d. All of these.
6. The practice of storing up grievances so they may be unloaded at another time is called
  - a. Brown bagging
  - b. gunny sacking
  - c. stonewalling
  - d. harboring
7. It is one of the \_\_\_\_\_ function to protect labor against victimization and injustice
  - a. Trade unions
  - b. Social groups
  - c. Government
  - d. None of these
8. Welfare activities provided within the factory is called as
  - a. Intra-Mural Activities
  - b. Extra- Mural Activities
  - c. Intra – Morale Activities
  - d. Extra- Morale Activities

9. Which of the following are considered to be the bottlenecks of workers participation in management
- Employers cannot think beyond their knowledge and skills
  - Role of trade union is not satisfactory
  - Employers are unwilling to share power with workers representative
  - All of the above
10. \_\_\_\_\_ are the rules and regulations which govern the conditions of employment of workers
- Standing orders
  - Policies
  - Advice
  - None of these

**PART – B (10 x 2 = 20 Marks)**

- Define Industrial Relations
- List out any three functions of Industrial Relations.
- Define negotiation
- Mention the agreements of collective bargaining at different levels
- List out the prerequisites of grievance procedure
- List out the different types of accidents
- State the health services provided for workers
- List out the principles of labour welfare
- List out the factors that influence WPM
- Mention the factors influencing WPM.

**PART-C (5 x 14=70 Marks)**

1. (a) **Case Study**

**The friendly Supervision**

Raju manages the customer relations department of a public utility company. The department is responsible for replying to customer requests for information and to customer complaints. There are seven typists in the department who handle the correspondence to customers dedicated by the staff.

Raju recently promoted Bobby to office supervisor Bobby had been a typist in the department for ten years. She was considered the fastest and most accurate typist who had ever worked for Raju. Bobby had the best attendance record in the department and Raju considered her his most dependable employee. She was very well liked by all typists and they considered her to be a good personal friend.

As a supervisor Bobby does a good job of handling out work assignments, but she does little else to supervise the typists. She does not like to criticize the typists and does not enforce office rules. No matter what a typist does Bobby will not take any disciplinary action? She makes no

(P.T.O)

**Sl.No.1366**

attempt to check the work of the typists for compliance with quality standard or to see that work is completed on time. In fact, she spends most of her time typing to reduce the work load of the other typists.

Raju has been receiving an increasing number of complaints from the department staff about the poor quality of the typing and about the slow turnaround time for work. He has received complaints about the typists taking excessively long coffee breaks and spending time on personal phone calls.

When Raju talked to the typists, they told him that Bobby frequently invites them to her house for dinner or to play bridge. It appears to Raju that the typists all like Bobby as a friend, but they are becoming concerned about her lack of supervisory skills. Raju mentioned to Bobby that she should focus her effort on improving the work of the typists. She replied "these women are my friends and I don't feel right about cracking down on them."

### **Questions**

1. Can an individual effectively manage a group and be a close personal friend with group members?
2. What should Raju do to ensure that the work of the typists will improve?
3. Should Bobby have been promoted to office supervisor?  
If you were Bobby, What would you do? Would you quit the supervisor's job? Would you no longer be friends with the typists?
4. longer be friends with the typists?

2(a). Explain the importance of workers participation in Management.

**OR**

(b). Explain the important obstacles of Trade union?

3(a). Explain the various causes of accident

**OR**

(b). List out the importance of industry health and hygiene

4(a). Explain in detail about the scope of labour welfare

**OR**

(b). Explain the importance of welfare services. How it is appraised?

5(a). Discuss the various levels of participation

**OR**

(b). Elaborate the conditions necessary for effective working of the scheme

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**VINAYAKA MISSIONS RESEARCH FOUNDATION, SALEM**  
**M.B.A. DEGREE EXAMINATION NOVEMBER - 2018**

**STRATEGIC HUMAN RESOURCE MANAGEMENT**

**Third Semester**

(Candidates admitted under 2012 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. In which decade did HRM originate?  
a. 1950s      b. 1970s      c. 1980s      d. 1990s
2. Wright and Snell made important contribution to the growth of:  
a. Strategic labour allocation process model      c. Strategic fit model  
b. Business-oriented model      d. None of the above
3. Human Resource Management aims to maximize employees as well as organizational  
a. Effectiveness      b. Economy      c. Efficiency      d. Performativity
4. The HR audit needs to be done at \_\_\_\_\_ levels of the organization.  
a. 2      b. 3      c. 4      d. 5
5. \_\_\_\_\_ is the process by which employers transfer routine or peripheral work to another organisation that specialises in that work and can perform it more efficiently.  
a. Farming out      b. Production Management  
c. Compensation      d. Outsourcing
6. Which consulting company is associated with the concept of talent management?  
a. Price Waterhouse Coopers      b. Boston Consulting Group  
c. Deolitte      d. Mckinsey
7. Food and shelters comes under \_\_\_\_\_ needs of Maslow's Need Hierarchy Theory.  
a. Self - Actualization Needs      b. Physiological needs  
c. Belongingness and love needs      d. Self - esteem needs
8. \_\_\_\_\_ is concerned with designing and shaping jobs to fit the physical abilities and characteristics of employees.  
a. Ergonomics      b. Autonomy      c. Technostress      d. None of the above
9. \_\_\_\_\_ is the process of estimating the quantity and quality of people required to meet future needs of the organization.  
a. Demand forecasting      c. Supply forecasting  
b. Environmental forecasting      d. None of the above
10. Which of these is a hindrance to effective training?  
a. Aggregate spending on training is inadequate      b. Career planning  
c. workshop Mentoring      d. Career counseling

**PART – B (10 x 2 = 20 Marks)**

1. Mention the aim of SHRM
2. How added value created by people?
3. How will you create a high-performance environment?
4. Define bench marking.
5. Give the definition of OD.
6. What are the new views of employee career paths?
7. Qualitative assessment - Explain
8. Define Key Strategic Area.
9. Define drug testing.
10. Define partnership agreements.

**PART-C (5 x 14=70 Marks)**

1. (a) What are the characteristic features of SHRM?  
**OR**  
(b) Give your suggestions to link HR strategy with competitive strategies.
2. (a) Explain the five steps that involved in developing HR strategies.  
**OR**  
(b) What are the various methods that are used in the process of conducting HR audit? What are the areas that covered in HR audit?
3. (a) Consider your self as a HR manager and explain how you will manage resistance to change.  
**OR**  
(b) Explain the approaches to managing culture.
4. (a) Explain the changes that are adopted in cycle of organization structure.  
**OR**  
(b) Explain the steps in identifying and determining knowledge, skills and abilities required.
5. (a) Explain the factors which create unethical behaviour. What are the steps to enhance corporate and individual ethics?  
**OR**  
(b) Explain the process of implementing change.

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**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University), SALEM**  
**M.B.A. DEGREE EXAMINATION –November - 2018**  
**Third / Ninth Semester**

**ELECTIVE – BANKING & FINANCIAL SERVICES**  
(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions**PART – A (10 x 1 = 10 Marks)**

1. The usual deposit accounts of banks are?
  - a. Current accounts, electricity accounts and insurance premium accounts.
  - b. Current accounts, post office savings, bank accounts and term deposit accounts.
  - c. Loan accounts, savings bank accounts and term deposit accounts.
  - d. Current accounts, savings bank accounts and term deposit accounts
2. NEFT means?
  - a. National Electronic Funds Transfer
  - b. Negotiated Efficient Fund Transfer system
  - c. National Efficient Fund Transfer solution
  - d. Non Effective Fund Transfer system
3. What possess general acceptability?
  - a. Bank draft    b. Money    c. Bill of exchange    d. None of these
4. Which of the following is not near money?
  - a. Paper notes                      c. Treasury bill
  - b. Bond                                  d. Bill of exchange
5. When was Lead Bank Scheme introduced?
  - a. 1967    b. 1968    c. 1969    d. 1974
6. Which is the current revision & year of UCPDC?
  - a. UCPDC 500, 1993                      c. UCODC 400, 1993
  - b. UCPDC 300,                              d. None of these
7. Financial Network Services, the Australian banking software firm, has recently been acquired by :
  - a. Wipro    b. TCS    c. Infosys    d. HC
8. The minimum shareholding of RBI in SBI should be \_\_\_\_% as per SBI Act.
  - a. 50                      b. 59                      c. 51                      d. 55
9. Write the example of VCFs of state financial institution.
  - a. KSIDC    b. TDICI    c. CVCF    d. None of these
10. The additional finance provided by VCFs to overcome fledging stage is called \_\_\_\_
  - a. Seed capital                              c. first round financing
  - b. Second round financing                      d. None of these

**PART – B (10 x 2 = 20 Marks)**

1. Define mutual fund
2. Define merchant bankers
3. Write a note on Merger
4. State the banker-customer relationshi
5. Write about the development bank
6. Define current account
7. Define commercial bills
8. What is joint account?
9. What do you mean by credit card?
10. What is joint Hindu family?

**PART-C (5 x 14=70 Marks)**

1. (a) Write an essay on Lending of Funds.  
**OR**  
(b) Explain the different functions of NABARD
  
2. (a) What are the importance's of Unit banking?  
**OR**  
(b) Explain the differences between Savings Bank Account and Current account
  
3. (a) Explain the functions of EXIM Bank in the development of Indian exports and imports  
**OR**  
(b) Outline the need for the establishment of ICICI by explaining the functions of IFCI
  
4. (a) What is the purpose of crossing a cheque? Explain different types of crossing  
**OR**  
(b) Define Cheque. Explain the various types of cheques
  
5. (a) Describe in detail about the obligations of banker  
**OR**  
(b) Explain the procedures to be followed by a customer to surrender the deposit before the maturity period?

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**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University), SALEM**  
**M.B.A. DEGREE EXAMINATION –November - 2018**  
**Third Semester**

**ELECTIVE – LOGISTICS MANAGEMENT**  
(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. Two important aspects of delivery are \_\_\_\_\_ and time
2. Logistics cost has a negative relationship with respect to the quantity. True / False
3. DRP stands for \_\_\_\_\_
4. \_\_\_\_\_ are specially designed platforms built to suit forklifts
5. Costs associated with labour are \_\_\_\_\_ and \_\_\_\_\_.
6. \_\_\_\_\_ uses flexible materials for packaging.
7. Reduced vendor base results in \_\_\_\_\_.
8. Information related to Logistics activities are provided by \_\_\_\_\_.
9. The value of products and services sold is \_\_\_\_\_
10. The entire supply chain is managed by \_\_\_\_\_.

**PART – B (10 x 2 = 20 Marks)**

1. Define customer service
2. Write a note on direct material
3. Mention the three basic types of inventories
4. Briefly explain containerization
5. Highlight the main use of plastic foam dunnage
6. List any two benefits of containerization.
7. Present a brief note on logistics mix
8. What is EDI?
9. Write a note on SCOR
10. How does 1PL differ from 2PL?

**PART-C (5 x 14=70 Marks)**

1. (a) Elaborately discuss the phases in customer service

**OR**

(b) Customer service may not have a huge impact on bottom line – agree or disagree with your views

2. (a) List and discuss in detail the principles of material handling

**OR**

(b) Bring out the role of various parties involved in transportation decisions

(P.T.O)

3.(a) List and discuss the various functions performed within a warehouse.

**OR**

(b) Compare the Indian stand at Asian level with reference to Logistics service quality

4. (a) Write a note on strategic logistics planning

**OR**

(b) Discuss the role of IT in Logistics

5. (a) Elaborate the functions and types of warehouses

**OR**

(b) Bring out the reasons behind outsourcing of logistics activity

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**Sl.No.1367**

**VINAYAKA MISSIONS RESEARCH FOUNDATION, SALEM**

(Deemed to be University)

**M.B.A. DEGREE EXAMINATION NOVEMBER – 2018****WAREHOUSING AND INVENTORY MANAGEMENT****Third Semester**

(Candidates admitted under 2012 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions**PART – A (10 x 1 = 10 Marks)**

1. AGV stands for \_\_\_\_\_.
2. FIFO stands for \_\_\_\_\_
3. FTL stands for \_\_\_\_\_.
4. ROI is computed as \_\_\_\_\_.
5. MPS receives orders processed by \_\_\_\_\_
6. Fluctuation of product outflow is called \_\_\_\_\_.
7. The total vehicle travel distance consists of loaded and \_\_\_\_\_.
8. Empty queue in a workstation results in \_\_\_\_\_.
9. The best equipment for a congested area is \_\_\_\_\_.
10. EAS stands for \_\_\_\_\_.

**PART – B (10 x 2 = 20 Marks)**

1. Write a note on push back racking.
2. What is collation?
3. Identify the components of inventory carrying cost.
4. What does the term 'danger warning level' refer to?
5. Define lead time.
6. Define echelons.
7. Write a note on guide path design.
8. Define vehicle utilization.
9. List any 2 applications of automated storage principle.
10. What is a barcode?

**PART-C (5 x 14=70 Marks)**

1. (a) Discuss in detail the function of a warehouse.

**OR**

(b) Examine how qualitative factor analysis be used in selection of a warehouse location.

2. (a) Selective control on inventory is essential for effective inventory control – justify.

**OR**

(b) Discuss how effectively inventories can be managed in services sectors like hospitals to improve profitability.

3. (a) Compare and contrast dependent and independent demand system.

**OR**

(b) Discuss how Multi-Echelon systems will rule the future of logistics.

4. (a) Discuss the various performance measures for measuring the effectiveness of a material handling system.

**OR**

(b) Explain the role of technology on material handling systems.

5. (a) Compare and contrast the various types of conveyors in use.

**OR**

(b) Discuss in detail about the advantages and disadvantages of conveyors.

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**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University), SALEM**  
**M.B.A. DEGREE EXAMINATION –November - 2018**  
**Third Semester**

**ELECTIVE – SHIPPING AGENCY MANAGEMENT**  
(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. Ships carrying bulk dry-cargo are referred to as \_\_\_\_\_.
2. INTERTANKO stands for \_\_\_\_\_.
3. GMT refers to \_\_\_\_\_.
4. UNCTAD stands for \_\_\_\_\_.
5. When a shipping company starts offshore operations, it is \_\_\_\_\_ integration
6. LOOP stands for \_\_\_\_\_.
7. Ownership is transferred by means of \_\_\_\_\_.
8. FCA means \_\_\_\_\_.
9. Around 75% of world's tanker tonnage is controlled by \_\_\_\_\_.
10. Telex system is now replaced by \_\_\_\_\_.

**PART – B (10 x 2 = 20 Marks)**

1. Write a note on NVOCC
2. Present a note on draft survey
3. What is legality of a contract?
4. Give two examples each for fixed asset and current liability
5. Denote the usual level of brokerage in charter party
6. What does depth of water in port refer to?
7. Write a note on possession
8. Write a note on Cargo Clause A cover
9. Briefly discuss the background of Baltic Exchange
10. Write a short note on FIATA

**PART-C (5 x 14=70 Marks)**

1. (a) What could be some of the problems when governments help their merchant fleets excessively?

**OR**

- (b) Give an account of various kinds of ships

2. (a) Explain the various laws and contracts of carriage

**OR**

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(b) Discuss the functions of revenue, cash, profit and capital

3 .(a) Compare and contrast time charters and voyage charters

**OR**

(b) Draft a contract of sale of your ship.

4. (a) Present a Performa of a bill of exchange and discuss the role of parties to it.

**OR**

(b) Discuss in detail the role of insurance in International trade

5. (a) How does United Nations organisation support shipping business?

**OR**

(b) Suggest ways to augment written communication

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**Sl.No. 2009**



**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University), SALEM**  
**M.B.A. DEGREE EXAMINATION –November - 2018**  
**Third Semester**

**ELECTIVE – HOSPITAL SERVICES AND MEDICAL**  
**TOURISM**

(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. The waiting area must be large \_\_\_\_\_ and \_\_\_\_\_
2. Nightingale pattern and Riggs pattern are two different types of \_\_\_\_\_.
3. \_\_\_\_\_ Department assist in recording and rehabilitation of mental.
4. Two important components of water supply and sanitary system are \_\_\_\_\_, \_\_\_\_\_.
5. \_\_\_\_\_ energy is the source of power around which revolve all the function of the hospital
6. Computerization in hospitals of 100 beds and about specially with a \_\_\_\_\_ is considered essential.
7. While purchasing software keep and eye on possible \_\_\_\_\_ requirements
8. Quantity assurance must satisfy \_\_\_\_\_, \_\_\_\_\_.
9. Carry out concurrent audit to review input and process factors of nursing care is called as \_\_\_\_.
10. The first aid kit should be placed in a \_\_\_\_\_ position

**PART – B (10 x 2 = 20 Marks)**

1. List out the classification of hospitals
2. Write two importance of blood bank
3. Give note on sanitation
4. Define fire engineering hazards
5. State In-vitro fertilization
6. Define Surrogate Pregnancy
7. Write on the importance's of ISO for organisations
8. Define oncology
9. State Royal Retreats
10. Write on Holiday destinations in Karnataka

**PART-C (5 x 14=70 Marks)**

1. (a) Discuss the routine activities performed in a clinical laboratory and a blood bank

**OR**

- (b) What is informed consent? Explain the significance of informed consent?

(P.T.O)

2. (a) Enumerate practicing communication system

**OR**

(b) Discuss House keeping services of hospitals ensuring patient care

3 .(a) Briefly discuss Pros & Cons of dental tourism

**OR**

(b) Mention the risks involved in medical tourism

4. (a) Discuss the ways to promote a hospital for Medical Tourism

**OR**

(b) Discuss “Legal Issues in Medical Tourism”

5. (a) Explain in detail about Beaches in India

**OR**

(b) Discuss various places of all Holiday destinations

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**Sl.No.1365**

**VINAYAKA MISSIONS RESEARCH FOUNDATION, SALEM**

(Deemed to be University)

**M.B.A. DEGREE EXAMINATION NOVEMBER - 2018****HEALTH CARE MANAGEMENT AND POLICY****Third Semester**

(Candidates admitted under 2012 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions**PART – A (10 x 1 = 10 Marks)**

1. \_\_\_\_\_, as understood today, is the scientific study of human population
2. According to UN projections, India's population will reach 1.53 billion by the year \_\_\_\_\_
3. The thrust of the Nations basic development was determined under the revised \_\_\_\_\_ programme of the Prime Minister.
4. NMEP is the acronym of \_\_\_\_\_
5. The term "medical care" is not synonyms with "\_\_\_\_\_"
6. \_\_\_\_\_ hospitals are those run by the central or state government or non commercial lines.
7. In the late 1960s, \_\_\_\_\_ economists were primarily preoccupied with welfare theory and how best on a prior grounds.
8. \_\_\_\_\_ Human capital model models of demand for health have been argued by some to be one of the major theoretical innovations to have emerged from health economics.
9. The Primary objective of B.S.S is to help people to achieve \_\_\_\_\_ by their own actions and efforts.
10. The WHO consists of \_\_\_\_\_ principal organs.

**PART – B (10 x 2 = 20 Marks)**

1. Give the reasons for the decline in fertility rate.
2. What is meant by "Big divide"?
3. Why the occupational health service is more important?
4. Define MPO.
5. What is meant by comprehensive health care?
6. Define general hospital.

7. Define Heredity.
8. List out some of the natural diseases.
9. List out the professional bodies in India.
10. Define Indian Red Cross Association.

**PART-C (5 x 14=70 Marks)**

1. (a) Discuss the implications of demographic structure on health.

**OR**

- (b) Explain the consequences of population Growth in Indian context.

2. (a) Explain the Bhore committee and its recommendation.

**OR**

- (b) Explain the significance of Jain committee and list out its recommendations.

3. (a) How the hospitals are classified? Discuss in detail.

**OR**

- (b) Explain the principles of primary health care.

4. (a) In which way the heredity plays a role in health issues, explain on your own with suitable example?

**OR**

- (b) Discuss the National health programmes in India since 1990.

5. (a) Explain the role of UNICEF in the Indian and international context.

**OR**

- (b) Briefly discuss the role of World Bank.

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**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University), SALEM**  
**M.B.A. DEGREE EXAMINATION –November - 2018**  
**Third Semester**

**ELECTIVE – HOSPITAL OFFICE AUTOMATION &  
DOCUMENTATION**

(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. Records provide a \_\_\_\_\_ evidence of official activities
2. After receiving and collecting information, the next major function of the office is to \_\_\_\_\_ the information
3. A patient should be discharged with a consolidated report is called \_\_\_\_\_.
4. \_\_\_\_\_ have the right to subpoena a patient record
5. Expand the term MIS in health sector is \_\_\_\_\_
6. Records provide \_\_\_\_\_ evidence of official activities
7. The first official activity of the project team as it initiates the project planning phase is to \_\_\_\_\_.
  - a. define the business problem
  - b. staff the project team
  - c. develop a cost/benefit analysis
  - d. write a project proposal
8. A(n) \_\_\_\_\_ program is one that has one beginning and one ending.
  - a. iterative
  - b. structured
  - c. incremental
  - d. object-oriented
9. Health care advice can be given either a patient or to a \_\_\_\_\_
10. Medical information system helps to share the \_\_\_\_\_ of expert medical system

**PART – B (10 x 2 = 20 Marks)**

1. Define Form
2. What is MLC? Expansion
3. Define Master Patient Index?
4. Horizontal filing – Explain
5. Expand – EHR
6. Which is Major National EHR Initiative of Australia
7. Define cyber security
8. Explain ethical issues in internet industry
9. Define knowledge management
10. Define genomics

**PART-C (5 x 14=70 Marks)**

1. (a) Define Medical Record. Explain its various uses

**OR**

(b) Explain the flow of OPD and IP Patients?

2. (a) What are the different types of Indexes you find in a hospital? Explain it in brief

**OR**

(b) Define register and explain the uses of in various departments

3. (a) Explain briefly about record keeping and mobility

**OR**

(b) Write an essay on optically scanned records

4. (a) Write an essay about legal issues of cyber security

**OR**

(b) Explain the various threats to information security

5. (a) Write an essay about pros and cons of telehealth technological system

**OR**

(b) Write an essay on advancement in public health.

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**Sl.No.2006**

**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University), SALEM**  
**M.B.A. DEGREE EXAMINATION –November - 2018**  
**Third / Ninth Semester**

**ELECTIVE – MARKETING RESEARCH**  
(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. Role of Marketing Research is/are
  - a. Describe
  - b. Predict
  - c. Explain
  - d. All of these
2. 'Analysis of Case Studies' using clarify problem in which Marketing Research Techniques
  - a. Exploratory research
  - b. Causal research
  - c. Descriptive research
  - d. Only b & c
3. In a marketing research process, primary data can be collected through
  - a. Observation and focus groups
  - b. Experiments
  - c. Surveys and behavioural data
  - d. All of the above
4. \_\_\_\_\_ is a series of increasingly more specific "why" questions that can reveal consumer motivation and consumers' deeper, more abstract goals.
  - a. Forecasting
  - b. Sequencing
  - c. Laddering
  - d. None of these
5. A sample must be \_\_\_\_\_
  - a. Representative
  - b. Homogeneous
  - c. Adequate
  - d. All of these
6. When a marketing research organization chooses a segment of the population that represents the population as a whole, they have chosen a \_\_\_\_\_.
  - a. market target
  - b. bi-variant population
  - c. sample
  - d. group
7. Bibliography
  - a. Is found at the beginning of a report
  - b. Is found towards the end of the report
  - c. Has no relevance in a report
  - d. Is otherwise called as summary
8. Which of the following must be kept in your mind while preparing a marketing research report?
  - a. Objectivity
  - b. Professional presentation
  - c. structure and logical arguments
  - d. all of these
9. Testing the new product marketing plan on a miniature basis by introducing the product into a few selected markets called as
  - a. Test marketing
  - b. Rural marketing
  - c. Target marketing
  - d. Market testing

10. Sales potential analysis is also called

- a. Market analysis
- b. Sales Analysis
- c. Customer analysis
- d. Product analysis

**PART – B (10 x 2 = 20 Marks)**

1. Define Market Research
2. What do you understand by the term informal investigation?
3. Define questionnaire
4. Give a brief note on observation method
5. Define Non-Probability sampling
6. Define sampling error
7. Give the outlines of popular report
8. Give a note on acknowledgement
9. Define sales potential analysis
10. Give a note on triple associate test

**PART-C (5 x 14=70 Marks)**

1. (a) Bring out the role of marketing research in the modern business world

**OR**

- (b) Briefly explain the concept of experimental research design

2. (a) Briefly explain the survey methods of primary data collection

**OR**

- (b) Discuss about the various steps involved in questionnaire design

3. (a) Explain the step by step procedure of sampling design in detail.

**OR**

- (b) Differentiate between stratified random sampling and multi-stage sampling? How would you draw sample of 100 managers out of 3500 managers in a company using these two methods?

4. (a) Write a detailed note on documentation in the context of research report

**OR**

- (b) Briefly explain the mechanism followed by the researcher while writing a research report.

5. (a) Describe various methods to forecast the sales of a company's product

**OR**

- (b) Discuss the ICC rules regarding reporting standards

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**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University), SALEM**  
**M.B.A. DEGREE EXAMINATION –November - 2018**  
**Third Semester**

**AIRPORT AND AIRLINE MANAGEMENT**

(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. Aviation in India is broadly divided into military and civil aviation
2. Only Indian Government operates Airline Industry in India
3. The airport is a point of connectivity in the transportation system
4. The Air Navigation Commission (ANC) is the technical body within ICAO
5. Tony Jannus conducted the United States' not a first scheduled commercial airline flight
6. The air mail act was implemented in the year of 1963
7. The breeding of retail became a starting point for airports to reduce their earnings to aid in the increase prices of the preservation of the airport and runways
8. Departure not briefings vary according to Operator's SOP's – Standard Operating Procedures
9. Air-India provides free food and meal to domestic passengers
10. A commercial invoice is not a bill for the goods from the seller to the buyer

**PART – B (10 x 2 = 20 Marks)**

1. Who are our neighbouring countries?
2. Write some impact of aviation on the environment
3. Write some of the factors considered while planning an airport.
4. What is the prime duty of Air Traffic Control?
5. What are charges?
6. What is tax refund?
7. Define audit
8. Who are the agencies involved in airline ground operations?
9. What is Airport reference point?
10. What is season?

**PART-C (5 x 14=70 Marks)**

1. (a) What are the impacts of aviation on the environment-elaborate?

**OR**

- (b) List and explain the role of aviation in Indian economy.

2. (a) Explain in detail communication and navigation system that aids an aircraft to land?

**OR**

**(p.t.o)**

(b) Discuss in detail the new trends in global aviation industry?

3.(a) Discuss in detail the bilateral treaty management?

**OR**

(b) Discuss in detail the present trend of aviation in Asia?

4. (a) Write a short notes on: a) on ground services b) on board facilities

**OR**

(b) Explain in detail airport and airline security system.

5. (a) Discuss in detail the document required for domestic and international departure

**OR**

(b) Explain biometric passport and normal passport

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**Sl.No.1364**

**VINAYAKA MISSIONS RESEARCH FOUNDATION, SALEM**  
(Deemed to be University)  
**M.B.A. DEGREE EXAMINATION NOVEMBER - 2018**  
**ELECTIVE – AIRLINE OPERATIONS AND ROUTE PLANNING**  
**MANAGEMENT**  
**Third Semester**

(Candidates admitted under 2012 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. Airports can be classified on how many bases?  
a) 5            b) 4            c) 3            d) 2
2. The wind intensity during calm period in runways should be:  
a) Below 4.6km/hr            c) Above 5km/hr  
b) Between 5-10 km/hr            d) Below 6.4km/hr
3. The number of independent FMS in a typical commercial aircraft is?  
a) 1            b) 2            c) 5            d) 7
4. What is the number of Flight Management Computers used in a typical commercial aircraft?  
a) 2            b) 1            c) 4            d) 3
5. ICAO formed in the year  
a)1944            b) 1947            c) 1952            d) 1955
6. The first Traffic conference held in 1947 at  
a) Brazil            b) Cuba            c) Canada            d) United States
7. The public–private partnership (PPP or 3P) is a commercial legal relationship defined by the Government of India in \_\_\_\_ as "an arrangement between a government / statutory entity / government owned entity on one side and a private sector entity on the other, for the provision of public assets and/or public services.  
a) 2015            b) 2009            c) 2011            d) 2000
8. \_\_\_\_\_ provides New Generation departure control systems to airlines.
9. As per the norm, Customs and Immigration Check is done at the First Port (city) of Arrival in India and the Last Port (city) of Departure from India. These are called \_\_\_\_\_.
10. A \_\_\_\_\_ is a visual aid that provides guidance information to help a pilot acquire and maintain the correct approach (in the vertical plane) to an airport or an aerodrome.

(p.t.o)

**PART – B (10 x 2 = 20 Marks)**

1. What do you understand by charter operation?
2. Name some of the aircraft manufacturers.
3. What is cluster of departures?
4. Write any two criteria for choosing an airport location.
5. After which convention was ICAO formed?
6. What is DGCA?
7. What is privatisation?
8. What is payload?
9. What is PNR?
10. Define Travel agent.

**PART-C (5 x 14=70 Marks)**

1. (a) What is the scope of aviation in future?  
**OR**  
(b) State Newton's laws of motion and explain how it is applied on an aircraft motion?
2. (a) What are the things to be taken into consideration for developing an airport?  
**OR**  
(b) Write down the various conditions laid down by low cost carrier.
3. (a) What is IATA? What are its objectives?  
**OR**  
(b) Write functions of AAI regarding developing airports.
4. (a) Explain airline Service and its quality?  
**OR**  
(b) Draw and explain any five international sign in airport
5. (a) Explain biometric passport and normal passport  
**OR**  
(b) Define and explain ATKM, and RTKM.

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**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University), SALEM**  
**M.B.A. DEGREE EXAMINATION –November - 2018**  
**Third Semester**

**ELECTIVE – AVIATION LEGAL SYSTEMS**  
(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. \_\_\_\_\_ is an agreement which two nations sign to allow international commercial air transport services between their territories
2. ICAO comes under \_\_\_\_\_ world forum
3. A \_\_\_\_\_ Book is a book in which someone record details and events relating to something, for example a journey or period of their life, or a vehicle
4. IATA stands for \_\_\_\_\_.
5. \_\_\_\_\_ is documented evidence of all the operation related matters of airlines
6. BCAS stands for \_\_\_\_\_
7. \_\_\_\_\_ is a problem health issue in parts of subcontinent of Africa and a seasoned traveller
8. Epidemic means \_\_\_\_\_
9. \_\_\_\_\_ a period of time during which the purchaser may cancel a purchase
10. ATM (airlines) stands for \_\_\_\_\_

**PART – B (10 x 2 = 20 Marks)**

1. Write short note about Warsaw convention
2. Write a note about aircraft registration
3. Write short note about Chicago convention?
4. What is aircraft Inspection?
5. Define audit
6. What is health regulation
7. What are the quarantainable diseases
8. What is meant by aircraft under quarantine?
9. Write about fare round up principle?
10. What are precautions taken during refuelling of an aeroplane?

**PART-C (5 x 14=70 Marks)**

1. (a) Write about the in-flight services and which section it is available?

**OR**

- (b) What is the difference between IATA recognized Airline and non- IATA recognized Airline?

(P.T.O)

2. (a) Explain health procedure to travel by air

**OR**

(b) Explain carriage of human remain and delicate women in aircraft?

3 .(a) According to Chicago convention what are the duties of the assembly?

**OR**

(b) What are all the different type of travel documents explain each one

4. (a) What are the mandatory functions of the council according to article 54 of Chicago convention?

**OR**

(b) Explain about operation manual (Aircraft act 1937 rule no 140b)?

5. (a) Explain Standard condition100

**OR**

(b) Explain the procedure to obtain a new passport

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**Sl.No.2004**

**VINAYAKA MISSIONS RESEARCH FOUNDATION  
(Deemed to be University), SALEM**

**M.B.A. DEGREE EXAMINATION –November - 2018**

**Third / Ninth Semester**

**ELECTIVE – ADVANCED MAINTENANCE MANAGEMENT**

(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. The time elapsed from the point the machine fails to perform its function to the point it is repaired and brought into operating condition is known as
  - (A) Down time
  - (B) Break Down time
  - (C) Both (A) and (B)
  - (D) Idle time
2. Belt of an electric motor is broken, it needs
  - (A) Corrective maintenance
  - (B) Scheduled maintenance
  - (C) Preventive maintenance
  - (D) Timely maintenance
3. Probability of the event that might occur X Severity of the event if it occurs =
  - (A) Accident
  - (B) Hazard
  - (C) Risk
  - (D) None of the above
4. Service quality cannot be managed when
  - (A) No vendors are involved
  - (B) Customer expectations are not known
  - (C) Workers don't meet regularly with management
  - (D) Consultants are not consulted
5. The benefits of maintenance do NOT include:
  - a. Higher quality
  - b. Increased reliability
  - c. Higher end value
  - d. Enhanced safety
6. The Japanese-inspired concept of poka-yoke, seeks to prevent human mistakes. Which of the following are not examples of poka-yoke?
  - a. Gauges through which parts must pass on a machine.
  - b. Sampling and checking work in a thorough manner.
  - c. Light beams that activate alarms if errors occur.
  - d. Digital counters on machines to ensure all parts are completed
7. Which of the following is a reason for holding safety stocks? Answers
  - (a) To accommodate demand variability
  - (b) To increase stock recording accuracy
  - (c) To reduce order and handling costs
  - (d) To utilise available storage capacity
8. Which of the following is a subjective forecasting technique?
  - (a) Delphi method [KEY]
  - (b) Moving average
  - (c) Time series analysis
  - (d) Periodic review
9. A type of logistics costing
  - a. Consumer costing
  - b. Employee costing
  - c. Activity costing
10. Cause-effect diagram is used in
  - a. Problem identification
  - b. Problem analysis
  - c. Vendor surveys
  - d. Negotiating with unions

**PART – B (10 x 2 = 20 Marks)**

1. Define failure rate?
2. State the types of reliability?
3. What is meant by preventive maintenance approach?
4. Name the various stakeholders of maintenance scheduling
5. Define TPM
6. Define risk priority number. Also state its significance
7. List out the important benefits of replacement
8. Mention financial factors affects replacement
9. List the three location problems for a warehouse
10. What is switching cost?

**PART-C (5 x 14=70 Marks)**

1. (a) Maintenance is investment or expenditure. - Explain in detail.  
**OR**  
(b) Describe the functions of maintenance in detail
  
2. (a) Briefly explain the procedure for TPM  
**OR**  
(b) Enumerate the benefits of routine maintenance in detail
  
3. (a) Maintenance as a perspective of asset management-Discuss  
**OR**  
(b) Discuss the objectives and benefits of total productive maintenance
  
4. (a) Describe opportunity maintenance  
**OR**  
(b) Explain the principles, components and process of RCM technique
  
5. (a) Explain the methods of training in maintenance department  
**OR**  
(b) Discuss the procedure for management obsolescence

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**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University) Salem**  
**M.B.A. DEGREE EXAMINATION November - 2018**  
**Fourth Semester**

**ELECTIVE – CHANGE MANAGEMENT**  
(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. A new type of situation which the entire world is encountering at present is the issue of recession and \_\_\_\_\_.  
a. Downturn of economy b. Stabilization  
c. Upturn of economy d. None of the above
2. In an anthropological context, man is a social animal whose needs and desires \_\_\_\_\_.  
a. Keep changing. b. Keep Complex.  
c. Keep Unchanging d. None of the above
3. Initiative contributing to Effective change management is are\_\_\_\_\_.  
a. Motivating change b. Developing a political support.  
c. Creating a vision. d. All the above.
4. Which one is free from a model of organisational change?  
a. System model of change. b. Continuous change Process Model. c. Force field analysis  
d. Motivating change
5. Employees must learn to don their safety glasses whenever they enter those\_\_\_\_\_.  
a. Areas b. Boundaries c. Rules  
d. Policies
6. The spectrum of possible behaviours towards change \_\_\_\_\_indifference is  
a. Loss of interest in the job b. Regressive behavior c. Apathy.  
d. All the above.
7. The second area of diagnosis is based on organizational process. These includes  
a. Communication b. Dispute c.  
d. Motivational e. None of the above
8. The EGB Model is based primarily on the work of \_\_\_\_\_  
a George Homans  
b. Kurt Lewin  
c. Emergy Trist d. Paul Lawrence

9. When organisation inefficiency emerges, there must be a shift in the \_\_\_\_\_.
- a. Values      b. Behaviours of Individuals c. Beliefs      d. All the above
10. Organisations are designed to use the energy and ability of individuals to perform work and \_\_\_\_\_.
- a. Achieve goals   b. Formulating Strategies  
c. Correction of objectives   d. Analysing research

**PART – B (10 x 2 = 20 Marks)**

1. Explain an environment relevant for technological force
2. “Directional change” – Explain
3. Write the concept of sustaining momentum.
4. Enumerate organized resistance concept
5. Explain holistic solution to the problems occurring in the organization.
6. Write the concept of orchestra – styled organization
7. Give the meaning socio-technical model
8. State on guarantees.
9. State on ‘laboratory training’.
10. Give a note on self-esteem

**PART-C (5 x 14=70 Marks)**

1. (a) How the planned internal forces of change differ from unplanned internal forces?  
Discuss in relation to some real life situations

**OR**

- (b) Why organizations resist change with present environment?

- 2(a). Explain the ‘systems model of change’ in change management

**OR**

- (b). How people are reacting to change to cope with changes occurring in the organization.

- 3(a). Explain the concept of effective change management in dealing with the future

**OR**

- (b). Discuss on creating a strategy in terms of change management

- 4(a). Discuss and Elucidate on the various methods of obtaining diagnostic information

**OR**

- (b). Explain the four consultants – client relationship model (Neilson1978) in the change management.

(P.T.O)

**Sl.No.1472**

5(a). Examine the goals of team development OD intervention? Discuss the issues involved in implementing team development interviews

**OR**

(b). List out and discuss the different kinds of steps involved in intergroup team building for the success of the organization.

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**Sl.No.1472**

**VINAYAKA MISSIONS RESEARCH FOUNDATION**  
**(Deemed to be University) Salem**

**M.B.A. DEGREE EXAMINATION November - 2018**

**Fourth / Tenth Semester**

**ELECTIVE – PERFORMANCE MANAGEMENT**

(Candidates admitted under 2016 Regulations- CBCS)

Time: Three hours

Maximum:100 marks

Answer **ALL** questions

**PART – A (10 x 1 = 10 Marks)**

1. The increasing use of performance management reflects
  - a. The popularity of TQM concepts
  - b. Traditional performance appraisals are often counter-productive
  - c. Every employee's efforts must focus on helping the company achieve its strategic goals
  - d. All of the above
2. Appraiser describes strengths and weakness of appraisal in a descriptive form
  - a. Ranking    b. Essay
  - c. Paired comparison    d. Forced distribution
3. The simplest and most popular technique for appraising performance is the \_\_\_\_\_ method
  - a. Alternation ranking method    b. Forced distribution
  - c. Graphic rating scale    d. Critical incident
4. A supervisor who rates an unfriendly employee low on all traits because of it may be influenced by
  - a. strictness problem    b. bias problem    c. halo effect    d. central tendency
5. Which of the following is not a feature of effective knowledge management?
  - a. More effective application of an organisation's resources
  - b. Better connections between employees
  - c. Knowledge is gathered and stored
  - d. Productivity and creativity is improved.
6. \_\_\_\_\_ includes shared information and communication of tacit knowledge between people
  - a. Externalisation    b. Socialization    c. Combination
  - d. Internalization
7. Major problem in virtual organization lies in the way of \_\_\_\_\_
  - a. Communication    b. Adaptability    c. Motivation
  - d. Familiarity

8. CAVE means

- a Communicating automatic virtual environment
- b. CAVE automatic virtual environment
- c. Converting automatic virtual entity
- d. Communicating automatic virtual entity

9. \_\_\_\_\_ is a group decision making technique that does not require group members to physically meet and interact with each other

- a. Delphi technique
- b. Nominal group technique
- c. Pareto principle
- d. Mozart effect

10. \_\_\_\_\_ is a mode of thinking that group consensus overrides realistic appraisal of a problem

- a. Group think
- b. Underestimation
- c. Illusion
- d. Mind guards

**PART – B (10 x 2 = 20 Marks)**

1. What are the elements of performance management?
2. What is performance evaluation?
3. Define the term critical incident method
4. List the objectives of performance appraisal
5. What is tacit knowledge?
6. What is expert transfer?
7. State the application of Mirror world in virtual organization
8. What is e-mail integration?
9. What is innovative management?
10. Name any two Myths in innovative management

**PART-C (5 x 14=70 Marks)**

1. (a) Give details on different models of performance management.

**OR**

- (b) Explain key performance indicator and key performance area with example

**1. 2Case Study:**

Recently St. Luke's Hospital, a thoroughly modern hospital in Jacksonville, Florida, had a thoroughly modern problem. Its performance appraisal system was rapidly becoming an insurmountable pile of papers; and with 1,325 employees, the HR staff recognized that changes were needed. Performance appraisal forms can range from a simple sheet of paper to very

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lengthy and complex packets. St. Luke's performance appraisal system had evolved over the years into a form with about 20 pages per employee. Although some of the length was due to concerns about meeting numerous federal, state, and health-care industry requirements, other facets of the system had been developed for administrative reasons. The existing performance appraisal system was based on a combination of job descriptions and a performance appraisal. In addition, health-care accreditation requirements necessitated using a competency management program focusing on employee development and education. As a result, St. Luke's had combined the competency profiles with the job descriptions and performance appraisal forms. To complete an appraisal on employees, supervisors and managers scored employee performance on formal weighted criteria and then summarized the information by compensation and benefits class. Those summaries were reviewed by upper management for consistency, as one would expect. The overall performance appraisal process was paper-intensive, slow, and frustrating because it required a total of 36 different steps. A steering committee was formed to oversee the process of changing to a better performance appraisal system. The committee established that it was crucial for the new system to better fit the needs of those using it. Also, the committee wanted the system to use more technology and less paper. Based on these general objectives, brainstorming was conducted to find bottlenecks and identify what the ideal automated process would look like. At this point, the committee understood the current systems and what key users wanted. After reviewing literature on performance appraisal systems, surveying other hospitals, and looking at software packages, the committee decided it would have to design its own system. The option chosen consisted of moving the numerical criteria scores from the individual pages of the job description to a summary sheet that provided for scoring up to six employees on one form. Then total scores were calculated by the computer. Also, written comments were moved to a summary sheet dealing only with exceptions to standards. The most difficult part proved to be the design of the database. It had to be designed from scratch and had to interface with existing HR systems. A software program was written to do the calculations using data already in place, and another program was written to do the calculations. The new process reduced the paper work from 20 to 7 pages per employee.

Supervisors and managers were given the option of using computerized comment sheets. Another time-saver was the ability to use the system to record and document noteworthy employee performance incidents, both positive and negative in nature, as they occurred throughout the year. This documentation feature eliminated the need for a separate note-keeping system that many managers had been using. To implement the new performance appraisal system, training for supervisors and managers was crucial. When the training program was developed for the new system, all 97 supervisors and managers were required to attend. During the training, attendees were given a sample package with appraisal forms, a check off time line, a resource text, and directions for using the on-line performance appraisal forms. To determine if the original goals had been met, the committee developed an evaluation form. After the new appraisal system had been in use, an evaluation revealed that 90% of the supervisors and managers felt that the process had indeed been streamlined. The new process was viewed as

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easier to understand, a significant reduction in paper had occurred, arithmetic errors were prevented, and the appraisal information was clearer and more concise. The next year the committee reconvened to examine the first year of operation and identify areas for improvement. Since then minor revisions have been made in the performance appraisal system, updates on computer hardware and software were undertaken, and data screens have been simplified for management users. Also, efforts have begun to fully automate the performance appraisal system. In summary, the revision of St. Luke's performance appraisal system met its objectives.

**Questions**

1. Explain why the new performance appraisal system at St. Luke's Hospital is more likely to result in more accurate performance appraisals.
2. Describe some of the advantages and disadvantages of combining job descriptions, performance appraisals, and competency profiles for development as St. Luke's did
- 3(a). Explain how the knowledge is captured through brain storming

**OR**

- (b). Write down the 10 principles in knowledge management
- 4(a). Write the reality issues virtual organization in Public Sector.

**OR**

- (b). Explain the advantages of virtual organization
- 5(a). How the HR practices facilitate its functions for innovative management?

**OR**

- (b) Explain any two HR practices in detailed manner.

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