

PRINCIPLES OF MANAGEMENT

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(For those who joined in July 2000 and after)

Time : Three hours

Maximum : 100 marks

PART A — (3 × 20 = 60 marks)

Answer any THREE questions.

All questions carry equal marks.

1. Explain the Principles of management laid down by Henry Fayol.
2. Define Planning. Explain the major steps in the process of planning.
3. Describe the principles and steps that constitute the organizational process.
4. Explain the various stages to be gone through in the selection of personnel.
5. Define Leadership. Discuss the different styles of Leadership.

*DDB Libras*

*MBA*

(Compulsory)

6. Fresh from an American MBA., from Wisconsin University, Brijmohan had no dearth of job opportunities. He made his choice in favour of a company which, besides attractive emoluments, had offered him an over all charge of market research and planning - a field dearest to his heart and one in which he had done intensive work as a student.

Soon, Brijmohan made his presence felt. He chalked out elaborate plans to transform the working of the sales and allied departments. The managing director was impressed a great deal.

But all this was not to last long. Came the quarterly meeting of the Board where not merely Brijmohan's plans and programmes but even the clearance of his appointment itself encountered rough weather. "Why all this expensive planning when the company is already an acknowledged leader in the market and cannot meet the exsiting demand even by overstretching its resources"?

One of the directors even went so far as to suggest that the company did not need a sales planning officer who, as the managing directors' motion indicted, had to cost it a tidy sum. "Therefore, why not attach Brijmohan as P.A. to the managing director who had made a request for one in the last meeting"?. The idea caught on. It was decided to request Brijmohan to agree to his new position at the same, or even enhanced, emoluments.

Questions :

(a) Does the company set great store by planning?

(b) Do you agree that the company such as this one does not need to plan?

(c) As managing director of the company, how would you impress on the directors the need to appoint a sales planning officer.

ORGANISATIONAL BEHAVIOUR

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(For those who joined in July 2000 and after)

Time : Three hours

Maximum : 100 marks

PART A -- (3 × 20 = 60 marks)

Answer any THREE questions.

All questions carry equal marks.

1. Explain the significance of organisational behaviour. Explain how are Hawthorne studies and their findings relevant to the existing global set up in modern organisations?
2. How are attitudes formed? What are their functions?
3. What is leadership? Critically examine the various styles of leadership.
4. Explain the concept of organisation culture. How would you improve it?
5. Why is organisational change is resisted often by individuals and groups? How can resistance to change be managed?

PART B — (40 marks)

Compulsory

6. An organisation named XYZ Ltd, engaged in education and training business, is progressing with around 200% growth every year since the last 5 years. A dynamic leader, who has amazing self-confidence and conviction, apart from being aggressive marketing personnel, heads the organisation. The present turnover of the company is around Rs. 8 crores with a profit margin of around 60%. The company employs around 80 employees. It is very particular about the quality concept in its entire department. It won't attach due importance to initiative and innovative attitudes of employees as every activity is standardised. There is neither sufficient informal relationship among employees nor are there recreational facilities.

However, the company organises regular fortnightly meetings/dinner/lunch. It is very open in culture any person can go and talk to the CEO any time. Employees are paid decent salaries as compared to the market standard providing enough space for entrepreneurial spirits. Consultants are hired at enormous fees to see that employees are happy. Surprisingly, despite all these measures, people at most of the hierarchical levels are not satisfied with the organisation and the turnover ratio is more than 25%. The C.E.O. desperately wants to improve the HR situations prevalent in the organisation, especially the turnover of executives.

Questions:

(a) Locate the unfulfilled expectations of employees in the organisation.

(b) Identify why are employees leaving the organisation? Suggest measures to improve the present situation.

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## MANAGEMENT ACCOUNTING

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(For those who joined in July 2000 and after)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. Discuss the functions and qualities of a management accountant.
2. What are accounting concepts? Explain any four accounting concepts in detail.
3. Define Cost Accounting. Critically examine the objections raised against Cost Accounting.
4. What is meant by Activity Based Costing? Explain its features and importance.
5. State the qualities of a good management report. Write the standard format of report working sheet.

6. From the following trial balance extracted from the books of Mr. Mahesh, Prepare final accounts.

Debit balances	Rs.	Credit balances	Rs.
To Cash in hand	540	By Sales	98,780
" Purchases	40,675	" Returns outwards	500
" Wages	10,480	" Capital	71,000
" Carriage inwards	2,040	" Sundry creditors	6,300
" Stock (1.4.2007)	5,760		
" Machinery	20,000		
" Good will	7,500		
" Salaries	15,000		
" Insurance	3,600		
" Sundry Debtors	14,500		
" Drawings	5,245		
" Cash at Bank	2,630		
" Returns inward	680		
" Fuel	4,730		
" Carriage outwards	3,200		
" Buildings	40,000		
	1,76,580		1,76,580

Adjustments :

- (a) Depreciate 'Machinery' at 20% and Building at 10%
- (b) Salaries outstanding Rs. 2,000
- (c) Create a reserve for bad and doubtful debts @ 5% on debtors
- (d) Closing stock is valued Rs. 6,800
- (e) Insurance prepaid Rs. 200.

7. The expenses for budgeted production of 10,000 units in a factory are furnished below :

	Per unit (Rs.)
Material	70
Labour	25
Variable overheads	20
Fixed overhead (Rs. 1,00,000)	10
Variable expenses (direct)	5
Selling expenses (10% fixed)	13
Distribution expenses (80% variable)	7
Administration expenses	5
<b>Total cost per unit</b>	<b>155</b>

Prepare a budget for production of :

- (a) 8000 units
- (b) 6000 units
- (c) Indicate cost per unit at both the levels.

Assume that administration expenses are fixed for all levels of production.

8. X Ltd., furnishes you the following data relating to the year 2008-09 :

	First half of the year (Rs.)	Second half of the year (Rs.)
Sales	45,000	50,000
Profit	5,000	7,000

Assuming that there is no change in prices and variable cost and that the fixed expenses are incurred equally in the two half year periods, Calculate for the year 2008-09.

- (a) P/V ratio
- (b) Fixed expenses
- (c) Break Even Sales
- (d) Percentage of margin of safety.

9. Two competing companies A Ltd. and B Ltd. produce and sell same type of product in the same market. For the year ended March 2008, their Forecasted profit and loss a/c are as follows :

	Rs.	A Ltd. Rs.	Rs.	B Ltd. Rs.
Sales		2,50,000		2,50,000
Less :				
Variable cost	2,00,000		1,50,000	
Fixed cost	25,000	2,25,000	75,000	2,25,000
Forecasted Net Profit				
before Tax		25,000		25,000

Compute :

- P/V ratio
- BEP

You are also required to state which company is likely to earn greater profits in conditions of :

- Low demand and
- High demand.

10. From the following data, Calculate all labour variances.

	Standard		Actual	
	Hours	Rate	Hours	Rate
Skilled	10	3.00	9000	4.00
Semi-skilled	8	1.50	8400	1.50
Un skilled	16	1.00	20000	0.90

The actual production was 1000 articles.

**MANAGERIAL ECONOMICS**

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(For those who joined in July 2000 and after)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. 'Managerial economics integrates economic concepts with business practice' — Explain.
2. What is indifference curve? How does a consumer attain equilibrium through indifference curve analysis?
3. Critically examine the law of variable proportions with illustration.
4. Explain kinked demand curve analysis diagrammatically.
5. Why do wage differentials exist? Explain.

6. Write an essay on technological changes and location decisions in global economy.
7. Explain the relevance of payback period method. State its merits and drawbacks.
8. What are the economic consequences of debt?



## QUANTITATIVE METHODS

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(For those who joined in July 2000 and after)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. (a) A steel plant produces  $x$  tones of steel per week at a total cost of Rs.  $\left[\frac{1}{3}x^3 - 5x^2 + 99x + 35\right]$ . Find the output level at which the cost attains its minimum.

(b) Find the minimum value of the cost function

$$y = 5 + 2x^2 - x^3.$$

2. (a) Find the inverse of the matrix  $\begin{bmatrix} 3 & 3 & 4 \\ 2 & -3 & 4 \\ 0 & -1 & 1 \end{bmatrix}$

and show that  $-A^3 + A^2 + 11A - 11 = 0$ .

(b) Calculate standard Deviation from the following data :

Marks :	0-10	10-20	20-30	30-40	40-50
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No. of students :	3	5	7	10	12
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Marks :	50-60	60-70	70-80	80-90	90-100
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No. of students :	15	12	6	2	8
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3. (a) Income of two villages are given below :

	No. of people	Average income	Variance of Income
Village A	600	175	100
Village B	500	186	81

(i) In which village is the variation in income greater?

(ii) Calculate combined standard deviation.

(b) Compute the quartile deviation for the following distribution :

Wages (Rs.) :	30-32	32-34	34-36	36-38	38-40	40-42	42-44
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Labourers :	12	18	16	14	12	8	6
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4. (a) 

	X	Y
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	6	8
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	5	40/3
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Correlation co-efficient is  $8/15$ . Find the most likely value of  $Y$  when  $X = 100$ .

(b) Calculate the coefficient of correlation between  $X$  and  $Y$ .

$X$ : 10 12 13 16 17 20 25

$Y$ : 19 22 26 27 29 33 37

5. (a) A factory produces a certain type of outputs by three types of machine. The respective daily production figures are :

Machine I : 3,000 units

Machine II : 2,500 units

Machine III : 4,500 units

Past experience shows that 1 percent of the output produce by Machine I is defective the corresponding fraction of defectives for the other two machines are 1.2 percent and 2 percent respectively. An item is drawn at random from the days production run and is found to be defective. What is the probability that it comes from the output of

(i) Machine I

(ii) Machine II

(iii) Machine III.

(b) Ten coins are tossed simultaneously. Find the probability of getting.

(i) Atleast seven heads.

(ii) Exactly seven heads.

6. The marks obtained by a group of 9 regular course students and another group of 11 part time course students in a test are given below :

Regular : 56 62 63 54 60 51 67 69 58

Part time : 62 70 71 62 60 56 75 64 72 68 66

Examine whether the marks obtained by regular students and part time students differ significantly at 5% level of significance.

7. The following table gives the age of cars of certain make and annual maintenance costs.

$X$ : 40 50 38 60 65 50 35

$Y$ : 38 60 55 70 60 48 30

(a) Obtain the regression equation for  $x$  on  $y$  and

(b) The regression equation for  $y$  on  $x$ .

8. From the following, construct Fisher's ideal index number :

Items	Base Year		Current Year	
	Price (Rs.)	Quantity (Kg.)	Price (Rs.)	Quantity (Kg.)
A	5	100	4	75
B	6	50	5	60
C	7	75	6	90
D	8	125	7	100

- (c) Regression lines.
- (d) ANOVA.
- (e) Multiple Correlation.
- (f) Polygons.

9. Fit a straight line trend by least squares method and tabulate the trend values from the following figures of production of a sugar factory.

Year :	1997	1998	1999	2000	2001	2002	2003
Production (1000 tones) :	77	88	94	85	91	98	90

Also find the production for the year 2005.

10. Write short notes on any four of the following :

- (a) Measures of central tendency.
- (b) Normal distribution.

RESEARCH METHODOLOGY

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(For those who joined in July 2000 and after)

Time : Three hours

Maximum : 100 marks

Answer any THREE questions in Part A which carry 20 marks each.

Part B is compulsory and carries 40 marks.

PART A — (3 × 20 = 60 marks)

1. Discuss in detail the different types of research in management sciences.
2. “Experimental method of research is not suitable in management field”. Discuss what are the problems in adopting this research design in business organizations.
3. Explain the different methods of collecting data. Which one is the most suitable for conducting enquiry regarding family welfare programme in India.
4. Describe the different methods of scale construction, pointing out the merits and demerits of each method.

5. Explain the meaning of Analysis of Variance (ANOVA). Describe the technique of ANOVA for one way and two way classifications.

PART B — (1 × 40 = 40 marks)

6. (a) Explain the steps involved in chi-square test and how it is useful in decision making.

(b) Two random samples were drawn from two normal populations and their values are :

A : 66 67 75 76 82 84 88 90 92

B : 64 66 74 78 82 85 87 92 93 95 97

Test whether the two populations have the same variance at the 5% level of significance ( $F = 3.36$  at 5% level for  $v_1 = 10$  and  $v_2 = 8$ ).

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FUNDAMENTALS OF COMPUTERS

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(For those who joined in July 2000 and after)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. (a) State the features of hardware.  
(b) Explain backing storage devices.
2. (a) What is batch processing? State its features.  
(b) Explain basic organisation of operating systems.
3. (a) Write the application of unix system.  
(b) In what way UNIX system is different from other systems?
4. Summarise the utilities of DOS.
5. (a) Write in detail the programming languages.  
(b) Discuss the need for cross compilers.

6. (a) What is software? What are its salient features?  
(b) State and explain the formalities in choosing software.
  7. Define Graphic User Interface (GUI). State its relevance.
  8. State the different types of menus and their components.
  9. (a) How would you move windows?  
(b) State the procedure in selecting windows.
  10. (a) Discuss the customizing of a page in MS-Word.  
(b) To print a mark sheet, write the programme in MS Access.
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MANAGEMENT INFORMATION AND DATA  
PROCESSING SYSTEM

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(For those who joined in July 2000 and after)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. What is MIS? Explain its relevance in Management and its association with other disciplines and extensions.
2. Discuss about the operating elements of an information system and its support to management activity.
3. With a block diagram of a computer system, explain the parts and give a detailed note on the hardware and software available.
4. Describe the various phases in the decision making process. Explain the various concepts in decision making.

5. Discuss in detail about the following and its use in the managerial process.

- (a) Decision support systems
- (b) Transaction support systems.

6. What are the various stages in the process of system design? Explain how a system is designed with illustrations.

7. Discuss in detail about the evaluation of the information system. Mention the various aspects of evaluation.

8. With few examples give the aspects of concern in the development of an information system in future.

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MARKETING MANAGEMENT

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(For those who joined in July 2000 and after)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

(5 × 20 = 100)

1. Discuss the different marketing management philosophies to get success in the market.
2. What are the important functions to be performed in the process of marketing? Discuss them briefly.
3. What is meant by marketing strategy? How can we develop the marketing strategy for an organization? Elaborate with examples.
4. Why is marketing mix an important determinant of a firm's success? What problems does a marketer face in determining a suitable marketing mix?
5. What is meant by sales forecasting? Discuss the different methods of sales forecasting.

6. Explain the various factors taken into consideration for price determination of a product.

7. Discuss the different sales promotion methods adopted by Indian businessmen in the present scenario.

8. Discuss the challenges that a marketer has to face in the future.

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**BUSINESS ENVIRONMENT AND LAW**

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(For those who joined in July 2000 and after)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

(5 × 20 = 100)

1. Discuss the present scenario of management of businesses in India.
2. Explain the various forms of Government administration found throughout the world.
3. What is Corporate Governance? Discuss the recent amendments made in the Companies Act, 1956 in this direction.
4. Discuss the importance of various labour welfare legislations in India.
5. How the economic liberalization had helped Indian industries to face the international competition? Discuss in detail in the present Indian context.

6. Explain the role of Mutual Funds in mobilizing the savings of people and their various schemes.

7. Discuss the various functions of stock exchanges in India.

8. Explain the types of currency exchange risks and strategies for managing such risks.

9. Discuss the role of WTO in protecting the Intellectual Property Rights (IPRs).

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(Rs.)

(Rs.)

Original cost                      25,565                      25,565

Profit after tax :

Year 1                      687                      4687

Year 2                      1687                      3687

Year 3                      2687                      2687

Year 4                      3687                      1687

Year 5                      4687                      687

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13,435

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13,435

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The expected rate of return for the company is 16%. Both the machines have a life of five years and will not have any salvage value. The company is in the 40% tax bracket.

You are required to calculate Net present value and profitability Index. Suggest the most profitability machine.

## FINANCIAL MANAGEMENT

(For those who joined in July 2000 and after)

Time : Three hours

Maximum : 100 marks

PART A — (4 × 10 = 40 marks)

Answer any FOUR questions.

All questions carry equal marks.

1. Explain the various approaches to financial management.
2. Between equity shares and debentures, which is profitable for raising additional long-term capital for a manufacturing company and why?
3. What are the factors which determine the capital structure of a firm?
4. Why is debt regarded as the cheapest source of finance for a profit making firm?
5. Describe the determinants of dividend policy of a corporate enterprise.
6. Explain the significance of factoring services in India.

PART B — (3 × 20 = 60 marks)

Answer any THREE questions.

All questions carry equal marks.

7. “Efficient cash management will aim at maximising the availability of cash inflows by decentralising collections and decelerating cash outflows by centralising disbursements”. Discuss.

8. Explain the background and recommendations of Tandon Committee.

9. The following figures relate to X Ltd. for the year ended 31st March 2009.

Trading and P and L A/c

	Rs.		Rs.
To Opening stock	75,000	By sales	5,20,000
" Purchases	3,25,000	(-) returns	<u>20,000</u>
			5,00,000
		By closing	
" Gross profit	<u>2,00,000</u>	stock	<u>1,00,000</u>
	<u>6,00,000</u>		<u>6,00,000</u>
To Operating expenses :		By Gross profit	2,00,000
Administration	40,000	" Non-operating	
Selling and distribution	<u>25,000</u>	Income :	
" Non-operating expenses :		Dividend	9,000
Loss on sale of assets	5,000	Profit on sale of shares	<u>11,000</u>
" Net profit	<u>1,50,000</u>		20,000
	<u>2,20,000</u>		<u>2,20,000</u>

Balance sheet as on 31st March 2009

Liabilities	Rs.	Assets	Rs.
Issued capital :		Land and Building	1,50,000
2000 equity shares of		Plant and machinery	80,000
Rs. 100 each	2,00,000	Stock	1,00,000
Reserves	90,000	Debtors	1,40,000
P and L a/c	60,000	Cash and bank	30,000
Current liabilities	<u>1,50,000</u>		
	<u>5,00,000</u>		<u>5,00,000</u>

Calculate :

- Gross profit ratio
- Net profit ratio
- Operating profit ratio
- Operating ratio
- Expenses ratio
- Stock turnover ratio
- Return on total assets
- Turnover of fixed assets.

10. X Ltd. considering the purchase of one of the two machines. As the basis of selection, the following data was developed.

OPERATIONS MANAGEMENT

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(For those who joined in July 2000 and after)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. What are the objectives of operations management? Describe operation functions with suitable examples.
2. Elucidate any five qualitative demand forecasting methods with suitable examples. What are its main advantages over quantitative techniques?
3. Explore the capacity planning at your university or place of business. How is capacity measured? What factors influence the acquisition and allocation of resources?
4. Explain why location decisions are important. Describe some of the factors that affect location decisions.

5. Name and describe four types of layouts for manufacturing operations with illustrative examples.
  6. Give a brief account of JIT manufacturing and Assembly Line Balancing.
  7. Explain the concept of Aggregate Planning. What are the steps involved in Aggregate Planning?
  8. Briefly explain some of the different kinds of sampling plans.
  9. What are the steps in the implementation of ISO 9000 quality system? Discuss in detail.
  10. Discuss elaborately inputs and outputs of the MRP system.
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**PERSONNEL MANAGEMENT AND INDUSTRIAL  
RELATIONS**

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(For those who joined in July 2000 and after)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. Explain how human resource management can be instrumental in helping a company to create a competitive advantage.
2. Discuss elaborately the various methods of on the job training programme and off the job training programme.
3. What are the important roles of job analysis in the determination of human resource requirement? What are the methods used in job analysis for collecting job related information?
4. What are the different approaches to Collective Bargaining in India?

5. Discuss the major causes of industrial disputes in India and explain the machinery available for resolving them under the Industrial Disputes Act, 1947.
6. Bring out the rights of a recognized trade union. What are the important role and functions of trade union?
7. Explain the procedure involved in a disciplinary action. What are the statutory provisions laid down concerning discipline in the Indian industries?
8. Explain briefly the following performance appraisal systems.
  - (a) Forced choice method
  - (b) Critical incident methods
  - (c) BARS
  - (d) 360 — degree appraisal.

OPERATIONS RESEARCH

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(For those who joined in July 2000 and after)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. Explain the application of Queuing in Business.
2. Discuss the application and objectives of OR.
3. (a) Describe any one method of finding initial basic feasible solution for a transportation problem. (8)

(b) A company is producing a single product and is selling it through five agencies situated in different cities. All of a sudden, there is a demand for the product in another five cities not having any agency of the company. The company is faced with the problem of deciding on how to assign the existing agencies to despatch the product to need cities in such a way that the total traveling distance is minimised. The distance between the surplus and deficit cities (in kilometers) is given below :

(12)

	Surplus City		Deficit City		
	A <sup>1</sup>	B <sup>1</sup>	C <sup>1</sup>	D <sup>1</sup>	E <sup>1</sup>
A	10	5	9	18	11
B	13	19	6	12	14
C	3	2	4	4	5
D	18	9	12	17	15
E	11	6	14	19	10

Determine the optimum assignment schedule.

4. Find the maximum value of  $x = 5x_1 + 3x_2$  subject to the constraints :

$$x_1 + x_2 \leq 6, 2x_1 + 3x_2 \geq 6, 0 \leq x \leq 4, 0 \leq x_2 \leq 3.$$

5. Solve the following transportation problem by VAM method :

		Destination				Availability
		A	B	C	D	
Sources	A <sub>1</sub>	2	3	11	7	6
	A <sub>2</sub>	11	0	6	1	1
	A <sub>3</sub>	5	8	15	9	10
Requirements		7	5	3	2	

6. Solve the following game graphically.

		Player B			
		1	2	3	
Player A	1	2	0	1	
	2	0	2	1	
	3	3	0	0	
		2	3570/M27/A32/D23		

7. A T.V. repairman finds that the time spent on his jobs has exponential distribution with mean 30 minutes. If he repairs set on FCFS basis and if the arrival of sets is with an average of 10 per 8 hour day; what is the repairman's expected idle time each day? Also obtain the average number of sets in the system.

8. Solve the following quadratic programming problems :

Maximize  $Z = 2x_1 + 3x_2 - x_1^2$  subject to the constraints :  $x_1 + 2x_2 \leq 4$  and  $x_1, x_2 \geq 0$ .

STRATEGIC MANAGEMENT

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(For those who joined in July 2000 and after)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. State and explain the benefits and pitfalls in strategic management.
2. Discuss the role of strategic decision makers of a business firm.
3. What are the arguments for assuming and not assuming social responsibility?
4. Write an essay on strategic management in multinational corporations.
5. 'The study of external environment in formulating strategies is multi-disciplinary in approach' — Discuss.

6. Explain and illustrate Hofer's Product-market evolution matrix.
  7. What is product life cycle? Why should a strategist know about this concept?
  8. Define combination strategy. What are the various forms of combination?
  9. Explain the tools of strategic choice with illustration.
  10. What are the requirements of effective evaluation?
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**RELATIONAL DATABASE MANAGEMENT SYSTEM**

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(For those who joined in July 2000 and after)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. Discuss the various types of data models in detail.
2. Explain Mapping Constraints in an E-R diagram.
3. How is Data retrieval, Updation done in a Network data model?
4. Discuss the various classification of constraints in detail.
5. List out the properties of relational mapping.
6. Describe the Database Security and Integrity.

7. Discuss in detail the various types of SQL commands.

8. Write short notes on

- (a) Distributed Databases.
  - (b) Relational Algebra.
  - (c) Primary Key.
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**ENTREPRENEURSHIP AND MANAGEMENT OF  
SMALL BUSINESS**

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(For those who joined in July 2000 and after)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. Describe the concept and development of entrepreneurship.
2. Discuss the various qualities of an entrepreneur.
3. Enumerate the various resources required for starting an enterprise.
4. What are the entrepreneurial ethics? Discuss them in detail.
5. Describe the sources of new business ideas.
6. Explain the application of intuitive techniques of generating ideas.

7. Describe the role of business innovation.
  8. Bring out the reasons for the failures of business plan.
  9. State and explain the opportunities available for an international entrepreneur.
  10. Discuss in detail the problems faced by the service institutions and also suggest remedies for those problems.
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**FINANCIAL INSTITUTIONS AND SERVICES**

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(For those who joined in July 1999 or earlier)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. What do you mean by "Financial Services"? Explain the recent trends in marketing of financial services.
2. Forecast the future trends of the GIC in the light of the recent changes in the economic policy of India.
3. Explain the role and significance of the working of the NBFCs in India. How are they controlled?
4. The role of Merchant Banking industry has undergone a change in terms of the different types of services offered. Elucidate.
5. How do you evaluate the performance of mutual funds? Will the process adopted for open ended scheme vary from that of close ended schemes? Explain.

6. Compare and contrast the rating system mechanism followed by ICRA and CRISIL.

7. Explain the different methods by which a lease proposal can be evaluated.

8. Give an account of prudential norms applicable to Non-Banking Financial Companies.

9. List out the various types of factoring arrangements and explain their characteristics.

10. Critically examine the role and contribution of development financial institutions in the Indian Capital Market.

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**INVESTMENT AND SECURITY ANALYSIS**

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(For those who joined in July 1999 or earlier)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. Explain the nature and scope of Investment Management. Explain the problems and prospects of NRI investments in India.
2. Briefly describe the structure of Indian Financial System. Define 'Risk'. Discuss various types of risks.
3. Explain and distinguish between Current Yield, Yield to Maturity and the Coupon rate.
4. Explain the services provided by stock exchanges to equity investors. What factors would you consider in the evaluation of equity shares? Explain.
5. What is listing of securities? Explain the requirements for listing of securities. What are the functions of new issues?

6. Explain the different types of portfolios and identify the target investors for each type.
  7. Fundamental Analysis is superior to Technical Analysis. Do you agree? Explain.
  8. Describe the mechanics of Dollar Cost Averaging.
  9. When do we adopt Random Walk Hypothesis? Explain the implications of efficient capital markets.
  10. What is managed portfolio? How do you evaluate its performance?
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**SYSTEM ANALYSIS AND DESIGN OF BUSINESS  
DATA PROCESSING**

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(For those who joined in July 1999 or earlier)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. Explain in detail about Business activity systems.
2. Explain in detail about data processing systems.
3. Explain in detail about various number systems.
4. Draw the block diagram of a digital computer and explain how it functions?
5. Explain in detail about Feasibility study.
6. Explain in detail about the System design.
7. (a) Explain in detail about the system maintenance.  
(b) Explain in detail about the record structure.

8. Write short notes on :

- (a) Charting Techniques
  - (b) Operating Systems
  - (c) Finance Systems
  - (d) Sorting Methods.
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**BUSINESS POLICY**

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(For those who joined in July 1999 or earlier)

Time : Three hours

Maximum : 100 marks

Answer any FIVE questions.

All questions carry equal marks.

1. Explain the importance of strategic decisions.
  2. Explain the various approaches to strategic management.
  3. What is stability strategy? Explain its importance.
  4. Explain the importance of national planning for strategy formulation.
  5. Write an essay on vision and mission with a suitable example.
  6. Explain the process of implementation of the strategy.
  7. Explain the essentials of leadership system.
  8. Write an essay on evolution and philosophy strategy.
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