UNIT – 1:

UNIT – 2:

UNIT – 3:
Questionnaire.

UNIT-4:


UNIT-5:

REFERENCE BOOKS:
1. Donald R. Cooper, Pamela S. Schindler: Business Research Methods, 8/e, TMH, 2009.
Answer the following questions. All questions carry equal marks

1a). Explain the rationale behind selecting various types of research approaches in business management.

Or

b). “A well defined research problem is half solved” – Justify it with apt examples.

2a). Explain the concept of sampling error. Briefly explain various types of sampling errors encountered in business management research. What is the procedure for avoiding non-response error in marketing research?

Or

b). What is the need for formulating hypotheses in business management research? Explain the procedure of formulating and testing hypotheses for two population means (dependent samples).

3a). Explain the concept of measurement error. What are various tools and techniques for attitude measurement in consumer research related to FMCG products?

Or

b). what is reliability and validity of measurement. Explain procedure for testing reliability and validity of survey instrument used in your research.

4a). i). Describe procedure for conducting small sample Mann-Whitney U-test in human resources management research.

ii). Use Kruskal-Wallis test to determine whether there is significant difference in the following populations. Use $\alpha = 0.05$ level of significance.

<table>
<thead>
<tr>
<th>Population-1</th>
<th>15</th>
<th>19</th>
<th>24</th>
<th>20</th>
<th>35</th>
<th>-</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population-2</td>
<td>25</td>
<td>35</td>
<td>32</td>
<td>22</td>
<td>24</td>
<td>-</td>
</tr>
<tr>
<td>Population-3</td>
<td>34</td>
<td>31</td>
<td>37</td>
<td>40</td>
<td>26</td>
<td>32</td>
</tr>
</tbody>
</table>

Or
b. i). Explain procedure for hypotheses testing for multiple regression analysis.
   ii). A sample survey of 5 families was taken and figures were obtained with respect to their annual savings $x_1$ (Rs in 100’s), annual income $x_2$ (Rs in 1000’s), and family size $x_3$. The data is summarized in the table below:

<table>
<thead>
<tr>
<th>Family</th>
<th>Annual savings ($x_1$)</th>
<th>Annual Income ($x_2$)</th>
<th>Family size ($x_3$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>10</td>
<td>16</td>
<td>3</td>
</tr>
<tr>
<td>2</td>
<td>5</td>
<td>13</td>
<td>6</td>
</tr>
<tr>
<td>3</td>
<td>10</td>
<td>21</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>4</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>8</td>
<td>13</td>
<td>3</td>
</tr>
</tbody>
</table>

(a) Find the least-square regression equations of $x_1$ on $x_2$ and $x_3$.
(b) Estimate the annual savings of a family whose size is 4 and annual income is Rs16,000.

5a). what is meant by research report? What are various stages of report writing?

Or

b). Explain criteria for good research report. Justify the criteria.
**Paper - II: MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR**

**Time: 3 hours**

**Maximum marks: 100**

**Answer the following questions. All questions carry equal marks**

5 x 20 = 100 Marks

<table>
<thead>
<tr>
<th>Question</th>
<th>Marks</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a) Define Management and explain its nature and features. Discuss the challenges faced by the management in the new millennium?</td>
<td>20</td>
<td>Or</td>
</tr>
<tr>
<td>b). Is Management Science or Art? Discuss the major changes in management practices in the era of globalization?</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>2a) Define decision making. Explain the process followed while taking a decision in uncertain and risky environment.</td>
<td>20</td>
<td>Or</td>
</tr>
<tr>
<td>b). What is meant by Departmentation? Explain the importance of departmentation for achieving organizational effectiveness.</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>3a) Explain the types of leadership styles. List out the characteristics of a good leader.</td>
<td>20</td>
<td>Or</td>
</tr>
<tr>
<td>b). Compare and contrast the Maslow’s and Herzberg’s theory of Motivation. In your opinion which one is contemporarily relevant to our Indian conditions?</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>4a) Bring about the importance of organizational behavior in the present Indian Industrial context?</td>
<td>20</td>
<td>Or</td>
</tr>
<tr>
<td>b). Discuss the key personality attributes. Identify the stages of personality development.</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>5a) Define Group cohesiveness. Explain factors that influence the relationship between group cohesiveness and productivity.</td>
<td>20</td>
<td>Or</td>
</tr>
<tr>
<td>b). Elucidate the concept of organizational climate and explain the different factors that affect the organization climate in emerging economies.</td>
<td>20</td>
<td></td>
</tr>
</tbody>
</table>
## COMMERCE & BUSINESS MANAGEMENT
### PAPER-III

<table>
<thead>
<tr>
<th>S. NO</th>
<th>SUBJECT NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>FINANCIAL MANAGEMENT</td>
</tr>
<tr>
<td>2</td>
<td>MARKETING MANAGEMENT</td>
</tr>
<tr>
<td>3</td>
<td>HUMAN RESOURCE MANAGEMENT</td>
</tr>
</tbody>
</table>
FINANCIAL MANAGEMENT

UNIT – 1:

UNIT – 2:

UNIT – 3:

UNIT – 4:

UNIT – 5:

REFERENCE BOOKS:

**MODEL QUESTION PAPER**

(Commerce and Business Management R 130105)

Pre-M.Phil./PRE-PH.D. EXAMINATION, DECEMBER 2013

Paper – III: FINANCIAL MANAGEMENT

(Regulation 2010-11 & 2012-13)
UNIT-I

1 (A) Explain the scope of financial management.

Or

(B) The Alpha Co.Ltd. is considering the purchase of a new machine. Two alternative machines (A and B) have been suggested, each having an initial cost of Rs. 4,00,000 and requiring Rs 20,000 as additional working capital at the end of 1st year. Earnings after taxation are expected to be as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Cash flows</th>
<th>Machine A</th>
<th>Machine B</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Rs. 40,000</td>
<td>Rs. 1,20,000</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>1, 20,000</td>
<td>1, 60,000</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>1, 60,000</td>
<td>2, 00,000</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>2, 40,000</td>
<td>1, 20,000</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>1, 60,000</td>
<td>80,000</td>
<td></td>
</tr>
</tbody>
</table>

The company has target of return on capital of 10% on this basis, you are required to compare the profitability of the machines and state which alternative you consider financially preferable. Note: The following table gives the present value of Re.1 due in ‘n’ number of years:

<table>
<thead>
<tr>
<th>Year</th>
<th>present value at 10%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.91</td>
</tr>
<tr>
<td>2</td>
<td>0.83</td>
</tr>
<tr>
<td>3</td>
<td>0.75</td>
</tr>
<tr>
<td>4</td>
<td>0.68</td>
</tr>
<tr>
<td>5</td>
<td>0.62</td>
</tr>
</tbody>
</table>

UNIT-II

2 (A) Explain:

i) Financial leverage
ii) Operating leverage

Or

(B) What do you mean by cost of capital? Explain the concept of weighted average cost of capital.
UNIT-III

3 (A) A Ltd has a share capital of Rs 1,00,000 divided into shares of Rs 10 each. It has major expansion programme requiring an investment of another Rs 50,000. The management is considering the following alternatives for raising this amount:

i) Issue of 5000 equity shares of Rs 10 each
ii) Issue of 5,000, 12% preference shares of Rs.10 each.
iii) Issue of 10% debentures of Rs.50,000.

The company’s present earnings before interest and tax (EBIT) are Rs 40,000 p.a. You are required to calculate the effect of each of the above modes on financing of the earnings per share (EPS) presuming:

a) EBIT continues to be the same even after expansion.
b) EBIT increases by Rs.10,000.

Or

(B) What are the factors determining the dividend policy of a firm? Explain.

UNIT-IV

4 (A) Explain how working capital can be financed through trade credit and bank finance.

Or

(B) Explain the recommendations of Daheja committee on working capital.

UNIT-V

5 (A) Explain the techniques of cash management.

Or

(B) What do you mean by inventory and inventory management? Explain the techniques of inventory management.

* * *
MARKETING MANAGEMENT

UNIT-1:

UNIT-2:

UNIT 3:

UNIT 4:

UNIT-5:

REFERENCE BOOKS:

MODEL QUESTION PAPER

(Commerce and Business Management R 130104)

Pre-M.Phil./PRE-PH.D. EXAMINATION, DECEMBER 2013

Paper – III: MARKETING MANAGEMENT

(Regulation 2010-11 & 2012-13)

Time: 3 hours  Maximum: 100 marks

Answer ALL questions. Each question carries equal marks.  5 x 20 = 100 marks

UNIT-I

1a). What is customer value creation? Explain marketing strategies for customer value creation with apt examples.

Or


UNIT-II

2a). what is market segmentation? Describe factors that determine market segmentation for consumer durables in emerging economies.

Or

b). Explain the concept of product differentiation. How is it practiced in FMCG sector?

UNIT-III

3a). Briefly explain logistics management in food and grocery sector.

Or

b). Briefly explain channel design strategies in consumer durable (e.g. washing machine). Explain various methods to avoid channel conflict.

UNIT-IV

4a). What is relationship marketing? Do you agree that CRM has affect on customer value creation? Justify that with examples.

Or

b). Explain changing trends of marketing. How emerging market strategies are different from developed markets?

UNIT-V

5a). What is marketing research? Briefly explain marketing research process with flow chart.

Or

b). What are various applications of marketing research? Justify their significance in marketing of FMCG products

Note: Each question may have sub-questions. Again the sub questions may have sub-sub-question)
HUMAN RESOURCE MANAGEMENT

UNIT-1:

UNIT -2:

UNIT- 3:
Employee Training and Development: Significance, Methods, and Training Procedure – Evaluating Effectiveness of Training – Management Development Programs: Concept, Skills to be Developed, and Evaluating its Effectiveness – Performance Appraisal: Objectives, Methods, Developing and Administering an Appraisal program – Limitations to its Effectiveness.

UNIT - 4:

UNIT -5:
REFERENCES BOOKS:

Prentice Hall of India.

MODEL QUESTION PAPER
(Commerce and Business Management R 130103)

Pre-M.Phil./PRE-PH.D. EXAMINATION, DECEMBER 2013

Paper – III: HUMAN RESOURCES MANAGEMENT

(Regulation 2010-11 & 2012-13)

Time: 3 hours

Maximum: 100 marks

Answer ALL questions. Each question carries equal marks. 5 x 20 = 100 marks

UNIT-I

1 (A). State the qualities of human resource managers and their impact on Organizational Effectiveness

OR

(B). Explain the changing nature, objectives and scope of human resource management in emerging economies.

UNIT-II

2 (A). Analyze the problems in online and off line recruitment. Explain the various sources of recruitment adopted in Indian Corporate.

OR

(B). List out the objectives of compensation. Suggest strategies to overcome the challenges associates with compensation management in emerging economies.

UNIT-III

3 (A). Enumerate the points to be considered pertaining to organization of on the job and off the job training programs for supervisors in manufacturing sector.

OR

(B). Describe the modern methods /techniques used in evaluating the effectiveness of training programmes.

UNIT-IV


OR

(B). What are different types of HR strategies to that increase the performance of the firm? Explain?

UNIT-V

5. (A). Enumerate the challenges faced by HR managers at Global level focusing on expatriation and repatriation issues, and suggest measures to overcome challenges.

OR

(B). What is strategic HRM? Describe the strategic HR policies and procedures followed in emerging economies.

Note: Each question may have sub-questions. Again the sub questions may have sub-sub-question).