

Roll No.

Total No. of Pages : 7

Exam Code

2592

MMS/MII

6801

Management Science

Paper : CP-201

Time : Three Hours

[Maximum Marks : 70

Note : Non programmable calculators are allowed. Attempt any FIVE questions. All questions carry equal marks.

1. (a) What is a role of models in scientific decision making ? Name different OR models and their applications.
- (b) Use Sensitivity Analysis to determine the range of change in objective function so that the solution remains optimal.

$$\text{Maximize } Z = 5x_1 + 4x_2$$

$$\text{s.t.c. } 6x_1 + 4x_2 \leq 24$$

$$x_1 + 2x_2 \leq 6$$

$$-x_1 + x_2 \leq 1$$

$$x_2 \leq 2$$

$$x_1, x_2 \geq 0$$

2. Solve the following Integer programming problem using the branch and bound methods.

$$\text{Maximize } Z = 3x_1 + 5x_2$$

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Subject to the constraints

$$2x_1 + 4x_2 \leq 25$$

$$x_1 \leq 8$$

$$2x_2 \leq 10$$

and $x_1, x_2 \geq 0$ and integers

3. A steel company has three open hearth furnaces and five rolling mills. Transportation costs (rupees per quintal) for shipping steel from furnaces to rolling mills are shown in the following table:

		M1	M2	M3	M4	M5	Capacities (in quintal)
Furnaces	F1	4	2	3	2	6	8
	F2	5	4	5	2	1	12
	F3	6	5	4	7	3	14

Requirement (in quintal)

4 4 6 8 8

4. A marketing manager has five salesmen and five sales districts. Considering the capabilities of the salesmen and the nature of districts, the marketing manager estimates that sales per month (in thousand rupees) for each salesman in each district would be as follows :

DISTRICTS

	A	B	C	D	E
1	32	38	40	28	40
2	40	24	28	21	36
3	41	27	33	30	37
4	22	38	41	36	36
5	29	33	40	35	39

SALESMAN

Find the assignment of salesman to districts that will result in maximum sales.

5. A book store wishes to carry 'Saam Ved' in-stock. Demand is probabilistic and replenishment of stock takes 2 days. The probabilities of demand are given below :

Demand (daily)	0	1	2	3	4
Probability	0.05	0.10	0.30	0.45	0.10

Each time an order is placed, the store incurs an ordering cost of ₹10 per order. The store also incurs a carrying cost of ₹0.50 per book per day. The inventory carrying cost is calculated on the basis of stock at the time of each day.

The manager of the book store wishes to compare two options for his inventory decision :

A : Order 5 books when the inventory at the beginning of the day plus orders outstanding is less than 8 books.

B : Order 8 books when the inventory at the beginning of the day plus orders outstanding is less than 8 books.

Currently (beginning of 1st day) the store has stock of 8 books plus 6 books ordered 2 days ago and expected to arrive next day. Using Monte-Carlo simulation for 10 cycles, recommend which option the manager should choose?

The two digits random numbers are given below :

89, 34, 78, 63, 61, 81, 39, 16, 13, 73

6. A business man has two independent investment portfolios A and B available to him, but he lacks capital to undertake both of them simultaneously. He can choose A first and then stop, or if A is not successful, then take B or vice-versa. The probability of success of A is 0.6, while for B it is 0.4. Both investment schemes require an initial capital outlay of ₹ 10,000 and both return nothing if the venture is unsuccessful. Successful completion of A will return ₹ 20,000 (over cost) and successful completion of B will return ₹ 24,000 (over cost). Draw decision tree and determine the best strategy.

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Suggest optimal strategies for the two firms and the net outcome thereof.

9. Tasks A, B, C, H, I constitute a project. The notation $x < y$ means that the task x must be finished before y can begin. With this notation,

$A < D, A < E, B < F, D < F, C < G, C < H, F < I, G < I$.

Draw a graph to represent the sequence of tasks and find the minimum time of completion of the project, when the time (in days) of completion of each task is as follows :

Task : A B C D E F G H I

Time : 8 10 8 10 16 17 18 14 9

10. (a) (i) What are the essential characteristics of the queuing process ?
 (a) Write short note on queuing models.
 (b) Find the sequence that minimizes the total elapsed time required to complete the following tasks on two machines :

7. (a) Machine A costs Rs. 9000. Annual operating costs are Rs. 200 for the first year, and then increase by Rs. 2000 every year.
 (b) Determine the best age at which to replace the machine. If the optimum replacement policy is followed, what will be the average yearly cost of owning and operating the machine ? (Assume that the machine has no resale value when replaced and that future costs are not discounted).
 (b) Machine B costs Rs. 10000. Annual operating costs are Rs. 400 for the first year, and then increase by Rs. 800 every year. You have now a machine of type A which is one year old. Should you replace it with B, and if so when ?
 (c) Suppose you are, just ready to replace machine A with another machine of the same type, when you hear that machine B will become available in a year. What should you do ?
8. Two competitors are competing for the market share of the similar product. The payoff matrix in terms of their advertising plan is shown below :

Competitor A	Competitor B		
	No Advertising	Medium Advertising	Heavy Advertising
No Advertising	10	5	2
Medium Advertising	13	12	13
Heavy Advertising	16	14	10

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	A	B	C	D	E	F	G	H	I
I Machine	2	5	4	9	6	8	7	5	4
II Machine	6	8	7	4	3	9	3	8	11

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MMS/M11

6802

Marketing Management

Paper : CP-202

Time : Three Hours]

[Maximum Marks : 70

Note :- Attempt FIVE questions in all. Question No.1 is compulsory. All questions carry equal marks.

1. Write short notes on the following :

(a) Define the term Consumerism.

(b) What is Network Marketing ?

(c) Explain the societal concept of Marketing.

(d) What is Holistic marketing Concept ?

(e) What do you understand by Test Marketing ?

(f) Distinguish between Pull Strategy and Push Strategy.

(g) What do you mean by Family Package ?

2. What is the importance of understanding Marketing Environment ? Explain various techniques of Environmental Scanning.

3. Distinguish between Marketing Research and Marketing Information System. Explain various steps involved in the Marketing Research Process.

4. What is the distinction between the behaviour of a consumer and an industrial buyer ? Describe various factors that influence the behaviour of a consumer.

5. Explain the concept of Product Life Cycle. Describe the stages of Life Cycle through which a product passes. Explain the features of various stages of Product Life Cycle.

6. Explain various methods of Pricing Products. Describe various pricing strategies that may be followed by a business firm.

7. Write notes on the following :

(a) Cooperation and Conflict Management in the Channel of Distribution.

(b) Decision Areas in Marketing Logistics.

8. What is the role of Promotion in Marketing ? Describe the main characteristics of various components of promotion mix.

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MMS/M11

6803

Human Resource Management

Paper—CP-203

Time : Three Hours]

[Maximum Marks : 70

Note :— Attempt **FIVE** questions in all. Q. No. 1 is compulsory.

All questions carry equal marks.

1. Explain the following concepts in brief:—

- (a) Succession Planning.
- (b) Job description and Job specification.
- (c) Recruitment.
- (d) Lecture Method.
- (e) Equity Principle and Compensation Mgt.
- (f) Industrial relations and HRM.
- (g) Industrial disputes and HRM.

2. "The need for HRM occurs in all organisations, but larger ones are more likely to have a specialised HR function." Elucidate.

3. What is Human Resource Planning ? Explain steps involved in HRP process. Bring out problems in HRP and how can you plan for human resources in an effective manner ?

4. Define training and development. Illustrate various techniques of management development with their merits and demerits.

5. Most of the employers use personality and intelligence tests more frequently for selecting employees. What are the pro's and con's associated with these types of tests ?

6. What do you mean by compensation management ? Explain various components of compensation system.

7. Why do employees join trade unions ? Explain the role of trade unions in maintaining healthy industrial relations in an organisation.

8. Write short notes on :—

- (a) Induction and Socialisation Programme.
- (b) Employee Empowerment and HRM.

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MMS/M11

6804

Financial Management

Paper : CP-204

Time : Three Hours]

[Maximum Marks : 70

Note :- Attempt FIVE questions in all. Q. no. 1 is compulsory. All questions carry equal marks.

- Define finance and functions of finance.
 - How finance function is organised in a firm ?
 - How risk and return is analysed ?
 - Discuss the need and importance of Capital budgeting.
 - How Cost of Capital influence the formation of a Capital structure ?
 - What are the tools of cash planning ?
 - What are the different patterns of dividend policies ?
- "The basic rationale for the objective of shareholders' wealth maximisation is that it reflects the most efficient use of society's economic resources and thus leads to a maximisation of society's economic wealth" (Ezra Solomon). Comment critically.
- A company is considering to purchase a machine. Two machines are available X and Y each costing Rs. 5,00,000/-. Earnings after taxation are expected to be as follows :

Cash flow

Year	Machine X	Machine Y
1	Rs. 1,50,000	Rs. 50,000
2	Rs. 2,00,000	Rs. 1,50,000
3	Rs. 2,25,000	Rs. 2,00,000
4	Rs. 1,15,000	Rs. 3,00,000
5	Rs. 1,00,000	Rs. 2,00,000

Evaluate the two alternatives according to :

- The payback period method
 - Accounting Rate of Return method
 - Net present value method (cost of capital @ 10%)
- Note :- (PV Factor @ 10% is .909, .826, .751, .683, .621)
- Explain the concept of 'Cost of Capital'. How cost of different sources of capital is measured ? Illustrate and explain.
 - What is an optimal capital structure ? Why a company prefers to devise an optimal capital structure ?
 - What management problems are involved in the planning and control of cash ? Explain the various tools of cash planning and control.
 - What are the essentials of Jordan's model of dividend effect ? Does dividend policy affect the value of the firm under Gordon's model ?
 - Write detailed note on Financial Modeling.

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6805

Business Research Methodology

Paper : CP-205

Time : Three Hours]

[Maximum Marks : 70

Note :- Attempt any FIVE questions. All questions carry equal marks.

1. Define research. Briefly describe the steps in the process of research.

2. Explain :

(i) Value and Cost of Information

(ii) Bayesian Decision Process.

3. Describe the experimental type of research design.

4. Explain the characteristics of a good questionnaire.

5. What is a sample design ? Explain the stratified sampling method.

6. Briefly explain the scaling techniques in Business Research.

7. Write short notes on :

(i) Factor Analysis

(ii) Clustering Method.

8. Four salesmen are assigned to 3 territories; with the following sales figures per month.

Territories	Salesmen			
	A	B	C	D
I	38	40	41	39
II	45	42	49	36
III	40	38	42	42

Perform one way ANOVA analysis to fort whether there is difference in the efficiency of Salesmen at 5% degree of significance ?

F (0.05) for (3,8) = 4.06

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6806

Production & Operations Management

Paper : CP-206

Time : Three Hours]

[Maximum Marks : 70

Note :- Attempt any **FIVE** questions in all. All questions carry equal marks.

1. What do you understand by Operations Management ? How is it different from production management ? Discuss the scope of Operations Management.
2. Explain the reasons for more automotive industries presence in Faridabad, Mumbai and Chennai.
3. "An ideally laid out plant goes a long way in reducing manufacturing costs through reduced materials handling, reduced personnel and equipment requirements and reduced process inventory". Elaborate.
4. Write a detailed note on the role of production planning and control in different production systems.
5. Write a detailed note on work study and its importance in today's production environment.
6. Define Materials Management. Bring out its scope and importance.
7. (a) Explain ABC technique of Inventory Control.
(b) Discuss JIT.
8. Explain the concepts of TQM and ISO 9000 series standards.

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MMS/M11

E-Commerce

Paper : CP-207

6807

Time : Three Hours]

[Maximum Marks : 70

Note :- Attempt FIVE questions in all. Q. No. 1 is compulsory. All questions carry equal marks.

4. "Advertising and marketing on the Internet is growing leaps and bounds in India." Do you agree with this statement? Elaborate your viewpoint with the help of suitable examples. 14
5. Clarify the concepts of mobile and wireless computations and discuss their fundamentals, significance and usage. 14
6. How can we provide computer based training and education? Explain with the help of suitable examples. 14
7. What is e-CRM? Why and how is it done? 14
8. (a) What is intra-organisational Commerce? 14
(b) Clarify the concepts of Digital library and value added networks. 7+7

1. Discuss briefly:

(a) Digital Copyrights

(b) Digital Video

(c) Software Agent

(d) Browsers

(e) EDI

(f) HTML

(g) Routers. 7×2=14

2. Clarify the concept of E-commerce and throw light on the evolution and growth of E-commerce in India. 14

3. Highlight some of the concerns attached with electronic payments and suggest suitable measures to overcome these concerns. 14

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6808

MMS/M11

Entrepreneurship Development

Paper : CP-401 -

Time : Three Hours]

[Maximum Marks : 70

Note :- Attempt any FIVE questions. Question No. 1 is compulsory.

6. What do you know about feasibility report ? What factors should be taken into consideration while preparing technical and also financial feasibility report for a business related to manufacture of electronic data-processing equipments ? 14
7. What is an Industrial Estate ? Discuss the advantages of Industrial Estates to the entrepreneurs and the society. 14
8. What is market potential measurement ? What factors should be taken into consideration while preparing a Market potential measurement report in case of automobile industry with specific reference to small car like Nano ? 14

1. Write short notes on the following :-

- (i) Entrepreneurship
- (ii) Economies of scale
- (iii) Institutional Financing
- (iv) Women Entrepreneurs
- (v) Small Scale Enterprises
- (vi) Demand analysis
- (vii) Project Costing. 14

2. What is meant by Entrepreneur ? What are the characteristics and functions of an entrepreneur ? 14
3. What constitute environmental factors and how they affect setting up of an enterprise by an entrepreneur ? 14
4. Explain the important factors which must be taken into consideration while selecting a location for setting up of a cement manufacturing factory ? Explain in detail each of the factors. 14
5. What are the problems being faced by small scale enterprises in India ? What efforts are being made at Government level for solving these problems ? 14

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MMS M11

6809

Principles of Insurance & Banking

Paper : FM-401

Time : Three Hours]

[Maximum Marks : 70

Note : : Attempt FIVE questions in all, including Q. No. 1, which is compulsory. All questions carry equal marks.

1. Answer the following questions in 50-60 words each :

(a) Principles of Insurance

(b) NPA

(c) Role of IRDA in insurance

(e) Types of crossing =

(f) Insurance Environment

(g) Contract of Indemnity.

2. Critically explain the recent trends in insurance around the globe.

3. What are the main concepts and implications of Bank assurance and universal banking in India ?

4. Write down the main provisions of Banking Regulation Act 1949 and RBI Act 1934.

5. Explain the forms of securities and precautions taken by Banks in accepting the securities.

6. What are the contemporary issues in banking ? Differentiate between NPA and capital adequacy.

7. What is Insurance environment ? Elaborate the settlement of claims under life and non life insurance.

8. Discuss the main features of Negotiable Instruments Act, 1881 ? Also explain the evolution of Banking law.

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MMS/M11

6813

Management of Financial Services

Paper : FM-405

Time : Three Hours]

[Maximum Marks : 70

Note :- Attempt FIVE questions, selecting question no. 1 which is compulsory. All questions carry equal marks.

1. Explain the following terms :
 - (i) Leasing
 - (ii) Factoring
 - (iii) Merchant banking
 - (iv) Credit-raising
 - (v) Dematerialisation
 - (vi) Booking building
 - (vii) Bought out deals
 - (viii) Securitization
 - (ix) Venture capital
2. Discuss the following :
 - (i) Financial evaluation of leasing
 - (ii) Factoring services in India.
3. What do you understand by consumer credit ? Discuss legal and financial evaluation of consumer credit in India.
4. Write a comprehensive note on the prudential norms for housing finance in India.
5. Critically review the working and operations of credit rating institutions in India.
6. Describe book building mechanism for public issue of equity share. Also list out the benefits of book building to small investors.
7. Describe, in detail, the mechanic and the beneficiaries of securitization.
8. Write a comprehensive note on the venture capital financing in India.

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MMS/M11

6814

Project Management

Paper : FM-406

Time : Three Hours]

[Maximum Marks : 70

Note :- Attempt FIVE questions in all. Question No. 1 is compulsory. All questions carry equal marks.

1. Write short answers for the following :

- (i) Define project.
- (ii) What is market analysis ?
- (iii) What is Situational analysis ?
- (iv) What is Internal rate of return ?
- (v) How is cost of debt calculated ?
- (vi) What is risk free rate ?
- (vii) What is critical Path ?

2. "Identification of promising investment opportunities requires imagination, sensitivity to environmental changes, and an assessment of what the firm can do." Comment.

3. What is market and demand analysis in project management ? Describe the key steps in such analysis.

4. Explain with suitable examples, what factors have a bearing on the choice of technology.
5. Describe briefly the various means of financing a project. Also explain the key business considerations relevant for a project financing decision.
6. Discuss the steps involved in sensitivity analysis. What are the pros and cons of sensitivity analysis ?
7. Discuss the principal sources of discrepancy between social costs and benefits on the one hand and monetary costs and benefits on the other.
8. What is the basic difference between PERT and CPM ? Explain with suitable illustration, what steps are involved in PERT analysis.

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MMS/M11

6816

International Marketing

Paper : MM-401

Time : Three Hours]

[Maximum Marks : 70

Note :— Attempt FIVE questions in all. Question No. 1 is compulsory. All questions carry equal marks.

1. Write short notes on :

- (a) Counter trade
- (b) Transfer pricing
- (c) TRIP
- (d) Franchising /S/Licensing
- (e) International Trade /S/ International Marketing
- (f) International Media Scheduling
- (g) Dumping.

2. Assume yourself as a marketer who is a novice in the field of international marketing. Which market entry mode would you choose to enter foreign markets? How the preference for a mode will change as you would gain some experience?

3. "WTO bring cheers for innovative global marketers but bring catastrophic situation for cloners." Comment pin-pointing key provisions of WTO.

4. Assume yourself as a global marketer originating from India and dealing in durable products. Which of the strategies viz. product standardisation or adaptation would you recommend for following markets :

- (a) Under-developed African markets

(b) Developing Asian markets like China

(c) Developed markets of Europe.

5. Under what situations would you restore to following pricing options for international markets :

- (a) Uniform pricing
- (b) Market-based pricing
- (c) Cost-based pricing.

6. "Joint Ventures, inspite of being failure-prone, thrills prominent global marketing firms." Why? How can the success rate of joint ventures be enhanced?

7. "Promoting globally requires making adjustments according to culture, economic affluency and legal framework of the country." Discuss in detail citing suitable live examples.

8. How would you choose distributing partners for global operations? What role would you expect from them?

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Total No. of Pages : 2

MMS/M-II

6817

INDUSTRIAL MARKETING

Paper : MM-402

Time : Three Hours]

[Maximum Marks : 70

Note :— Attempt FIVE questions in all. Question No. 1 is compulsory. All questions carry equal marks.

6. What are the various factors influencing pricing decision for an industrial product. Also explain the various pricing methods that can be used by business marketers.
7. Write a detailed note on recruitment, selection, training and compensation of salespersons working in industrial product marketing firm.
8. Explain the meaning and importance of sales promotion. Also discuss the various methods used in industrial marketing for Sales promotion.

1. Answer the following briefly :—

- (a) Gatekeepers.
- (b) Strategic Planning.
- (c) Positioning.
- (d) Logistics.
- (e) Value based pricing.
- (f) Sales promotion.
- (g) Straight rebuy.

2. What is Industrial Marketing ? Explain its characteristics and scope.

3. Explain various types of industrial products and services. Also discuss the marketing strategy for different types of Industrial Products.

4. Explain the various steps involved in the organisation buying process. Also explain their marketing implications.

5. Explain the various basis for segmenting Industrial Markets. Also explain the benefits and limitations of market segmentation.

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MMS/MM11 6818

Service Marketing

Paper : MM-403

Time : Three Hours] [Maximum Marks : 70

Note :- Attempt FIVE questions in all. Question No. 1 is compulsory.

1. Write notes on :
 - (a) Boundary Spanners
 - (b) Communication Gap
 - (c) Service Reliability
 - (d) Service Inseparability
 - (e) Service Differentiation
 - (f) Goods- Service Categorisation.
2. "Service sector has become the key to socio-economic growth of India." Comment. What reasons can be attributed to the growth of service sector in a country like India ?
3. "Service organisations witness three types of promises, three entities and three types of marketing." Discuss the statement in light of the concept of service management trinity.
4. "There may exist a gap between what a customer expects from a service company and what he actually perceives about the company." What are the sub-types and reasons for such a gap ? How can these be controlled ?
5. "Effective Service recovery goes a long way in pacifying an aggrieved customer." Comment. What are the various principles of an effective service recovery strategy ?
6. "The perishable nature of services makes it tough for the service marketers to match demand and supply of services." Comment. Further, pin-point various strategies that can be used under such a scenario.
7. Formulate a detailed "Relationship Marketing" Strategy for a newly established cellular company operating in limited circles.
8. Write notes on :
 - (a) Ways to empower service employees.
 - (b) Too much emphasis on productivity as an impediment to service quality.

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MMS/M11

6819

Direct Marketing

Paper : MM-404

Time : Three Hours

[Maximum Marks : 70

Note :- Attempt FIVE questions in all. Question No. 1 is compulsory.

5. How right market segment/s is/are identified for direct marketing ? Also discuss brand positioning strategies that can be successfully adopted for beauty care products.
6. How the customer orders are received and processed in direct marketing ? Also discuss the warehousing and inventory decisions.
7. How marketing mix is decided upon in direct marketing ? If a brand is sold through direct marketing, as well as through traditional marketing channel. Do you think marketing mix has got to be different in both cases ?
8. Discuss cost analysis and cost control in direct marketing. Also discuss how effectiveness of direct marketing is evaluated.

1. Write short notes on the following :

- (i) Tele-marketing
- (ii) Industrial direct marketing
- (iii) Direct-response TV programmes
- (iv) Pitfalls in direct marketing
- (v) Relevance of customer database
- (vi) Significance of IT in direct marketing
- (vii) Media planning.

2. Discuss in detail the concept, scope and importance of direct marketing. Can everything be marketed, through this mode of marketing ?
3. Write a detailed note on network marketing. What are major challenges before network marketers ?
4. How a direct marketing programme is developed ? What are the guidelines for effective direct marketing ?

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MMS/M11

6826

Cross Cultural and Global Management

Paper : IB-405

Time : Three Hours

[Maximum Marks : 70

Note :—Attempt FIVE questions in all. All questions carry equal marks.

Question 1 is compulsory.

1. Explain the following terms :—

- (i) Types of International Employees
- (ii) Cross Cultural Negotiation
- (iii) Cultural Assimilation
- (iv) Cross Cultural Communication
- (v) Masculinity Vs. Femininity
- = (vi) Cross Cultural Ethics
- (vii) Competencies for an Global HR Manager.

2. What is Cross Cultural Negotiation ? Discuss the dynamics of Negotiations and detail the key success factors which should be kept in mind while conducting successful international negotiations.

3. Discuss the key cultural dimensions of Hofstede's model. Also Examine the weaknesses and strengths of his model in context to effective understanding of Cross Cultural Management.

4. Write an explanatory note on the various approaches of cross cultural decision making which are appropriate and suitable in dealing with the challenges of International Management.

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5. Explain Ethnocentrism, Polycentrism, Regiocentrism, and Geocentrism approaches and how they influence international business with the help of examples.

6. Elucidate how concept of International HRM is different from Domestic HRM ? What are the major issues and challenges to International HRM in the present competitive times ?

7. Write notes on :—

(a) Ethical issues faced by Multinational Organisations

(b) Expatriates and the issues related to them.

8. Explain the components of effective Cross cultural Communication with suitable examples.

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MMS/M11

6829

**LEGAL FRAMEWORK GOVERNING HUMAN
RELATION**

Paper : HRM-402

Time : Three Hours]

[Maximum Marks : 70

Note :— Attempt FIVE questions. Question No. 1 is compulsory. All questions carry equal marks.

1. Write short notes on the following :
 - (a) Define the term 'industrial dispute'.
 - (b) Define manufacturing process as used in the Factories Act, 1948.
 - (c) What is Employees State Insurance Fund ?
 - (d) For what purposes may a registered trade union create a political fund ?
 - (e) Difference between Allocable Surplus and Available Surplus as used in the Payment of Bonus Act, 1965.
 - (f) Components of social security.
 - (g) Who can be appointed Welfare Officer under the Factories Act, 1948 ?
2. Write a note on major provisions of Workmen's Compensation Act, 1923.
3. What are the powers and duties of Employee's State Insurance Corporation, Standing Committee and Medical Benefit Council as given in the Employee's State Insurance Act, 1948 ?

4. What authorities have been set up under the Industrial Disputes Act, 1947 for investigation and settlement of industrial disputes ?
5. Write a note on the scope and object of the Employees' Provident Funds and Miscellaneous Provisions Act, 1952.
6. Differentiate between minimum wages and fair wages. Which of the two is near to the law of equal justice ? Explain the implication of the relevant act for the employees and the employers.
7. What are the rules as to the determination and recovery of the amount of gratuity under the Payment of Gratuity Act, 1972 ?
8. Write a note on duties, liabilities, and rights of a registered trade union under The Trade Union Act, 1926.

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MMS/M11 6830

Management Training and Development

Paper : HRM-403

Time : Three Hours

[Maximum Marks : 70

Note : (i) Attempt FIVE questions in all. Question No. 1 is compulsory.

(ii) All questions carry equal marks.

1. Write a short note on the following :

- (a) Describe the significance of Cross cultural training.
- (b) What is Unfreezing ?
- (c) Training Aids.
- (d) What constitute in management grid ?
- (e) Give the process of learning.
- (f) What is monitoring ?
- (g) Describe pedagogy of training.

2. Define the concept of management training. Discuss the role and responsibilities of training management in the present global era.

3. As training manager in a large scale organisation, how would you identify training needs for the middle managers ? What methods will be employed to train them ?

4. Define management development. What are the various techniques used to develop managers ? Suggest more suitable to develop front line employees.

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5. What are the main emerging challenges of training and development ? Suggest measures to resolve these.

6. "Learning has become central process". In this context illustrate various types of learning and their respective importance.

7. Describe training evaluation. What are the various types of training evaluation ? Also state the techniques used to evaluate training.

8. Examine the present status and future of training and development practices in Indian industries.

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6831

MMS/M11

Org. Change & Intervention Strategies

Paper : HRM-404

Time : Three Hours

[Maximum Marks : 70

Note :- Attempt FIVE questions in all, selecting at least ONE question from each Unit. All questions carry equal marks.

6. Suggest the strategies, actions and decisions needed to achieve excellence of management.
7. Discuss how interpersonal relations, team-building, inter-group and system can make an efficient and effective organizational development program ?
8. What are various skills needed for organization development ?

1. (a) What are external forces for organizational change ?
(b) What are managerial responses to pressures for change ?
(c) What is role of Change Agent ?
(d) What is Organizational Development ?
(e) What team-building activities aim at ?
2. "Structure, technology and people are highly interdependent. A change in one is likely to affect the other elements as well." In the light of this statement suggest an integrated approach of planned change.
3. What is Organization Development ? What are the essential characteristics of organization development ?
4. What are general competencies required for organization development ?
5. Discuss in detail the techniques of organization development.

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MMS/M11

6832

Human Resource Development : Strategies and Systems

Paper : HRM-405

Time : Three Hours]

[Maximum Marks : 70

Note :- Q. No. 1 is compulsory. Attempt 5 questions in all. All questions carry equal marks.

4. What do you understand by the term HRD climate ? Describe components of HRD climate and also explain how does HRD climate facilitate the development of Human Resources in modern organizations?
5. What do you mean by Administration of HRD system ? Discuss the role of HR and Line Managers in designing and administration of HRD system for the development of sales managers.
6. What do you understand by the term 'Staffing' of HRD function ? Describe HRD staffing practices followed by modern organizations.
7. What do you mean by HRD Interventions ? Discuss various HRD interventions used in Indian organizations.
8. What do you mean by organizational change ? Discuss various HRD approaches for managing organizational change.

1. Explain meaning of the following :-

- (a) HRD Matrix
- (b) Quality of work life
- (c) Exit strategies
- (d) Succession planning
- (e) High Performance work system
- (f) Glass ceiling
- (g) Potential assessment.

2. What do you mean by HRD ? Outline various sub-systems/mechanisms of HRD.

3. What do you mean by HR strategies ? How can HR strategies be developed ? And discuss their implications for Human Resource Development.

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MMS/M11

6833

Global Human Resource Management

Paper : HRM-406

Time : Three Hours]

[Maximum Marks : 70

Note :- Attempt FIVE questions in all. All questions carry equal marks.

Question No. 1 is compulsory.

1. Explain the following concepts.
 - (i) Expatriation & Repatriation
 - (ii) Cultural shock
 - (iii) Cross-Cultural Motivation.
 - (iv) Multinational Enterprise (MNE)
 - (v) Polycentric approach v/s Geocentric approach.
 - (vi) Parent country nationals v/s Host country nationals
 - (vii) Cross-cultural training
 - (viii) Ethical issues in GHRM.
 2. Discuss various human & cultural variables which are widely observed & play a vital role in the functioning of multinational organisations..
 3. What is cross-cultural communication ? Explain the components of an effective cross-culture communication with suitable example.
4. Discuss the dynamics of Negotiations & detail the key success factors that should be kept in mind while conducting successful international negotiations.
 5. Select a foreign country & identify how you believe it would stand on Hofstede's five dimensions of culture.
 6. What are the important criteria MNC should use while selecting expatriates ? What factors may influence these criteria ? Discuss the reasons for the failure & success of expatriates.
 7. Explain how international HRM is different from domestic HRM. Discuss the key components required for a successful international manager.
 8. "Global compensation package should keep expatriates even with what they would receive at home, but not allow them to get rich." Discuss.