

[This question paper contains 3 printed pages.]

Sr. No. of Question Paper : 1745

Roll No.....

Unique Paper Code : 101431

Name of the Course : BBS

Name of the Paper : Human Resource Management

Semester : IV (2015)

Duration : 3 Hours

Maximum Marks : 75

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt **all** questions.

1. What methods can an organization use to establish the relative worth of a job? With an emphasis on high performance systems and an extremely dynamic environment organizations are moving towards alternative compensation approaches such as skill based pay and competency based pay. Why as a HR manager would you choose these newer approaches to compensation over the traditional approaches?
(6+6=12)
2. In this globalized world, employees have concerns which HRM needs to address in a more challenging way. What initiatives does the HR Department need to take to meet the objective of attracting and retaining employees?
(7)
3. "Proper selection is a substitute for orientation". Do you agree or disagree with this statement? Why? You are the principal of a college. You are to plan an orientation program for a set of newly hired faculty members. Discuss how you will devise the program?
(12)

P.T.O.

4. Axis Enterprises is a well - established company in India with its head office in Bangalore. It is involved in software development products and services. Axis Enterprises plans to expand its business operations for which it needs to recruit staff for the proposed locations in major metro cities. It plans to hire a Vice President-Projects, 15 Programmers, 2 Accountants and a Receptionist.

As the HR manager of Axis Enterprises discuss the various sources of recruitment you would like to choose for the recruitment of the above mentioned positions, justifying your choice. (12)

5. Top executives of a well- managed Government Organisation decided to organise an early training assessment Program for the first line supervisors. The company had long been in the forefront of Human Resource Development and quite ready to listen to the advice of management specialists concerning this subject. They surveyed their own experience, only to find that many young people, professionally trained were leaving the company for private employment, where the rewards were much greater. This left the company with something less than the best qualified and dynamic supervisors.

A training program was carefully worked out. The development of the candidates comprised:

- (1) A week of formal supervisory training;
- (2) Assignment to an established supervisor who would act as a teacher and guide, help them at every step and evaluate their performance;
- (3) Work on task force assignments as available and appropriate. Frequently candidates were appointed to supervisory positions before they finished their assigned projects; if not, they would either stay within the program until assigned a supervisory position or be assigned to a technical career.

Several advantages emerged from the program. The candidates were pleased that their careers were of interest to the higher level executives. The candidates could bring themselves to the attention of supervisors early, the company was provided with a group of dynamic young professionals. The brain drain from the company almost stopped.

Certain disadvantages also became apparent. Many good candidates failed to apply for the program because they were not sure of their own career objectives, they did not want to move away from the places where they were initially domiciled or they felt too busy to undergo the training program. Some complained of inadequate counseling and many who failed to apply were disgruntled when they found themselves no longer among the candidates for supervisory appointments.

The company is now in a mood to reassess its experience with the training program

(a) Critically analyze the current training program. (6)

(b) If you were asked to suggest improvements, what would you suggest? (6)

6. Write short notes on any **four**

(1) Sources of job analysis information

(2) Cultural issues in international HRM

(3) Career Development

(4) HRIS

(5) Collective Bargaining Process

(4×5=20)

[This question paper contains 2 printed pages.]

Sr. No. of Question Paper : 1746

Roll No.....

Unique Paper Code : 101432

Name of the Course : **BBS**

Name of the Paper : Business Research

Semester : IV (2015)

Duration : 3 Hours

Maximum Marks : 75

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt any **five** questions.
3. Part (a) and (b) of each questions should be attempted together.

1. Suppose you are a Research Executive in a Marketing Research Consultancy company and you have received the following requests for conducting a marketing research. Ganesh Chemicals, which manufactures different chemicals for industrial use, is planning to enter refined industrial salt business, to cater to the salt demand in dyes, textiles, detergent, food processing and pharmaceutical industries. It wants to know the purpose for which salt is used, in what quantity, with what specifications, present suppliers, satisfaction/dissatisfaction with present suppliers, prices paid and a host of information for planning its marketing strategy. Prepare a research proposal. (15)

- 2 (a) What are the different methods of taking personal interviews?
(b) Distinguish between Management-Decision Problem and Marketing Research Problem. Give suitable examples. (8+7=15)
- 3 (a) Explain the various projective techniques of qualitative research.

P.T.O.

- (b) Distinguish between the three basic research designs. Give appropriate examples. (8+7=15)
4. (a) You are a business research consultant hired to organize focus group for an innovative German style fast food restaurant. What kind of people would you select to participate in focus group? What screening criteria would you use? What questions would you ask?
- (b) What is snowball sampling? What are its advantages and limitations. Give suitable example. (8+7=15)
5. (a) What are itemized rating scales? Explain its various types. Develop a Likert scale for measuring store loyalty.
- (b) A Researcher wants to test whether there exists any association between the internet usage and gender of the user. A sample of 185 users was taken and the following data was compiled:

Internet Usage	Gender		
	Male	Female	Total
Light	35	60	95
Heavy	60	30	90
Total	95	90	185

What conclusions can you draw at 5% significance level. (8+7=15)

6. (a) Two samples of 10 students are taken from same population. Their average marks are as follow.

Sample 1 67 60 50 65 62 70 85 80 76 63
 Sample 2 61 60 50 65 46 70 68 81 76 63

Test the hypothesis at 5 percent level of significance that both the samples have same average.

- (b) Write a short note on any **two** of the following:

- (i) Stratified sampling
 (ii) Secondary data vs primary data
 (iii) Type 1 and type 2 error.

(7+8=15)

(400)

[This question paper contains 6 printed pages.]

Sr. No. of Question Paper : 1747

Roll No.....

Unique Paper Code : 101433

Name of the Course : Bachelor of Business Studies (BBS)

Name of the Paper : Production and Operations Management

Semester : IV (2015)

Duration : 3 Hours

Maximum Marks : 75

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Answer any five questions.
3. Attempt all parts of a question together.
4. Show your working clearly on the answer sheet itself.
5. Use of simple Calculator is allowed.

1. (a) Sales of a product during the last five years is as shown-

Year	Sales (in units)
2008	450
2009	495
2010	518
2011	563
2012	584
2013	510

P.T.O.

On the basis of this past data the sales manager wants to determine the forecast sales of the product for the year 2014. The manager employed two methods of forecasting-

Method A: Three month simple moving average

Method B: Exponential smoothing method with smoothing constant as 0.60

Based on the Mean Absolute Deviation as a measure of forecast error determine whether the manager should go with 'Method A' or 'Method B' for prediction? Support the answer with proper justification(s). (6)

- (b) What is operations strategy? How is it relevant to an organization? (3)
- (c) The assembly line activities are shown in the table below.

Task	Preceding Activity	Task Time (seconds)
A	-	120
B	A	50
C	B	40
D	C,F	80
E	A	100
F	E	20
G	H	90
H	A	60
I	A	30
J	D,G,I	60

- (i) Construct sequence diagram for the above tasks.

- (ii) If cycle length is 120, what is the minimum number of workstations required?
- (iii) Use LOT rule to balance the line to a 120 second cycle length.
- (iv) Compute the efficiency of the entire process. (6)
2. (a) Distinguish between Service attributes and Product Attributes (5)
- (b) A major manufacturer of vacuum cleaners is preparing the Aggregate Production Plan for the four quarters of the next year. They are currently operating at a level of 24000 vacuum cleaners per quarter. The number of employees working now is 480. The current capacity represents the regular time production of 8 hours a day. The company can additionally produce a maximum of 2000 vacuum cleaners per quarter through overtime. Subcontracting capacity to the extent of 750 vacuum cleaners per quarter is also available. The cost of production through regular time, overtime and subcontracting are INR 7300, INR 8000 and INR 10000 respectively. The company plans to start the planning horizon with an opening inventory of 2700 vacuum cleaners and wants to end with inventory of 2500 vacuum cleaners at the end of planning horizon. No back orders are allowed and the cost of holding the inventory is INR 250 per unit per quarter. The predicted demand for the planning horizon is 6700, 28000, 49000 and 30000 respectively. The company is considering two options with respect to the workforce as shown in the table-

Quarter	1	2	3	4
Plan 1	480	520	620	480
Plan 2	570	570	570	570

Advise a suitable course of action for the company. (10)

3. (a) Explain briefly the measures of capacity. Which measure of capacity do you think is suitable for a low-volume-high-variety firm? (5)

(b) Rahul lives off campus and has just missed the bus that could have taken him to campus for his 10:00 A.M. test. It is now 9:45 A.M. and Rahul has several options available to get him to campus: waiting for the next bus, walking, riding his bike, or driving his car.

The bus is scheduled to arrive in 10 minutes, and it will take Rahul exactly 20 minutes to get to his test from the time he gets on the bus. However, there is 0.2 chance that the bus will be 5 minutes early, a 0.3 chance that the bus will be 5 minutes late.

If Rahul walks, there is 0.8 chance of his getting to the test in 30 minutes, 0.2 chance of his getting there in 35 minutes.

If Rahul rides his bike, he will get to the test in 25 minutes with the probability of 0.5, in 30 minutes with the probability of 0.4, and there is 0.1 chance of a flat tyre, causing him to take 45 minutes.

If Rahul drives his car to the campus, he will take 15 minutes to get to the campus, but the time needed to park his car and get to his test is given below:

Time to park (in min):	10	15	20	25
Probability:	0.3	0.45	0.15	0.1

Assume that Rahul wants to minimize his expected late time in getting to his test, draw the decision tree and determine his best option. (10)

4. (a) Many Indian companies are creating manufacturing operations in other countries like China. Briefly explain the factors that cause them to do so. (5)

- (b) On an average 96 patients per 24-hour day require the service of an emergency clinic. Also on an average, a patient requires 10 minutes of active attention. Assume that the facility can handle only one emergency at a time. Suppose that it costs the clinic Rs. 100 per patient treated to obtain an average servicing time of 10 minutes, and that each minute of decrease in this average time would cost Rs. 10 per patient treated, how much would have to be budgeted by the clinic to decrease the average size of the queue from $4/3$ patients to $1/2$ a patient. (5)
- (c) The following figures give the number of defectives in 20 samples containing 200 items:

425, 430, 216, 341, 225, 322, 280, 306, 337, 305,
356, 402, 216, 264, 126, 409, 193, 280, 389, 326.

Calculate the values for the central line and the control limits for p-chart. Also depict the fraction defective control limits so determined on a chart. (5)

5. (a) Five new projects are awaiting evaluation at ABC Limited. Projects need to be first scrutinized by the engineering department and then by the finance department. The number of days required in each department are as follows. There is also a deadline specified for each project.

Job	Engineering	Finance	Deadline
A	16	7	50
B	3	9	20
C	12	5	60
D	11	7	45
E	6	4	35

A new trainee in the operations department has been asked by his boss to schedule the jobs and make Gantt chart using Johnson's procedure and EDD. What is the make span and number of jobs tardy if any in each case. (8)

- (b) Explain very briefly the product-process matrix with a diagram (5)
 - (c) Explain MTBF and MTTR. (2)
6. (a) Sketch an operating characteristic curve for acceptance sampling. Explain producer's and consumer's risk if AQL is 2% and LTPD is 10%. (5)
- (b) Explain the role of removal of buffer inventories and small lot sizes in lean manufacturing. (5)
- (c) How do facility location decisions differ for service facilities and manufacturing plants? (5)

[This question paper contains 6 printed pages.]

Sr. No. of Question Paper : 1748

Roll No.....

Unique Paper Code : 101434

Name of the Course : BBS

Name of the Paper : Financial Management (Paper No. 404)

Semester : IV (2015)

Duration : 3 Hours

Maximum Marks : 75

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Answer any five questions.
3. Attempt all parts of a question together.
4. Show your working clearly on the answer sheet itself.
5. Use of Simple Calculator is allowed.

1. Max Ltd is considering the replacement of one of its production machine. The existing machine is in good operating condition, but is smaller than required if the firm is to expand its operations. It is 4 years old, has a current salvage value of Rs. 1,50,000 and a remaining life of 6 years. The machine was initially purchased for Rs. 10 lakh and is being depreciated at 25% on the WDV basis.

The new machine will cost Rs 20 lakh and will be subject to the same method as well as the same rate of depreciation. It is expected to have the useful life of 6 years. The management anticipates that with the expanded operation there will be need of an additional net working capital of Rs 50,000. The new machine will allow the firm to expand the current operation and thereby increase annual revenue by Rs. 10,00,000. Variable cost to volume is 30 percent. Fixed cost are likely to remain same. The corporate tax rate is 35%. Its cost of capital is 12%. The company has no other machine in the block of 25% depreciation.

P.T.O.

Should the company replace the existing machine if the salvage value of the new machine has zero salvage value at the sixth year end?

Year	1	2	3	4	5	6
PV Factor at 12%	0.89	0.79	0.72	0.64	0.57	0.51

(15)

2. (a) What are different sources of systematic and unsystematic risk? Explain. (5)
- (b) The ABC Ltd has the following financial information:

Balance Sheets			
Liabilities		Assets	
Equity shares (Rs 10 each)	Rs 8,00,000	Net fixed assets	Rs. 10,00,000
10% debt	Rs 6,00,000	Current assets	Rs. 9,00,000
Retained earnings	Rs 3,50,000		
Current liabilities	Rs 1,50,000		
Total	Rs 19,00,000	Total	Rs. 19,00,000

Income statement	
Sales	Rs 3,40,000
Operating expenses (including Rs 60,000 depreciation)	<u>1,20,000</u>
EBIT	2,20,000
Less: Interest	<u>60,000</u>
Earning before tax	1,60,000
Less: Tax	<u>56,000</u>
Net earnings (EAT)	<u>1,04,000</u>

- (i) Calculate the degree of operating, financial and combined leverage at the current sales level, if all operating expenses other than depreciation are variable cost.
- (ii) If total assets remain at the same level but sales (I) increase by 30 per cent and (II) decrease by 30%, what will be earning per share in the new situations? (10)
3. (a) What is the statement of Modigliani Miller theory of dividend Policy? (5)
- (b) XYZ Ltd has the following book value capital structure (Rs Crore)

Equity capital (Rs 10 each)	Rs. 15
12% preference capital (Rs 100 each)	1
Retained earnings	20
11.5% Debenture (Rs 100 each)	10
11% Term loan	12.5

The next expected dividend on equity shares per share is Rs 3.60; the dividend per share is expected to grow at the rate of 7 percent. The market price per share is Rs 40. Preference stock, redeemable after 10 years, is currently selling at Rs 75 per share. Debentures redeemable after 6 years, are selling at Rs 80 per debenture. The income tax rate for the company is 40 percent.

Calculate the weighted average cost of capital by using the

- (i) book value weights
- (ii) market value weights. (10)

P.T.O.

4. (a) The following is the data regarding two companies X and Y belonging to same risk class.

	Company-X	Company-Y
Number of ordinary shares	90,000	150,000
Market Price per share (Rs.)	1.20	1.0
6% debenture	60,000	Nil
Profit before tax	18,000	18,000

All profits after debenture interest are distributed as dividends. Explain how under Modigliani and Miller Approach an investor holding 10% of shares in company X will be better off in switching his holdings to company Y. (7)

- (b) A firm is contemplating an increase in the credit period from 30 days to 60 days. The average collection period which is at present 45 days is expected to increase to 75 days. It is also likely that the bad debt expenses will increase from the current level of 2 percent to 4 percent of sales. Total credit sales are expected to increase from the level of 30,000 units to 35,000 units. The present average cost per unit is Rs 8, the variable cost and sales per unit are Rs 5 and Rs 15 per unit respectively. Assume the firm expects a rate of return of 15 percent. Should the firm extend the credit period? (8)

5. (a) How is profitability index method used in capital budgeting decisions? (5)
- (b) Estimate the net working capital required for the project. Add 10 percent to your computed figure to allow contingencies.

Particulars	Amount per unit
(Estimated cost per unit of production)	
Raw material	Rs. 80/-
Direct labour	Rs. 30/-
Overheads (exclusive of depreciation, Rs 10/- per unit)	Rs. 60/-
Total cash cost	Rs. 170/-

Additional information:

- Selling price: Rs 300 per unit
- Level of activity : 1,04,000 units of production per annum
- Raw material in stocks, average 4 weeks
- Work in progress (assuming 50% completion stage in respect of conversion costs and 100% completion in respect of materials), average 2 weeks.
- Finished goods in stock, average 5 weeks
- Credit allowed to suppliers, average 4 weeks
- Credit allowed to debtors, average 7 weeks
- Lag in payment of wages, average 1.5 weeks
- Cash at bank is estimated to be Rs 30,000

You may assume that production is carried on evenly throughout the year (52 weeks) and wages and overheads accrue similarly. All sales are on credit basis only.

(10)

P.T.O.

6. Attempt any **three** of the following:

(i) Lock box system vs. Concentration banking

(ii) Foreign Bonds

(iii) Re-order point of Inventory

(iv) Implicit vs. explicit cost

(3×5)