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BBMBMC 315

**Credit Based V Semester B.B.M. Degree Examination,
October/November 2017
(2012 Scheme)**

**HUMAN RESOURCE MANAGEMENT – I (Elective)
Human Resource Development**

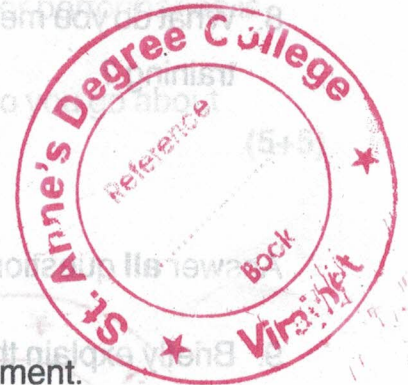
Time : 3 Hours

Max. Marks : 120

SECTION – A (2 Marks each)

Answer any ten questions from the following : (2×10 = 20)

1. a) What is orientation training ?
- b) What is meant by employee counseling ?
- c) State any two advantages of career development.
- d) Write the meaning of refresher training.
- e) Define "Performance Appraisal."
- f) Mention any two differences between training and development.
- g) What is 360 degree performance appraisal ?
- h) What is workforce diversity ?
 - i) Mention any two types of HR Records.
 - j) What is meant by human resource outsourcing ?
 - k) What is "Flexi-time ?
 - l) State any two objectives of human resource research.



P.T.O.



SECTION – B (8 Marks each)

Answer **any five** questions from the following :

(8×5 = 40)

2. Explain the principles of an effective training programme.
3. What is career planning ? What are the advantages of career planning ?
4. Describe the steps involved in the performance appraisal process.
5. Explain the advantages of human resource accounting.
6. What is globalisation ? Explain the impact of globalisation on HRM.
7. Briefly explain the essentials of an effective performance appraisal system.
8. What do you mean by on-the-job training ? State any six advantages of on-the-job training ?

SECTION – C (20 Marks each)

Answer **all** questions subject to internal choice :

(20×3 = 60)

9. Briefly explain the important methods of employee training.

OR

Explain the need for HRD in modern organisations. Distinguish between HRM and HRD.

10. What are the advantages and disadvantages of performance appraisal ?

OR

What is resistance to change ? Explain the causes for resistance to change. Suggest measures for reducing resistance to change.



11. a) Explain the causes for organisational change. 10

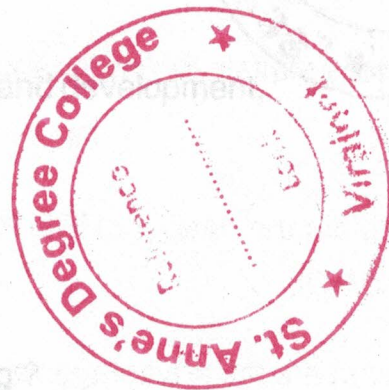
b) Rajat Sharma has been employed for six months in the accounts section of a large manufacturing company in Mumbai. You have been his supervisor for the past three months. Recently you have been asked by the management to find out the contributions of each employee in the Accounts Section and monitor carefully whether they are meeting the standards set by you.

A few days back you have completed your formal investigation and with the exception of Rajat Sharma, all seems to be meeting the targets set by you. Although with numerous errors, Rajat's work is characterised by low performance— often he does 20 per cent less than the other clerks in the department.

As you look into Rajat's performance review sheets again, you begin to wonder whether some sort of remedial training is need for people like him.

- i) As Rajat's supervisor, can you find out whether the poor performance is due to poor training or to some other cause ?
- ii) If you find Rajat has been inadequately trained, how do you go about introducing a remedial training programme ?

(5+5)



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BBMBMC 309

**Credit Based V Semester B.B.M. Degree Examination, Oct./Nov. 2017
(2012 Scheme)**

ORGANISATIONAL BEHAVIOUR

Time : 3 Hours

Max. Marks : 120

SECTION – A (2 Marks each)

1. Answer **any ten** questions :

(2×10=20)

- a) Define a “personality”.
- b) What are hygiene factors ?
- c) What is a Referent power ?
- d) What do you mean by self esteem ?
- e) What are informal groups ?
- f) What is stereotyping ?
- g) What is meant by group cohesiveness ?
- h) What do you mean by counselling ?
- i) What are motivators ?
- j) What is “Eustress” ?
- k) What is valence ?
- l) What is an ego ?

SECTION – B (Eight Marks each)

Answer **any five** questions in **not more than 2 pages each**.

(8×5=40)

2. Explain the transactional analysis.
3. Explain the nature of OB.
4. Write a note on self-theory.

P.T.O.



5. Explain Herzberg's motivation-Hygiene theory.
6. Explain the factors affecting perception.
7. Define power. Explain the various types of power.
8. Explain the reasons for the formation of groups.

SECTION – C (20 Marks each)

Answer the following questions in **not** more than **6** pages **each**.

(20x3=60)

9. Define OB. Explain the fundamental concepts of OB.

OR

Define perception. Explain the process of perception.

10. What is stress ? Explain the causes of stress and strategies of stress management.

OR

What are the sources of inter-group conflict ? Explain the strategies resolving inter-group conflict.

11. Define group dynamics. Why informal groups come into existence ? What factors influence group cohesiveness ?

OR

Explain Maslow's need Hierarchy theory of motivation with a diagram.

SECTION – B (Eight Marks each)

Answer any five questions in not more than 5 pages each.

2. Explain the transactional analysis.

3. Explain the nature of OB.

4. Write a note on self-theory.

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BBBMC 310

**Credit Based V Semester B.B.M. Degree Examination, Oct./Nov. 2017
(2012 Scheme)
PROJECT MANAGEMENT**

Time : 3 Hours

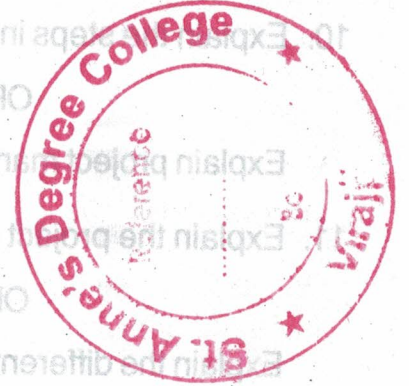
Max. Marks : 120

**SECTION - A
(Two marks each)**

1. Answer any ten questions :

(2×10=20)

- Mention two types of project risk.
- What is project life cycle ?
- What is technical project ?
- What do you mean by approval process ?
- What is project audit ?
- What is project control ?
- What do you mean by project team ?
- What is project matrix ?
- What is project quality control ?
- Name any two types of project management organisation.
- What is project network ?
- What is project quality management ?



**SECTION - B
(Eight marks each)**

Answer any five questions :

(8×5=40)

- Explain the features of a project.
- What are the success factors related to project management ?
- Distinguish between monitoring, evaluation and control.

P.T.O.



5. Explain the types of project management information system.

6. Explain the HR's role in project management.

7. Explain the factors responsible for project in trouble.

8. Bring out the reasons for project termination.

SECTION – C
(Twenty marks each)

(3×20=60)

9. What is a project ? Explain various types of projects.

OR

Explain the importance of Project Management Information System.

10. Explain the steps involved in project implementation.

OR

Explain project management and recruitment process.

11. Explain the project contracting types.

OR

Explain the different ways of project termination. Explain the duties of termination manager.

SECTION – B
(Eight marks each)

Answer any five questions :

2. Explain the features of a project.

3. What are the success factors related to project management ?

4. Distinguish between monitoring, evaluation and control.

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BBMBMC 312

**Credit Based V Semester B.B.M. Degree
Examination, October/November 2017**

(2012 Scheme)

COST ACCOUNTING

Time : 3 Hours

Max. Marks : 120

Instruction : Give working notes wherever necessary.

SECTION – A (2 Marks each)

1. Answer any ten questions from the following : **(2×10=20)**
- What is perpetual inventory system ?
 - What do you mean by ABC analysis ?
 - Give any two examples for pure financial items.
 - If total cost is ₹ 3,600 and rate of profit is 20% on selling price, calculate the amount of profit.
 - What is time booking ?
 - What do you mean by indirect cost ?
 - What do you mean by cost unit ?
 - What is the meaning of classification and codification ?
 - What is meant by machine hour rate ?
 - What is Bin Card ?
 - What is the meaning of Idle Time ?
 - Define scrap.



P.T.O.



SECTION – B (8 marks each)

(8×5=40)

Answer any five of the following :

2. What are the advantages of cost accounting to the management ?

3. Explain classification of cost on the basis of behaviour.

4. Parag Engineering Company has received a consignment of materials of various grades for ₹ 20,000. These were sorted out into following grades :

Grade A 6000 units – selling price ₹ 2 per unit

B 4000 units – selling price ₹ 1.50 per unit

C 7000 units – selling price ₹ 1 per unit

Calculate purchase price of each of the material assuming that percentage of profit is the same in each case.

5. A material is used as follows :

Maximum usage 1500 units per week

Minimum usage 500 units per week

Ordering quantity 6000 units

Reorder period 4 – 6 weeks.

Calculate :

i) Maximum level

ii) Minimum level

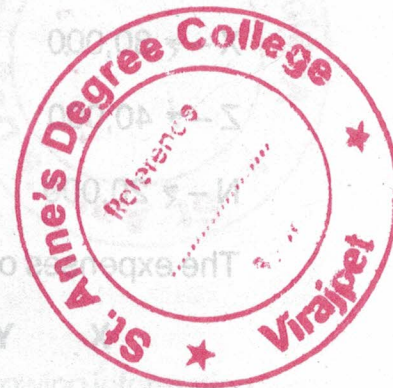
iii) Reorder level

iv) Average level.



6. From the following information, prepare bin card number 717 for the material SVM – 01.

	Kg.
2016 January 1 – Opening balance	2,500
2 – Issued MRN 11	1,300
4 – Purchased GRN 92	3,000
10 – Issued MRN 12	2,000
15 – Surplus found on verification	20
20 – Purchased GRN 93	2,000
24 – Return to supplier	10
29 – Issued MRN 13	1,000



7. Calculate machine hour rate for the month of October 2016 from the following information :

	₹
Rent of the department ($\frac{1}{10}$ to this machine)	15,000 p.a.
Operator's salary ($\frac{1}{8}$ to this machine)	24,000 p.a.
Insurance to this machine	720 p.a.
Lighting (2 points to this machine out of 12 points)	1,200 p.a.
Sundry expenses to this machine	1,200 p.a.
Cost of the machine	25,000
Life 10 years	
Scrap value	1,000
Repair and maintenance for the machine	2,400 p.a.

Machine will work for 1800 hours per annum. 5 units of power would be used per hour at ₹ 2 per unit.



8. In Sam Engineering Co. there are three production departments X, Y and Z and two service departments M and N. As per primary distribution summary, the overheads of these departments are

X – ₹ 80,000 Y – ₹ 1,00,000

Z – ₹ 40,000 M – ₹ 45,000

N – ₹ 20,000

The expenses of these service departments are to be apportioned as follows :

	X	Y	Z	M	N
M	30	40	20	–	10
N	30	30	20	20	–

Prepare a statement showing the distribution of the service departments expenses to production departments under simultaneous equation method.

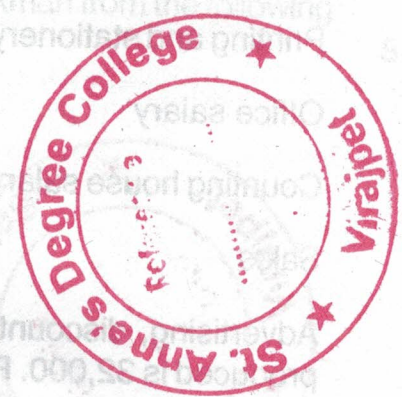
SECTION – C (20 Marks each)

Answer **any three** questions from the following : (20×3=60)

9. Prepare Stores Ledger under LIFO method.

2015 September

1. Opening balance 250 units @ ₹ 1 per unit
3. Issued 50 units MRN 61
6. Received 800 units @ ₹ 1.10 per unit GRN 13
7. Issued 300 units MRN 63.
8. Returned to stores 20 units issued out of MRN 61.
12. Received 300 units @ ₹ 1.20 per unit GRN 15
15. Issued 320 units MRN 83



- 18. Received 100 units @ ₹ 1.20 per unit GRN 77
 - 20. Issued 120 units MRN 102
 - 23. Returned to vendors 40 units received as per GRN 77
 - 26. Received 200 units @ ₹ 1 per unit GRN 96
 - 28. Freight paid ₹ 50 on purchase as per GRN 96
 - 29. Issued 250 units MRN 113
 - 30. Shortage found on verification 30 units.
10. Manohara Fabrics Ltd. is manufacturing the product 'P' and the following information has been obtained from the records for the year ending 31-12-2013.

Stock	01-01-2013	31-12-2013
Raw material (₹)	40,000	44,480
Finished goods (units)	2,000	4,000
Work in progress (₹)	9,600	32,000
		₹
Purchase of raw materials		2,40,000
Indirect materials		12,000
Works manager salary		16,000
Indirect wages		2,000
Research and experiment cost		10,000
Employees State Insurance		2,000
Other factory expenses		22,000
Direct wages		2,00,000
Carriage inward		2,880



Printing and stationery	4,000
Office salary	24,000
Counting house salary	4,000
Sales	6,00,000

Advertising, discount allowed and selling expenses ₹ 1 per unit. Total units produced is 32,000. Prepare a statement showing cost and profit per unit.

11. a) Following particulars are taken from the books of Bhagavathi Machines Manufacturers for the month of April 2014 relating to a department having 25 workers employed.

12

	₹
Basic wage	10,000
Dearness allowance	5,000
Overtime allowance	1,500
House rent recovered	2,000
Loan recovered	3,000
Night shift allowance	2,000
P.F. deposit for the month	2,500
ESI contribution	500
Medical and canteen expense	750
Bonus – 20% on wages	

The factory worked for 25 days of 8 hours each. The contribution to ESI and PF are in the proportion of 6:4 and 1:1 by the employer and the employees respectively.

Ascertain total labour cost, labour cost per hour and cash required for payment of wage.



Printing and stationery	4,000
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Counting house salary	4,000
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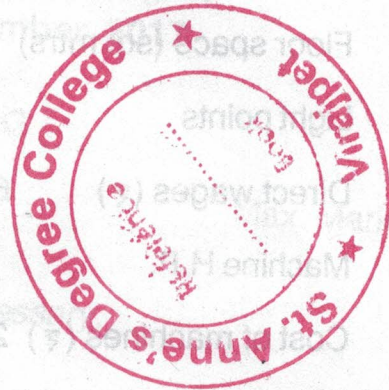
Ascertain total labour cost, labour cost per hour and cash required for payment of wage.



b) Calculate normal and overtime wage payable to the workman from the following data :

8

Days	Hours worked
Monday	8
Tuesday	10
Wednesday	9
Thursday	11
Friday	9
Saturday	4



Normal working hours per day is 8 hours. Normal time rate is ₹ 10 per hour. Overtime rate is upto 9 hours in a day at single rate and over 9 hours in a day at double rate.

12. Donald Enterprise collects overhead expenses under three production centres P₁, P₂, P₃ and two service centres S₁ and S₂. Following expenses are extracted from accounts.

Rent and rates	₹ 5,000
Power	₹ 1,500
Welfare expenses	₹ 2,200
Other expenses	₹ 4,400
General lighting	₹ 900
Indirect wages	₹ 2,000
Depreciation on machine	₹ 8,000



The following additional details are available :

Departments	P ₁	P ₂	P ₃	S ₁	S ₂
Floor space (sq. mtrs)	200	300	250	200	50
Light points	20	30	20	20	10
Direct wages (₹)	60,000	40,000	60,000	30,000	10,000
Machine H.P.	100	60	80	5	5
Cost of machines (₹)	24,000	32,000	40,000	2,000	2,000
No. of employees	25	30	35	12	8
Labour hours	1,800	2,000	2,600	—	—

The expenses of service departments are charged on a percentage basis as follows :

	P ₁	P ₂	P ₃	S ₁	S ₂
S ₁	20%	30%	40%	—	10%
S ₂	40%	20%	20%	20%	—

Prepare primary distribution summary and secondary distribution summary by adopting repeated distribution method.



The following additional details are available :

Departments	P ₁	P ₂	P ₃	S ₁	S ₂
Floor space (sq. mtrs)	200	300	250	200	50
Light points	20	30	20	20	10
Direct wages (₹)	60,000	40,000	60,000	30,000	10,000
Machine H.P.	100	60	80	5	5
Cost of machines (₹)	24,000	32,000	40,000	2,000	2,000
No. of employees	25	30	35	12	8
Labour hours	1,800	2,000	2,600	—	—

The expenses of service departments are charged on a percentage basis as follows :

	P ₁	P ₂	P ₃	S ₁	S ₂
S ₁	20%	30%	40%	—	10%
S ₂	40%	20%	20%	20%	—

Prepare primary distribution summary and secondary distribution summary by adopting repeated distribution method.

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BBMBMC 311

**Credit Based V Semester B.B.M. Degree Examination,
October/November 2017
(2012 Scheme)
EXPORT MANAGEMENT**

Time : 3 Hours

Max. Marks : 120

**SECTION – A
(2 marks each)**

1. Answer **any ten** of the following : **(2×10=20)**
- What is devaluation ?
 - Write any two differences between balance of trade and balance of payment.
 - What do you mean by trade blocks ?
 - What is certificate of origin ?
 - Expand MPEDA.
 - What is AD valorem duty ?
 - Who is forwarding agent ?
 - What do you mean by direct exporting ?
 - What is export house ?
 - What is Marine Insurance Policy ?
 - What do you mean by 100% EOU ?
 - What do you mean by LOCO price ?



P.T.O.



SECTION – B

(8 marks each)

Answer any five of the following :

(8×5=40)

2. Explain the advantages of indirect exporting.
3. Explain the causes of disequilibrium in balance of payments.
4. Write an explanatory note on commodity boards.
5. Explain briefly the functions of export manager.
6. Explain the non-tariff barriers.
7. What are the objectives of European Union ?
8. What is export finance ? Explain the need for export finance.

SECTION – C

(20 marks each)

Answer the following :

(20×3=60)

9. Explain the distinguishing features of International Trade.

OR

Explain the role of export promotion agencies in promoting exports of India.

10. Explain the various procedures to be followed by an exporter while exporting.

OR

Explain the organisational structure, functions and dispute settlement mechanism of WTO.

11. Explain the advantages and disadvantages of direct exporting.

OR

Describe the different channels of International distribution system.

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BBMBMC 314

Credit Based Fifth Semester B.B.M. Degree Examination,
October/November 2017
(2012 Scheme)
MARKETING MANAGEMENT – I (Elective)
Marketing Research)

Time : 3 Hours

Max. Marks : 120

- Instructions:** 1) A single answer booklet containing 40 pages will be issued.
2) No additional sheets will be issued.

SECTION – A
(Two marks each)

1. Answer **any ten** questions. **(2×10=20)**
- Define marketing research.
 - What is syndicated research ?
 - What is Desk Research ?
 - What is Pilot study ?
 - What is brand switching ?
 - What is buying motives ?
 - Who is an opinion-leader ?
 - What is market segmentation ?
 - Write any two benefit of market segmentation.
 - What is B2B marketing ?
 - Write the meaning of buying centre.
 - What is close-ended questions ?

SECTION – B
(Eight marks each)

- Answer **any five** questions : **(8×5=40)**
- Differentiate between marketing information system and marketing research.
 - What are the essentials of a Good Questionnaire ?
 - Explain the nature and scope of marketing research.
 - Explain the features of organizational markets.

P.T.O.