

**P.G. Diploma in Business Administration Examination**  
**November/ December 2009**  
**(Repeaters)**  
**Directorate of Distance Education Course**  
**PGD BAA: 101 : Principles and Practices of Management**

Time : 3 Hours

Max. Marks : 75

**SECTION-A**

5x2=10

**Answer the following in 'Two' or Three sentence. Each question carries 'Two' marks.**

1. a. Define Administration.
- b. What do you mean by 'Scientific Management' ?
- c. Define organising.
- d. What is controlling?
- e. What do you mean by 'Grapevine' ?

**SECTION-B**

5x7=35

**Answer any FIVE of the following. Each question carries 7 marks**

2. Discuss the role of a manager in a business organisation.
3. What is 'Bureaucracy'? Explain its features and limitations.
4. What is planning ? Explain the different steps of planning.
5. What is meant by delegation? Describe the factors that determine the degree of delegation.
6. What is span of control? What are the factors that decide the span of control?
7. Explain 'Line' and 'Staff' organisation. State the main causes for conflict between line and staff officials

**SECTION-C**

3x10=30

**Answer any 'Three' of the following. Each question carries 'Ten' marks.**

8. Discuss in detail the contribution of Henri Fayal to management.
9. Define decision making. Explain the process of decision making with suitable example.
10. Define communication. Explain the different barriers to communication.
11. Define the term leadership. Explain the different types of leaders.

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**P.G. Diploma in Business Administration Examination  
November / December 2009  
(Freshers Scheme)  
Directorate of Distance Education Course**

**PGD BAA 101 : PRINCIPLES AND PRACTICE OF MANAGEMENT**

Time: 3 Hours

Max. Marks: 80

**Section-A (5x2=10)**

1. Answer the following in 2 or 3 sentences. Each question carries TWO marks.
- Distinguish between 'Efficiency' and 'Effectiveness'
  - What do you mean by 'Unity of Command'?
  - What is 'Esprit De Corps'?
  - Define Planning.
  - What is M.B.O.?

**Section-B (5x7=35)**

Answer any FIVE of the following questions. Each question carries SEVEN marks.

- Define Management. Describe the functions of a Manager.
- What is Bureaucracy? Explain its features and limitations.
- Explain the different steps of planning? What are the different types of planning?
- What is meant by delegation? Explain its merits and limitations.
- What is span of Management? What are the factors that decide the span of Management?
- What is meant by motivation? Explain Maslow's theory of motivation.

**Section-C (2x10+15=35)**

Answer the following.

8. Discuss principles, nature and role of scientific management.

**OR**

Explain different process of planning.

9. What are the features of decision making? Explain various steps of decision-making.,

**OR**

Define Departmentation. Discuss the advantages and disadvantages of departmentation by customers.

10. What is meant by communication? How can communication be made more effective? What are the barriers of communication?

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**P.G. Diploma in Business Administration Examination  
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**BAA 120 : BUSINESS COMMUNICATION**

Time: 3 Hours

Max. Marks: 75

**Section-A (5x2=10)**

1. **Answer the following in 2 or 3 sentences. Each question carries TWO marks.**
- What is communication?
  - What is meant by fax?
  - Differentiate between colon and semi-colon.
  - What is meant by reference in recruitment parlance?
  - What is tone in communication?

**Section-B (5x7=35)**

**Answer any FIVE of the following questions. Each one carries SEVEN marks.**

- Explain different methods of communication.
- What are the principles of effective communication?
- Discuss the importance of non-verbal communication.
- Describe the structure of memo with suitable case.
- Explain the types of meetings.
- Bring out the importance of newsletter.

**Section-C (3x10=30)**

**Answer any THREE of the following questions. Each one carries TEN marks.**

- Explain, with suitable example, key stages in communication cycle.
- Discuss the use of English in business communication.
- Briefly discuss the modes of internal communication in business.
- Discuss the methods of visual communication methods.

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**BAA 120 : BUSINESS COMMUNICATION**

Time: 3 Hours

Max. Marks: 80

**Section-A (5x2=10)**

1. **Answer the following in 2 or 3 sentences. Each question carries TWO marks.**
- What is difference between e-mail and internet?
  - What is meant by punctuation?
  - Differentiate between memo and circular.
  - What is meant by testimonial?
  - What is formal report?

**Section-B (5x7=35)**

**Answer any FIVE of the following questions. Each one carries SEVEN marks.**

- Explain with example how to deliver an effective speech.
- What are the different categories of business letters?
- Discuss the importance of internal communication.
- Describe the structure of business letter with suitable case.
- Explain the types of newsletters.
- Bring out the importance of graphs and charts.

**Section-C ((2x10+15=35)**

**Answer the following.**

- Explain, with suitable example important tips for successful communication.  
**OR**  
Discuss the important contents of testimonial.
- Discuss the different elements in communication cycle.  
**OR**  
Briefly discuss the importance and modes of persuasive communication.
- 'Visual aids make communication more effective' how?

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5. Distinguish between Unit Costing and Batch Costing.
6. State with relevant examples the utilities offered by financial statement analysis for any organization in formulating their strategic plans?
7. From the following Profit and Loss Account of Sreyus Co., Ltd., calculate the Funds from Operation.

Profit and Loss Account for the year ended 31st December 1999

	Rs.		Rs.
To Salaries	56,000	By Gross Profit	3,00,000
To Rent	24,000	By Profit on sale of Machinery	24,000
To Printing and Stationery	12,000	By Interest on Investment	16,000
To Depreciation of Plant	50,000		
To Goodwill written off	20,000		
To Loss on Sale of Plant	10,000		
To Provision for Taxation	30,000		
To Proposed Dividend	28,000		
To Net Profit taken to Balance sheet	1,10,000		
	<b>3,40,000</b>		<b>3,40,000</b>

**SECTION - C (35 Marks)**

**For question 8 and 9 you can answer either of the question and each question carries 10 marks.**

**Question 10 is compulsory and carries 15 marks.**

8. a) A company needs Rs 5 Lakhs for construction of new plant. The following three financial plans are feasible.
  - 1) The company may issue 50000 ordinary share @ Rs 10 per share
  - 2) The company may issue 25000 ordinary shares @ Rs 10 per share and 2500 debentures of Rs 100 each bearing interest of 8%
  - 3) The company may issue 25000 ordinary share @ Rs 10 per share and 2500 preference shares @ Rs 100 per share bearing a 8% rate of dividend

If the companies earning before interest and taxes are; Rs 10000/-, Rs 20000/-, Rs 40000/-, Rs 60000/- and Rs 100000/-, what are the earning per share under each of the three financial plans. Which alternative would you recommend and why? Determine the point of indifference by formulae and graphical method. Assume a corporate rate of 50%

**OR**

**Directorate of Distance Education**  
**P.G. Diploma in Business Administration Examination**  
**November/December 2009**  
**(New Scheme)**

**PAPER : ACCOUNTING AND FINANCIAL MANAGEMENT**

Time : 3 Hours

Max. Marks : 80

**SECTION - A (5x2=10 Marks)**

Answers to all these questions is Compulsory.

Each question carries 2 marks, and should not exceed four to five sentences.

1. a) What is P/E ratio?
- b) Define journal.
- c) What do you mean contra transaction?
- d) Define Cost and Costing.
- e) What do you understand by costing profits?

**SECTION - B (5x7=35 Marks)**

Answer any five from the following question.

Each question carries 7 marks and should not exceed two to three pages.

2. As a cost accountant of Petro Ltd. You are required to administer the performance of the organization with the help of following details.
 

Direct Material	Rs 16,000
Variable Manufacturing overheads	Rs 4,000
Variable selling expenses	Rs 2,400
Fixed administration and selling expenses	Rs 4,000
Net Profits	Rs 8,000
BEP	Rs 40,000

G/P Ratio 30% and P/V Ratio 40%

You are required to determine;

Fixed Manufacturing Overheads, Contribution, Sales, Direct Labour, Gross Profits and Variable administrative expenses.
3. Exactly 10 years from now Shri Chand will start receiving a pension of Rs 3,000 a year. The payment will continue for 16 years how much is the pension worth now, if Shri Chand interest rate is 10%.
4. Explain various ratios in which a share holder would be interested in evaluating his investment options?

- b) A company is considering the following invest projects;

Projects	Cash Flows (Rs)			
	C0	C1	C2	C3
A	(10000)	10000	Nil	Nil
B	(10000)	7500	7500	Nil
C	(10000)	2000	4000	12000
D	(10000)	10000	3000	3000

- 1) Rank the project according to each of the following methods;
- PBP
  - ARR
  - IRR
  - NPV

Assuming discount rates of 10% and 30%

- 2) If the projects are mutually exclusive, which project is the best?
9. a) From the following Income Statement of Sri Vardhaman Co., Ltd., prepare a Comparative Income Statement [amount Rs in lakhs]

	Year Ended	
	1996	1997
Net Sales	6,850	7,210
Cost of Good Sold	4,190	4,630
Gross profit	<u>2,660</u>	<u>2,580</u>
Operating expenses:		
Selling Expenses	940	910
General and Administrative Expenses	470	460
Operating profit	<u>1,250</u>	<u>1,210</u>
Add: Other income: Dividend	220	250
	<u>1,470</u>	<u>1,460</u>
Less: Other deduction: Interest paid	220	220
Net profit before tax	<u>1,250</u>	<u>1,240</u>
Less: Income tax	620	620
Net profit after tax	<u>630</u>	<u>620</u>

Infer your results, and provide for necessary suggestion to the organization for betterment of their performance.

OR

- b) A particular brand of chemicals passed through three distinct processes, namely X, Y and Z. During a week ended 15<sup>th</sup> January 2000, the following data is made available. The main raw material introduced at the first process was 10000 Kgs at Rs 10 per kg.

Particulars	Process I	Process II	Process III
Other Materials (Sundry)	36000	20000	15000
Labour	30000	25000	25000
Direct Expenses	6000	5000	5000

- The indirect expenses for the period relating to these three process amounted to Rs 16000
- The Bye products of process II were sold for Rs 6500
- The normal loss in process I was 10% of which 5% was in the form of loss of weight and the balance as scrap was sold for Rs 1000
- The normal loss in process II was 10% of the input in that process
- Scrap in process III was 100 Kgs which was sold at Rs 1.50
- There was no stock either at the beginning or end of the week

Show process I, II and III Accounts and Finished stock account. How would you treat the sales of the products and scrap in cost accounts.

10. Why are accounting concepts and conventions required? How do you distinguish between accounting concepts and conventions. Elaborate with relevant examples every concept and conventions.

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**P.G. Diploma in Business Administration Examination  
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**BAA 140 : MARKETING MANAGEMENT**

Time: 3 Hours

Max. Marks: 75

**Section-A (2x5=10)**

1. Answer the following in 2 or 3 sentences. Each question carries TWO marks.
- Define Customisation.
  - What is Media Planning?
  - What are the components of Marketing Mix?
  - What is a fad?
  - What is a label?

**Section-B (5x7=35)**

Answer any FIVE of the following questions. Each question carries SEVEN marks.

- With a suitable example explain product related segmentation.
- The concept of Marketing has forced organisation to change their organisation structure - Explain.
- What are the three different types of perceptual processes?
- Why is Branding a important part of marketing activity?
- What are the problems associated with packaging?
- What are the criteria considered for evaluating channels?

**Section-C (3x10=30)**

Answer any THREE of the following questions. Each one carries TEN marks.

- Why do the need for storage arise? Explain in detail giving suitable examples.
- How is the effectiveness of advertising measured?
- What is sales promotion? What are the different methods used in sales promotion.
- Examine the different pricing strategies available for a marketer to Sell his products.

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**P.G. Diploma in Business Administration Examination  
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**BAA 140 : MARKETING MANAGEMENT**

Time: 3 Hours

Max. Marks: 80

**Section-A (2x5=10)**

- 1. Answer the following. Each question carries TWO marks.**
- Define Marketing Management.
  - Define innovative product.
  - Define advertising.
  - What is Net price analysis?
  - Target Market.

**Section-B (5x7=35)**

**Answer any FIVE of the following questions. Each question carries SEVEN marks.**

- With suitable examples, explain different concepts of Marketing activities.
- What are criteria one needs to consider for effective segmentation?
- Examine the different stages of buying process.
- Explain buying motive.
- Write a note on branding.
- What are the different pricing strategies.

**Section-C (2x10+15=35)**

**Answer the following.**

8. You are the Marketing Manager for a fast moving consumer goods (FMCG) product, how do you select the channel of distribution?

**OR**

Examine the role of Advertising in the promotion of New Produce.

- Examine the role of Advertising in sales promotion activities.
- Examine the different stages in new product development.
- Examine the importance of packaging and labelling of products.

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**P.G. Diploma in Business Administration Examination**  
**November/ December 2009**  
**(Repeaters)**

**Directorate of Distance Education Course**  
**Human Resource Management**

Time : 3 Hours

Max. Marks : 75

**SECTION-A****Answer all questions. Each question carries 2 marks****5x2=10**

1. a. Define 'Job Enrichment'
- b. What do you mean by Free Essay Method
- c. Define MBO
- d. Distinguish between Primacy & Regency effect.
- e. What is 'OCTAPACE'?

**SECTION-B****Answer any FIVE of the following. Each question carries 7 marks****5x7=35**

2. Explain the benefits that organization could drive out of the proper, optimal utilization of HRM functions.
3. What do you understand by HRP? What is its importance ?
4. Define Recruitment. Explain the methods of Recruitment.
5. Explain the objectives and methods of performance appraisal.
6. Define the term 'labour welfare'. Bring out the arguments for and against welfare.
7. What is 'Trade Union'? Why do employees join the trade unions?

**SECTION-C****Answer any three of the following questions. Each question carries 10 marks.****3x10=30**

8. a. What do you mean by Job Analysis? Explain its process.  
**OR**  
 b. Bring out the steps and importance of Training & Development.
9. a. What is Grievance procedure ? Bring out its merits and demerits.  
**OR**  
 b. Explain how HRD could contribute towards the strengthening of organizational health.
10. a. Explain the Maslow's and Herzberg theory of motivation.  
**OR**  
 b. Explain the need for total quality in Human Resource Management.
11. Explain the peculiarities found in the Indian Industrial Scenario.

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**Directorate of Distance Education Course**  
**Human Resource Management**

Time : 3 Hours

Max. Marks : 80

**SECTION-A****Answer the following. Each sub-question carries 2 marks****5x2=10**

1. a. What do you mean by Ranking Method?
- b. What is 'Absenteeism'?
- c. Distinguish between Halo Effect & Horns Effect.
- d. What do you mean by Critical Incidents Method ?
- e. Define 'Collective Bargaining'.

**SECTION-B****Answer any FIVE of the following. Each question carries 7 marks****5x7=35**

2. Outline the policies and principles of HRM.
3. Define Job Analysis. What are its uses?
4. Explain the method of Training & Development.
5. Critically examine the need hierarchy theory of motivation.
6. Explain the approach to Industrial Relation.
7. Why organization need compensation policy? Explain its objectives.

**SECTION-C****Answer the following****2x10+15=35**

8. a. Discuss HRM and its environment with suitable illustration.

**OR**

- b. Explain the sources of recruitment in the organization.

9. a. Explain the various steps in the HRP process.

**OR**

- b. Bring out the nature of collective bargaining. What is its role in resolving disputes?

10. Explain the different methods of appraisal in an organization.

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