

KRISHNA UNIVERSITY - MACHILIPATNAM
RESEARCH PROGRAMME (M.PHIL./PHD), 2012-13
M.Phil.Part-1 & Pre-Ph.D. Examination, Dec, 2013
COMMERCE & BUSINESS MANAGEMENT
Model Question paper

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

- 1a). Define Management and explain its nature and features. Discuss the challenges faced by the management in the new millennium? Or
- b). Is Management Science or Art? Discuss the major changes in management practices in the era of globalization?
- 2a). Define decision making. Explain the process followed while taking a decision in uncertain and risky environment. Or
- b). What is meant by Departmentation? Explain the importance of departmentation for achieving organizational effectiveness.
- 3a). Explain the types of leadership styles. List out the characteristics of a good leader. Or
- 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?
- 4a). Bring about the importance of organizational behavior in the present Indian Industrial context? Or
- b). Discuss the key personality attributes. Identify the stages of personality development.
- 5a). Define Group cohesiveness. Explain factors that influence the relationship between group cohesiveness and productivity .
- Or**
- b). Elucidate the concept of organizational climate and explain the different factors that affect the organization climate in emerging economies.

**COMMERCE & BUSINESS MANAGEMENT
PAPER-III**

S. NO	SUBJECT NAME
1	FINANCIAL MANAGEMENT
2	MARKETING MANAGEMENT
3	HUMAN RESOURCE MANAGEMENT

FINANCIAL MANAGEMENT

UNIT – 1:

Introduction to the Finance Function and Capital Budgeting – Objective: Profit or Wealth Maximization and EPS Maximization – An overview of Managerial Finance functions - Time value of money: Present Value, Future Value of Money and the basic Valuation Models – Nature and Techniques of Capital Budgeting: Payback Method, Average Rate of Return and – Time-adjusted Methods: IRR and NPV, Profitability Index, and Excess Present value Index (Cases in Capital Budgeting).

UNIT – 2:

Capital Structure Decisions: Concept and Measurement of Cost of Capital, Debt vs. Equity, Cost of Equity, Preference Shares, Equity Capital and Retained Earnings, Weighted Average Cost of Capital and Marginal Cost of Capital – Importance of Cost of Capital in Capital Budgeting Decisions – Capital Structure Vs. Financial Structure - Capitalisation, Financial Leverage, Operating Leverage and Composite Leverage – EBIT-EPS Analysis – Indifference Point/Break Even Analysis of Financial Leverage.

UNIT – 3:

Capital Structure and Dividend Theories: The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory – A Critical Appraisal – Dividends and Value of the Firm - Relevance of Dividends – MM Hypothesis – Factors Determining Dividend Policy – Dividends and Valuation of the Firm – Basic Models – Declaration and Payment of Dividends – Bonus Shares – Rights Issue – Share-splits – Walter Model and Gordon Model (Compulsory Problem).

UNIT – 4:

Working Capital Management: Components of Working Capital – Gross vs. Net Working Capital – Determinants of Working Capital Needs – Operating Cycle Approach – Planning of Working Capital – Financing of Working Capital through Bank Finance and Trade Credit – Recommendations of Tandon and Daheja Committee on Working Capital.

UNIT – 5:

Management of Current Assets: Management of Cash– Basic Strategies for Cash Management, Cash Budget, Cash Management Techniques/Processes – Marketable Securities: Characteristics, Selection Criteria, Marketable Security Alternatives – Management of Receivables and Management of Inventory – The Importance of Current Assets Management in Working Capital Planning.

REFERENCE BOOKS:

1. MY Khan and PK Jain, *Financial Management--Text and Problems*, TMH. 2009.
2. Collin Barrow, *Practical Financial Management*, Kogan Page, 2009
3. Srivastava, *Financial Management and policy*, Himalaya, 2009

4. Berk, *Financial Management*, Pearson, 2009.
5. S.N.Maheswari, *Financial Management*, Vikas, 2007.
6. John Tennet, *Guide to Financial Management*, Viva, 2009
7. James C. Van Horne, *Financial Management and Policy*, Pearson, 2006
8. Chandra Bose D, *Fundamentals of Financial Management*, PHI-2006
9. Vishwanath, *Corporate Finance*, 2/e, Sage, 2007.
10. I. M. Pandey, *Financial Management*, 9/e Vikas, 2007.
11. Rajiv Srivastav & Anil Mishra, *Financial Management*, Oxford, 2008.
12. Chakraborty, Bhattacharya, Rao and Sen, *Financial Management and control*, MacMillan, 2007.
13. Michael C Ehrhardt Eugene F. Brigham, *Corporate Finance, A Focused Approach*, Cengage, 2006.
14. Richard A Brealey, Stewart C Myers, Franklin Allen, Pitabas Mohanty, *Principles of Corporate Finance*, 8th edition, TMH, 2007.
15. Besley and Brigham, *Essentials of Managerial Finance*, 13/e Cengage, 2006.

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)

Time: 3 hours

Maximum: 100 marks

Answer ALL questions. Each question carries equal marks.

5 x 20 = 100 marks

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:

Year	Cash flows	
	Machine A	Machine B
1	Rs. 40,000	Rs. 1, 20,000
2	1, 20,000	1, 60,000
3	1, 60,000	2, 00,000
4	2, 40,000	1, 20,000
5	1, 60,000	80,000

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:

Year	present value at 10%
1	0.91
2	0.83
3	0.75
4	0.68
5	0.62

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 in to 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:

Marketing: Concept, Nature, Scope, and Importance – Company Orientation towards Marketing – Transaction Vs Relationship Marketing – Integrated Marketing Concept – Defining and Delivering Customer Value and Satisfaction – Value Chain – Delivery Network – Marketing Environment: Macro and Micro Components and their Impact on Marketing Decisions – Marketing Information System – Marketing Intelligence System – Adapting Marketing to New Liberalized Economy – Digitalisation and Customisation – Issues and challenges of Marketing in 21st Century – International Marketing: Perspectives and Challenges, Entry modes, and Exit Strategies – International Marketing Strategies for Indian Companies.

UNIT-2:

Strategic Marketing Planning – Buyer Behavior – Consumer Vs. Organizational Buyers – Determinants of Consumer Behavior – Consumer Decision Making Process – Buying Process for Normal Products and New Products – Market Segmentation and Targeting – Positioning and Differentiation Strategies – Marketing Mix – Product Decisions: Concept of a Product, and Classification of Products – Product Mix and Line Decisions – Product Life Cycle – Strategic Implications – New Product Development and Consumer Adoption Process – Price Setting: Objectives, Factors and Methods, Pricing Policies, and Initiating and Responding to Price Changes.

UNIT 3:

Marketing Channel System – Functions and Flows – Channel Design – Channel Conflict – Channel Management – Selection, Training, Motivation, and Evaluation of Channel Members – Channel Dynamics: VMS, HMS, and MMS – Distribution Strategy – Market Logistics Decisions – Marketing Communication: Concept, Definition, and Importance – Promotion Mix – Promotion Decisions – Integrated Marketing Communication – IMC Planning Process – Integrated Communications Strategy.

UNIT 4:

Marketing Trends, Organization and Control: Types of Marketing Organization Structures – Factors Affecting Marketing Organization – Control of Marketing Efforts: Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control – Marketing Audit – Customer Relationship Marketing – Customer Attracting and Retaining Customers – Consumerism – Consumer Rights and Marketers' Responsibilities – New Trends in Marketing : e-marketing, Tele Marketing, Cause

Marketing, Societal Marketing, Rural Marketing, Green Marketing, Emotional Marketing, Guerrilla Marketing. International Marketing, E-Marketing, Green Marketing, Social Marketing, Holistic Marketing, Emotional Marketing, Customer Relationship Marketing.

UNIT-5:

Marketing Research: Meaning, Nature, Significance – Marketing Research as an element of Marketing Information System – Marketing Intelligence Approaches – Marketing Research during Different Phases; Interaction between Management & Marketing Research – Management uses of Marketing Research – Problem Formulation – Marketing Research Process – Types of Marketing Research – Applications of Marketing Research: Product Research, Advertising Research, Copy Testing, Test Marketing, Sales & Marketing effectiveness, Cool hunting, and Commercial Eye Tracking – Marketing research in India – Ethical Issues Related to Marketing Research.

REFERENCE BOOKS:

1. Kotler, P., *Marketing* 3.0, Time Group Book.
2. Philip Kotler and Kevin Lane Keller, *Marketing Management*, Pearson Education India.
3. Philip Kotler and Gary Armstrong, *Principles of Marketing* (11th Edition), Pearson Education India.
4. Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileswar Jha, *Marketing Management – A South Asian Perspective*, Pearson Education.
5. P.K. Agarwal, *Marketing Management – An Indian perspective*, Pragati Prakasham
6. Kazmi SHH, *Marketing Management Text and Cases*, Excel.
7. Philip Kotler and Armstrong. G., *MARKETING*, Prentice Hall of India, 12th Edition.
8. Ramaswamy V.S. & Nama Kumari.S., *Marketing Management – Planning and Control*, Macmillan.
9. Jayachandran.S., *Marketing Management*, Excel Books.
10. Michale J.Etzel, Broce J.Walker, William J. Stanton, *Marketing*, TMH.
11. William J Stanton, *Fundamentals of Marketing*, McGraw-Hill.
12. Palmer – *Introduction to Marketing*, Oxford University Press.
13. Zinkota & Kotabe, *Marketing Management*, Prentice Hall of India.

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

b). Briefly explain challenges of marketing in 21st century. Suggest marketing strategies for identified challenges.

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:

Human Resource Management: Nature and Significance – Functions of HRM– Trends in HRM – Qualities and Role of HR Manager – HRM Model – HRM in a Changing Environment – Job design – Job Analysis – Objectives and Methods of Job Analysis.

UNIT -2:

Human Resource Planning: Objectives, Process, Factors affecting HR Planning – Recruitment: Purpose, Factors Influencing, and Sources of Recruitment– Selection: Concept, Significance, and Process – Placement, Induction and Socialization – Recent Trends in Recruitment and Selection for Domestic and Global Firms – Compensation Management: Meaning and its Concepts – Classification and Compensation Strategies – Executive Compensations: Issues and Challenges – Compensation Trends in Changing Economy -

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:

Emerging Trends in Union Management Relations – Dynamics of Conflict and Collaboration – Issues and Changing trends in Collective Bargaining – Role of Labour Administration: Conciliation, Arbitration and Adjudication – Strategic Role of HRM – Planning and Implementing Strategic HR Policies – Talent & Retention Strategies – HR strategies to Increase Firms Performance.

UNIT -5:

Introduction to Global HRM – HR Challenges at Global Level – Managing Global Human Resources – HR and the Internationalization of Business – Improving International Assignments Through Selections – Training and Maintaining Global Employees – Developing Global Employees.

REFERENCES BOOKS:

- Monappa. A& Saiyaddin.M., *Personnel Management*, Tata Mc Graw Hill,
De Cenzo.& Stephen P.Robbins, *Personnel/ Human Resource Management*,
Prentice Hall of India.
Dessler, *Human Resource Management*, 10th Edition, Pearson Education.
Singh.N.K., *Human Resources Management*, Excel Books.
P.Subba Rao, *Human Resource Management and Industrial Relations*, Himalaya
Publishing House.
Aswathappa.K., *Human Resource and Personnel Management*, 2 nd Edition, Tata McGraw
Hill.
V.S.P.Rao, *Human Resources Management*, Excel Books.
Pattanyak, *Human Resource Management*, Prentice Hall of India.
Flippo E.E., *Personnel Management*, Mcgraw Hill.
Memoria C.B., *Personnel Management*,Himalaya Publishers.

(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

- 4 (A). What is present scenario of Collective Bargaining? Explore and explain the reasons for its failure in establishing industrial harmony in emerging economies.
- 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).