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FACULTY OF BUSINESS MANAGEMENT
MBA I – SEMESTER REGULAR EXAMINATIOS, FEB- 2020
MANAGEMENT THEORY AND PRACTICE
PAPER – I

Time: 3 Hours] [Max. Marks: 70

Note: Answer all questions from Section – A and Section – B

Section – A (5x4=20)

Answer the following questions in not more than **ONE** page each:

1. Nature of Management
2. Discuss about Planning in brief
3. What is meant by Organizational Design?
4. What do you understand by recruitment?
5. Discuss any five management styles in organizations

Section – B (5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) What do you understand by Management and write in detail the tasks of a Professional Manager?

(OR)

  b) What are the various levels seen in management? Explain the duties and responsibilities according to levels.

7. a) Write about the steps involved in Management BO Objectives.

(OR)

  b) Write about the characteristics of sound plan and limitations.

8. a) Brief about the Functional Structure and discuss its advantages and disadvantages.

(OR)

  b) Discuss about the factors effecting Delegation of Authority and making delegation effective.

9. a) What is meant by Direction and write about the significance of Direction.

(OR)

  b) Explain about control process and discuss about the prerequisites of control.

10.a) Write a short note on Leader and Characteristics of effective leaders.

(OR)

  b) Differentiate the American Management Practices and Japanese Management Practices in detail.

FACULTYOF BUSINESS MANAGEMENT
MBA I – SEMESTER REGULAR EXAMINATIOS, DEC- 2017
MANAGEMENT THEORY & PRACTICE
PAPER – I

Time: 3 Hours]   [Max. Marks: 70

Note: Answer all questions from Section – A and Section – B

<u>Section – A</u>   (5x4=20)

Answer the following questions in not more than **ONE** page each:

1. Functions of top management.
2. Characteristics of a sound plan.
3. Principles of Organizing.
4. Motivation.
5. Characteristics of effective leaders.

<u>Section – B</u>   (5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) Explain the nature and scope of management.

(OR)

   b) Discuss briefly the Classical and Behavioral approaches to management.

7. a) "There is no alternative to planning". Discuss this statement.

(OR)

   b) Define MBO. Discuss the various strategies for effective decision making process.

8. a) Discuss important elements of an organisation.

(OR)

   b) Distinguish between line and staff organisation.

9. a) What is Controlling? Discuss the various steps involved in the control process.

(OR)

   b) Describe the procedure for selection of employees in a large sized manufacturing organization.

10. a) What are the different management styles and approaches? Explain.

(OR)

   b) Compare between the various management practices of Japan and America.

<u>Section-C</u>   (1x10=10)

Case Study

   Mr. Sunil Kumar, General Manager of a manufacturing company is upset over frequent clashes and continuing conflict between production and personnel departments. The enterprise is organized on line-staff pattern. What can be the possible cause of this conflict and what steps can be taken to reduce and overcome it?

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FACULTYOF BUSINESS MANAGEMENT
MBA I – SEMESTER REGULAR EXAMINATIOS, JAN- 2019
MANAGEMENT THEORY AND PRACTICE
PAPER – I

Time: 3 Hours]   [Max. Marks: 70

Note: Answer all questions from Section – A and Section – B

Section – A   (5x4=20)

Answer the following questions in not more than **ONE** page each:

1. What are the tasks of a Professional Manager?
2. What is meant by Management by Objectives?
3. What is Decentralization?
4. What are the prerequisites of Control?
5. What are the characteristics of effective leaders?

Section – B   (5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) What is Management? Explain the salient features of Classical and Behavioral approaches to Management.

(OR)

b) There is one and only one responsibility of business – to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game – Discuss.

7. a) What is a Sound Plan? Explain the characteristics of a Sound Plan.

(OR)

b) What is Decision? Explain different techniques of decision-making.

8. a) Distinguish between organizational chart and organizational structure. Explain the basis for designing organizational structure.

(OR)

b) What is organizational design? Explain different forms of organizational designs.

9. a) What is Controlling? Explain the significance of controlling in the organizations.

(OR)

b) What is selection? Explain the steps in the selection process.

10. a) Explain the salient features of Best Management Practices in Japan.

(OR)

b) What is managing diversity? How do you manage diversity in organizations?

Section-C   (1x10=10)

Mr. Sunil Kumar, General Manager of a manufacturing company is upset over frequent clashes and continuing conflict between production and personnel departments. The enterprise is organized on line-staff pattern.

Questions:
1. What can be the possible cause of the conflict?
2. What are the steps can be taken to reduce and overcome it?

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FACULTY OF BUSINESS MANAGEMENT
MBA I – SEMESTER REGULAR EXAMINATIONS, FEB- 2019
ACCOUNTING FOR MANAGERS
PAPER – III

Time: 3 Hours]   [Max. Marks: 70

Note: Answer all questions from Section – A and Section – B

<u>Section – A</u>   (5x4=20)

Answer the following questions in not more than **ONE** page each:

1. Convention of Conservatism
2. Cost of Goods Sold
3. ROI
4. Funds from operations.
5. Green accounting

<u>Section – B</u>   (5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) Explain the role of accounting information in planning, control and decision making.

(OR)

b) A book-keeper submitted to you the following Trial Balance, which he has not been able to agree. Rewrite the Trial Balance, correcting the mistakes committed by him.

Particulars	Debit Rs.	Credit Rs.
Capital		15,000
Drawings	3,250	
Stock (1-1-2015)	17,445	
Returns Inwards		554
Carriage Inwards	1,240	
Deposit with Anand Gupta		1,375
Returns Outwards	840	
Carriage Outwards		725
Loan to Ashok @ 5% given on 1-1-2015		1,000
Interest on the above		25
Rent	820	
Rent Outstanding	130	
Stock (31-12-2015)		18,792
Purchases	12,970	
Debtors	4,000	
Goodwill	1,730	
Creditors		3,000
Advertisement Expenses	954	
Provision for Doubtful Debts		1,200
Bad Debts	400	
Patents and Patterns	500	
Cash	62	
Sales		27,914
Discount allowed		330
Wages	754	
	45,095	69,915

7. a) What is a Balance Sheet? Why is it prepared? Prepare a model Balance Sheet of your own choice.

(OR)

P.T.O

8. a) "Ratio analysis is a tool of management for measuring achievements in efficiency and guiding business policies". Discuss.

(OR)

b) Given: Current Ratio = 2.8

Acid-test Ratio = 1.5

Working Capital = Rs.1,62,000

Find out: i) Current Assets

ii) Current Liabilities and

iii) Liquid Assets.

9. a) Distinguish between funds flow and cash flow statement. Explain how the funds from operations are ascertained.

(OR)

b) Calculate Cash Flow from operating activities by indirect method from the following:

i) Profit made during the year Rs.2,50,000 after considering the following:

a) Depreciation	10,000
b) Amortisation	5,000
c) Transfer to General Reserve	7,000
d) Profit on Sale of land	3,000

Following is the position of current assets and current liabilities:

	Opening Balance Rs.	Closing Balance Rs.
Debtors	12,000	15,000
Creditors	15,000	10,000
Bills Receivable	10,000	8,000
Prepaid Expenses	6,000	4,000

10. a) Outline the basic principles of Responsibility Accounting.

(OR)

b) Briefly comment on the status of Green Accounting in India.

Section – C (Compulsory)   (1x10=10)

From the following Balance Sheet of Sri Ram Company you are required to prepare

i) A statement of changes in the working capital and

ii) A statement of sources and application of funds.

BALANCE SHEET

Liabilities	Dec.2015 Rs.	Dec.2016 Rs.	Assets	Dec. 2015 Rs.	Dec. 2016 Rs.
Current Liabilities	30,000	32,000	Cash	40,000	44,400
Bonds Payable	20,000	20,200	Accounts Receivable	10,000	20,700
Capital Stock	35,000	43,500	Inventories	15,000	15,000
Retained Earnings	15,000	19,500	Land	4,000	4,000
			Building	20,000	16,000
			Equipment	15,000	17,000
			Accumulated Depreciation	(5,000)	(2,800)
			Patents	1,000	900
	1,00,000	1,15,200		1,00,000	1,15,200

Additional Information:

i) Income for the period Rs.10,000

ii) A building that cost Rs.4,000 and which had a book value of Rs.1,000 was sold for Rs.1,400.

iii) The depreciation charge for the period was Rs.800.

iv) There was Rs.5,000 issue of common stock.

v) Cash dividends Rs.2,000 and Rs.3,500 stock dividend were declared.

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FACULTYOF BUSINESS MANAGEMENT
MBA I – SEMESTER REGULAR EXAMINATIONS, DEC- 2017
ACCOUNTING FOR MANAGERS
PAPER – III

Time: 3 Hours]

[Max. Marks: 70

Section – A

(5x4=20)

Answer the following questions in not more than **ONE** page each:

1. Dual aspect Concept.
2. Prepaid Expenses.
3. Current Assets.
4. Uses of funds.
5. Economic Accounting.

Section – B

(5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) Describe accounting as an information system.
   (OR)
   b) From the following transactions prepare subsidiary books and post them into Ledger:

Date	Particulars	Amount Rs.
2016 Jan. 1	Purchased goods from Anil enterprises	2,800
Jan. 03	Bought goods on credit from Jaya Traders from	12,000
Jan. 05	Sold goods to Sunil & Co. for	6,000
Jan. 07	Y supplies us goods for cash	4,800
Jan. 08	X sold goods for cash	1,500
Jan. 10	Goods returned to Anil Enterprises	500
Jan. 17	Goods returned by Rao & Co.	240
Jan. 22	Dispatched goods to Sun & Co.	4,000
Jan. 27	Sold goods to Ganapathi Stores Ltd.	500
Jan. 28	Bought goods from Krish & Co.	1,000

7. a) Explain the rationale of making adjustments at the time of preparing final accounts.
   (OR)
   b) The following are the balances extracted from the books of Mr. Mohith as on 31.03.2017.

Particulars	Rs.	Particulars	Rs.
Capital	30,000	Buildings	22,500
Machinery	15,000	Furniture	1,500
Motor car	12,000	Opening stock	24,000
Purchases	1,11,000	Purchase returns	1,500
Sales	2,10,000	Sales returns	750
Sundry debtors	22,500	Sundry creditors	7,200
Cash on hand	450	Cash at bank	7,050
Salaries	21,000	Rent	6,000
Commission	2,100	Taxes	900
Bad debts	300	Insurance Premium	600
Discount earned	750	Discount allowed	1,050
General expenses	1,200	Provision for doubtful debts	450

   a) Outstanding: Salaries Rs.200 Commission Rs.300; Rent Rs.1,200
   b) Insurance premium prepaid Rs.150.
   c) Maintain provision for Doubtful debts at 5%.
   d) Depreciate machinery by 5% p.a., Motor car by 10% p.a., Furniture by 4% and Buildings by 3% p.a.,
   e) Closing stock as on 31.03.2017 Rs.30,000.
      You are required to prepare Trading and Profit and Loss Account for the year ending 31.03.2017 and Balance Sheet as on date.

[PTO

b) From the following Trial Balance of Sri Co., prepare Trading and Profit and Loss Account for the year ended 31st March, 2016 and Balance Sheet as on that date after taking into account the adjustments given:

Debit Balance	Rs.	Credit Balance	Rs.
Sri's Drawing	4,500	Sri's Capital	24,000
Purchases	20,000	Sales	30,500
Returns Inwards	1,500	Discounts	1,900
Stock (1.4.2015)	8,000	Sundry Creditors	10,000
Salary	4,200	Bills Payable	2,500
Wages	1,200		
Rent	350		
Bad Debts	400		
Discounts	700		
Sundry Debtors	14,000		
Cash in hand	260		
Cash at Bank	5,940		
Insurance	400		
Trade Expenses	300		
Printing	150		
Furniture	2,000		
Machinery	5,000		
	68,900		68,900

Adjustments:
a) Closing stock was valued at Rs.7,000.
b) Insurance was prepaid to the extent of Rs.60.
c) Outstanding liabilities were: Salary Rs.200 and Wages Rs.200.
d) Make provision for doubtful debts at 5% on sundry debtors.
e) Calculate Interest on Capital at 5% p.a.
f) Depreciate Machinery at 5% and Furniture at 10%.
g) Reserve for discount on creditors at 1%.

8. a) "Ratio analysis is a tool to examine the health of business with a view to make financial results more intelligible". Explain.

(OR)

b) A Company having a Net Working Capital of Rs.2.8 Lakhs as on 30.06.2016, indicates the following financial ratios and performance figures:

Current ratio – 2.4

Liquidity ratio – 1.6

Inventory turnover – 8 (On cost of sales)

Gross profit on sales – 20%

Credit allowed (Months) – 1.5

The Company's fixed assets is equivalent to 90% of its net worth (Share capital plus Reserves). While Reserves amounted to 40% of Share Capital. Prepare Balance Sheet of the Company.

9. a) What do you mean by Funds Flow Statement? Examine its managerial uses.

(OR)

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Code No. 1212

FACULTYOF BUSINESS MANAGEMENT
MBA I – SEMESTER REGULAR EXAMINATIOS, JAN- 2019
MANAGERIAL ECONOMICS
PAPER – II

Time: 3 Hours]   [Max. Marks: 70

Note: Answer all questions from Section – A and Section – B

Section – A   (5x4=20)

Answer the following questions in not more than **ONE** page each:

1. Meaning and nature of Managerial Economics.
2. Determinants of Demand.
3. Cobb-Douglas Production Function.
4. Peak-Load Pricing.
5. Prisoners Dilemma.

Section – B   (5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) Explain costs. What is the difference between incremental costs and marginal costs?

(OR)

   b) Explain the Econometric Models or Managerial Communication.

7. a) What is cross elasticity of demand? What is the utility of cross elasticity for managers?

(OR)

   b) Explain the various methods of demand forecasting techniques.

8. a) Explain the various short run average costs.

(OR)

   b) Explain the importance of Break-Even-Analysis and draw a BEP Chart.

9. a) Explain how a monopolist tries to maximize his profit with the help of a graph.

(OR)

   b) In the long run how a firm under perfect competition makes only normal profits. Explain the statement using suitable graphs.

10. a) What is the meaning of competitive strategy? And explain the importance of competitive strategies for a market leader?

(OR)

   b) Write about the application of Game theory for formulating strategies by firms in oligopoly.

Section – C (Compulsory)   (1x10=10)

The price of product increased form Rs.100 to Rs.120, while quantity demanded decreased from 10,000 units to 8,000 units. Calculate the price elasticity of demand.

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FACULTYOF BUSINESS MANAGEMENT
MBA I – SEMESTER REGULAR EXAMINATIOS, DEC- 2017
MANAGERIAL ECONOMICS
PAPER – II

Time: 3 Hours]   [Max. Marks: 70

Section – A   (5x4=20)

Answer the following questions in not more than **ONE** page each:

1. Risk and uncertainty
2. Delphi method
3. CVP analysis
4. Oligopoly
5. Nash Equilibrium

Section – B   (5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) Explain the opportunity cost concept. How is it useful to the Managerial Economist in Business decision making?

(OR)

   b) Explain the role and functions of a Managerial Economist in Business.

7. a) What is meant by Demand function, Demand schedule and Demand curve? Explain the important determinants of demand.

(OR)

   b) What are the different Survey Demand Forecasting Methods that are usually used by Indian Managers?

8. a) How does a producer attain Equilibrium? Illustrate with the help of Isoquants.

(OR)

   b) Discuss how the different Economies Managed by the Managers.

9. a) Explain the features of Monopolistic. How price and output decisions are taken under the monopolistic competition?

(OR)

   b) What do you mean by Price Discrimination using Coupons and Rebates? Explain with examples.

10. a) What is Game theory? Explain infinitely repeated games and finitely repeated games briefly.

(OR)

   b) Discuss the applications of Game Theory for formulating strategies by forms in Oligopoly.

Section – C (Compulsory)   (1x10=10)

A garden nursery manager is exploring a wide variety of planting opportunities. He has a fixed acreage of land and is facing the problem of determining which plants to propagate and grow. What ages to assume in such choices, what future prices should be assumed as well as what prices to charge now on plants which are already matured. In addition, the nursery must determine when to mark down prices on plants lying up land needed for other uses and when to destroy the plant materials that are in the way. In solving his problems, he wants to apply the three kinds of reasoning namely, incremental, discounting and opportunity cost. Comment on his approach to the solution of his problems. Examine clearly his difficulties of applying the above-mentioned threefold reasoning and also indicate the limitations of each of the reasoning.

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1.4.

FACULTYOF BUSINESS MANAGEMENT
MBA I – SEMESTER REGULAR EXAMINATIONS, FEB 2019
BUSINESS COMMUNICATION
PAPER – IV

Time: 3 Hours]   [Max. Marks: 50
Note: Answer all questions from Section – A and Section – B
Section – A   (5x2=10)
Answer the following questions in not more than **ONE** page each:

1. Objectives of Business Communication
2. Paralanguage
3. Writing Memos
4. Media Management
5. Visual aid appearance and posture

Section – B   (5x8=40)
Answer the following questions in not more than **FOUR** pages each:

6. a) Explain the need, importance, and principles of Business communication.
   (OR)
   b) Discuss the barriers and techniques of effective communication?

7. a) What is Nonverbal Communication? and add notes on types of Nonverbal communication.
   (OR)
   b) What is effective listening? And write the principles of effective writing?

8. a) What do you understand by Business Letter. Explain any two types of Business Letters.
   (OR)
   b) How do you write a report? And briefly explain the various kinds of reports?

9. a) Write about your CV in detail.
   (OR)
   b) Discuss about the minutes of meeting, with example of any formal meeting held?

10. a) What do you understand by Personality Development. Discuss in detail the various factors affecting personality development ?
    (OR)
    b) Elucidate the Importance of time and stress management for today Business scenario?
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FACULTY OF BUSINESS MANAGEMENT
MBA I – SEMESTER REGULAR EXAMINATIONS, DEC 2017
BUSINESS COMMUNICATION
PAPER – IV

Time: 3 Hours]

[Max. Marks: 50

Note: Answer all questions from Section – A and Section – B

Section – A
(5x2=10)

Answer the following questions in not more than **ONE** page each:

1. Communication Process.
2. Written Communication benefits.
3. Skimming.
4. Interview.
5. Personality.

Section – B
(5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) Explain about communication, its importance and objectives.

(OR)

b) Discuss the barriers of effective communication and techniques of effective communication.

7. a) Write about Oral Communication. Write the barriers and principles of effective oral communication.

(OR)

b) Brief Non-Verbal Communication. Write in detail various types of non verbal communication.

8. a) What do you understand by Business Letter. Explain any two types of Business Letters.

(OR)

b) What is a Case? Write how to overcome the difficulties of case methods.

9. a) Write about your CV in detail.

(OR)

b) Discuss about the types and preparation process of Interviews.

10. a) What do you understand by Personality Development. Discuss in detail the various factors affecting personality development.

(OR)

b) What is meant by Stress? Write in detail the various stress management techniques.

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Code No. 1215

FACULTY OF BUSINESS MANAGEMENT
MBA I – SEMESTER REGULAR EXAMINATIONS, FEB- 2019
STATISTICS FOR MANAGEMENT
PAPER – V

Time: 3 Hours]   [Max. Marks: 70

Note: Answer all questions from Section – A and Section – B

Section – A   (5x4=20)

Answer the following questions in not more than **ONE** page each:

1. Features of Statistics.
2. Standard error.
3. Test of Significance.
4. Parametric v/s Non-Parametric Test.
5. Least square method.

Section – B   (5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) From the following data of the marks obtained by 80 students of a class calculate Arithmetic mean.

Marks	10	20	30	40	50	60
No. of Students	5	15	25	20	10	5

(OR)

   b) What is Data and Data Presentation? Explain Diagrammatic and Graphical Presentation of Data.

7. a) What is Hypothesis testing? Explain the procedure of testing the Hypothesis in detail.

(OR)

   b) Explain about Probability and Non-probability sampling methods.

8. a) Write about Large and Small sample test. Explain the different Large sample tests briefly.

(OR)

   b) The following are measurements of performance obtained after training 4 groups by different methods.

M-I	17	19	18	15	19	16	14
M-II	21	23	20	19	-	-	-
M-III	20	16	21	19	16	16	-
M-IV	13	15	16	13	16	-	-

Find out whether there is a significant overall difference between these, 4 groups in terms of their performance after training ($\alpha=0.05$)

9. a) What are Non-parametric tests? What are its assumptions?

(OR)

   b) Find the value of X^2 Chi-Square for the following data.

Group	A	B	C	D	E
Observed Frequency	9	29	44	15	12
Theoretical Frequency	5	24	30	30	16

10. a) Write about the components of the time series in detail

(OR)

P.T.O

b) Calculate the coefficient of correlation in the following series relating to cost of living and wages.

Wages (Rs.)	102	101	100	102	100	99	99	98	96	93
Y	98	99	99	97	95	92	95	94	90	91

Section – C (Compulsory)   (1x10=10)

Write the Regression Equation of X on Y and Y on X for the following data and comment.

X	45	48	50	55	65	70	75	72	80	85
Y	25	30	35	30	40	50	45	55	60	65

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Code No. 1215

FACULTY OF BUSINESS MANAGEMENT
MBA I – SEMESTER REGULAR EXAMINATIONS, DEC- 2017
STATISTICS FOR MANAGEMENT
PAPER – V

Time: 3 Hours]

[Max. Marks: 70

Section – A

(5x4=20)

Answer the following questions in not more than **ONE** page each:

1. Features of Statistics.
2. Parametric Tests.
3. Types of Hypothesis.
4. Components of Time Series Analysis.
5. Two Way ANOVA.

Section – B

(5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) Define Statistics. Explain its significance in business decision making.

(OR)

b) Find mean, median and mode for the following data.

No. of Workers (Class)	0-10	10-20	20-30	30-40	40-50	50-60
No. of Companies	15	17	22	25	13	08

7. a) Define Sampling. Explain probability and non-probability sampling methods.

(OR)

b) Explain the steps involved in hypothesis testing.

8. a) What is small sample test? Explain with an example.

(OR)

b) The following are number of words per munity which a secretary typed on several occasions on three different type writers.

Type writer-I	71	78	70	69	77	72	65	69
Type writer-II	74	76	72	70	69	68	72	73
Type writer-III	70	72	66	64	63	67	69	70

Test whether the difference among the mean of three samples (typewriters) can be attributed to chance. You may use a five percent level of significance. (Given: Table value of F^2_{21} with 5% level of significance is 3.47)

9. a) Calculate the Kruskal-Wallis Test statistics for the following data.

College A	College B	College C
25	60	50
70	20	70
60	30	60
85	15	80
95	40	90
90	35	70
80	-	75

(OR)

b) What are non-parametric tests? Explain any one of them.

[PTO

10. a) Calculate Karl Pearson's coefficient of correlation between expenditure on advertising and sales from the data given below:

Advertising expenses (000 Rs.)	39	65	62	90	82	75	25	98	36	78
Sales (lakh Rs.)	47	53	58	86	62	68	60	91	51	84

(OR)

b) On the basis of the following data find;
  i) Two Regression lines.
  ii) If X = 22, then Y =?

X	35	25	29	31	27	24	33	36
Y	23	27	26	21	24	20	29	30

Section – C (Compulsory)   (1x10=10)

Manufacturing company has purchase three new machines of different makes and wishes to determine whether one of them is faster than the others in producing a certain output. Five, hourly production figures are observed at random from each machine and the results are given in Table:

	Machine A_1	Machine A_2	Machine A_3
	25	31	24
Observations	30	39	30
	36	38	28
	38	42	25
	31	35	28

Use analysis of variance technique and determine whether the machines are significantly different in their mean speeds. Use $\alpha = 5\%$. (F value is 3.89)

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1.6 → 1. T.Q.m

FACULTYOF BUSINESS MANAGEMENT
MBA I – SEMESTER REGULAR EXAMINATIOS, DEC- 2017
TOTAL QUALITY MANAGEMENT (TQM)
PAPER – VI (A)

Time: 3 Hours]

[Max. Marks: 70

Section – A

Answer the following questions in not more than **ONE** page each: (5x4=20)

1. Explain the Characteristics of Quality Leaders.
2. Write in brief about Quality Cost.
3. What are the objectives of ISO 14000 series?
4. Discuss the need for Quality management system.
5. What is Tree Diagram.

Section – B

Answer the following questions in not more than **FOUR** pages each: (5x8=40)

6. a) What is TQM? Explain the benefits of TQM.
        (OR)
   b) Discuss about Evolution and History of TQM.
7. a) Explain the principles and practices of continuous process improvement.
        (OR)
   b) Explain the strategy for implementing continuous improvement in an organization.
8. a) Explain the model of a process-based quality management system.
        (OR)
   b) With a neat diagram, explain about Baldrige Award Criteria framework.
9. a) Write in detail about the steps involved in FMEA procedure.
        (OR)
   b) Discuss about Quality Management Function Deployment and Building a House QFD Process briefly.
10.a) Explain in detail about Forced Field Analysis.
        (OR)
   b) Discuss the Statistical Process Control and its methodology.

Section – C (Compulsory)   (1x10=10)

Philips India Ltd., previously called Pieco Electronics Ltd., A MNC has Dutch parents and its major plant in Calcutta. The company is having sound corporate image in India for years. The company had its ancient production system in its main plant at Calcutta. Labour unions started agitating for salary hike and asked for a number of incentives and facilities to establish parity with other competing electronic giants. "There was a political clout of the labour unions which leads to increased militancy. The situation of labour trouble took such an ugly turn out of India by closing the plant. In 1995, however, managers refused to give up & implement TQM. The first for which was total employees involvement.

The main weakness of the company during 1990 started converting into strength when labour unions started participating intensively. By 1995 the Calcutta plant of Philips India became a model factory for its major competitors to envy – its operations & turnaround. The R & D section tool the leading role for spearheading the company with its smart people & well equipped laboratories. The posters claiming "Quality" were exhibited in the premises & all working areas. The progress due to teamwork & quality orientation was so impressive that it led the company to achieve the internationally most coveted – The European Quality Award. The company also obtained certification of environmental management system EMS 14001.In a nutshell; five beliefs helped the management in its revival. These five beliefs are : i) mission statement ii) revolve around valuing iii) trusting & creating trustworthiness, iv) respecting the people and using their brainpower in teams, and v) continuously motivating them. The continuous improvement through structured Kaizen activities was adopted as a way of day-to-day work improvement in assignments. Cross-functional groups and small group improvement activities did surveys on employee motivation were undertaken to know & further boost the employees morale & participation in decisions of the company. Focus on customer & their delight was increased by customer surveys.

Questions:
i)   Apart from the key areas, what are the other areas by which the company could have brought about total quality control?
ii) How would you apply Philips India Policy to help other electronics companies in India to implement TQM?

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