

Written by POORAB

Wednesday, 07 October 2015 12:07 -

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## **DMS ISBM ANSWER SHEETS, ISBM ANSWER SHEETS, ISBM MBA ANSWER SHEETS**

### **ISBM EMBA ANSWER SHEETS, ISBM DMS SOLUTIONS**

#### **Network Management**

1. (i) List the five key differences between TCP reference model and OSI reference model. (2)

1. Write the similarities and differences between packet and cell switching. (2)
2. Why is the data link layer in a LAN subdivided into Logical Link Control (LLC) and Medium Access Control (MAC) sub-layers ? (2)
3. List the characteristics of broadband coaxial cable. (2)
4. Differentiate between virtual circuit and datagram's. (2)
5. The maximum payload of TCP segment is 62 1/2, 2 1/2, 12 1/2 bytes. Why ? (3)
6. What are sliding window protocols ? Explain one-bit sliding window protocol with an appropriate diagram. (2)
7. Bandwidth
8. Channel capacity
9. Multiplexing
10. Quality of Service (QoS)
11. Full-Duplex Transmission
12. Ethernet
13. Token bus (2)
14. Bridges
15. Switches
16. Explain ISDN BRI Services.
17. Differentiate between broadband and baseboard services.
18. Describe the following three fields of TCP header :
19. Sequence number
20. How does TCP handle connection establishment and crash recovery ? (2)
21. List and explain any five ISDN applications. (2)
22. Shortest path routing
23. Flooding
24. Why is layering of the protocols done in TCP/IP stack ? (3)
25. Explain any two functions of each layer of TCP/IP protocol stack. (2)

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1. How many address bits does the latest version of IP (IPv6) have ? What is the maximum number of IP addresses possible with IPv6 ? (3)

2. Identify the header of each flag and explain its meaning : (4)

3. URG

4. ACK

5. FIN (iv) RST

6. How is flow control managed by Sliding Window protocol ? (3)

7.

8.

9. Organizational development b) Inter-group development c) T-groups d) Team-building

1. **ORGANIZATIONAL BEHAVIOR**

2. 1 List the various reasons in Organization xyz , which lead to its development?

3. 2 If the organization had not invested in its employee, would they have developed?

4. 3 Site few examples of Indian companies, similar to XYZ mentioned above?

5. 4 What would have been the drawback of the XYZ Company prior to 1991?

6. 1 Is it fine to privatize profits and nationalize losses, is it right for organizational development ?

7. 2 Was this a result of failure of leadership of these firms?

8. 1 Do the core values, really influence and have a impact on organizational development ?Explain.

9. 2 Is organizational development depended internally on employees and externally influenced by customers? Discuss

10.

11.

12. Delegation and Decentralization

13. Line and Staff functions

14. Theory X and Y

15. Domino Effect

16. Organizational culture and climate

17. Can a division manager develop verifiable goals, or objectives, when the president has not assigned them to him or her? How? What kind of information or help do you believe is important for the division manager to have from headquarters?

18. Was the division manager setting goals in the best way? What would you have done?

1. Space Shuttle

2. X-ray machine

3. Camera

4. Canned soup

5. Pencil

6. Computer keyboard

7. Chair

8. Running shoe

9. Automobile

10. Fresh vegetables

11. Child's toy

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12. Golf club
13. Baby food
14. Restaurant food
1. What are the advantages and disadvantages of wireless communication?
2. What can be accomplished by the addition of a third party registering a quality system?
3. Visit an organization in your community and determine if their accident and emergency preparedness plan meets the ISO 14001 criteria.
4. Briefly describe the difference between sequential engineering and quality by design (or concurrent) engineering.
5. Devise a compensation plan for injured users where the product defect manifests itself in the second or third generation, such as when a man or woman takes a prescribed drug that injures their future children.
6. Form a project team of six or seven people, elect a leader, and construct a cause-and-effect diagram for bad coffee from a 22 cup coffee maker used in the office.
7. Formulate a full factorial experiment to determine what factors affect the
8. Given three two-level factors and three suspected two – factor interactions; determine the degrees of freedom and the OA.
9. How is the price fixed in a contract of sale? If price is not determined by the parties, what price, if any, is the buyer liable to pay?
10. On what principles and to what extent can a wife pledge her husband's credit (i) while she lives with him and (ii) while she lives apart from him.
11. When a pledger fails to redeem his pledge, what rights does the pledgee have in the pledge?
12. When the cheque shall be considered as dishonoured and what are the consequences of the dishonour of the cheques?
13. "Every shareholder of a company is also known as a member; while every member may not be known as a shareholder." Comment.
14. Discuss briefly the provisions of the Companies Act in regard to the appointment of and removal directors.
15. "A contract caused by mistake is void." Discuss fully the statement.
16. Discuss the legal aspects of 'liability of an agent for acts of sub-agent.'
17. What companies may dispense with the use of the word 'Limited' as part of their name, even though they are limited companies?
18. "A company cannot be party to a contract before it has come into existence." – Discuss.
19. Who is eligible to become a member of a society? How is membership acquired?
20. Under what circumstances can the order of attachment of property be passed by the Co-operative Court? What are the powers of sale where an attachment of property has been ordered?
21. Can a minor be admitted to partnership? If so, what will be the rights and liabilities during his minority and after he has attained majority?

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2. (i) Name all the basic network topologies and describe advantages of each. Draw proper diagram for each topology. (2)

(ii) Explain the following terms : (2)

(iii) What is the basic purpose of MAC layer protocol ? Explain the function of following MAC layer protocols :

3. (i) Describe the characteristics and application of the following network devices : (6)

(a) Routers

(iii) Answer the following : (4)

4. (i) What is congestion control ? How does it occur ? (2)

5. (i) Describe and compare the following routing algorithms : (4)

(ii) How does ATM differ from frame relay ? List and briefly define the ATM service classes. (6)

## **Section B**

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1. (a) Write any two differences between OSI and TCP/IP protocol suit. Also give reasons why OSI is not popular. (3)

(b) What is First-Octet Rule ? Give an example to explain it. (3)

(i) [www.isbm.edu](http://www.isbm.edu) (ii) [www.isbm.ac.in](http://www.isbm.ac.in)

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## **NETWORK MANAGEMENT**

1) Describe four choices for resolving the problem maintaining the lan as Ethernet Lan.

2) State the advantages of each approach.

3) State the disadvantages of each approach.

4) Give reasoning about the choice you would prefer.

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1) Calculate the bandwidth used in both cases.

2) How do you differentiate between both the cases?

1) What are the two modes of MAC types that the WTP could be configured in?

2) Assume that you have a WIFI AP, how is it configured?

3) Write the SNMP query to use to validate your answer in (2)

4) What is your general understanding about the above.

1) Trouble Ticket 100: Customer says that when he receives messages, the message is periodically missing some characters.

2) Trouble Ticket 101: Customer in Atlanta complains that when she tried to log into the system server, headquarters.com in New York, she gets disconnected with a time out. However, her colleague in her New York office reports that he is able to access the system

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## **Networking Management**

Q1. Explain any five layer name & its silent services? (10 marks)

Q2. Define: WAN? (10 marks)

Q3. What are CPE networks? (10 marks)

Q4. What are your top challenging activities in managing the network? (10 marks)

Q5. Why we need NMS? (10 marks)

Q6. What problems would you expect the NMS to resolve, and how? (10 marks)

Q7. What is Ethernet? (10 marks)

Q8. Define: switched Ethernet? (10 marks)

Q1. What are Macros? (10 marks)

Q2. Discuss Internet organizations & standards? (10 marks)



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Q3. Explain specification of SNMP protocol? (10 marks)

Q4. Describe SNMP operations? (10 marks)

Q5. Functional model of SNMP MIB Group? (10 marks)

Q6. Discuss major changes in SNMPv2? (10 marks)

Q7. SNMPv2 system architecture? (10 marks)

Q8. Explain SNMPv2 management information Base? (10 marks)

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## **OPERATION MANAGEMENT**

Q1. Suzan has a part-time “cottage-industry” producing seasonal plywood yard ornaments for resale at local craft fairs and bazaars. She currently works a total of 4 hours per day to produce 10 ornaments. a. What is her productivity? b. She thinks that by redesigning the ornaments and switching from use of a wood glue to a hot-glue gun she can increase her production to 20 ornaments per day. What is her new productivity? c. What is her percentage increase (or

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decrease) in productivity?

Q2. Ahmet grows tomatoes in his 100 by 100 meters garden. He then sells the crop at the local farmer's market. Two summers ago, he was able to produce and sell 1200 kgs of tomatoes. Last summer, he tried a new fertilizer that promised a 20% increase in yield. He harvested 1350 kgs. Did the fertilizer live up to its promise?

Q3. A company has asked YOU to evaluate the firm's productivity by comparing this year's performance with last year's. The following data are available:

	Last Year	This Year
OUTPUT	10 500 units	12 100 units
Labour Hours	12 000	13 200
Utilities	7 600 MU	8 250 MU
Capital	83 000 MU	88 000 MU

Has the company improved its PRODUCTIVITY during the past year?

Q4. A firm cleans chemical tank cars in the Bay Gazimagusa area. With standard equipment, the firm typically cleaned 60 chemical tank cars per month. They utilized 10 gallons of solvent, and two employees worked 20 days per month, 6 hours a day. The company decided to switch to a larger cleaning machine. Last February, they cleaned 60 tank cars in only 15 days. They utilized 12 gallons of solvent, and two employees worked 6 hours a day. a. What was their productivity with the standard equipment? b. What is their productivity with the larger machine? c. What is the change in productivity?

Q5. Serra's Ceramics spent 3 000 MU on a new kiln last year, in the belief that it would cut energy usage 25 % over the old kiln. This kiln is an oven that turns "greenware" into finished pottery. Serra is concerned that the new kiln requires extra labour hours for its operation. Serra wants to check the energy saving of the new oven, and also to look over other measures of their productivity to see if the change really was beneficial. Serra has the following data to work with:

	Last Year	This Year
Production (finished units)	4000	4000
Greenware (pounds)	5000	5000
Labour (hrs)	350	375
Capital (MU)	15000	18000
Energy (kWh)	3000	2600

Were the modifications BENEFICIAL?

Q6. Ahmet Uslu makes wooden boxes in which to ship motorcycles. Ahmet and his three employees invest 40 hours per day making the 120 boxes. a. What is their productivity? b. Ahmet and his employees have discussed redesigning the process to improve efficiency. If they

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can increase the rate to 125 per day, what would be their new productivity? c. What would be their increase in productivity?

Q7. Magusa Metal Works produces cast bronze valves on an assembly line. On a recent day, 160 valves were produced during an 8-hour shift. Calculate the productivity of the line.

Q8. Kleen Karpet cleaned 65 rugs in April, consuming the following resources: Labour: 520 hours at 13 MU/hour Solvent: 110 litres at 5 MU/litre Machine Rental: 20 days at 50 MU/day a. What is the labour productivity? b. What is the multifactor productivity?

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## **OPERATIONS MANAGEMENT**

a) Lean Production

b) Global Strategies for Hospitality services

c) Material Requirements Planning

Q.2) Explain Briefly the process Analysis of Manufacturing Process Selection and

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Design?

Q.3) Define Supply Chain Strategy and Explain its feature and nature?

Q.4) Distinguish between goods and services. What are the challenges faced by

Services marketers?

Q.5) Discuss the features and nature of Project Management?

Q.6) Explain in brief the Synchronous Manufacturing and Theory of Constraints?

Q.7) Discuss the essence Quality Management in Focus On six Sigma?

Q.8) What is Aggregate Sales and Operations Planning?

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## **OPERATIONS MANAGEMENT**

Q1) Explain the concept Six Sigma. Bring out the significance of Six Sigma in Quality

Management?

Q2) Define Project Management and explain its nature and features?

Q3) What is Process Analysis? Explain the steps in Manufacturing Process Selection

and Design?

Q4) Enumerate and explain the Theory of Constraints?

Q5) Write short notes (any two)

a) Inventory Control

b) Operations Scheduling

c) Aggregate Sales and Operations Planning

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Q6) Explain the following concept (any two)

1) Product Design

2) Strategic Capacity Management

3) Lean Productions

Q7) Define Material Requirements Planning. Discuss its various components?

Q8) What is Supply Chain Strategy? Discuss its characteristics?

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## **OPERATIONS MANAGEMENT**

Q.1. How would operations strategy for a service industry be different if any from that for a manufacturing industry? (It's an example & explains)

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3. What are the levels of aggregation in forecasting for a manufacturing organization? How should this hierarchy of forecasts be linked and used
4. How would forecasting be useful for operations in a BPO (Business processes outsourcing) unit? What factors may be important for this industry? Discuss.
5. A good work study should be followed by good supervision for getting good results. Explain with an example.
6. What is job evaluation? Can it be alternatively used as job ranking? How does one ensure that job evaluation evaluates the job and not the man? Explain with examples?
7. What is the impact of technology on jobs? What are the similarities between job enlargement & job rotation? Discuss the importance of training in the content of job redesign? Explain with examples?
9. Would a project management organization be different from an organization for regular manufacturing in what ways? Examples.
10. How project evaluation different from project appraisal? Explain with examples.

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## **OPERATIONS MANAGEMENT**

Ram Dubey recently purchased a chain of dry cleaners in North Uttar Pradesh. Although the business is making a modest profit now, Ram suspects that if he invests in a new press, he could recognize a substantial increase in profits. The new press costs \$ 15,400 to purchase and install and can press 40 shirts an hour or 320 per day. Ram estimates that with the new press, it will cost \$ 0.25 to launder and press each shirt, customers are charged \$ 1.10 per shirt.

Q1) How many shirts will Ram have to press to break even?

Q2) So far Ram's workload has varied from 50 to 200 shirts a day. How long would it take to break even on the new press at the low demand estimate? At the high demand estimate?

Q3) If Ram cuts his price to \$ 0.99 a shirt, he expects to be able to stabilize his customer base at 250 shirts per day. How long would it take to break even at the reduced price of \$ 0.99?

Q4) Should Ram cut his price and buy the new press?

## **CASE STUDY : 2**

The Peachtree Airport in Atlanta serves light aircraft. It has a single runway and one air traffic controller to land planes. It takes an airplane minutes to land and clear the runway (exponentially distributed) planes arrive at the airport at the rate of 5 per hour (Poisson distributed).

Q1) Determine the average number of planes that will stack up waiting to land?



Q2) Find the average time a plane must wait in line before it can land?

Q3) Calculate the average time it takes a plane to clear the runway once it has notified the airport that it is in the vicinity and wants to land?

Q4) The FAA has a rule that an air traffic controller can, on the average, land planes a maximum of 45 minutes out of every hour. There must be 15 minutes of idle time available to relieve the tension. Will this airport have to hire an extra air traffic controller?

### **CASE STUDY : 3**

Q1) Discuss the general terms how forecasting might be used for planning to address these specific problems?

Q2) Explain the role of forecasting in initiating a TQM approach?

Q3) What are the types of forecasting methods that might be used?

Q4) Describe the Delphi method for forecasting?

### **CASE STUDY : 4**

Q1) What are the different costs of poor quality and costs of quality assurance that might be associated with this quality problem?

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Q2) Explain the term quality?

Q3) Discuss the dimensions of quality for manufacturing products?

Q4) Discuss the dimensions of quality for services?

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Q4) Discuss the dimensions of quality for services?

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## OPERATIONS MANAGEMENT

### CASE-1 (16 Marks)

Bloomsday Outfitters produces T-shirts for road races. They need to acquire some new stamping machines to produce 30,000 good T-shirts per month. Their plant operates 200 hours per month, but the new machines will be used for T-shirts only 60 percent of the time and the output usually includes 5 percent that are "seconds" and unusable. The stamping operation takes 1 minute per T-shirt, and the stamping machines are expected to have 90 percent efficiency considering adjustments, changeover of patterns, and unavoidable downtime. How many stamping machines are required?

### CASE-2 (16 Marks)

In the table given below the Distribution Manager is expected to service these DCs as per the demands placed. If the actual sales after completing week one is as follows, what would be the quantities that would need amendment as far as Distribution Manager is concerned to service for week two and onwards?

After week one the actual sales to Forecasted sales for week one ratio is as under: Mumbai did 80 % of forecast , Lucknow did 75 % of forecast Kolkata did 60 % of week one forecast Chennai did 125 % of forecast and Delhi did 150 % of week one forecast

### CASE-3 (16 Marks)

After working for 30 years, Ramjee Somjee Dutt opted for VRS and started a courier company and did very well in the first four years. He was now looking for expansion of his business and decided to venture into Road transportation business between Chennai and Mumbai and Mumbai and Delhi as he felt that he could do well on this line. However before taking a final decision he hires your Management Consultant firm formed by yourself. He has requested you

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to work out the Price to quote

his clients for these two routes considering the costs involved. He expects to earn a minimum profit of Rs 1000 per day per truck after meeting all expenses. Your analysis of market conditions tell you the following:

Vehicle cost Rs 7 lacs Depreciation 15 % Maintenance costs per day Rs 150 Drivers monthly Salary Rs 5000 : Attendants monthly salary Rs 3000 . Misc expenses Rs 200 per day. Driver allowance is Rs 125 per day and attendant gets Rs 75. Diesel cost per liter is Rs 25 and the vehicle gives an average mileage of 4 km to a liter. The Financial institutions offer loans at 10 % interest pa, which Ramjee has been negotiating. It has been observed that on an average the vehicle covers 400 km per day. The

distance between Mumbai to Delhi is 1500 km and Mumbai to Chennai is 1350 km. The driver gets rest day in Mumbai only for one day after they return from any trip.

#### **CASE-4 (16 Marks)**

A company is operating in two unrelated businesses. The first one is making common salt, which is sold in one-kilogram consumer packs. The second business is making readymade garments. The owner of the businesses has decided to implement Materials Requirement Planning (MRP) in one of the two businesses, which is likely to give him greater benefit. Assuming that the current turnover and profits of both the units are comparable, compare the relative benefits and limitations of Materials

Requirement Planning (MRP) for these two businesses.

#### **CASE-5 (16 Marks)**

A Manufacturer of motorcycles buys spark plugs at Rs.15 each. Now he wishes to manufacture

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the plugs in his own factory. The estimated cost for the manufacture of spark plugs is around Rs.50,000=00 and the variable cost comes to Rs.5 per spark plug. The Production Manager advises the Manufacturer that the factory should go for manufacturing instead of procuring them from the open market. List out reasons for the decision of the Production Manager backed up by the necessary data.

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## **ORGANIZATIONAL BEHAVIOR**

1. Define organizational behavior, and organizational structure?
2. What is the difference between a manager and a leader? Do leaders need different skills to be effective?
3. What is the difference between a group & a team? What are the different types of work teams?
4. How would you define conflict? Distinguish between functional & dysfunctional conflicts by giving suitable examples?

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5. Explain the different types of employee involvement and employee recognition programs with the help of suitable examples.

6. Select the most appropriate answer of the following: (20, each 2 marks)

1) The groups to which an individual aspires to belong, i.e. the one with which he or she

identifies is called

a) coalitions b) committees c) reference groups d) task groups

2) One small drawback of the five-stage model is that it

a) ignores the organizational context b) ignores the situational factors c) ignores the individual attributes d) ignores the formal structure

3) Individual employees can be converted into team players through

a) appropriate feedback b) training c) monitoring d) demonstration

4) One who tries to bring discipline and order through formal structures, plans and

processes and tries to monitor performance against plans is a



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a) leader b) manager c) co-ordinator d) team-player

5) If the followers are able and unwilling, then the leader will have to use the

a) authoritarian style b) participative style c) situational style d) strategic style

6) According to situational leadership approach, the style that denotes a high-task and a

low-relationship style is

a) selling style b) delegating style c) participating style d) telling style

7) Decision-making heavily depends on the individual

a) understanding b) creativity c) perception d) ability

8) In formal groups and organizations, an individual has maximum access to

a) referent power b) reward power c) legitimate power d) coercive power

9) In an attempt to preserve their perceptions, people tend to

a) resist change violently b) ignore the change process c) create bottlenecks for change agents

d) process information selectively

10) The process, which is aimed at seeking change in attitudes, stereotypes and perceptions, that groups hold of each other is called

## **ORGANIZATIONAL BEHAVIOR**

1) What are the arguments for and against layoffs in hard times?

2) How have the three executives in this case shown leadership?

3) Explain the difference between management and leadership. Discuss why conceptual

leadership skills become more important, and technical skills less important, at higher level organizational levels.

1) Is the GM's approach wrong? If yes, then why if no then why not? Give reasons for your answer.

2) What would you recommend to the G.M.

3) Team leaders and team members need skills to develop effective teams. Is this statement correct or wrong. If there are any skills needed by the team leaders and team members to develop effective teams then discuss them.

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- 1) How did the GM distinguish between the two target groups to make his communication effective?
  
- 2) What is the main advantage of direct face-to-face communication, as against communication through circulars or memos?
  
- 3) What makes technical communication different from general communication ?
  
- 4) How important is it to be able to communicate?
  
- 1) Read the above conversation carefully if you were Vikas, how would you answer all the questions asked by the interviewer. Rewrite the answers, making them more appropriate by changing the language, style, tone, and attitude of the answer.”
  
- 2) Describe the significance of job interviews today.

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## ORGANIZATIONAL BEHAVIOR

1 List the various reasons in Organization xyz , which lead to its development?

2 If the organization had not invested in its employee, would they have developed?

3 Site few examples of Indian companies, similar to XYZ mentioned above?

4 What would have been the drawback of the XYZ Company prior to 1991?

1 Is it fine to privatize profits and nationalize losses, is it right for organizational development ?

2 Was this a result of failure of leadership of these firms?

1 Do the core values, really influence and have a impact on organizational development ?Explain.

2 Is organizational development depended internally on employees and externally influenced by customers? Discuss

1) Measurement has the power to focus attention on desired behavior and results," How it leads to organizational development?

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2) Discuss benchmarking techniques, are really helpful for succeeding in I today's scenario?

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## **PERSONAL MANAGEMENT**

Q1. What is Rational System Model? Explain in short the examples of Rational System Model

Q2. What are the characteristics of the Rational System Model?

Q3. What is Social System Model? Explain in short the examples of Social System Model

Q4. What are the characteristics of the social system model?

Q5. Critically compare Rational system model and social system model

Q6. Why is there need for training in industry?

Q7. What are the areas of training?

Q.8 Why is there need for training in industry?

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Q9. Some principles can enhance internalization of what is taught. Emulate the statement

Q10. What is the difference between one way and two way communication?

Q11. what are the communication networks?

## **PERSONNEL MANAGEMENT**

1. Psychological test as selection criteria can at best be a support to the interview process. Please evaluate.

2. Retention of employees in the organization starts with a structured and effective induction program. Please comment.

3. If you have to hire an HR Manager for your firm, what competencies would you look for? Please answer in terms of your understanding of the HR function.

4. Designing an attractive motivational strategy is the key to making of a high performance driven organization.

5. Briefly explain (Any two):

a) Different type of employee appraisals and rating

b) Validity / reliability

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c) Job analysis

d) Stress interview

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## **PERSONNEL MANAGEMENT**

Q1) Define the term “Manpower Planning”?

Q2) Discuss “Manpower Planning makes for different purposes at different level”?

Q3) Explain some other pay-offs from Manpower Planning to the enterprise?

Q4) Objectives of Manpower Planning. Explain in detail?

Q1) Define the term “Word of Mouth”.

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Q2) Define the objective and importance of advertisement in the process of Recruitment?

Q3) Define the term selection in brief.

Q4) Explain the methods of selection?

Q1) Distinguish between one way versus two way communication.

Q2) Define the term formal and informal organizational communication?

Q3) Explain the most common channels available for downward communication in an organization?

Q4) What do you mean by communication filters?

Q1) What do you understand by the concept of QWL?

Q2) Identify its major activities and concerns?

Q3) Discuss the relevance of QSL in the Indian context?

Q4) 'Flexible working time arrangement can be an answer to the multifarious roles of the Indian worker', Evaluate.

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**PHARMACOLOGY MANAGEMENT**

Q.1) What are the important responsibilities of Mr. Kate?

Q.2) What are the different stages Mr. Kate will use in the Process to set up the project and run it?

Q.3) On what elements will Mr. Kate focus?

Q.4) What are your Suggestions?

Q.1) What is a clinical trial?

Q.2) What is the process of designing and carrying out clinical research?

Q.3) Explain the Planning Steps of Mr. Simpson.

Q.4) What are the important considerations to conduct of any type of clinical trial?

Q.1) Define CRC

Q.2) Define CRA

Q.3) Who can be appointed as a CRC/CRA?

Q.4) Elaborate the responsibilities of the CRC and CRA?

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Q.1) What is the definition of fraud and misconduct in clinical research?

Q.2) According to you what are the steps and procedures adopted by Mr. Kunte to investigate fraud?

Q.3) What are the penalties you can suggest to Dr. Kunte for proven fraud and misconduct?

Q.4) Explain the responsibilities of Dr. Kunte as an investigator in the Whole process.

## **PHARMACOLOGY MANAGEMENT**

1. Understand how the Bitech & Pharma industries are evolving in India.

2. Understand the relationship between the Bitech & Pharma industries.

3. Establish the innovations in both the industries.

4 Learn about the competencies developed by certain companies and the growth

opportunities in both the industries.

1. Study the entry and expansion strategies of Ranbaxy in foreign markets

2. Elaborate on the Growth initiatives of Ranbaxy in the US



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3. What are the Challenges faced by Ranbaxy in the US

1. Understand the importance of corporate social responsibility and its impact on the image of corporate

2. Appreciate the role of corporate in bringing about social change

1. Write down the facts of the case.

2. Establish the growth of the Ranbaxy and the major hurdles the company experienced in its growth.

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**PRINCIPLE & PRACTICE OF MANAGEMENT**

Q1. Explain different roles of a manager

Q2. Distinguish between management and administration. What is an importance of

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management?

Q3. Which are the skills are required by a manager?

Q4. a)What are the important features of Bureaucratic administration?

b)State its contributions and limitations

C) Describe its dysfunctional consequences

Q5. Describe the Modern approach to management with its types.

a) Quantitative approach

b) Systems approach

c) Contingency approach

Q6. What is Social Audit? Explain its benefits and limitations

Q7. a) What is the nature of planning?

b) State the importance of planning

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Q8. a) What are the steps involved in planning?

b) How you make planning effective?

9. Define a management

10. Comment on a true nature of management. Is it a science or an art?

11. a) Why Taylor is regarded as the Father of Scientific Management?

b) State the limitations of Scientific Management

12. a) Why Henri Fayol is considered as the father of Administrative management? b) Describe the 14 principles of management as laid down by Fayol.

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**PRINCIPLES & PRACTICE OF MANAGEMENT**

1. a) What are the steps involved in planning?
- b) How you make planning effective?
2. What is the difference between a policy and a procedure?
3. Explain the advantages and limitations of planning.
4. Explain the strategic planning in the Indian industry. Which are the planning skills required for better business.
5. a) Define a decision making?
- b) Explain common difficulties in decision-making.
6. a) Decision-making is a key part of a manager's activities. – Elaborate.
- b) What are the steps involved in rational decision-making.
7. a) Explain the individual and group decision-making.
- b) Describe advantages and disadvantages of group decisions.

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8. a) Draw models of decision-making? b) Explain any two.

## **PRINCIPLES & PRACTICE OF MANAGEMENT**

**Q1)** “Coordination is imperative for the success of any organization.” Explaining the need for coordination suggest the ways to achieve effective coordination in a decentralized private sector manufacturing organization?

**Q2)** Describe the interpersonal needs in terms of expressed and wanted behavior. Cite suitable examples to support your views?

**Q3)** Why do managers need to acquire different skills at various levels? What are the skills conceptualized by Katz? Explain how they are proving useful for Indian managers at different levels?

**Q4)** Discuss various strategies used in implementing organizational change in the context of a large public sector manufacturing organization?

**Q5)** Identify major barriers of communication and explain why do they arise. Explain ways to overcome these barriers with suitable examples?

**Q6)** Write short notes on any four of the following: (5 marks each )

## **PRINCIPLES & PRACTICE OF MANAGEMENT**

1. How should Mr. Durant assess the opportunities in various countries around the world?

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2. Should Carrefour adopt Wal-Mart's strategy of "low prices everyday"? What would be the advantage or disadvantage of such a strategy?

3. How could Carrefour differentiate itself from Wal-Mart?

4. Identify cultures in selected countries that need to be considered in order to be successful?

1) The reengineering efforts of P&G focused on the business process system. Do you think other processes, such as the human system, or other managerial policies need to be considered in a process redesign?

2) What do you think was the reaction of the brand managers, who may have worked under the old system for many years, when the category management structure was installed?

3) As a consultant, would you have recommended a top-down or a bottom-up approach, or both, to process redesign and organizational change?

4) What are the advantages and disadvantages of each approach.

1) What is your assessment of Daimler-Benz's operations in many different fields?

2) Should the various groups operate autonomously? What kinds of activities should be centralized?

3) Daimler-Benz is best known for its Mercedes-Benz cars. Why do you think Daimler bought AEG in the first place and why did it venture into the Aerospace and Inter Services businesses?

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4) Given the apparent mistakes in acquiring non-automotive businesses, what should Jurgen Schrempp do now?

1) Prepare a profile of the potential buyer of the Lexus.

2) What should Mercedes and BMW do to counteract the Japanese threat in the United States and Europe?

3) Why has the Lexus model been very successful in the U.S. but has not been marketed in Japan?

(Suggestion: Review the frequency of repair records of luxury cars. Also talk to Lexus dealers or

owners).

4) Do you think Lexus will succeed in Japan? Why or why not?

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**PRINCIPLES & PRACTICE OF MANAGEMENT**

1. What opportunities and threats did McDonald's face ? How did it handle them ? What alternatives could it have chosen ?
  
  2. Before McDonald's entered the European market, few people believed that fast food could be successful in Europe. Why do you think McDonald's has succeeded ? What strategies did it follow ? How did these differ from its strategies in Asia ?
  
  3. What is McDonald's basic philosophy ? How does it enforce this philosophy and adapt to different environments ?
  
  4. Should McDonald's expand its menu ? If you say no, then why not ? If you say yes, what kinds of precuts should it add ?
  
  5. Why is McDonald's successful in many countries around the world ?
- 
1. Evaluate the formulation of the merger between Daimler and Chrysler. Discuss the strategic fit and the different product lines
  
  2. Assess the international perspectives of Eaton and Schrempp.
  
  3. What are the difficulties in merging the organizational cultures of the two companies?
  
  4. What is the probability of success of failure of the merger? What other mergers do you foresee in the car industry?
- 
1. The re-engineering efforts focused on the business process system. Do you think other



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3. As a consultant, would you have recommended a top-down or bottom-up approach, or both, to process redesign and organizational change? What are the advantages and disadvantages of each approach?

1. Is the Hewlett – Packard way of managing creating a climate in which employees are motivated to contribute to the aims of the organization? What is unique about the HP Way

2. Would the HP managerial style work in any organization? Why, or why not? What are the conditions for such a style to work?

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## PRINCIPLES & PRACTICE OF MANAGEMENT

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Q5) Identify major barriers of communication and explain why do they arise. Explain ways to overcome these barriers with suitable examples?

Q6) Write short notes on any four of the following: (5 marks each )

- i) Delegation and Decentralization
- ii) Line and Staff functions
- iii) Theory X and Y
- iv) Domino Effect
- v) Organizational culture and climate

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**PRINCIPLES & PRACTICE OF MANAGEMENT**

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1. Define Administration.
  
  
  
  
  
  
  
  
  
  
2. Explain unity of direction.
  
  
  
  
  
  
  
  
  
  
3. What is Mission?
  
  
  
  
  
  
  
  
  
  
4. Brief on Operational Planning.
  
  
  
  
  
  
  
  
  
  
5. What is decentralization?
  
  
  
  
  
  
  
  
  
  
6. Define Staffing.
  
  
  
  
  
  
  
  
  
  
7. What is Power Motive?
  
  
  
  
  
  
  
  
  
  
8. Give the meaning of social need.
  
  
  
  
  
  
  
  
  
  
9. Write any two HR related controlling technique.
  
  
  
  
  
  
  
  
  
  
10. What are the various types of functional budgets?
  
  
  
  
  
  
  
  
  
  
- 11 (a) Discuss the various functions of Management.

(Or)

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(b) Mention the scientific principles of management and also specify the features of scientific management.

12 (a) What are the steps in planning? And explain.

(Or)

(b) Discuss various forecasting techniques normally adopted.

13 (a) Name the factors deterring departmentation. Also mention the bases of departmentation and give examples.

(Or)

(b) Explain the various techniques used in selection process.

## **Production Management**

Q 1 : Identify the appropriate level of risk for the following items and justify your answer.

Q .2 : The bearing department is planning their schedule for the following week. They need an understanding of last week's performance. The schedule called for two 8-hour shifts per day for five days. Downtime charged to production averaged 76 minutes per day. Downtime charged to maintenance averaged 135 minutes per day. Calculate the actual running time and the percentage of available time.

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Q 3 : (a) Does exponential smoothing track a trend in the demand satisfactorily? What is the reason?

( b) How would forecasting be useful for operations in a BPO unit? What factors may be important for this industry? Discuss

Q.4 : (a) Would a six sigma implementation involve significant financial investment? Discuss

(b) Can total organizational satisfaction be achieved while a company is also aiming for key business results? Is there a conflict in these two goals? Discuss.

Q.5 : How would have good production & Operations Management Practices averted the terrible Bhopal Gas strategy? Research & Discuss

Q.6 : Differentiate between Loading and Scheduling. Is a clear-cut distinction between the two possible under all production situations? If so where is it possible & where is it not possible?

Q.7: What are the advantages of the HMMS model over the Linear programming model? The HMMS and other sophisticated models have not been very popular in practice. What may be the reasons?

Q.8: What is the scope of purchasing activities? Where would you fit purchasing in the materials management function? In the Organizational structure, where should purchasing be fitted?

(i) in a single plant situation (ii) in a multiple plant situation

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Q.9: Some say that we need a “national level job evaluation” in India. Can you envisage the issues involved? Is it possible to do such a national level exercise? How would you proceed in this regard?

Q.10 :How can work study be used for arriving at (i) Manufacturing Budget (ii) Production Plan (iii) Personnel Policies (iv) Materials Planning? Explain.

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### **Production Management**

**Q.1)** Suggest the best decision?

1) Analyze the above case and give your comments?

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## **Production Management**

1. What are the different types of production/operation system? Where would each one of them be applicable? Give practical examples.
2. What is flexibility in operations function? Can it be one of the strategic weapons? Explain your response.
3. What is the distinction between accounting profit & economic profit? How is such a distinction linked with the concept of opportunity cost?
4. What is the difference between the Scanlon & rucker plans?
5. Productivity improvement is not a one shot project Do you agree with this statement? Discuss
6. Is supply chain management a philosophy? Discuss
7. What is the aim of production planning?
8. What is forecasting? Elements of forecasting & Methods of forecasting?

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## **PROJECT MANAGEMENT**

1. Give a detailed description on "Detailed Project Report". Indicate the Pros and Cons of it also.

2. What is Project Management Information System? Why is a Project Management Information System considered to be of immense importance in a project? In designing a Project Management

Information System what parameters are to be spelt out clearly in line with the objectives of the Project management Information System?

3. Technology and processes play crucial role in certain projects. What the key issues are in regards to choice of technology, equipment and processes at the stage of formulation of Detailed Project Report?

4. Given the activity mean and Standard Deviation, Find the probability that the project will take more than 10 weeks to complete.

## **PROJECT MANAGEMENT**

### **CASE STUDY : 1**

Anand Enterprises is broadly diversified company with presence in a variety of sectors such as cement, textile, chemicals. After a thorough review of various capital projects undertaken in the last 5 years the executive committee of Anand Enterprises felt that the quality of market and demand analysis of most of the projects was somewhat

patchy. As a marketing analyst you have been invited by Arvind Swami, the managing director of Anand Enterprise, to do a seminar on market and demand analysis for the business heads of the company. Among other things, he wants you to address the following issues.



Q1) How should one evaluate secondary information?

Q2) What are the sources of uncertainties in demand?

Q3) Discuss the steps in a sample survey?

Q4) Briefly describe the various methods of demand forecasting?

## **CASE STUDY : 2**

Sagar Ltd is a leading manufacturer of automotive components. It supplies to the original equipment manufacturers as well as the replacement market. Its projects typically have a short life as it introduces new models periodically. You have recently joined the company as a financial analyst reporting to Shekhar Dhawal, the CEO of the

company. He has provided you the following information about three projects A, B & C they are being considered by the Executive Committee of Sagar Ltd.

a) Project A is an extension of an existing line. Its cash fund will decrease over time.

b) Project B involves a new product. Building its market will take some time and hence its cash flow will increase over time.

c) Project C is concerned with sponsoring a pavilion at a Trade Fair. It will entail a cost initially which will be followed by a huge benefit for one year. However, in the year following that a substantial cost will be incurred to raze the pavilion.

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The expected net cash flows of the 3 projects are as follows :-

Year	Project A	Project B	Project C
------	-----------	-----------	-----------

0	(5000)	(5000)	(5000)
---	--------	--------	--------

1	3500	1000	15000
---	------	------	-------

2	2500	3000	(10000)
---	------	------	---------

3	1500	4000	
---	------	------	--

Shekhar Dhawal believes that all the 3 projects have risk characteristics similar to the average risk of the firm and hence the firm's cost of capital viz. 12% will apply to them.

Q1) What is payback period and discounted Payback period?

Q2) Find the payback periods and the discounted payback periods of Projects A & B?

Q3) What is the Net Present Value (NPV)? What are properties of NPV? Calculate the NPV's of Projects A, B & C?

Q4) What is internal rate of return (IRR)? What are the problems with IRR? Calculate the IRRs for A, B & C?

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### CASE STUDY : 3

A project consists of 12 activities and their time estimates are shown below.

Activity Time (in weeks)

ta tm Tp

(1–2) 4 6 10

(1–3) 3 7 12

(1–4) 5 6 9

(1–7) 2 4 6

(2–4) 6 10 20

(2–6) 3 4 7

Q1) Draw the network diagram?

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Q2) Determine the critical path?

Q3) Calculate event slacks and activity floats?

Q4) Find the standard deviation of the critical path duration?

Q5) Compute the probability of completing the project in 30 weeks?

#### **CASE STUDY : 4**

Microelectronics Corporation is currently at its target debt equity ratio of 5:1. It is considering a proposal to expand capacity, which is expected to cost Rs 500 million and generate after tax cash flows of Rs 130 million per year for the next 8 years. The tax rate for the firm is 30 percent. Mahesh the CEO of the company, has considered two financing options.

a) Issue of equity stock. The required return on the company's new equity is 20 per cent and the issuance cost will be 12 per cent.

b) Issue of debentures at a yield of 13 percent. The issuance cost will be 3 per cent.

Q1) What is the WACC for Micro-electronics?

Q2) What is Microelectronic's weighted average flotation cost?

Q3) What is the NPV of the proposal after taking into account the flotation costs?

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Q4) Do you have any suggestion to Mahesh?

## **PROJECT MANAGEMENT**

Q1) Write short notes (10 Marks)

a) Investment Criteria

b) Generation and Screening of Project Ideas

Q2) Explain briefly the various Considerations in selecting the project? (10 Marks)

Q3) Explain Project Organization Structure. (10 Marks)

Q4) Distinguish between Market Analysis and Demand Analysis? (10 Marks)

Q5) Discuss Project Management and explain Network Techniques for Project

Management? (10 Marks)

Q6) Explain in brief the over view of project planning? (10 Marks)

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Q7) Explain major issues in Financing of Projects? (10 Marks)

Q8) What is Risk Analysis and explain in brief Firm Risk and Market Risk? (10 Marks)

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## **PROJECT MANAGEMENT**

1. How would you gain insights based on the case into the planning for a major project.
  2. Analyze the importance of planning in order to reduce risks, cost, and delays.
  3. What is Build-Operate-Transfer Model? Explore the possibilities offered by the Build-Operate Transfer model in the execution of such large and complex infrastructure projects.
- 
1. Based on your understanding, examine what are the preliminary activities to be taken up before a large infrastructure project like this can be started

2. Establish the significance of the role of a project manager in project execution

3. Illustrate the importance of the right work culture in successful project management and the importance of managing the various stakeholders in a project.

4. What do you presume are the difficulties involved in the execution of large infrastructure projects in developing countries, and how these can be overcome?

1. Enumerate the facts of the case.

2. Based on the facts analyze the market feasibility of such project

3. Identify the importance of a project plan and control mechanisms for the successful implementation of such a huge project

4. Establish the involvement of external factors and its influence on the technical success of a project.

1. Bring out the Facts ( such as situation, solution ,benefit etc ) of the case.

2. How would you analyze the facts in order to create integration between the situation, solution and the benefits.

3. In terms of the specific example quoted in the case, Establish how was it useful in making the project successful.

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1. Bring about the Facts of the Case.

2. Based on the facts, Establish the crucial aspects which made Phoenix get success in their venture.

3. What exactly is your perspective towards the End- to – End solution with regard to the application of the software: (a) Microsoft (b) Linux

## **PROJECT MANAGEMENT**

Q1) Using the payback period, which project is better from a cash flow stand point?

Q2) Why explain in detail?

Q3) Describe the major components of the strategic management process?

Q4) Explain the role projects play in the strategic management process?

Q1) What kind of project management structure would you recommend they use for the KYSO project?

Q2) Explain in detail why?

Q3) What information would you like to have to make this recommendation?



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Q4) Explain in detail why?

Q1) What should you do?

Q2) Explain in detail why?

Q3) What is a difference between leading managing project?

Q4) Is it important to build a relationship before you need it?

Q1) Would you sign the document?

Q2) If yes explain in detail why?

Q3) If no give reasons and why not?

Q4) Why is a trust a function of both character and competence?

## **PROJECT MANAGEMENT**

Q1) Project risks can be eliminated if the project is carefully planned, Explain?

Q2) What is the difference between avoiding a risk and accepting a risk?

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Q3) How you face the Schedule risk?

Q4) Explain the term RBS?

Q1) What is the critical path?

Q2) How many weeks to complete?

Q3) What is the slack for activity F?

Q4) What is the slack for activity G?

Q1) Why are accurate estimates critical to effective Project Management?

Q2) What is estimated cost for Mrs John's house if they use contractors to complete all of the house?

Q3) Estimate what the cost of the house would be if the Mrs John and Mr ohn use their talents to do some of the work themselves?

Q4) Do you have any suggestion to Mr & mrs John?

Q1) What kind of Project Management structure would you recommend they use for the KYSO project?

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Q2) What information would you like to have to make this recommendation & why?

Q3) What do you believe is more important for successfully completing a project. Discuss.

Q4) Define the word "Project" in brief?

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## **PUBLIC RELATION MANAGEMENT**

a) Investor Relations for Shareholder Value

b) A Strategic Approach to Crisis Management

c) Broadcast Media Relations

Q2) Explain the following (any two). (10 Marks)

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a) Career Paths in Public Relations

b) Global and Local Media Relations

c) The various aspects of Connecting with Consumers in Public Relations

Q3) Explain in brief the Environmental Issues in Public Relations (10 Marks)

Q4) Define Media Relations. Explain Integrated Marketing Media Relations (10 Marks)

Q5) Discuss the various aspects of Managing a Diverse Workforce in a Changing

Corporate Environment'. (10 Marks)

Q6) Discuss the Role of Research in Public Relations Strategy and Planning (10 Marks)

Q7) Discuss the various strategies to Maintaining Effective Client-Agency Partnerships

Q8) What is Media Transformation? Explain in brief the current Practice of Public

Relations in India and abroad. (10 Marks)

**PUBLIC RELATION MANAGEMENT**

a) Various public for public relations

b) Media relation

c) Essential qualities of Public Relation Officer

Q2) Define the term Public relation. Explain its features and Scope.

Q3) What do you mean by in-house PR Explain its pros and cons.

Q4) What is the role of financial PR in an organization?

Q5) What do you mean by in – house PR department. Explain its pros and cons.

Q6) What is corporate Public relations. Discuss its basic principles.

Q7) What is the role of PR in an organization? Discuss the five attributes of public relations.

Q8) What is the importance of ethics in PR?

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## **Purchase Management**

Q.1) Place yourself in the shoes of Roy and prepare a statement for the purchase of the boiler or submitting to the Principal.

Q.1) Analyze the case and give your comments.

Q.1) Do you, like the purchase executive, subscribe to the view that employees should not be the suppliers of the company?

Q.2) Draft a memo to the M.D. against the current policy.

Q.3) How can the existing policy be reversed without causing bitterness?

Q.1) Do you think this practice of accepting gifts from suppliers is ethical or unethical? How can you classify some activities as distinctly ethical and some unethical? Define a policy/a procedure for accepting gifts by buyers from the suppliers.

Q.1) Summarize & Analyze the case with reference the principals of purchase management?

Q.1) Summarize and Analyze the case with ref to the principles of purchase management?

Q.1) Summarize and analyze the case with reference to the principal of purchase management?

## **QUANTITATIVE METHODS**

1. What is a linear programming problem? Discuss the scope and role of linear programming in solving management problems. Discuss and describe the role of linear programming in managerial decision-making bringing out limitations, if any.

2. Explain the concept and computational steps of the simplex method for solving linear programming problems. How would you identify whether an optimal solution to a problem obtained using simplex algorithm is unique or not?

a) What is the difference between a feasible solution, a basic feasible solution, and an optimal solution of a linear programming problem?

b) What is the difference between simplex solution procedure for a 'maximization' and a 'minimization' problem?

c) Using the concept of net contribution, provide an intuitive explanation of why the criterion for optimality for maximization problem is different from that of minimization problems.

Outline the steps involved in the simplex algorithm for solving a linear programming maximization problem. Also define the technical terms used therein.

3. "Linear programming is one of the most frequently and successfully employed Operations Research techniques to managerial and business decisions." Elucidate this statement with some examples.

4. Describe the transportation problem and give its mathematical model. Explain, by taking an illustration, the North-West Corner Rule, the Least Cost Method and the Vogel's Approximation Method to obtain the initial feasible solution to a transportation problem. Discuss the various methods of finding initial feasible solution of a transportation problem and state the advantages, disadvantages, and areas of application for them.

5. What is an assignment problem? It is true to say that it is a special case of the transportation problem? Explain. How can you formulate an assignment problem as a standard linear programming problem? Illustrate. What do you understand by an assignment problem? Give a brief outline for solving it.

6. What are different types of inventories? Explain. What functions does inventory perform? State the two basic inventory decisions management must make as they attempt to accomplish the functions of inventory just described by you.

7. What is queuing theory? What type of questions are sought to be answered in analyzing a queuing system? Give a general structure of the queuing system and explain. Illustrate some queuing situations. What is queuing theory? In what types of problem situations can it be applied successfully? Discuss giving examples.

8. What is a replacement problem? Describe some important replacement situations and policies. Briefly explain the costs which are relevant to decisions for replacement of depreciable assets. Illustrate their behavior and explain how the optimal time for replacement of an asset can be determined.

9. What kinds of decision-making situations may be analysed using PERT and CPM techniques? State the major similarities between PERT and CPM. Under what circumstances is CPM a better technique of project management than PERT? A construction company has received a contract to build an office

complex. It has frequently engaged itself in constructing such buildings. Which of the two network techniques, PERT and CPM, should in your opinion, be employed by the company?



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Why?

10. Describe the steps involved in the process of decision making. What are payoff and regret functions? How can entries in a regret table be derived from a pay-off table?

11. What do you understand by Markov processes? In what areas of management can they be applied successfully? What do you understand by transition probabilities? Is the assumption of stationary transition probabilities realistic, in your opinion? Why or why not?

12. Explain how the probability tree helps to understand the problem of Markov processes. Explain the method of calculation of ending up in each absorbing state when a chain beings in a particular transient state. What is fundamental matrix of Markov chains? What does it calculate?

13. What is simulation? Describe the simulation process. State the major two reasons for using simulation to solve a problem. What are the advantages and limitations of simulation? ``When it becomes difficult to use an optimization technique for solving a problem, one has to resort to simulation''. Discuss. Simulation is typically the process of carrying out sampling experiments on

the models of the system rather than the system itself." Elucidate this statement by taking some examples.

14. A company has three offers for its existing equipment in one of the divisions. The first buyer is willing to pay Rs. 50,000 at the end of 8 years' period. The second buyer offers Rs. 39,000—consisting of an immediate payment of Rs. 14,000 and Rs. 25,000 after 6 years. The third buyer agrees to buy the equipment for Rs. 29,000 payable right away. Which is the best offer for the

company if it can earn an interest @ 8% per annum on the money received?

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15. What is the difference between qualitative and quantitative techniques of forecasting. When is a qualitative model appropriate? Briefly discuss the Delphi method of making forecasts.

16. a) How do you distinguish between resource leveling and resource allocation problems? State and explain an algorithm for resource allocation.

b) Explain the following as they are used in PERT/CPM

(i) Beta distribution, and (ii) Budget over-run.

17. The following table gives data on normal time and cost, and crash time and cost for a project.

`Duration (Weeks) Total Cost (Rs) Activity

i) Draw the network and find out the critical path and the normal project duration.

ii) Find out the total float associated with each activity.

iii) If the indirect costs are Rs. 100 per week, find out the optimum duration by crashing and the corresponding project costs.

iv) With the crash duration indicated, what would be the minimum crash duration possible, ignoring indirect costs?

18. What is a `game' in game theory? What are the properties of a game? Explain the ``best

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strategy” on the basis of minimax criterion of optimality. Describe the maximin and minimax principles of game theory.

19. Explain the steps involved in solution to dynamic programming problems. Explain the following in the context of dynamic programming:

(a) Stages

(b) States

(c) Pay-off function

(d) Recursive relationship

20. A political campaign for election to the parliament is entering its final stage and pre-poll surveys are indicating a very close contest in a certain constituency. One of the candidates in the constituency has sufficient funds to give five full-page advertisements in four different areas. Based on the polling information, an estimate has been made of the approximate number (in thousands) of additional votes that can be polled in different areas. This is shown below.

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## QUANTITATIVE METHODS

### CASE 1

The bulbs manufactured by a company gave a mean life of 3000 hours with standard

deviation of 400 hours. If a bulb is selected at random, what is the probability it will

have a mean life less than 2000 hours?

Question:

- 1) Calculate the probability.
- 2) In what situation does one need probability theory?
- 3) Define the concept of sample space, sample points and events in context of probability theory.
- 4) What is the difference between objective and subjective probability?

### CASE 2

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The price  $P$  per unit at which a company can sell all that it produces is given by the

function  $P(x) = 300 - 4x$ . The cost function is  $c(x) = 500 + 28x$  where  $x$  is the number

of units produced. Find  $x$  so that the profit is maximum.

Question:

- 1) Find the value of  $x$ .
- 2) In using regression analysis for making predictions what are the assumptions involved.
- 3) What is a simple linear regression model?
- 4) What is a scatter diagram method?

CASE STUDY : 3

Mr Sehwaq invests Rs 2000 every year with a company, which pays interest at 10% p.a.

He allows his deposit to accumulate at C.I. Find the amount to the credit of the person

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at the end of 5th year.

Question :

- 1) What is the Time Value of Money concept.
- 2) What do you mean by present value of money?
- 3) What is the Future Value of money.
- 4) What the amount to be credited at the end of 5th year.

CASE STUDY : 4

The cost of fuel in running of an engine is proportional to the square of the speed and is

Rs 48 per hour for speed of 16 kilometers per hour. Other expenses amount to Rs 300

per hour. What is the most economical speed?

Question:

- 1) What is most economical speed?

2) What is a chi-square test?

3) What is sampling and what are its uses.

4) Is there any alternative formula to find the value of Chi-square?

## **RETAIL MANAGEMENT**

1. What can an independent retailer learn from this case?

2. What are the positive implications of this case with respect to the use of leased departments in department stores?

3. How can a mid-priced apparel store become a destination retailer?

4. How is Gap Inc. utilizing the principles of the wheel of retailing through its Gap, Old Navy, and Banana Republic divisions?

5. How can high-priced apparel specialty stores successfully compete against full-line discount stores?

6. What role should the Internet play for apparel retailers?

7. Can an apparel retailer prosper in the future if it does not engage in multi-channel

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retailing? Explain your answer.

1. What overall conclusions do you reach after reading this case?
2. How can apparel retailers compete with Wal-Mart?
3. Does cross-shopping affect apparel retailing? Is this good or bad? Why?
4. What are the retail implications of this statement ``American consumers are not trendy – either at work or play?’’ Do you agree with the statement? Explain your answer.
5. How could the information cited in the case be used in a retail information system?
6. Devise a questionnaire to determine what improvements the loyal customers of an apparel store chain would like to see in the chain.
7. What additional consumer-related information would you like to review about apparel shoppers besides that stated in the Case?

## **RETAIL MANAGEMENT**

Q.1) What is the purpose of developing a formal retail strategy? How would a strategic plan be Used by a college book store? (10 Marks)

Q.2) Do you believe that customer service in retailing is improving or declining, if yes, why and If no why? (10 Marks)



Q.3) What are the expected and augmented value chain elements for the following retailers.

a) Fast food restaurants

b) Motel

c) Local pharmacy

Q.4) What do you understand by service retailing. Explain the unique aspects of service

Retailing with suitable examples. (10 Marks)

Q.5) Explain the wheel of retailing. Is this theory applicable in today's context. Why or why not?

Q.6) Compare a single channel and a multi-channel retailing. State the advantages and

Dis-advantages also. (10 Marks)

Q.7) a) Explain non-store retailing with example (10 Marks)

b) Explain the 30 days rule for direct marketers.

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Q.8) Explain the characteristics of retail training methods? (5 Marks)

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## **RETAIL MANAGEMENT**

1. What are the advantages and disadvantages from the buyer's and seller's perspectives of purchasing merchandise through Internet auctions like eBay?
  2. Will a significant amount of retail sales be made through Internet auctions like eBay in the future? Why or why not?
  3. What are eBay's competitive advantages? Will it be able to withstand the competition from other auction sites like Yahoo! And Amazon's auctions?
- 
1. What prices caused Courtney's charge?
  2. Which price would result in the highest profit?
  3. What other factors should Courtney's consider?

4. What price would you charge, and how many units would you order?

1) Knowing that the company wants a mixed-media ad campaign to support this event, prepare an ad plan for the general merchandise manager that costs no more than \$40,000?

2) Work out the daily scheduling of all advertising?

3) Work out the dollars to be devoted to each medium?

4) Justify your plan?

1. What are the pros and cons of Enterprise's human resource management strategy?

2. Would you want to work for Enterprise? Why or why not?

3. How does its human resource strategy complement the quality of customer service delivered by its representatives?

1) What are the advantages and disadvantages of the various alternatives Ruth Diamond is considering?

2) Do you have any other suggestions for improving the store's sales?

3) What would you recommend? Why?

- 1) What is the best way for the Home Depot to continue to grow?
  
- 2) Can Home Depot maintains its current market position with its new policies and increasing competition?
  
- 3) Will more efficient operations and increased centralization be effective in streamlining Home Depot' business?
  
- 4) How might the shifts in corporate culture affect executives, management, and associates?
  
- 1) Can this type of advertising campaign improve Wal-Mart's image in the eyes of associates, consumers, investors, and the press?
  
- 2) What else could Wal-Mart do to improve its reputation?
  
- 3) Go to Wal-Mart Stores home page at <http://www.walmartstores.com> and click on College Recruiting. Explore what this page has to offer. If a Wal-Mart recruiter came to your campus, would you consider Wal-Mart as an employer? Why or why not?
  
- 1) What, if any, are the differences in A & F's and AE retail strategy?
  
- 2) What are the brand images of A&f and AE? What words and phrases are associated with each retailer's brand name?
  
- 3) List other specialty apparel retailers that target the same customers as A&F and AE. How do these brands differentiate themselves in the competitive retail environment? Construct a product

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positioning map to illustrate.

4) Which retailer(s) has (have) the stronger competitive position? Why?

### **Rural Management**

1. The affluent class of rural consumer
2. Cottage Industry
3. Chique sachet shampoo
4. Attitude

Q2. Describe the various sources of collecting primary and secondary data during

rural market research? (10 marks)

Q3. What are the various basis of segmentation of rural market? (10 marks)

Q4. Describe the rural consumer classification according to income? Which all

classes are most likely to possess a two-wheeler? (10 marks)

Q5. What are the various innovations companies have evolved to overcome the

barriers in rural India. Answer using rural success stories. (10 marks)

Q6. Why are money lenders so successful in villages despite charging high interest rates?

Q7. What does NABARD stands for? Explain the various services offered by NABARD?

## **SAFETY MANAGEMENT**

1) Do you agree with foreman?

2) What things would you want to investigate relative to possible clauses?

3) Discuss some of the possibilities in this case?

4) Is Safety more a psychological problem or more an engineering problem, why?

1) From a Safety point of view what investigations would you wish to have made?

2) Suggest how these investigations might be handled? i.e. what people, departments or

organizations might carry out investigations of what hazards?

3) How serious are the dangers is unsuspected hazards of new products? Cite an

example or two briefly?

4) Suggest steps a company may take to increase the probability that its products will

not prove injurious on occasion?

1) What are the two considerations in reducing the fire hazard?

2) What provisions should be made for rescue units?

3) Which portable fire-extinguishing equipment you would recommend?

4) Suggest a training program for fire prevention?

1) Define the term Insurance cost?

2) Define the term Average Uninsured costs?

3) Why is it desirable to make some use of averages or ratios in calculating the cost to a

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company resulting from its work injuries?

4) What is the logical basis for including the cost of no injury accidents as well as

injury cases when appraising the measurable dollar gain from safety work?

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## **SOFTWARE PROJECT MANAGEMENT**

1. Prepare a business case
2. Draft the feasibility report
3. Identify the stake holders involved in this project with their suitable role and responsibilities
4. Under what circumstances can Ms.Mary outsource this work?



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5. Identify few known quality principles/policies that can be implemented while developing this project.

1. Calculate the weighted average development time for each module

2. Standard deviation for each module

3. Calculate the standard deviation for the complete project and the estimated time frame for completion?

4. Assuming Rakesh has to finish this project 20 weeks. What is the team strength he would need to do it?

5. What are the possible issues Rakesh may face while hiring Human Resources from the local country?

1. Based on assumptions, identify minimum of five important risks involved in the project

2. Perform a qualitative risk analysis based on the answer for Q. 1 above

3. Perform a quantitative risk analysis based on Q.1 and Q. 2 above. Assume numerical value ranges for probability and impact (Exposure) of risks

4. Prepare a sample risk register for such a project

5. List out three positive risks in such a project

1. Should a third party vendor be selected to do this software project? If yes, then what are the legal formalities D-Smart Infotech need to complete with New Boston School and the selected vendor?

2. What are the high level risks associated in such a project?

## **SOFTWARE PROJECT MANAGEMENT**

1. You have been appointed a Project manager for a major software products company. Your job is to manage the development of the next generation version of its widely used word-processing software. Because new revenue must be generated, tight deadlines have been established and announced. What team structure would you choose and why? What software process model(s) would you choose and why?

2. You have been asked to develop a small application that analyzes each course offered by a university and reports the average grade obtained in the course (for a given term). Write a statement of scope that bounds this problem.

3. Use the COCOMO II Model I to estimate the effort required to build software for a simple ATM that produces 12 screens, 10 reports, and will require approximately 80 software components, Assume average complexity and average developer/environment maturity. Use the application composition model with object points.

4. Develop a spreadsheet model that implements one or two of the estimation techniques described in this chapter. Alternatively, acquire one or more on-line models for software project estimation from web-based sources.

5. A system has 12 external inputs, 24 external outputs, fields 30 different external queries, manages 4 internal logical files, and interfaces with 6 different legacy systems (6 EIFs). All of these data are of average complexity, and the overall system is relatively simple. Compute FP

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for the system.

6. Give at least three examples in which black-box testing might give the impression that everything's OK, while white box tests might uncover an error. Give at least three examples in which white-box testing might give the impression that "everything's OK," while black-box tests might uncover an error.

## **STRATEGIC MANAGEMENT**

1. Define strategic intent, vision and mission. Write major components of a mission statement. How do you define corporate objectives? Distinguish between purpose, mission, long-term objectives and goals.
2. Discuss the roles of the following in corporate governance.
3. The organizational resources and behavior exercise a significant influence on the environment of an organization. Illustrate how strengths and weaknesses create synergistic effects.
4. Define strategic management and bring out the main elements of strategic management. Explain with appropriate diagram the strategic management model and its major components.
5. Discuss the global challenge facing Indian firms. Explain important techniques for environmental analysis.
6. What are generic Strategies? Discuss the reasons for adopting stability and expansion strategies.

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7. What do you understand by industry environment? Discuss main components of industry environment.

10. Explain Cost leadership strategy, its strategic choices, and advantages and disadvantages of cost leadership. Define Differentiation Strategy. Discuss its advantages and disadvantages.

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## **STRATEGIC MANAGEMENT**

Q1) Explain the term strategic decision making?

Q2) Explain the process of decision making?

Q3) What is the basic thrust of strategic decision making?

Q4) Explain in detail the issues in strategic decision making?

Q1) Define vision? And explain the benefits of a vision?

Q2) What do you mean by mission?

Q3) How are Mission statements formulated and communicated?

Q4) Explain in detail the characteristics of a Mission statement?

Q1) Explain the concept of Environment?

Q2) Explain in detail the characteristics of Environment?

Q3) Explain Internal Environment?

Q4) Explain External Environment?

Q1) Explain the term mergers and acquisitions?

Q2) What are the types of mergers and acquisitions?

Q3) Explain in detail the reasons for mergers and acquisitions?

Q4) What are the important issues in mergers and acquisitions?

## **SUPPLY CHAIN MANAGEMENT**

How has technology helped SCM ?

Is e-tendering a good process to select vendors?

Define supply chain and supply chain collaboration?

Define hierarchy of decision making in supply chain management?

Define Inventory is a ``Flexibility Buffer”?

What are the various pitfalls in inventory management?

### **Supply chain management**

1. Write a note on Artificial Intelligence.
2. Discuss Decision support systems.
3. What is price differentiation.

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4. Discuss adaptability.
5. Discuss lead time reduction.
6. Give methods of coping with the bullwhip effect.
7. What are the types of contracts.
8. Discuss simulation models and optimization techniques

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## **SUPPLY CHAIN MANAGEMENT**

- a) Explain the push/pull view of supply chain.
- b) Explain, what is the competitive strategy of supply chain.

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c) Discuss the goal of Supply Chain.

d) Describe the major obstacle that must be overcome to successfully manage a supply chain.

Q2) a) Identify the major drivers of supply chain performance and discuss the role of each driver in creating strategic fit between the supply chain strategy and the competitive strategy.

b) Evaluate the strengths and weakness of different modes of transportation

Q3) Attempt any three of the following

a) List the various views of supply chain and discuss one of them.

b) Describe how the company achieves strategic fit between its supply chain strategy and competitive strategy.

c) Discuss the impact of replenishment policies on supply chain on safety inventory.

d) Discuss the role of distribution in the supply chain.

Q4) Write the short note on any five of the following.

a) Role of transportation in supply chain



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b) Role of sourcing in supply chain.

c) Safety inventory management in Supply chain

d) Coordination in supply chain.

e) Role of Information technology in Supply chain.

## **TOTAL QUALITY MANAGEMENT**

1. Which of the gurus would be the father of quality control? Which had the greatest impact on management? Which is noted for robust design?
2. Write your personal philosophy or creed?
3. List and explain the six most important factors that influence consumer purchases?
4. What conditions are necessary for empowerment?
5. Describe how empowerment, work groups, and multifunctional teams would or would not affect the five types of problems?
6. Working as an individual or in a team of two or three people, develop a supplier selection plan for one of the organizations.

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7. Working in a team of three or more people, what performance measures would you recommend for the following organizations?

- a) Large bank
- b) Health-care facility
- c) University academic department
- d) University nonacademic department
- e) Large department store
- f) Grade School
- g) Manufacturing facility
- h) Large grocery store

8. What is a critical success factor? How is it important in benchmarking?

retention rate in college. Identify four factors each at two levels that you feel influence retention rate. For example, one factor could be external work with two levels, 20 and 40 hours per week.

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## **TOTAL SAFETY MANAGEMENT**

1. What is HASAWA? Describe this in terms of the following:

a) Employees

b) Employers

c) Manufacturers

d) Suppliers

e) Occupiers of premises;

2. How many types of Fire appliances are available? Explain them.

3. What is Stress? Classify the Stressors? What are the sources of stress among managers?

4. What is Benchmarking? Explain the process of Benchmarking in respect of Health & Safety Management.
5. What are the Ergonomics on the occupational health?
6. Explain the concepts of BS 8800?
7. What are the parameters of Safety Monitory System? Explain them.
8. Enumerate the various occupational health initiatives?
9. What is the role of communication on health & safety issues?
10. Who are a Atypical workers? Give example.
11. What is MHSWR? Differentiate between MHSWR & HASAWA in terms of employers?
12. What is Risk Management? Critically Evaluate Risk Management strategies?
13. Describe the role of the health and safety practitioner?
14. What are the different measures (rates) used in the calculation of accident and ill health?

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15. Identify the different areas of influence, which affects the people at work?

16. What do you understand by 'The Fire Triangle' Explain this with illustration.

17. (I). Based on your perception, describe the following.

a) Safety in offices

b) Safety at home

c) Safety at operational areas.

(II). In each of the above situation (a, b, & c), establish the necessary safety norms as a part of precautionary measures.

18. Describe the basics of Electrical safety. Explain the nomenclature 'sound working environment'.

## **CORPORATE LAW**

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