

2M5101

Roll No. 4MSKXX619

Total No of Pages: 4

2M5101

M. B. A. II Sem. (Main / Back) Exam., July-August 2015
M-201 A Human Resource Management

Time: 3 Hours

Maximum Marks: 70

Min. Passing Marks: 28

Instructions to Candidates:

- (i) *The question paper is divided in two sections.*
- (ii) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study / application based question which is **compulsory**.*
- (iii) *All questions carry **equal** marks.*

1. NIL

2. NIL

SECTION-A

- Q. 1 (a) Explain line function and staff function of HRM with suitable illustrations. Explain the major HR competencies required in the emerging global economy. [7]
- (b) If you were responsible for hiring someone for your job as a middle level manager, which recruitment sources would you use? Which recruitment sources would you avoid? Why? [7]
- Q. 2 (a) Write a note on different stages in the career planning and list out the career development strategies by any five companies. [7]
- (b) Supposing you have been appointed as the HR manager of a newly established organization with more than 1000 employees of different categories. Outline the policies you would put in place and give your rational for each. [7]

Q. 3 (a) Pramita is a newly joined executive in your department. She does not believe in participative system of management in decision making. But your organization culture encourages participative management style. You are one of the junior executive of this department and older than Pramita in this organization. So you tried several times to make her understand the problem. But she denies and does not like to listen to the views of any person junior than her position. You are also the member of the employee grievance cell of the organization. One of the subordinate employee has already verbally expressed his grievance to you regarding Pramita's attitude in the department. [14]

- (i) Write down the procedure of handling such grievance of your subordinate.
- (ii) What type of participative programme you can undertake to involve Pramita as well as all level of employees in your organization?
- (iii) What action you can initiate in order to overcome the mental blockage that has developed in Pramita as a supervisor?

Q. 4 Lakshmi is a competent employee and specialized in writing project reports, but your organization has never given her any opportunity to do such tasks. Lakshmi is demotivated and she is frequently absent from the work place out of job assignments of writing project reports in other organization. One of your employees Rahul came to know about this matter through some external sources. One day he suddenly arrives at your department and submits documentary evidences against Lakshmi's secret work assignments. He has also not forgotten to take a token receipts from you regarding this complaint. [14]

- (i) What kind of disciplinary action you would take against Lakshmi for this purpose?
- (ii) If this issue of Lakshmi by chance becomes one of the causes of industrial dispute, than what kind of dispute settlement machineries you will utilize to control the whole situation?

- (iii) Suggest some social security benefits as well as welfare or counseling programme for employees like Lakshmi in order to keep her more attached with the organizational commitments.

Q. 5 (a) Write short notes on any four of the following. [7]

- (1) Delaying Vs. Right Sizing.
- (2) 360° appraisal.
- (3) Training Need Analysis
- (4) Stroke Vs. Lockout
- (5) Performance Management Vs. Performance Appraisal
- (6) Intrinsic Vs Extrinsic Equity

(b) Explain Job based pay, Skill based pay and Competency based pay. [7]

Q. 6 (a) Explain the mutual influences of a training program and corporate strategy of an organization [7]

(b) What are the various considerations to be taken care while designing a good training programme? [7]

SECTION-B

Q. 7 Case Study

Premier Chemicals is a 2000-crores company, headquartered at Ahmedabad. The company is manufacturing bulk drugs as well as formulations and markets its products across the country as well as countries in Europe and South Asia.

The company is traditionally run and is fully controlled by the promoters. However with the advent of a competitive environment the company felt the need for revamping its operations and restructuring the organizational structure too.

The CEO in his meeting with the VP (Operations), VP (HR) and other department heads discussed and approved the revised organizational structure. The VP (HR) was given a period of three months for completing the revamping/recruitment process.

The VP (HR) engaged an HR consultant and assigned him the following tasks:

- Mapping the existing business profile and strategy of organization
- Mapping the competencies of the existing manpower
- Reviewing the requirements of the existing manpower vis-à-vis the new organizational structure
- Identifying the competency and manpower gaps
- Re-training and redeploying of manpower
- Preparing of a position-wise succession plan and a matching career plan for the employees

The company recorded an average performance of only 17% increase in sales and profit as against the envisaged target of 40%. The CEO in his annual review meeting with departmental heads reviewed the situation and during the course of brainstorming, they identified the following -

- Some of the employees who did not possess the required level of competencies were recommended for promotion by the HR consultant and were promoted by the HR department with a view of complying with the recruitment and staffing target period.
- A few of the new recruits were found to be taking confidential information to the competitors. A subsequent investigation revealed that some of them were actually implanted by the competitors.

Question: [14]

- (a) What was wrong with the revamping strategy of the company?
- (b) What went wrong with the recruitment process?
- (c) Did the company take the right step by engaging the HR consultant?
- (d) Who should be held accountable for the organization debacle?

2M5102

Roll No. 14MSKX619

Total No of Pages: **3**

2M5102

**M. B. A. II Sem. (Main / Back) Exam., July-August 2015
M-202 A Cost Accounting for Management**

Time: 3 Hours

Maximum Marks: 70

Min. Passing Marks: 28

Instructions to Candidates:

- (i) *The question paper is divided in two sections.*
- (ii) *There are sections A & B. Section A contains 6 questions out of which the candidate is required to attempt any 4 questions. Section B contains short case study / application based question which is compulsory.*
- (iii) *All questions carry equal marks.*

1. NIL

2. NIL

SECTION-A

Q.1 What is meant by overheads? How can these be classified? Explain with examples. [5+4+5=14]

Q.2 From the following information of Neha Ltd. calculate - [3+2+3+3+3=14]

- (i) Material cost variance
- (ii) Material price variance
- (iii) Material usage variance
- (iv) Material mix variance, and
- (v) Material yield variance.

[2M5102]

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[2600]

Standard	Actual for 10 mixes
Material X 40 kgs @ Rs.6	Material X 600 kgs @ Rs.4
Material Y 60 kgs @ Rs.4	Material Y 400 kgs @ Rs.6
Process less 20%	Process less 30%

Q. 3 (a) What are the demerits of traditional costing? Explain. [5]

(b) Dheeraj Ltd. Company manufacturing two products furnishes the following data for a year: [9]

Product	Annual output (units)	Total Machine Hours	Total No. of Material Purchase orders	Total No. of setups
A	5000	20,000	160	20
B	60,000	1,20,000	384	44

The annual overheads are as under:

Machine volume related Activity Costs Rs. 5,50,000

Machine setup related costs Rs. 8,20,000

Material purchases related costs Rs. 6,18,000

You are required to calculate the cost per unit of each product on the basis of Activity Based Costing method.

Q. 4 What is cost audit? Discuss its scope and advantages. [5+4+5=14]

Q. 5 Write short notes on: [5+5+4=14]

(a) Target costing

(b) Balanced score card

(c) Key Factor

Q. 6 What do you understand by the term 'Reporting to Management'? Describe essential characteristics of a good Cost Report. [5+9=14]

Total No. of Pages: 3

SECTION-B

Q. 7 The following information of Sunita Ltd. is given for the year 2013:

	First 6 months	Last 6 months
	Rs.	Rs.
Sales	2,70,000	3,00,000
Less : Total cost	2,40,000	2,58,000
Profit	30,000	42,000

Calculate the following for the year 2013:

- (i) Profit Volume Ratio
- (ii) Fixed Cost for the year
- (iii) B.E.P. (in value) for 2013
- (iv) Margin of safety in percentage
- (v) Sales required to earn a profit of Rs. 25,000 after tax, assume tax rate being 50%.
- (vi) Profit earned when sales are Rs. 5,00,000. [2+3+2+2+3+2=14]

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Total No of Pages: 3

2M5103

M. B. A. II Sem. (Main / Back) Exam., July-August 2015
M-203 A Financial Management

Time: 3 Hours

Maximum Marks: 70
Min. Passing Marks: 28

Instructions to Candidates:

- (i) The question paper is divided in two sections.
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- (iii) All questions carry equal marks.

1. NIL

2. NIL

SECTION-A

Q. 1 "It is advantageous to decentralize accounting function while finance function should be centralized." Comment. [14]

Q. 2 Write short notes on the following :

- (a) Venture Capital
- (b) Global Depository Receipts (GDR)
- (c) Hire Purchase
- (d) Project Financing

[4×3½=14]

Q. 3 (a) "Cash flows at different point of time are not comparable". Comment on this statement. [6]

- (b) Find out the present value of Rs. 1,00,000 to be required after 4 years if the interest rate is 6% P.a. [8]

[2M5103]

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[2780]

Q. 4 ✓ The capital structure of Wye Ltd. is as under-

		Rs.
2,000	6% debenture of Rs. 100 each (first issue)	2,00,000
1,000	7% Debenture of Rs 100 each (Second issue)	1,00,000
2,000	8% Cumulative Preference Shares of Rs.100 each	2,00,000
4,000	Equity share of Rs. 100 each	4,00,000
	Retained earnings	1,00,000

The earning per share of the company in the past many years has been Rs. 15. The shares of the company are sold in the market at book value. The company's tax rate is 50% and share holder's personal tax liability is 10%.

Find out the Weighted Average Cost of Capital.

[14]

Q. 5 ✓ Form the following information, extracted from the books of a manufacturing company, compute the operating cycle period in days -

Particulars	Balance as at 31.3.13 (Rs.)	Balance as at 31.3.14 (Rs.)
Raw material	1,10,000	1,50,000
Working progress	45,000	60,000
Finished goods	90,250	53,750
Debtors	1,20,000	1,50,000
Creditors	40,000	45,000
Purchase of material	-	7,70,000
Wages	-	3,30,000
Manufacturing Expenses	-	2,32,500
Administration Expenses	-	1,36,000
Selling and distribution expenses	-	83,000
Sales	-	16,42,500

(i) Purchase of material includes cash purchases of Rs.1,49,500.

(ii) All goods are sold for credit.

[14]

Q. 6 ✓ What is meant by the term "leverage"? How would you compute the degree of operating and financial leverage? Explain with suitable example.

[14]

SECTION-B

Q. 7 A Company has an investment opportunity costing Rs. 80,000 with the following expected net cash flow after taxes and before depreciation- [14]

	Rs.
First five years	14,000 per year
6 th year	16,000
7 th year	20,000
8 th year	30,000
9 th year	20,000
10 th year	8,000

Using 10% as the cost of capital, determine the following-

- (a) Pay-back period
- (b) Average rate of return
- (c) Net present value at 10% discount factor.
- (d) Internal rate of return with the help 10% and 15% discount factor.

Year	Discount factors	
	@10%	@15%
1	0.909	0.870
2	0.826	0.756
3	0.751	0.658
4	0.683	0.572
5	0.621	0.497
6	0.564	0.432
7	0.513	0.376
8	0.467	0.327
9	0.424	0.284
10	0.386	0.247

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Total No of Pages: **3**

2M5104

M. B. A. II Sem. (Main / Back) Exam., July-August 2015

M-204 Marketing Management

Time: 3 Hours

Maximum Marks: 70

Min. Passing Marks: 28

Instructions to Candidates:

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- (iii) *All questions carry **equal** marks.*

1. NIL

2. NIL

SECTION-A

Q. 1 Describe different concepts of marketing and distinguish between selling and marketing. [8+6=14]

Q. 2 "The Indian market is growing to become one of the largest consuming market in the world". Explain the factors affecting marketing environment of India. Also give various functions of marketing management. [7+7=14]

Q. 3 (a) What is the importance of studying Consumer Behavior? [7]

(b) Explain the basis of market segmentation for Industrial markets. [7]

[2M5104]

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[2320]

Q. 4 Explain different layers of a product with suitable examples. Give the stages in the new product development process in brief. [7+7=14]

✓ Q. 5 Describe Cost-Plus pricing, Differential pricing and Skimming pricing. Which strategy is more appropriate for a DVD player and a new mobile phone? [14]

Q. 6 Write short on any two: - [7+7=14]

(a) Marketing of Services

✓ (b) E-marketing

✓ (c) Advertising.

SECTION-B

Q. 7 Case Study

When Jon Luther took over as CEO of Dunkin's Donut (DD), he recognized that satisfying DD's market required some fundamental changes. First, there was a wide disparity in the appearance of the outlets, with many having become run down. To deal with the problem, franchises were asked to undertake some improvements, and those who did not, were asked to leave the system.

Next he considered the competition and engaged in an informal perpetual mapping exercise, drawing a circle representing DD and then adding slightly overlapping circles for Starbuck's, Mc Donald's, Tim Horton's and even convenience stores, but left krispy kreme the coffee outlet.

In examining eating behavior, he has concluded that the quick-service restaurant business has made a fundamental mistake. He thinks American consumers should be viewed as snackers, not meal eaters. The average lunch hour is 19 minutes. He sees consumers grabbing five or six quick snacks a day rather than consuming real meals.

To that end, he has defined a visit to DD as a "ritual that revives", and he is changing the menu to provide for three dimensions important to his customers: wellness, mobility and portability.

Other changes are made in operations. Superfast centralized kitchens that can serve a number of shops. The benefits are consistent quality, standardized freshness and less waste. Other considerations are additions to the menu, more high margin drinks and combination outlets that will offer DD's and Baskin Robbins or Togo sandwiches.

- (a) What should be DD's segment strategy? Should it be a single segment or multiple segment strategy? [7]
- (b) Analyses its positioning and competitors. [7]

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Total No of Pages: 2

2M5105

M. B. A. II Sem. (Main / Back) Exam., July-August 2015
M-205 Operations and Supply Management

Time: 3 Hours

Maximum Marks: 70

Min. Passing Marks: 28

Instructions to Candidates:

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- (iii) *All questions carry equal marks.*

1. NIL

2. NIL

SECTION-A

Q.1 "An important element of operation strategy is a plan for each production facility to be specialized in some way." Comment. [14]

Q.2 Enumerate the steps involved in basic work-study procedure. [14]

Q.3 (a) Describe the two techniques of statistical quality control namely - [7]

(i) Statistical process control

(ii) Acceptance sampling

(b) Define Kaizen and its principle. [7]

[2M5105]

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[2520]

Q.4 (a) Discuss the various considerations for the make or buy decisions. [7]

(b) "Outsourcing is the act of moving some of a firm's internal activities and decision responsibility to external providers". Elucidate the statement. [7]

Q.5 A company uses 1200 units per month of an electronic component each costing ₹ 2. Placing each order costs ₹ 50 and the carrying cost is 6% per year of the average inventory. [14]

(a) Find Economic Order Quantity (EOQ).

(b) If the company gets 5% discount if it places single order, should they accept the discount offer?

Q.6 Define JIT and briefly explain the various techniques of JIT manufacturing. [14]

SECTION-B

Q.7 Describe the basic features of the five major process types and give an example of each type in - [14]

(a) Food business

(b) Health care

(c) Manufacturing

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Total No of Pages: 3

2M5106

M. B. A. II Sem. (Main / Back) Exam., July-August 2015
M-206 Research Methods in Management

Time: 3 Hours

Maximum Marks: 70

Min. Passing Marks: 28

Instructions to Candidates:

- (i) *The question paper is divided in two sections.*
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- (iii) *All questions carry equal marks.*

1. NIL

2. NIL

SECTION-A

- Q.1 (a) What do you mean by research? Explain various types of research. [7]
- (b) What is research problem? Define the main issues which should receive the attention of the researcher in formulating the research problem. Give suitable examples to elucidate your points. [7]
- Q.2 Briefly describe the different steps involved in a research process. Discuss the different methods which are adopted for the purpose of Research Design. [14]
- Q.3 (a) What do you mean by 'Sampling'? State the various methods of sampling. [7]
- (b) Design a questionnaire to study the buying behaviors of consumers in a shopping mall. [7]

[2M5106]

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[2460]

Q.4 (a) "Processing of data implies editing, coding, classification and tabulation". Describe in brief these four operations pointing out the significance of each in context of research study. [7]

- (b) Write short notes on:
1. Use of SPSS in data analysis [3]
 2. Parametric and non parametric tests [4]

Q.5 From the data given below about the treatment of 250 patients suffering from a disease, state whether the new treatment is superior to the conventional treatment :(for degree of freedom = 1, chi- square 5 percent=3.84) [14]

Treatment	No. of patients		
	Favorable	Not favorable	Total
New	140	30	170
Conventional	60	20	80
Total	200	50	250

OR

The sales data of an item in six shops before and after a special promotional campaign are as under:

Shops	A	B	C	D	E	F
Before Campaign	53	28	31	48	50	42
After campaign	58	29	30	55	56	45

Can the campaign be judged to be a success? (5% significance level, table value=2.57)

Q. 6 Write short notes on:

- a. Layout of Research Report [7]
- b. Bibliography and Annexure in the report [7]

SECTION-B

Q. 7 To assess the significance of possible variation in performance in a certain test between the convent schools of a city, a common test was given to a number of students taken at random from the senior fifth class of each of four school concerned.

The results are given below. Make an analysis of variance of data.

(Table value=3.24)

[14]

School			
A	B	C	D
8	12	18	13
10	11	12	9
12	9	16	12
8	14	6	16
7	4	8	15

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Total No of Pages: 3

2M5107

M. B. A. II Sem. (Main / Back) Exam., July-August 2015

M-207 New Enterprise and Innovation

Management (NE & IM)

Time: 3 Hours

Maximum Marks: 70

Min. Passing Marks: 28

Instructions to Candidates:

- (i) The question paper is divided in two sections.
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- (iii) All questions carry equal marks.

1. NIL

2. NIL

SECTION-A

- Q.1 (a) ✓ What do you understand by the term entrepreneurial competency? Which are the top 5 competencies, rate highest as determinant of entrepreneurial success? Can you explain the significance of each for entrepreneurial success? [7]
- (b) What is the role of entrepreneurship in economic development? What are the barriers to entrepreneurship? [7]
- Q.2 (a) ✓ Describe the source of new ideas. Explain the methods of generating ideas. [7]
- (b) Explain the role of "barriers to entry" in creating disincentives for firms to enter an industry. [7]

[2M5107]

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[2320]

- Q.3 (a) Describe the different stages involved in setting up a small-scale enterprise. [7]
(b) Describe the methods of preparing the business plan along with the steps in building the business plan. [7]
- Q.4 (a) Explain why it is important for a start-up to establish a unique position in its target market. [7]
(b) Explain the steps in preparing market plan. What is the market research process for the new venture? [7]
- Q.5 Write short notes on (any three): [5+5+4=14]
(a) Licensing
(b) Intellectual property rights
(c) Patents
(d) Trademarks
- Q.6 (a) What are the factors considered in buying a running business? Discuss the process of buying a running business. [7]
(b) Explain the reasons of selling a business along with valuation methods? [7]

SECTION-B

Q.7 Case Study

Medicare Helpline

Founder: Vishal Sinha

Niche: Healthcare informatics

Vishal Sinha turned entrepreneur when he had grey hair. The idea is to drive home the point that one can turn an entrepreneur late in his career. He owns a company earning a revenue of Rs. 3,000 lacs and around 250 employees are working under him. He was with IBM pre 1991 and also worked with TCS for a while.

While in Oman working for an IT firm, he was asked by the Ministry of Health to advise on IT solutions for a hospital there. Not satisfied with the solutions, he went to

the concerned minister who told him to find a better solution. He found the answer in the Dutch firm, specializing in healthcare. Purely by chance, that firm at the time was moving out of this area and so in 2003 along with OCS he founded Medicare.

The area has a well entrenched billion dollar companies, so Medicare evolved a strategy that saw them working in the Middle East, South Asia and South Africa. Today the firm has already completed 140 implementations in 14 countries. Explains Mr. Kumar, Executive Vice President, Medicare: "We knew that the U.S. was not our initial market, since India and Indians were not known for work at the high end. We therefore went to markets where there was more of a level playing field".

The Indian background came in handy in these regions. For example, in South Africa they were looking for a technology that could not be scaled up but also could be down. The bigger companies from the developed world assume a certain level of IT, and Medicare's versatility enabled it to bag the contract.

Questions:

- (a) Discuss how and why Vishal Sinha started a new venture and what are his strategies to build up the organization? [7]
- (b) If you were in Vishal's position, what are the strategies you will take for the future of the company? [7]

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Roll No. 14MSKXX619

Total No of Pages: 3

2M5108

M. B. A. II Sem. (Main / Back) Exam., July-August 2015
M-208 Operation Research

Time: 3 Hours

Maximum Marks: 70

Min. Passing Marks: 28

Instructions to Candidates:

- (i) The question paper is divided in two sections.
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1. NIL

2. NIL

SECTION-A

- Q.1 (a) Define Operation Research and discuss its scope. [8]
- (b) A firm manufactures 3 products A, B and C. The profits are `3, `2 and `4 respectively. The firm has 2 machines and below is the required processing time in minutes for each machine on each machine.

	Product		
	A	B	C
Machine G	4	3	5
Machine H	2	2	4

Machine G and H have 2000 and 2500 machine – minutes respectively. The firm must manufacture 100 A's, 200 B's and 50 C's but not more than 150 A's. Setup an L.P. problem to maximize profit. [6]

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[2520]

Q.2 (a) Write the dual of the primal problem:

$$\text{Max } z_x = 5x_1 + 12x_2 + 4x_3,$$

subject to the constraints –

$$x_1 + 2x_2 + x_3 \leq 5,$$

$$x_1 - x_2 + 3x_3 \leq 2,$$

$$x_1 \geq 0, x_2 \geq 0 \text{ and } x_3 \text{ is unrestricted in sign.}$$

[7]

(b) What are the useful aspects of duality in L.P.P.

[7]

Q.3 (a) Obtain an initial basic feasible solution to the following transportation problem using Vogel's Approximation Method: [8]

		Stores				Availability
		I	II	III	IV	
Warehouses	A	7	3	5	5	34
	B	5	5	7	6	15
	C	8	6	6	5	12
	D	6	1	6	4	19
Demand		21	25	17	17	80

(b) What is an assignment problem?

[6]

Q.4 (a) A businessman has three alternatives open to him each of which can be followed by any of the four possible events. The conditional payoffs (in `) for each action-event combination are given below: [8]

Alternative	Payoffs conditional on events			
	A	B	C	D
X	8	0	-10	6
Y	-4	12	18	-2
Z	14	6	0	8

Determine which alternative the businessman should choose, if he adopts the maxmin criterion.

(b) What do you understand by Decision Tree analysis?

[6]

- Q.5 (a) Determine the range of value of p and q that will make the payoff element a_{22} , a saddle point for the game whose payoff matrix (a_{ij}) is given below. [8]

		Player B		
		2	4	7
Player A	10	7	q	
	4	P	8	

- (b) What are the major limitations of the Game Theory? [6]
- Q.6 (a) A firm is considering replacement of machine, whose cost price is ₹ 12,200 and the scrap value, ₹ 200. The running (maintenance and operating) costs in rupees are found from experience to be as follows: [7]

Year	1	2	3	4	5	6	7	8
Running cost	200	500	800	1200	1800	2500	3200	4000

When should the machine be replaced?

- (b) Explain the areas of application of Monte-Carlo simulation. Also state its limitations. [7]

SECTION-B

- Q.7 A project consists of a series of tasks labeled A, B, C,.....H, I with the following relationships ($W < X, Y$ means X and Y cannot start until W is completed: $X, Y < W$ means W cannot start until both X and Y are completed). With this notation construct the network diagram having the following constraints: [14]

$A < D, E; B, D < F; C < G; B, G < H; F, G < I.$

Find also the minimum time of completion of the project, when the time (in days) of completion of each task is as follows:

Task	A	B	C	D	E	F	G	H	I
Time	23	8	20	16	24	18	19	4	10