

(DEMB 1)

Total No. of Questions : 8]

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EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER - 2018

First & Second Years

PERSPECTIVES OF MANAGEMENT

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer three of the following

- Q1)** a) Managerial skills.
b) Management by objectives.
c) Managing change.
d) Controlling.
e) Aggressive Leader.
f) Interpersonal Relations.

Section - B

(3 x 15 = 45)

Answer three of the following

- Q2)** What are the Responsibilities of a Professional Manager?
Q3) Discuss in detail about decision making process.
Q4) Describe the Organizational Culture and Management Ethos.
Q5) Explain the Organisation structure and its design.
Q6) What are the Leadership styles? Explain.
Q7) Explain the process of effective control.

Section - C

(Compulsory)

Q8) Case Study :

Dr. R.R. Pandit, a professor of strategic management, proposed a topic for group discussion to be discussed on the next day. The topic was 'Rationality in Business Decision-Making'. As per schedule, Dr. Pandit introduced the topic and asked the students to proceed.

First Student : I think, in professional management, most decisions are rational. When professional managers are responsible to take decisions for impersonal needs, and when decisions are based on facts and processed information, decisions tend to be rational.

Second Student : No, this is not always the case. Professional managers are human beings. Their personality traits are always reflected in the decisions they make. They are required to apply their creativity and talent. As a result, there is a limit to rationality in decision-making. Decisions can never be purely rational.

Third Student : You are right. The decision-making mechanism does not permit rationality. Decisions can be made rationally if we remove human organism from the decision-making mechanism. This is impossible.

Fourth Student : I think the need of creativity and active involvement of human factor in decision-making restricts pure rational decisions. Evaluation and selection are based on decision-maker's motivation, perception, personality and learned experience. In addition, choice of the alternative depends on personalized and qualitative information and its interpretations. In addition, our decisions are affected by others.

Fifth Student : Decisions need to be rational. They can be rational if some conditions are fulfilled. It seems impossible. Pure rational decisions are not possible. However, the decision-maker must follow certain principles for successful decision-making. Maturity level of the decision-maker and his commitment to organizational objectives can make a difference.

Other students did not contribute to the group discussion. Professor Pandit concluded, 'You are all right in your own way'. The professor left the conference room and the discussion ended.

Questions :

- a) According to you, what is rational decision?
- b) Why is pure rational decision-making not possible?



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Total No. of Questions : 8]

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EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018

First & Second Years

BUSINESS ENVIRONMENT

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer any three questions

- Q1)** a) Economic Environment.
b) Public Sector.
c) Industrial Policy.
d) Foreign Capital.
e) Privatisation.
f) Export Vs Import.

Section - B

(3 x 15 = 45)

Answer any three questions

- Q2)** Explain the factors influencing socio-cultural and political environment.
- Q3)** Describe structural dimensions of Indian economy.
- Q4)** What is Planning? Explain Planning policies, planning goals and strategies in detail.
- Q5)** Discuss Indian foreign trade and India's External Debt.
- Q6)** Describe Economic reforms and Social justice.
- Q7)** Distinguish between Public sector and private sector.

Section - C

(10)

Q8) Case Study : (Compulsory)

HERO HONDA

Hero Honda is considered to be the single largest manufacturer of two-wheelers in the world market. Their best selling model, splendor, is the world's largest selling motor cycle brand at present.

The domestic motorcycle market has expanded in the past two years due to easy availability of loans and fall in interest rates. Its net profit increased by 25% and market share in motor cycles increased by 4% to 48% in 2003-04, compared to the previous year.

However, the company faces huge challenges. The motor cycle market in India has become extremely competitive with the technology evolving constantly. Motor cycle manufactures have been launching a variety of models across all segments and increasingly difficult to withstand this onslaught, without cutting prices, a difficult proposition given that the input costs are rising. Competition is also expected to intensify with the entry of foreign companies.

But the future is not the gloomy for Hero Honda. It is the market leader by a wide margin and has a very good distribution network. The company also has a large cash hoard to face competition.

Questions :

- a Do you think that the Hero Honda would remain as market leader in the motor-cycle market?
- b Explain the case with special reference to Indian Business Environment.



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EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018

First & Second Years

MANAGERIAL ECONOMICS

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer any three questions

- Q1)** a) Law of Demand.
b) Profit Concepts.
c) Oligopoly.
d) Process of Capital Budgeting.
e) The Economics of risk and uncertainty.
f) Income Elasticity.

Section - B

(3 x 15 = 45)

Answer any three questions

- Q2)** Explain basic techniques of Managerial Economics.
- Q3)** What is Elasticity of Demand? Explain its types.
- Q4)** Explain Cost-output relationship in short-run with the help of diagrams.
- Q5)** Explain price-output determination under Monopolistic market.
- Q6)** Discuss Managerial theories of firm in brief.
- Q7)** Explain various methods of Capital Budgeting in detail.

Section - C

(10)

(Compulsory)

Q8) Case Study :

The demand function equation faced by HCL for its personal computers is $P=50,000-4Q$.

- a) Write the marginal revenue equation.
- b) At what price and quantity marginal revenue will be zero?
- c) At what price and quantity will total revenue be maximized?



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EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018

First & Second Years

ACCOUNTING FOR MANAGERS

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer any three questions

- Q1)** a) Accounting Conventions.
b) Balance Sheet.
c) Debentures.
d) Dividends.
e) Inflation.
f) Marginal Costing.

Section - B

(3 x 15 = 45)

Answer three of the following

- Q2)** Explain the applications of Accounting Information.
- Q3)** Describe the construction and analysis of Funds Flow Statement.
- Q4)** Explain the accounting procedures for declaring dividends.
- Q5)** What are the Inflation Accounting Methods? Explain.
- Q6)** Explain in detail about the classifying costs.
- Q7)** What are the legal requirements relating to auditing?

Section – C

(10)

(Compulsory)

Q8) From the following details, prepare Final accounts of Viswanath for the year ended 31st March, 2006.

	Rs.		Rs.
Capital	1,00,000	Furniture	15,000
Cash in hand	1,200	Sales	2,00,200
Purchases	1,20,000	Bills Receivable	20,000
Bills payable	22,000	Rent, taxes	10,000
Stock (1-4-2005)	35,000	Wages	16,000
Debtors	50,000	Reserve for bad debts	1,000
Creditors	24,000	Salaries	20,000
Plant & Machinery	60,000		

Additional Information :

- a) Stock on 31-3-2006 Rs. 40,000.
- b) Outstanding Rent Rs. 2,000, Wages Rs. 3,000, Salaries Rs. 4,000.
- c) Provide depreciation on Plant & Machinery at 5% on Furniture at 10%.
- d) Increase reserve for bad debts on Debtors to 2½%.



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EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018

First & Second Years

**QUANTITATIVE TECHNIQUES FOR MANAGERIAL
DECISIONS**

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer any three questions

- Q1)** a) Applications of calculus in Business decision making.
b) Explain Secondary data collection sources.
c) What is Probability Distribution?
d) What is Quota sampling?
e) Explain Null and Alternate hypothesis.
f) Applications of Regression in Business Decisions.

Section - B

(3 x 15 = 45)

Answer any three questions

- Q2)** a) Discuss the advantages and limitations of Quantitative analysis in Business Decision Making.
b) “Quantitative Analysis widens the field of knowledge”. Comment.

Q3) a) Solve $\lim_{x \rightarrow 0} \frac{e^{\sin x} - 1}{x}$.

b) Differentiate $\frac{2x^2 + 3}{\sqrt{x}}$.

Q4) Calculate Median and Mode for the following data.

X	<10	<20	<30	<40	<50	<60	<70	<80
f	4	16	40	76	96	112	120	125

Q5) In a factory producing certain items, 30% of the items produced have no defect, 40% have 1 defect and 30% have 2 defects. A random sample of 8 items is taken at random from a day's output. Find the probability that it will contain 2 items with no defect, 3 items with one defect and 3 items with 2 defects.

Q6) Define Hypothesis. Explain the procedure of testing of hypothesis.

Q7) Fit a Straight Line trend Equation by the method of least squares and estimate the trend values.

Year	1976	1977	1978	1979	1980	1981	1982	1983
Value	380	400	650	720	690	600	870	930

Section – C

(10)

(Compulsory)

Q8) A television dealer finds that the cost of a TV in stock for a week is Rs. 30 and the cost of a unit shortage is Rs. 70. For a particular model of TV the probability distribution of weekly sales is as follows :

Weekly sales	0	1	2	3	4	5	6
Probability	0.1	0.1	0.2	0.25	0.15	0.15	0.05

How many units per week should the dealer order? Also find EVPI.



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EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018

First & Second Years

**INFORMATION MANAGEMENT AND COMPUTER
APPLICATIONS**

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer any three questions

- Q1)** a) Evolution of computers.
b) Computer based inventory system.
c) Firewalls.
d) Management Information System.
e) COBOL.
f) System Analysis.

Section - B

(3 x 15 = 45)

Answer any three questions

- Q2)** Discuss managerial application of spreadsheet software.
- Q3)** Explain about computer based financial systems.
- Q4)** Explain features and effects of various types of computer viruses.
- Q5)** Explain the economics of Management Information systems.
- Q6)** Discuss applications of COBOL.
- Q7)** Discuss the role of computers in Management.

Section – C

(10)

(Compulsory)

Q8) Case Study :

Mahavidyalay is a college. It offers various Degree and PG Courses. They maintained manual records. Now they plan to introduce a software into their college. You are given a chance to collect the data from the college. You need to approach administration block and all other departments in the college. What is the data you can collect from them? After collecting the data, apply normalization process 1NF, 2NF and 3NF.



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EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018

First & Second Years

FINANCIAL MANAGEMENT

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer any three questions

- Q1)** a) Investment decision.
b) Wealth maximization.
c) Estimation of Cash flows.
d) Book value and Market value weights.
e) Evils of inadequate working capital.
f) Going Concern Value.

Section - B

(3 x 15 = 45)

Answer any three questions

- Q2)** Explain the role of Financial Manager in modern organization.
- Q3)** Explain various methods of Capital Budgeting with their merits and demerits.
- Q4)** What is leverage? Explain various types of leverages in detail.
- Q5)** Explain various approaches to measure cost of equity.
- Q6)** Discuss factors effecting Working Capital in an organisation.
- Q7)** What is Credit Policy? Explain about optimum Credit Policy to an organisation

Section – C

(10)

(Compulsory)

Q8) Case Study :

H limited has at present annual sales level of 10000 units at Rs. 300 per unit. The variable cost is Rs. 200 per unit and fixed cost amount to Rs. 3,00,000 per annum. The present credit period allowed by the company is 1 month. The company is considering a proposal to increase the credit period to 2 months and 3 months and has made the following estimates.

Particulars	Present	Proposed 1	Proposed 2
Credit period (months)	1	2	3
Increase in sales (%)	-	15	30
Bad debts (%)	1	3	5

There will be increase in fixed cost by Rs. 50,000 on account of increase in sales beyond 25% of present level. The company plans a pre-tax return of 20% on investment in receivables.

You are required to calculate the most paying credit policy for the company.



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EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018

First & Second Years

OPERATIONS MANAGEMENT

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer any three questions

- Q1)** a) Plant Layout.
b) Capacity Planning.
c) Mass Production.
d) Quality Control.
e) Codification.
f) Reorder Level.

Section - B

(3 x 15 = 45)

Answer any three of the following

- Q2)** Explain the scope and objectives of Operations Management.
Q3) Explain in detail the advantages of facilities location.
Q4) State the principles of material handling.
Q5) Explain Planning and control of projects.
Q6) Discuss the role of value engineering in Operations Management.
Q7) Explain the Inventory Probabilistic models in detail.

Section – C

(10)

(Compulsory)

Q8) Case Study :

Consider the following data on locating a new facility which has to serve a 5 different existing facilities. The coordinates of the existing facilities are (30, 20) (40, 50) (30, 30) (15, 30) and (20, 40). The number of tons of material transported per year from the new facility to each of the existing facilities is given below. Find the optimal X and Y co-ordinates of the new facility.

	Existing facility				
	1	2	3	4	5
New facility	1000	980	1500	2000	1750

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EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018

First & Second Years

MARKETING MANAGEMENT

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer any three questions

- Q1)** a) Social dimensions of marketing.
b) Micro Environment.
c) Challenger and follower.
d) Marshallian Model.
e) Resale Price Maintenance.
f) Annual Plan Control.

Section - B

(3 x 15 = 45)

Answer any three questions

- Q2)** Explain the role and importance of ethics in marketing.
- Q3)** What do you mean by positioning? Explain various positioning strategies in detail.
- Q4)** Explain various consumer behavior models in brief.
- Q5)** Explain various factors influencing pricing strategies and policies of an organisation.
- Q6)** How do you evaluate effectiveness of advertising? Explain.
- Q7)** Explain the role of marketing in service sector.

Section – C

(10)

(Compulsory)

Q8) Case Study :

HLL, an FMCG major, is a key player in the beverages industry, with strong brands like Red Label tea and Green Label coffee in its fold. HLL recorded sales of Rs. 1 Rs. 3,847 in the beverages category for the year 2016. HLL is the market leader in both the tea and coffee businesses. HLL has brands targeted at consumers from all income groups. They are categorized into the popular, economy, and premium segments. In the popular segment, the company has brands like A 1 and Tiger. In the economy segment, the company has Brooke Bond Red Label, and Lipton Taaza. At the high end, the company has Brooke Bond Taj Mahal and Lipton Yellow Label.

A three - year study conducted to evaluate the tea consumption patterns of customers by IMRB has provided some important findings. The study found that the reasons for drinking tea varied depending upon the social class the consumer belongs to. The lower income group consumer drank tea to get energy. The middle class customer consumed tea for relaxation. The upper- income group consumer consumed tea for social reasons. Analysts claim that tea companies need to position their brands based on the consumer perception with regard to tea. Companies targeting the lower end segment need to position their products as energy drinks, while the economy segment products should highlight the relaxation aspect. For the higher end segment, celebrity endorsements of the tea brand would help the company to attract the customers.

These findings were used by HLL to refocus its brands to suit the needs of each segment. A1 and Tiger were repositioned as brands that have strong flavor and provide energy. These products were targeted at the loose tea consumers in order to upgrade them to branded tea users. The company came out with new variant of A1 that is fortified with vitamins which the company claims provides extra energy. In the economy segment also, the company repositioned Red label and Taaza to appeal to middle class consumers. Lipton Taaza was relaunched in a new nitrogen flushed pack which retains the freshness of tea powder for a longer period of time. Taaza was also positioned as a product that provides relaxation. In the premium segment to attract the upper-income group customers company roped in leading musicians to endorse the Taj Mahal brand. HLL found that nearly 30% of the tea business comes from out-of-the-home consumption which is a relatively untapped market for branded players. The company has found that roadside tea stalls and vending machines constitute the bulk out-of-the-home tea consumption. So the company has focused on these two segments to drive its growth. HLL identified that tea stall vendors had a different set of needs than the end-consumer. Their tea consumption varies according to the end-consumer

demand. They need tea which provides strong flavor and gives a larger number of cups. Moreover they are not brand-conscious. HLL has decided to supply quality tea to the vendors on a daily basis. Through this, the company hopes to wean the tea vendors away from loose tea suppliers. HLL has created a unique distribution channel for providing a daily supply to these roadside stalls. At present HLL sells nearly 15,000 tonnes of tea daily through this route. To increase sales further, the company has set up the 'Good Life' club. The vendors who join the club will get incentives or freebies for every purchase. Hence the buyer has an incentive to purchase more of the product.

Questions :

- a) Comment on the strategy used by HLL to segment the consumer tea market. How did it position its brands in each of the segments?
- b) Analyze the HLL strategy to gain business from tea stall vendors? How did HLL succeed in attracting tea stall vendors?



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EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018

First & Second Years

HUMAN RESOURCE MANAGEMENT

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer any three questions

- Q1)** a) Objectives of HRM.
b) Job Enrichment.
c) Orientation.
d) Transfers and separations.
e) Absenteeism.
f) Potential Appraisal.

Section - B

(3 x 15 = 45)

Answer any three questions

- Q2)** Explain methods and procedures of Job Analysis.
Q3) Discuss various methods of Recruitment in detail.
Q4) Explain various methods of Wage payments and incentives.
Q5) Explain the process of conducting domestic enquiry.
Q6) Discuss nature and scope of Human Resource Development.
Q7) Discuss future and prospectives of HRD.

Section – C

(10)

(Compulsory)

Q8) Case Study :

A large, well known Canadian company had found full depreciation of the equipment which was used to make specialized automobile companies for north-American automobile producers. Although the equipment had been well maintained and worked well, it required to be handled by a large number of labourer's. The result was the high labour costs that made the company's brake assemblies, manufacturer, and related products unprofitable. A decision was made to replace the equipment with more highly automated, numerically controlled machine tools. Since the economic value of the old equipment exceeded its value as scrap, the equipment was shipped to the company's Brazilian operations, where labour costs were considerable lower. Upon arrival and after the setting up of a new facility, the company received numerous profitable orders from Brazil's rapidly growing automobile industry. Though the labour hours per product remained about the same the lower Brazilian labour rates allowed the new facility to be profitable. Soon a second shift was added and with it problems began. The equipment began to experience a growing "downtime" because of machine failures and quality particularly on part dimensions declined dramatically. At a staff meeting the Brazilian plant manager met his staff, including several industrial engineers who had been trained in Canada and the United States. The engineers argued that the problems were almost certainly caused by maintenance since the machinery had worked well in Canada and initially in Brazil. The HR director agreed that it was perhaps the question of maintenance of the old machinery but he also noted that many of the on-machine instructions and maintenance manuals had not been translated into Portuguese. He also observed that the problems began after the Second shift was hired.

Questions :

- a) From the discussion of job analysis information and job design, what actions would you recommend to HR department?
- b) Since the Canadian workers had considerable experience with the equipment but the workers particularly in second shelf in Brazil had very little experience, what implications do you see for the job design?

