(DEMB 1)

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION,
DECEMBER 2019.

First Year

PERSPECTIVE OF MANAGEMENT

Time : Three hours   Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Concept of management.

    (b) MBO.

    (c) Planning.

    (d) Staffing.

    (e) Communication.

    (f) Controlling.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2. Explain the functions of management in detail.

3. Outline the various sources of recruitment.

4. Discuss the steps in decision making process.

5. What is decentralisation? Explain the importance of decentralisation.

6. Explain the barriers of communication in detail.

7. Explain the modern techniques of controlling.

SECTION C — (10 marks)

8. Case Study (Compulsory)

Mr. and Mrs. Basu went to woodland's apparel section to buy a pullover. Mr. Basu did not read the price tag on the piece he had selected. While making the payment, he asked for the price at the counter. The answer was "Rs. 950".

Meanwhile, Mrs. Basu who was still shopping, came back and joined her husband. She was glad that he had selected a nice black pullover for himself. She pointed out   that   there   was   a

25 percent discount on that item. The person at billing counter nodded in agreement. Mr. Basu was thrilled to her that, "That means the price of pullover is Rs.   645.   That's   fantastic",   said Mr. Basu. He decided to buy another pullover in green.

In no time, he returned with the second pullover and asked the salesperson to pack both. When he received cash memo for payment, he was astonished to find that he has to pay Rs. 1,900 and net Rs. 1,290 as he had expected.

Mr. Basu could hardly reconcile himself to the fact that the sales person had first quoted the discounted price, that is Rs. 950, but the original price printed on the price tag was Rs. 1.225.

Questions :

(a)   Identify three sources of Mr. Basu's information about the price of the pullover.

(b)   Discuss the main filter involved in this case.

(c)   What should Mr. Basu have done to avoid the misunderstanding?

(d)   Who is to blame for this communication gap? Why?

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(DEMB 2)

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, DECEMBER 2019.

First Year

BUSINESS ENVIRONMENT

Time : Three hours   Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE of the following.

1.   (a)   Social Environment

      (b)   Private sector

      (c)   Sickness

      (d)   Experts and imports

      (e)   Globalization

      (f)   Need for privatisation.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2.   Discuss the factors influencing business environment.

3.   Explain the structure of Indian Economy.

4.   Discuss the reasons for sickness of an industry. Also suggest the remedies to overcome sickness.

5.   Evaluate the latest three "Five year pans".

6.   Explain the features of EXIM policy.

7.   What is an industrial policy? Explain the features of Industrial policy – 1991.

SECTION C — (10 marks)

8.   Case study

      Persistent pressure from the Disinvestment Commission and left parties had obviously forced the government into providing more operational autonomy to nine select public sector enterprisenavratnas.

      Almost as though to cover up the fact that none of the five reports by the commission have even begun to be implemented, the industry ministry had diverted attention by granting freedom to the navratnas.

A quick memorandum, with the laudable objective of turning these navratnas into global giants capable of withstanding international competition was issued on July 22. The freedom granted by it includes, among others, to enter into strategic alliances or technology and financial joint ventures with equity investment upto Rs. 200 crore in a single project, incur capital expenditure of purchasing technology or new items, open offices in India and abroad, create or wind-up posts upto director levels and raise debt from the domestic capital market.

Questions :

(a)   What does this new freedom actually mean to the navartnas?

(b)   Name the nine public enterprises which are provided the operational autonomy under navartnas policy?

(c)   Examine the role of public sector in the light privatization movement under way.

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(DEMB 3)

EXECUTIVE M.B.A DEGREE EXAMINATION,
DECEMBER 2019.

First and Second Years

First year

MANAGERIAL ECONOMICS

Time : Three hours   Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE of the following

1. (a) Demand concept
    (b) Significance of Managerial Economics
    (c) Forecasting demand
    (d) Market Structure
    (e) Capital Budgeting
    (f) Uncertainty

SECTION B — (3× 15= 45 marks)

Answer any THREE of the following

2. Write the Nature and scope of Managerial Economics.

3. What is demand forecasting? Explain the techniques of demand forecasting.

4. Explain the strategies of pricing in detail.

5. Explain the price out decision under monopolistic situations.

6. Discuss the techniques of Capital budgeting.

7. Explain public Investment decision under certainty.

SECTION C — (10 marks)

Case study

8. The times of India, one is of the leading newspaper in India. In September 1972, it lower its price from 45 paise from in to 20 paise while prices of its rivals remained unchanged. The number of newspapers sold by TOI and its rivals was as follows:

	Aug 1972	May 1973
TOI	355000	518000
Statesman	1024000	993000
Hindu	392000	402000
Hindustan Times	325000	277000

(a) Based on the figures, find the price elasticity of demand or TOI.

(b) Was the cross elasticity of demand between Statesman and TOI positive or negative?

(b) Would you expect it to be positive or negative? Why?

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(DEMB 4)

EXECUTIVE M.B.A (2 Years) DEGREE EXAMINATION, DECEMBER 2019.

First Year

ACCOUNTING FOR MANAGERS

Time : Three hours   Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE of the following questions

1.   (a)   Accounting Functions

     (b)   Funds flow statement

     (c)   Forfeiture of shares

     (d)   Margin of safety and BEP

     (e)   Absorption Costing

     (f)   Inflation accounting

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions

2.   What do you mean by Accounting? Enumerate various Accounting Concepts.

3.   Describe the accounting procedure for declaring and distributing dividends.

4.   Explain the Legal requirements relating to auditing and auditor's penalty for non-compliance.

5.   What is CVP analysis? Briefly explain its uses and limitations.

6.   Discuss the salient features of sustainability reporting.

7.   How do you Construct and analyse profit and loss account?

SECTION C — (10 marks)

Compulsory

8.   Case Study

     From the following data, Calculate

     (a)   MCV

     (b)   MPV

     (c)   MUV

Raw materials	Standard	Actual
A	40 units @ 50 per unit	50 units @ 50 per unit
B	60 units @ 40 per unit	60 units @ 45 per unit.

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(DEMB 5)

EXECUTIVE M.B.A. (2 YEARS) DEGREE EXAMINATION, DECEMBER 2019.

First Year

QUANTITATIVE TECHNIQUES FOR MANAGERIAL DECISIONS

Time : Three hours   Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Define derivative. Write its applications?

   (b) What is determinant? Explain its properties?

   (c) What is S.D.? Write its properties?

   (d) What is axiomatic probability?

   (e) What is Sampling? Write sampling distributions.

   (f) Explain moving average methods.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. What is Information? Explain the role of information in decision making process?

3. (a) Evaluate $\dfrac{d}{dx}\left(\dfrac{\sqrt{x}}{2x+3}\right)$

   (b) Prove that the function $x^2 + 4x - 2$ is continuous at x =

4. What is collection of data? Distinguish between primary data and secondary data and discuss various methods of collecting primary data.

5. A set of five similar coins in tossed 320 times and the result is

No. of Heads:	0	1	2	3	4	5
Frequency	6	27	72	112	71	32

Calculate the expected frequencies.

6. Fit a binomial distribution to the data.

X:	0	1	2	3	4	5
Y:	38	144	342	287	164	25

and test for goodness of fit, at the level of significance 0.05.

7. Calculate the correlation coefficient from the data below:

X: 105 104 102 101 100 99 98 96 93 92
Y: 101 103 100 98 95 96 104 92 97 94

SECTION C — (1 × 10 = 10 marks)

Compulsory

8. Case Study.

Under an employment promotion program it is proposed to allow sale of news papers on the buses off-peak hours. The Vendor can purchase the newspapers at a special concessional rate of 25 paise per copy against the selling price of 40 paise. Any unsold copies are, however, a dead loss. A Vendor has estimated the following probability distribution for the number of copies demanded.

No. of Copies: 15 16 17 18 19 20
Probability: 0.40 0.19 0.33 0.26 0.11 0.07

How many copies should be order so that his expected profit will be maximum?

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(DEMB 6)

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, DECEMBER 2019.

First Year

INFORMATION MANAGEMENT AND COMPUTER APPLICATIONS

Time : Three hours   Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE of the following.

1.   (a)   Personal computers

      (b)   RAM and ROM

      (c)   Virus

      (d)   MIS

      (e)   COBOL

      (f)   System Analysis and Design

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2.   Write the managerial applications of computers.

3.   Discuss the role of I.T. in Management Functions.

4.   Explain the role of computer in H.R.M.

5.   Examine the legal dimensions of computerisation.

6.   What is an MIS? Discuss its need and significance of MIS.

7.   What is Computer Progamming? Discuss with some examples.

SECTION C — (10 marks)

8.   Case Study :

      (a)   A middle manager receives a monthly report on the number of hours worked
             by the employees in his unit. A top manager receives a report in accidents
             that occurred on the factory floor because of safety violations. Which of these
             two is a summary report and which is an exception report? Discuss.

      (b)   Why does an organisation needs different types of information systems to
             meet its information needs? Does an organisation need all the different types
             of systems or does it depend on the information needs of the organisation?
             Discuss.

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, DECEMBER 2019.

First Year

FINANCIAL MANAGEMENT

Time : Three hours   Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1.   (a)   Objectives of financial management.

     (b)   Financial environment.

     (c)   Determinants of capital structure.

     (d)   Need for working capital.

     (e)   ABC analysis.

     (f)   Valuation of equity shares.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2.   What are the determinants of capital structure?

3.   Explain BEP analysis. State the approaches to calculate BEP and its limitations.

4.   Explain briefly the theories of capital structure.

5.   Explain the concept of dividend and dividend decisions.

6.   What are the methods of estimation of working capital?

7.   What is the concept of valuation of the firm? Explain the valuation of equity shares.

SECTION C — (10 marks)

(Compulsory)

8.   Case study :

     Mr. X wants to buy a business and seeks your help to calculate working capital requirements in the first year of trading. The following information is given and you are asked to add 10% for contingencies.

     (a)   Average amount locked up on stock :   Rs.

           Stock of finished goods and
           work in progress   2,500
           Stock of stores, materials   4,000

(b)   Average credit given to customers :

      Local sales - 2 weeks credit

      Outside sales - 6 weeks credit

(c)   Time allowed by supplier - 4 weeks

(d)   Time allowed for payment of wages - 2 weeks

      Prepare a statement showing the working capital requirement.

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EXECUTIVE M.B.A. 2 YEAR DEGREE EXAMINATION, DECEMBER 2019.

First Year

OPERATIONS MANAGEMENT

Time : Three hours   Maximum : 70 marks

SECTION A – (3 × 5 = 15 marks)

Answer any THREE of the following.

1. (a)   Nature of operations management

    (b)   Product vs service

    (c)   Layout

    (d)   Batch production

    (e)   Maintenence Management

    (f)   Quality Control.

SECTION B – (3 × 15 = 45 marks)

Answer any THREE of the following.

2. Write the responsibilities of an operations manager.

3. What is plant location? Discuss the factors which influence plant location.

4. Discuss various types of production systems with suitable examples

5. What is quality? Discuss how quality is Assumed?

6. What is ABC analysis? Discuss the steps in ABC Analysis.

7. Discuss the techniques on waste management.

SECTION C – (10 marks)

8. Case Study

    Determine the economic order quantity through trial and error and formula method for the following data and explain the concepts that make up economic order quantity.

    Annual requirements   : 1200 units

    Carrying cost per order   : Rs. 1

    Ordering cost per order : Rs.37.50

    Consider the following order size

S.No	1	2	3	4	5	6	7	8	9
Order Size	1200	600	400	300	240	200	150	120	100

(DEMB 9)

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, DECEMBER 2019.

First Year

MARKETING MANAGEMENT

Time : Three hours   Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) What is Marketing?

    (b) Marketing ethics.

    (c) Intermediaries.

    (d) Niche strategy.

    (e) Market Postioning.

    (f) Non-Price competition.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2. Discuss the societal dimensions of marketing.

3. Explain, how demographical factors influence Marketing Environment.

4. What is market segmentation? Explain the process of segmentation.

5. Explain the steps in consumer adoption.

6. Explain the strategies of pricing in detail.

7. Explain the role of marketing in service sector.

SECTION C — (10 marks)

(Compulsory)

8. 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 A1

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 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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2(DEMB 9)

(DEMB 10)

EXECUTIVE M.B.A. (2 years) DEGREE EXAMINATION, DECEMBER 2019.

First Year

HUMAN RESOURCE MANAGEMENT

Time : Three hours   Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1.   (a)   Job enrichment

      (b)   Sources of recruitment

      (c)   Reference checks

      (d)   Incentives

      (e)   Collective Bargaining

      (f)   Panel discussions

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2.   Explain the internal and external factors which effect HRM.

3.   Explain the methods of Job analysis.

4.   Discuss the steps in selection process.

5.   Explain the techniques of Performance Appraisal.

6.   What are quality circles? Explain their objectives.

7.   Discuss the future perspectives of HRD in India.

SECTION C — (10 marks)

8.   Case Study.
      Satish was a Sales Manager for Industrial Products Co. in City branch. A week ago, he was promoted and shifted to HO as Deputy Manager in Product Management for a division of products which he was not very familiar with. Three days ago, the company VP – Mr. George, convened a meeting of all Product Managers. Satish's new boss (Product Manager Ketan) was not able to attend due to some other preoccupation. Hence, the Marketing Director - Preet - asked Satish to attend the meeting as this would give him an exposure into his new role. At the

beginning of the meeting, Preet introduced Satish very briefly to the VP. The meeting started with an address from the VP and soon it got into a series of questions from him to every Product Manager. George, of course, was pretty thorough with every single product of the company and he was known to be pushy and blunt veteran in the field. Most of the Product Managers were very clear of George's ways of working and had thoroughly prepared for the meeting and were giving to the point answers. George then started with Satish, Satish being new to the product, was quite confused and fared miserably.

Preet immediately understood that's George had possibly failed to remember that Satish was new to the job. He thought of interrupting George's questioning and giving a discrete reminder that Satish was new. But by that time, George who was pretty upset with lack of preparation by Satish made a public statement "Gentlemen, you are witnessing here an example of sloppy work and this can't be excused".

Now Preet was in two minds - should he interrupt George and tell him that Satish is new in that position or should he wait till the end of the meeting and tell George privately. Preet chose the second option. Satish was visibly angry at the treatment meted out by George but he also chose to keep mum. George quickly closed the meeting saying that he found in general lack of planning in the department and asked Preet to stay back in the room for further discussions. Before Preet could give any explanation on Satish, George asked him "Tell me openly, Preet, was I too rough with that boy?"Preet said "Yes, you were. In fact I was about to remind you that Satish is new to the job". George explained that the fact that Satish was new to the job didn't quite register with him during the meeting. George admitted that he had made a mistake and asked his secretary to get Satish report to the room immediately. A perplexed and uneasy Satish reported to George's room after few minutes. George looking Satish straight into his eyes said "I have done something which I should have never even thought of and I want to apologise to you. It is my mistake that I did not recollect that you were new to the job when I was questioning you". Satish was left speechless. George continued "I would like to state few things clearly to you. Your job is to make sure that people like me and your bosses do not make stupid decisions. We have good confidence in your abilities and that is why we have brought you to HO. For everybody time is required for learning. I will expect you to know all the nuances of your product in three months time. Until then you have my complete confidence". George closed the conversation with a big reassuring handshake with Satish.

Questions :

(a)   Was it at all necessary for George to apologise to such a junior employee like Satish?

(b)   If you were in Satish's place, how would you to respond to George's apology?

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(DEMB 10)