**(DEMB 1)**

EXECUTIVE M.B.A. DEGREE EXAMINATION,
NOVEMBER 2021.

First and Second Years

PERSPECTIVE OF MANAGEMENT

Time : Three hours                                              Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a)   Policy

   (b)   Management Thought

   (c)   Decentralization

   (d)   Directing

   (e)   Motivation

   (f)   Leadership.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Explain the concept of management? Review in brief the main functions of Management?

3. What do you understand by term policy? How does its differ from the procedures, rules?

4. What is leadership? Discuss the trait theory and situational theory of leadership.

5. What is mean by effective decentralization of authority? What are the steps to be taken to make decentralization effective?

6. Define Recruitment. Briefly Explain the Internal and External source of Recruitment.

7. Explain the Herzberg two factor theory and differentiate its from Maslow theory of hierarchy.

SECTION C – (10 Marks)

Compulsory.

8. Case study.

Dr. Ranga comes from a very highly placed family of south India. His father was a Major Generalin the armed forces and his mother, though an educated housewife, was very ambition' and aggressive in teaching her children the value of success, competition and achievement. All of the five children in the family was very well settled in various fields.

Dr. Ranga, the second son and the third child in the family was specially loved and attended to by the mother because he was exceptionally bright and form a very early age expressed his desire to become a doctor. He went to the best convent school, was very good in sports and graduated with high honors. He was accepted in one of the finest medical schools in India and completed his MBBS degree in 5 years, specializing in neurosurgery.

After spending two years in medical residency in a hospital in India, he came to America in 2006 and started working in a hospital. He was very diligent, hardworking and became known as one of the best neurosurgeons in the hospital by 2010, In the mean time he went to India in 2008, got married and had one daughter. He was making very good money and was considered as one of the most successful and affluent Indian doctors in the Indian social circles.

In 2010 one of Dr. Ranga's old friends from India. Dr. Singh who had also settled in America visited an Indian restaurant for dinner. He was most surprised to see Dr. Range sitting lotus style on the floor playing an Indian musical instrument known as sitar. His total income from playing the instrument from playing the instruments for the guest including tips came to the less than $ 100 for the day. Dr. Singh greeted Dr.Ranga with affection but wanted to know what was going on. The conversation went something like this.

Dr. Singh: Dr.Ranga! My god! What a surprise? I have not seen you for ages. I heard you are working in the hospital as a neurosurgeon. And I assume you are playing the sitar just as a hobby.

Dr. Ranga: No Dr. Singh. I am not playing the sitar as ahobby. I am playing it as a profession. I have always liked music and it gives me a lot of peace of mind. My needs are limited and I make enough money to satisfy these needs.

Question :

Discuss the issues of the cases.

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EXECUTIVE M.B.A. (2 Years Pattern) DEGREE EXAMINATION, NOVEMBER 2021.

First Year

BUSINESS ENVIRONMENT

Time : Three hours                                      Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE Questions.

1.  (a)    Legal Environment
    (b)    Private sector
    (c)    Foreign Trade
    (d)    Privatization
    (e)    Fiscal sector
    (f)    Foreign capital

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2.  Describe the issues involved in the political legal environment in Business.

3.  Differentiate the Public Sector and Private sector in India.

4.  Give Planning goals and Strategies in industrial policy.

5.  Describe the process of India's Balance of Payment.

6.  State the Financial sector reforms in India.

7.  Explain the reasons for the sickness in small scale industries.

SECTION C — (1 × 10 = 10 marks)

(Compulsory)

8.  Case Study :

    The Kerala state Industrial Development Corporation (KSIDC) has mooted an amalgamation arrangement of a number of troubled seafood processing units to form a single entity in a bid to help them overcome their present financial crises.

    There are around 90 sick seafoods units in India, against many of whom the Debt Recovery, Tribunal has initiated proceedings. Collectively these units owe around Rs. 260 crore to various banks and financial institutions. More than half of this amount is accumulated interest on loans. KSIDC, which has around 20 units, conducted a study on the seafood industry before coming up with the proposal for amalgamation, an official said.

The Seafood Exporters Association of India (SEAI) and the forum of Revival and Reconstruction of seafood Export Industries in India are now supporting the proposal which suggests that 10 or more units be amalgamated into one company so that it will be have a stronger financial base and better economies of scale.

As a first step towards this plan, six units in Kerala have come together to be amalgamated into a single firm. However, this unit now requires approvals of their tenders to go ahead with the scheme for amalgamation, which is an optional scheme for the forum.

According to SEAI, the seafood unit, started incurring losses and eventually tirmed sick because of number of reasons that were "beyond their control". Incidents, such as "blacklisting of cooked shrimp" by the United states and, "ban on Indian seafood" announced by the European Economic Community (EEC) are factors that contributed to the weakening of the industry. On the other hand, processing units had to invest in modernizing their facilities to remain competitive in the global markets, but they are facing financial problems. There is not sufficient raw material available and competition in the sector is unhealthy too.

The SEAI and the Forum are now seeking the help of the Indian Banks Association and the Finance Ministry to settle their dues to the banks.

According to SEAI, a similar model of amalgamation was tired out successfully in Iceland 20 years ago. About 100 sick, traditional seafood units in the country were amalgamated into 10 units to achieve a turnaround.

Questions :

(a)    What are the reasons for sickness of seafood Units?

(b)    Do you support the strategy of SEAI for revival and reconstruction?

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EXECUTIVE M.B.A. (Two Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

MANAGERIAL ECONOMICS

Time : Three hours                                    Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1.  (a)    Macro Economics

    (b)    Demand Forecasting

    (c)    Elasticity of Demand

    (d)    Firm and Industry

    (e)    Profit Planning

    (f)    Public Investment Decision

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2.  What do you understand by Micro and Macro Economic Approaches?

3.  Explain the Trend Projection Method and Collective opinion method of Demand Forecasting.

4.  What is Production Function? How does the long run Production Function differ from short run production function?

5.  Briefly Discuss about the Important Pricing Methods.

6.  Examine the Managerial Theories of the firm.

7. What is National income? Discuss the various methods of National Income.

SECTION C — (10 marks)

(Compulsory)

8. Case Study :

The present level of operation of a company is 30,000 units for which they incur the cost as follows :

|  | Per Unit (Rs.) |
|---|---|
| Material | 50 |
| Labor | 30 |
| Variable expenses | 20 |
| Fixed Expenses | 25 |
| Total cost | 125 |
| Profit | 25 |
| Selling price | 150 |

Calculate the number of units to be sold to keep up the same level of profit if the price is reduced to Rs.20.

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EXECUTIVE M.B.A. (Two Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

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 Information
   (b)   Inflation
   (c)   Shares
   (d)   Annual Accounts
   (e)   Managerial Costing
   (f)   Profit Analysis

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Briefly explain the objectives and limitations of accounting.

3. Draw up the Performa of Balance sheet of company and its major needs.

4. Describe the legal requirements relating to the Accounting Disclosure.

5. Discuss the Accounting Procedure for Declaring and Distributing dividends.

6. Briefly explain the Classification of costs.

7. Define Inflation. Discuss the Methods of Accounting for inflation.

SECTION C – (10 marks)

(Compulsory)

8. Case Study :

   From the following details, ascertain the "Funds from Operations"

|  | Rs. | Rs. |
|---|---|---|
| Profit and Loss A/c |  |  |
| Balance at the end | 50,000 | 60,000 |

|  | Rs. | Rs. |
|---|---|---|
| General Reserve | 30,000 | 40,000 |
| Good will | 20,000 | 12,000 |
| Preliminary expenses | 6,000 | 4,000 |
| Depreciation Provision (Accumulated) | 25,000 | 40,000 |
| Income from non-trading investments | – | 20,000 |

Preference shares of the face value of Rs.1,00,000 were redeemed during a the year at premium of 10%. The premium on redemption was charged to the P& L A/c.

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EXECUTIVE M.B.A. (2 Year) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

QUANTITATIVE TECHNIQUES FOR MANAGERIAL DECISIONS

Time : Three hours                                           Maximum : 70 marks

SECTION A – (3 × 5 = 15 marks)

Answer any THREE of the following Questions

1.  (a)    Hypothesis

    (b)    Probability

    (c)    Secondary Data

    (d)    Simple Random Sampling

    (e)    Bayesian Approach

    (f)    Decision theory

SECTION B – (3 × 15 = 45 marks)

Answer any THREE questions.

2.  A Bag contain 7 white, 2 black balk. Find the probability of drawing white balls?

3.  A movie producer is bringing out a new movie. In order to map out his advertising campaign, he wants to determine whether the movie will appeal most to a particular age group or whether it will appeal equally to all age groups, the producer takes a random sample from persons attending preview of the new movie and obtain the following results?

|  | Under 20 | 20-39 | 40-59 | 60 and above | Total |
|---|---|---|---|---|---|
| Like the Movie | 146 | 78 | 48 | 28 | 300 |
| Dislike the movie | 54 | 22 | 42 | 22 | 140 |
| In different | 20 | 10 | 10 | 20 | 60 |
| Total | 220 | 110 | 100 | 70 | 500 |

What inference will you draw from the data?

4.  Briefly Explain the difference between the primary Data and Secondary Data?

5.  A university has to select an examiner from a list of 50 persons, 20 of them women and 30 men, 10 of them knowing Hindi and 40 not, 15 of them being teachers and remaining 35 not. what is the probability of the University Selecting Hindi-Knowing women teacher.

6. Explain the importance of Quantitative techniques in Decision Making.

7. Following are the marks obtained by the two students A and B in the 10 sets of examination?

| Sets | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Marks obtained by A | 44 | 80 | 76 | 48 | 52 |
| Marks Obtained by B | 48 | 75 | 54 | 60 | 63 |
| Sets | 6 | 7 | 8 | 9 | 10 |
| Marks obtained by A | 72 | 68 | 56 | 60 | 64 |
| Marks Obtained by B | 69 | 72 | 51 | 57 | 56 |

If the consistency of performance is the criterion for awarding the price, who should get the prize through regression ?

SECTION C – (10 marks)

Compulsory

8. Find the coefficient of skewers from the following distribution?

| Marks | 20-30 | 30-40 | 40-50 | 50-60 | 60-70 |
|---|---|---|---|---|---|
| No of students | 14 | 25 | 36 | 11 | 14 |

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EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

INFORMATION MANAGEMENT AND COMPUTER APPLICATIONS

Time : Three hours                                    Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1.  (a)    Computer
    (b)    Spread sheet
    (c)    Computer viruses
    (d)    System Analysis
    (e)    Information
    (f)    Computer Programming.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2.  What are the different components of computer?

3.  Explain the Major features of MS Excel and Discuss.

4.  How can the Internet and Intranet support for HRM?

5.  Define the term MIS? Describe its various features of MIS.

6.  Define the term system? Enlist the characteristics of a system.

7.  Discuss the role of COBOL in Business applications.

SECTION — C

Compulsory.

8.  Case Study:        (10)

    ABC company processes more than 5,000 customer orders a month, drawing on a combined inventory of over 500 office products stock at the Co's warehouse. About 40 workstations, with printers are installed at Co's headquarters and are connected to LAN orders received by phone or mail and entered into a system by order entry personnel at network computers.

    Orders are received by phone or mail and entered into the system by order entry personnel at network computers. Entry of orders is assisted by formatted screens. As the order is entered, the midrange computer checks the availability of the

products, updates the customers and product databases stored on computer's magnetic disks. It then sends the pick list of warehouse printer, for further processing by warehouse personnel.

Co's sales manager, inventory manager and others executives have PC workstations in their offices. They use simple Data Base management inquiry commands to get responses and repairs concerning sales orders, customers and inventory to review product demand and service trends.

(a)  Outline the important information system component in ABC Co's order processing system.

(b)  Identify the network software and data, network sources of order processing information system.

(c)  Identify the various activities occurring in this information system.

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EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

FINANCIAL MANAGEMENT

Time : Three hours                                                    Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1.  (a)    Financial Decision

    (b)    Capital Budgeting

    (c)    Financial Leverage

    (d)    Garden's Model

    (e)    Liquidity

    (f)    ABC Analysis

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2.  Discuss the Objectives and goals of the firm in the Financial Management.

3.  Define the Capital Budgeting. Discuss the Capital budgeting Process.

4.  Distinguish the difference between the financial leverage and Combined Leverage.

5.  Critically Explain the Walter relevance theory of Dividend.

6.  What is the role of Credit Policy variable in credit policy of a firm? Discuss.

7.  Write a detailed note on approaches available for computation of cost of equity.

SECTION C — (10 marks)

(Compulsory)

8.  Case Study :

    Mico Industries Ltd has an asset of Rs. 3,20,000 that have been financed with Rs. 1,04,000 of debt, and Rs. 18,000 of equity and a general reserve of Rs. 36,000. The Company's initial profit after interest and taxes for the year 31.03.2018 were Rs. 27,000. It pays 8% interest on debt. The company in the 50% of Tax bracket. It has 1800 equity shares of Rs. 100 each selling at market price of Rs.120 per share.

    Calculate WACC.

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EXECUTIVE M.B.A. (Two Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

OPERATIONS MANAGEMENT

Time : Three hours                                    Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a)   Operations Research

   (b)   Process Selection

   (c)   Standardization

   (d)   Process chart

   (e)   Stores Lay out

   (f)   Purchase system

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. What is Operations Management? Explain the approaches of Operations Management.

3. Explain the approaches of Value Engineering.

4. Discuss the different types of Facility layout and their characteristics.

5. Examine the Purpose of ABC analysis.

6. Discuss the Deterministic and Probabilistic methods of Material Management.

7. Clearly Explain the components of Project Plan.

SECTION C — (10 marks)

(Compulsory)

8. Case Study :

   10 Samples (each of size 100) of a component were inspected. The results of the inspection are given below

   | Sample No. : | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
   |---|---|---|---|---|---|---|---|---|---|---|
   | No.of defection : | 2 | 0 | 4 | 3 | 1 | 2 | 3 | 1 | 1 | 2 |

   Draw the relevant control chart taking 3 sigma limits.

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**(DEMB 9)**

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

MARKETING MANAGEMENT

Time : Three hours                                      Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1.  (a)     Production Concept Vs. Selling Concept

    (b)     Macro Environment

    (c)     Post Purchase Behavior

    (d)     Concept of Augmented Product

    (e)     Geographic Pricing

    (f)     Idea Marketing

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2.  Define Marketing. Explain the Marketing concepts in Detail.

3.  What is Organizational Buying Behavior? Briefly  discuss the Features and Determinants of Purchase behavior.

4.  Define the Pricing. Explain the factors influencing the Pricing strategies and Policies.

5.  How should the advertising budget be decided for organization? Explain the different methods of budget setting.

6.  Define Information system. Explain the benefits involved in the Marketing.

7.  What is sales Promotion? Discuss the Various steps involved in Decision Making process of Sales Promotion Program.

SECTION C — (1 × 10 = 10 marks)

(Compulsory)

8.  Case Study :

    Various government agencies in the Indian subcontinent especially those responsible for collecting important socio-economic statistics regularly publish data that can be of great use to marketers. Much of tins data is now freely

available on various government websites. This data is very valuable for marketers to make a first-cut estimate of the size of potential markets and their various segments. Assume that you want of launch a low price baby diaper in the market but are confused about the size of the overall market and its various market segments.

(a)    Estimate the overall market size and two of the interesting sub segments using any two segmentation variable of your choice.

(b)    What other useful marketing insights can you develop using similar data?

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EXECUTIVE M.B.A. (TWO YEARS) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second 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)    Selection

    (c)    Performance Appraisal

    (d)    Job Satisfaction

    (e)    Grievance Settlement

    (f)    T-Group Training.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2.  Define the concept of HRM. Explain its objectives and Principles of HRM.

3.  Briefly discuss the concept of training. Explain the objectives of Training.

4.  What is Motivation? State the theories of Motivation.

5.  Discuss the grievance settlement procedure in Industries.

6.  Explain the following terms quality circles, lecture method, programmed learning, role playing.

7.  What do you mean by collecting Bargaining and discuss it collective bargaining process at Industry Level?

SECTION C — (10 marks)

Compulsory

8.  Case Study:

    According to the MD of Amrit Auto Limited "An organization is a human system with multiple pressure points, there are no simple levers that can be operated." He believes that you cannot force anyone to produce quality. It has to come out of an inner volition. The management tasks is to create a culture wherein people are motivated to work hard. At the core of the viability of Amrit Auto Limited are competent and motivated people. They are products of their training, attitudes

capabilities and goals that the company set for them. The company believes in giving independence to the employees. The MD believes that everyone make mistakes. What is important is what you learn from them and how quickly you rectify them." "However he has a low tolerance for the repetition of mistakes. People are the more important than machines, but very few persons are indispensable. An essential quality of the employees should be to think first of company. The MD is extremely assertive when it comes to the company's retention strategies. According to him 'Most of us tend to forget that a company has to compete on product attractiveness, quality and cost. I am eroded, so it is your competitiveness. Wage increase have to be paid for by increase productivity, otherwise they cannot be sustainable'.

Questions

(a)   How would you describe the company's motivational style?

(b)   Analyze the case showing your acquaintance with the various theories of motivation.

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