

**(DEMB1)**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017**

**First and Second Years**

**PERSPECTIVES OF MANAGEMENT**

**Time : 3 Hours**

**Maximum Marks: 70**

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**SECTION-A**

***(3 × 5 = 15)***

**Answer Three questions**

- Q1)** a) Scope of Management.  
b) MBO.  
c) Decentralisation.  
d) EDPs.  
e) Leadership traits.  
f) Plural executive.

**SECTION-B**

***(3 × 15 = 45)***

**Answer Three questions.**

- Q2)** Define Management. Explain its functions.
- Q3)** Briefly explain different types of plans.
- Q4)** Give an overview on decision tree analysis.
- Q5)** State the features of formal and informal organizations.
- Q6)** Enumerate the role of media in communication.
- Q7)** Bringout the management development practices in India.

**SECTION-C**

**(10)**

**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 significantly 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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**(DEMB2)**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017**

**First and Second Years  
BUSINESS ENVIRONMENT**

**Time : 3 Hours**

**Maximum Marks: 70**

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**SECTION-A**

**(3 × 5 = 15)**

**Answer Three questions**

- Q1)** a) Concept of Business environment.  
b) Public Sector.  
c) External trade.  
d) Privatisation.  
e) Foreign Direct Investment.  
f) Industrial Sickness.

**SECTION-B**

**(3 × 15 = 45)**

**Answer Three questions**

- Q2)** Examine the role of government in regulating business in India.
- Q3)** Bringout the structural dimensions of Indian economy.
- Q4)** State the features of Industrial policy resolution, 1956.
- Q5)** Explain about position of foreign collaborations in India.
- Q6)** Elucidate the impact of economic reforms on Indian Industries.
- Q7)** Write about Export-Import policy of India.

**SECTION-C**

**(10)**

**Compulsory**

**Q8)** Case study:

India's economy is going through a radical change. After initiation of many economic reforms, business environment in the country has changed a lot. We have definitely moved towards free market economy. As a result of this, many new opportunities have been created, and at the same time, new challenges and threats have also arisen out of the change. There were more than half a dozen organizations engaged in the production and distribution of cool drinks in India under different brand names. In the meanwhile, two giant multinationals, namely, "Pepsi" and "Coca-Cola" also entered into the Indian market. Consequently, the existence and survival of home organizations came into jeopardy due to cut-throat competition. Some of the local organizations have disappeared, and some others are just surviving on the border line.

Read the above case and answer the following questions:

- a) How domestic organizations may cope with changing environment.
- b) What have been their strengths and weaknesses and how they enter into the cool drink market.
- c) Suggest suitable strategies they should adopt.

**x x x**

**(DEMB3)**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017**

**First and Second Years  
MANAGERIAL ECONOMICS**

**Time : 3 Hours**

**Maximum Marks: 70**

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**SECTION-A**

**(3 × 5 = 15)**

**Answer Three questions**

- Q1)** a) Scope of economics.  
b) Price elasticity of demand.  
c) Sunk costs.  
d) Duopoly.  
e) Innovation theory.  
f) IRR.

**SECTION-B**

**(3 × 15 = 45)**

**Answer Three questions**

- Q2)** What are the various techniques of managerial economics?
- Q3)** Write about price, income and cross elasticity of demands.
- Q4)** State the objectives of cost analysis.
- Q5)** Discuss about the economics of risk and uncertainty.
- Q6)** Briefly explain the managerial theories of the firm.
- Q7)** Describe the discounted cash flow techniques of capital budgeting.

**SECTION-C**

**(10)**

**Compulsory**

**Q8)** Case study:

Find price elasticity of Demand at price Rs. 7, when price and quantity demanded behave in the following manner:

Price (P) Kg	9	8	7	6	5	4	3	2	1
Quantity Demanded									
(Q)/Kg	5	15	20	30	36	45	55	70	90

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**(DEMB4)**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017**

**First and Second Years  
ACCOUNTING FOR MANAGERS**

**Time : 3 Hours**

**Maximum Marks: 70**

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**SECTION-A**

**(3 × 5 = 15)**

**Answer Three questions**

- Q1)** a) Accounting Conventions.  
b) Balance sheet.  
c) Undistributed dividends.  
d) Inflation Accounting.  
e) Marginal Cost.  
f) Auditor's penalty.

**SECTION-B**

**(3 × 15 = 45)**

**Answer Three questions.**

- Q2)** Define accounting. Explain its functions.
- Q3)** Discuss about contents and construction of funds flow statement.
- Q4)** Explain the accounting disclosure as per the Indian Companies Act, 1956.
- Q5)** Describe the procedure of accounting for declaration and distribution of dividends.
- Q6)** Define 'Cost'. What are the types of Costs?
- Q7)** Write about errors that occurred in accounting.

**SECTION-C**

**(10)**



**Compulsory**

**Q8) Problem**

AB Ltd. furnishes the following information relating to budgeted sales and actual sales for April, 2011:

	<b>Product</b>	<b>Sales Quantity (units)</b>	<b>Selling price per unit (Rs.)</b>
Budgeted	A	1,200	15
Sales	B	800	20
	C	2,000	40

	<b>Product</b>	<b>Sales Quantity (units)</b>	<b>Selling price per unit (Rs.)</b>
Actual Sales	A	880	18
	B	880	20
	C	2,640	38

**Calculate the following variances:**

- a) Sales quantity variance.
- b) Sales mix variance.
- c) Sale price variance.
- d) Total sales variance.

**x    x    x**

**(DEMB5)**

**EXECUTIVE MBA DEGREE EXAMINATION, MAY – 2017**  
**First & Second Year**  
**QUANTITATIVE TECHNIQUES FOR MANAGERIAL**  
**DECISIONS**

**Time : 3 Hours**

**Maximum Marks : 70**

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**Section - A**

*(3 x 5 = 15)*

**Answer three questions**

- Q1)** a) Explain the types of functions with examples.
- b) Distinguish between dispersion and skewness.
- c) Give the three definitions of probability.
- d) Define normal distribution. State its properties.
- e) Explain sampling distribution and standard error.
- f) What is a time series? What are its components.

**Section - B**

*(3 x 15 = 45)*

**Answer three questions**

- Q2)** a) Evaluate :  $\int_0^1 x^2 \log x \, dx$

- b) Find the inverse of :
- $$\begin{pmatrix} 1 & 2 & 5 \\ 2 & 3 & 1 \\ 1 & 1 & 1 \end{pmatrix}$$

**Q3)** Explain : (a) Pie diagram (b) Histogram and (c) Frequency curve with suitable examples. Calculate the mode from the following data.

Marks :	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80-89
No. of Students:	7	15	18	25	30	20	16	9

**Q4)** Calculate Karl-Pearson's coefficient of skewness from the following data :

Height (ft):	less than 7	<14	<21	<28	<35	<42	<49	<56
	(<)							
No. of trees:	26	57	92	134	216	287	341	360

**Q5) a)** An experiment succeeds twice as often as it fails. What is the probability that in next five trials there will be (a) at least three successes and (b) at most three successes.

b) At a certain examination 10% of the students who appeared for the paper in statistics got less than 30 marks and 97% of the students got less than 62 marks. Assuming the distribution to be normal, find the mean and standard deviation of the distribution.

**Q6) a)** Explain (a) simple random sampling and (b) stratified random sampling and their relative advantages and disadvantages.

b) The results of a survey to know the educational attainment among 100 persons, randomly selected in a locality are given below :

	Middle	High School	Collage
Male	110	115	125
Female	125	110	115

Can you say that the level of education depends upon sex?

**Q7)** Fit a second degree parabola for the following data and estimate the value for 1998.

Years	:	1999	2000	2001	2002	2003	2004	2005
Production ('000tons):		25	31	33	38	31	40	45

**(Compulsory)**

**Q8)** Given the information concerning product A as : (i) unit profit Rs. 3 (ii) salvage loss per unit Rs. 2 (iii) demand recorded over 300 days is as under :

Units demanded :	5	6	7	8	9
Days :	30	60	90	75	45

Find EMV if 8 units are ordered and expected profit presuming certainty of demand.



**(DEMB6)**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017**

**First and Second Years**

**INFORMATION MANAGEMENT AND COMPUTER APPLICATIONS**

**Time : 3 Hours**

**Maximum Marks: 70**

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**SECTION-A**

**(3 × 5 = 15)**

**Answer Three questions**

- Q1)** a) IT in Management.  
b) Firewalls.  
c) Antivirus.  
d) MIS.  
e) Operators.  
f) Programming in COBOL.

**SECTION-B**

**(3 × 15 = 45)**

**Answer Three questions**

- Q2)** Bringout the uses of personal computers.
- Q3)** Examine the role of computers in HRM.
- Q4)** Listout the social aspects of computerisation.
- Q5)** Write about control systems of MIS.
- Q6)** Discuss about applications of COBOL.
- Q7)** Write a short notes on:

- a) Computer programming.
- b) Spreadsheet software.
- c) C & C<sup>++</sup>

**SECTION-C**

**(10)**

**Compulsory**

**Q8)** Case study:

The computer centre at Bombay University has been experiencing computer downtime. Let us assume that the trials of an associated Markov process are defined as one – hour periods and that the probability of the system being in a running state or a down state is based on the state of the system in the previous period. Historical data show the following transition probabilities.

	To	
From	Running	Down
Running	0.90	0.10
Down	0.30	0.70

- e) If the system is initially running, what is the probability of the system being down in the next hour of operation?
- f) What are the steady-state probabilities of the system being in the running state and in the down state?

**x    x    x**

**(DEMB7)**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017**

**First and Second Years  
FINANCIAL MANAGEMENT**

**Time : 3 Hours**

**Maximum Marks: 70**

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**SECTION-A**

**(3 × 5 = 15)**

**Answer Three of the following**

- Q1)** a) Financial Intermediaries.  
b) EPS.  
c) Optimum Capital structure.  
d) Gordon's model.  
e) Safety stock.  
f) Debentures.

**SECTION-B**

**(3 × 15 = 45)**

**Answer Three of the following**

- Q2)** What are the various financial goals of a firm?
- Q3)** Give an overview on financial markets.
- Q4)** Bringout the determinants of capital structure.
- Q5)** Discuss about the implications of break-even analysis in financial decisions.
- Q6)** Listout the factors influencing the requirements of working capital.
- Q7)** Briefly explain about inventory management techniques.

**SECTION-C**

**(10)**

**Compulsory**

**Q8)** Case study:

Following are the details of a project:

Initial outlay	Rs. 80,000
Initial working capital	Rs. 20,000

Cash flows before depreciation and taxes:

1 <sup>st</sup> Year	Rs. 35,000
2 <sup>nd</sup> Year	Rs. 35,000
3 <sup>rd</sup> Year	Rs. 30,000
4 <sup>th</sup> Year	Rs. 30,000
Salvage value	Rs. 20,000

The project is depreciable on straight-line basis. If the required rate of return is 10% which is the project acceptable under the NPV and IRR criteria? Tax rate is 50%.

**x    x    x**



**(DEMB8)**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017**

**First and Second Year  
OPERATIONS MANAGEMENT**

**Time : 3 Hours**

**Maximum Marks: 70**

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**SECTION-A**

**(3 × 5 = 15)**

**Answer Three questions**

- Q1)** a) Mass production.  
b) Capacity planning.  
c) Project controlling.  
d) Quality Assurance.  
e) Management of Waste.  
f) Scope of operations management.

**SECTION-B**

**(3 × 15 = 45)**

**Answer Three questions**

- Q2)** Describe how to plan a batch production.
- Q3)** Discuss about criteria followed for product selection.
- Q4)** State the merits and demerits of value engineering.
- Q5)** What are the probabilistic models of materials management?
- Q6)** Explain various concepts of stores management.
- Q7)** Bringout the objectives of inventory management.

**SECTION-C**

**(10)**

**Compulsory**

**Q8)** Case study:

TFG company uses 25,000 Nos. of a component per year. It costs Rs. 100 to place and receive an order and carrying cost is 30% of unit price. The supplier quotes the following prices for the component.

Quantity	Unit Price (Rs.)
0 to 499	21.60
500 to 999	20.95
1000 and above	20.90

- a) What is the optimal order Quantity?
- b) What is the minimum total cost?
- c) How much time will elapse between orders?

**x    x    x**

**(DEMB9)**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017**

**First and Second Years  
MARKETING MANAGEMENT**

**Time : 3 Hours**

**Maximum Marks: 70**

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**SECTION-A**

**(3 × 5 = 15)**

**Answer Three questions**

- Q1)** a) Concept of Marketing.  
b) Marketing intelligence  
c) Psychological pricing.  
d) Pre-testing.  
e) Cognitive dissonance.  
f) Marketing budget.

**SECTION-B**

**(3 × 15 = 45)**

**Answer Three questions**

- Q2)** Discuss about social responsibilities of marketing.
- Q3)** Briefly explain about various types of market positioning strategies.
- Q4)** Describe the process of consumer adoption.
- Q5)** Give an overview on product line decisions.
- Q6)** Explain the significance and objectives of pricing.
- Q7)** What are various functions of marketing channels?

**SECTION-C**

**(10)**

**Compulsory**

**Q8)** Case study:

Sudha Home Appliances pays its sales people well. They are on expense account. Their promotional prospects are bright. They get an opportunity to travel to exotic places as a reward for their service. Many sales people draw five figure salaries.

Sudha Home Appliance has thought about an incentive plan to keep the sales people motivated. IT has started to think of ways and means to compensate sales people without increasing their tax liability. It has thought of providing the sales people a catalogue of house hold items which can be obtained by redeeming the points earned by them on the basis of performance. It will provide good opportunity to sales people to point out to others with a great degree of pride what they have achieved by showing the house hold items and then explaining how they won it.

They also want to introduce a travel plan, because a travel to beautiful locales home and abroad is an ultimate dream of many people. Travel plan scores over reward redemption scheme because a reward that is repeated does not have incentive value where as travel plan though repeated keeps up its incentive value. Travel plan is also a family affair.

Questions:

- a) What is the real issue in this case?
- b) Can you think of some more incentives for Sudha's sales people?

**x x x**

**(DEMB10)**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017**

**First and Second Years**

**HUMAN RESOURCE MANAGEMENT**

**Time : 3 Hours**

**Maximum Marks: 70**

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**SECTION-A**

**(3 × 5 = 15)**

**Answer Three questions**

- Q1)** a) Concept of HRM.  
b) Job design.  
c) Replacement chart.  
d) Induction.  
e) Demotions.  
f) T – Group training.

**SECTION-B**

**(3 × 15 = 45)**

**Answer Three questions.**

- Q2)** What are the various institutions involved in Human Resource Development in India?
- Q3)** Briefly explain the performance appraisal methods.
- Q4)** Discuss about grievance redressed measures taken by organisations.
- Q5)** Examine the need and objectives of training for employees.
- Q6)** Write about contents of job analysis.
- Q7)** Briefly explain any two theories of motivation.

**SECTION-C**

**(10)**

**Compulsory**

**Q8)** Case study.

Effectiveness of Well-timed Training in Fostering Employee Competency

Modern Textiles is in the business of producing garments and has an average annual turnover of Rs. 3 billion. Since a large volume of its products is exported, the company has been very conscious of its quality commitment. It provides induction training to every new employee for two weeks and then on-the-job training by a supervisor for four months. This had been proving sufficient for the workers in meeting the clients' quality expectations even while maintaining the high volume of production.

As part of its ambitious expansion programme, the company recently imported ultramodern machinery to double its production capacity. After the machinery was installed, the production volumes increased as expected, but the reject rates too rose dramatically. Consequently, the cost of production increased and the export deadlines too became very tight. The management discussed the issue at the different levels of the organization and held the machine operators' inadequate knowledge and improper handling of the new machines as the primary reason for the unusual rejects. To remedy the situation, the HR department hurriedly organized the necessary training programmes for the employees' handling this machine and the reject rates situation started to improve.

Meanwhile, the production manager found the HR department at fault for the crisis and blamed it for not undertaking training-needs assessment among the production department employees. However, the HR department retorted by saying that barely three months before the arrival of the new machine, a routine training-needs assessment had been made among those employees but it had revealed no pressing training requirements. On their part, the HR personnel held the production manager responsible for failing to inform them about the imminent arrival of the new machine at the time of the assessment of the training necessities. The blame game continued.

Questions:

- a) From your perception, who is responsible for the whole incident resulting in high reject rates and the other associated problems?
- b) If you were the HR manager, what would you do to avert this crisis?
- c) What should be the long-term strategy of this company in terms of the training policy and process?

**x x x**