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

First and Second Years

Perspectives of Management

Time : 3 Hours   **Maximum Marks : 70**

SECTION - A

Answe three questions   (3 × 5 = 15)

Q1)   a)   Decision tree analysis

     b)   Span of control

     c)   M.B.O.

     d)   Role of manager

     e)   Henny Fayol

     f)   Vestibule training

SECTION – B

Answer three questions   (3 × 15 = 45)

Q2)   What are the principles of management?

Q3)   Evaluate the steps involved in decision making process.

Q4)   What are the sources of recruitment?

Q5)   Outline the social responsibilities of business.

Q6)   What are the objectives of planning?

Q7)   What are the barriers of communication.

Q8) Case Study

Johan J.Mack who had left Morgan Stanley four years earlier, was back as CEO, replacing Philp. J.Purcell, who had resigned weeks earlier after mounting criticism that he was mismanaging the once-mighty investment bank. Whereas Purcell was a top-down strategist and tended to hole up in his office, Mack is drawing on his skills as a salesman and operator ro make Morgan Stanley as nimble and dynamic as possible. He also hired key people to help him put the new culture in place.

The Business Week Case study examines the leadership of Morgan Stanley CEO Johan J. Mack describes his actions to change the investment banks culture and redirect decision making so it is more aggressive rather than timid.

Questions:

a) What are the competencies that seem strong in John Mack and its implications?
b) What type of leader he is according to you and explain the reasons for it?

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Total No. of Questions : 8]   **[Total No. of Pages : 2**

ELECUTIVE M.B.A. (Two Years Pattern) DEGREE EXAMINATION, MAY – 2018

First Year

Business Environment

Time : 3 Hours   **Maximum Marks : 70**

<u>**SECTION – A**</u>   **(3 × 5 = 15)**

<u>Answer any three questions</u>

Q1) a)   Legal Environment

b)   Need for planning

c)   Joint sector

d)   Need for Exports

e)   Concept of private sector

f)   Disinvestment

<u>**SECTION – B**</u>   **(3 × 15 = 45)**

<u>Answer any three questions</u>

Q2) What are the external factors which are influencing business environment?

Q3) Evaluate the impact of MNC's on Indian Economy.

Q4) What are the objectives of monetary policy in India.

Q5) Examine the need and importance of public sector in India.

Q6) Explain how SEBI is regulating Indian stock market.

Q7) What are the reasons for sickness in small scale industries?

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SECTION – C (10)

Compulsory

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Q8) Case Study :

Analyse the case and answer the questions raised at the end :

Economists have been trying, with some frustration, to paint stripers on India since 1991. It is more appropriate to picture India as an elephant that has begun to lumber and move a head; it may never have speed but it will always have stamina, India's positioning between capitalism and democracy suggests that India might have a more stable, peaceful and negotiated transition into the future than say. China, It will also avoid some of the harmful side effects of an unprepared capitalist society, such as Russia. Although slower, India is likely to preserve it ways of life and its civilization of diversity, tolerance and spirituality against the global culture if does then it is, a wise elephant !

Questions :

a) Discuss the present business environment in India.

b) Based on the above points how would you assess the features business Environment in India?

c) What culture would you suggest?

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Total No. of Questions : 08]   [Total No. of Pages : 02

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018
First and Second Years
MANAGERIAL ECONOMICS

Time : 3 Hours   Maximum Marks :70

SECTION - A
Answer any three questions.   **(3 x 5 = 15)**

Q1) a) Concept of managerial economics.

  b) Demand schedule.

  c) Cross-elasticity of demand.

  d) Opportunity cost.

  e) Behavioral theory of the firm.

  f) Public investment decision.

SECTION - B
Answer any three of the following questions.   **(3 x 15 = 45)**

Q2) Explain basic techniques of managerial economics.

Q3) What is law of demand? Explain exceptions to it.

Q4) What is elasticity of demand? Explain various types of elasticities of demand.

Q5) Explain law of variable proportion.

Q6) Explain price output decision under monopolistic markets.

Q7) Explain managerial theories of firm.

SECTION - C
(Compulsory)   (10)

Q8) Case Study:

Navarang-A movie theatre in a town has two types of customers: (i) college students and (ii) senior citizens. The college students will watch the Sunday morning movie, if the ticket price is Rs.50 or less and the senior citizens will watch, if the price is Rs.25 or less. Also assume that there is no other cost in showing the movie, so the profit is same as the revenue from the sale of tickets.

On Sunday morning, there are 40 college students and 20 senior citizens in the theatre. The theatre has three price strategies. (i) Uniform rate of Rs.25 for all (ii) uniform rate of Rs.50 for all and (iii) Rs.50 for college students and Rs.25 for senior citizens.

a) Calculate the profits of the theatre under above three strategies each.

b) Advise and give your comments on the above strategies and profits. Which price strategy or option would you advise, as a economist?

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Total No. of Questions : 08]   [Total No. of Pages : 02

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018
First and Second Years
ACCOUNTING FOR MANAGERS

Time : 3 Hours   Maximum Marks :70

SECTION - A
Answer any three of the following questions.   (3 x 5 = 15)

Q1) a) Going concern concept.

   b) Debentures.

   c) BEP

   d) Dividend.

   e) Material cost variance.

   f) Inflation.

SECTION - B
Answer any three questions.   (3 x 15 = 45)

Q2) Explain the applications of accounting information.

Q3) How do you construct and analyse balance sheet?

Q4) Explain the accounting procedure for declaring dividends.

Q5) Bring out the contents of profit and loss account with imaginary figures.

Q6) Explain the inflation accounting methods:

Q7) Explain in detail the classification of costs.

Q8) Case Study:

From the following Trail balance and additional information, you are required to prepare a trading and profit and loss account and balance sheet.

Trial balance as on 31-12-2005.

Particulars	Debit Rs.	Credit Rs.
Capital		20,000
Sundry debtors	5,400	
Drawings	1,800	
Machinery	7,000	
Sundry creditors		2,800
Wages	10,000	
Purchases	19,000	
Opening stock	4,000	
Bank balance	3,000	
Carriage	300	
Salaries	400	
Rent and taxes	900	
Sales		29,000
	51,800	51,800

Additional information:
i)   Closing stock Rs.12,000.
ii)   Outstanding Rent and taxes Rs.100.
iii) Charge depreciation on machinery at 10%.
iv)   Wages prepaid Rs.400.
v)   Samples distributed Rs.1,000.

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Total No. of Questions : 08]   [Total No. of Pages : 02
EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018
First and Second Years
QUANTITATIVE TECHNIQUES FOR MANAGERIAL DECISIONS
Time : 3 Hours   Maximum Marks :70

SECTION - A
Answer any three questions.   (3 x 5 = 15)

Q1) a) What are the applications of differentiation?

b) What is determinant? Explain its properties.

c) Explain the properties of standard deviation.

d) Explain mutually exclusive and not mutually exclusive events.

e) Sampling distribution.

f) Explain moving average method.

SECTION - B
Answer any three questions.   (3 x 15 = 45)

Q2) a) Explain the importance of quantitative techniques in decision making.

b) "Quantitative analysis widens the field of knowledge". Elucidate the statement.

Q3) a) Find the differential co-efficient of $\sin x$ with respect to x given that: $\frac{d}{dx}$ ($\text{Cosec } x$) = - $\cot x \text{ Sec } x$.

b) If $f(x) = \begin{cases} 4x+3 & for\ x \neq 4 \\ 3x+7 & for\ x = 4 \end{cases}$ find whether the function is continuous at $x = 4$.

Q4) Distinguish between primary data and secondary data and discuss various methods of collecting primary data.

Q5) Five fair coins were tossed for 100 times. From the following outcome calculate the expected frequencies.

No. of heads up	0	1	2	3	4	5
f	2	10	24	38	18	8

Q6) 200 digits were choosen at random from a set of table. The frequencies of the digits are:

Digit	0	1	2	3	4	5	6	7	8	9
f	18	19	23	21	16	25	22	20	21	15

Use chi-square test to assess the correctness of hypothesis that the digits were distributed in equal number in the table choosen from which these were choosen.

Q7) Calculate the co-efficient of co-rrelation from the data below:

Supply	65	40	35	75	63	80	35	20	80	60	50
Demand	60	55	50	56	30	70	40	35	80	75	80

SECTION - C
(Compulsory) (10)

Q8) Case Study:

A farmer wants to decide which of the three crops he should plant on his 100 acre farm. The profit from each is dependent on the rainfall during the growing season. The farmer has categorized the amount of rainfall as high, medium and low. His estimated profit for each is shown below.

Rain fall		Estimated	Conditional profit (Rs.)
	Crop-A	Crop-B	Crop-C
HIGH	8000	3500	5000
MEDIUM	4500	4500	5000
LOW	2000	5000	4000

If the farmer wishes to plant only one crop, decide which should be his 'Best crop' using.

a) Maximax criterion

b) Maxmin criterion

c) Laplace criterion

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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018
First and Second Years
INFORMATION MANAGEMENT AND COMPUTER APPLICATIONS

Time : 3 Hours　　　　　　　　　　　　　Maximum Marks :70

SECTION - A

Answer any three questions.　　　　　　　**(3 x 5 = 15)**

Q1) a)　Spreadsheet software.

　　　 b)　Computer based inventory system.

　　　 c)　Computer viruses.

　　　 d)　COBOL

　　　 e)　System analysis.

　　　 f)　MIS

SECTION - B

Answer any three questions.　　　　　**(3 x 15 = 45)**

Q2) Explain uses of personal computers.

Q3) Explain about computer based financial system.

Q4) What are the social dimensions of computerization?

Q5) What do you understand by management information and control systems?

Q6) Discuss application of COBOL.

Q7) Write about programming languages.

(Compulsory) (10)

Q8) Case Study:

Korean car manufacturer Kia Motors started selling in the North American market, promising high-quality vehicles at prices well below the competition. In 1994, Kia sold 12,000 cars, and by 2004, Kia had sold 2,70,000 cars. From a marketing end standpoint, Kia has been a phenomenal success. But until 2002 Kia ranked at the bottom of J.D. Power and Associates' annual initial-quality survey of new vehicle owners. In 1997 when the average North American car had 1.1 defects per vehicle, Kia had 2.75. In 2002 Kia had improved to 2.12 defects per vehicle, but the industry average was 1.33. Kia had a long way to go, and it was affecting its ability to sell cars, retain customers, and keep operational costs down.

Like all manufacturers of vehicles sold in North America, Kia had to create a system by December 1, 2003 to report any defects, accidents, or injuries involving its vehicles to the U.S. National Highway Traffic Safety Administration (NHTSA). Kia Motors uses a manufacturing and production system to help in identifying sources of defects in their automobiles. Kia uses the information from the system to improve its production processes to eliminate or reduce defects. Improving vehicle quality lowers Kia's costs for warranty repairs while increasing customer satisfaction.

a) Why was it so difficult for Kia to identify sources of defects in the cars it produced?

b) What was the business impact of Kia not having an information system to track defects?

c) What management, organization and technology issues did Kia have to address when it adopted its new quality control system?

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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Years

FINANCIAL MANAGEMENT

Time : 3 Hours   Maximum Marks :70

SECTION - A
Answer any three questions.   **(3 x 5 = 15)**

Q1) a) Profit maximization.

   b) Money market.

   c) Capital budgeting process.

   d) EBIT-EPS analysis.

   e) Optimum level of current assets.

   f) True values and liquidation values.

SECTION - B
Answer any three questions.   **(3 x 15 = 45)**

Q2) What is wealth maximization? How is it superior profit maximization.

Q3) Explain various types of techniques used for investment appraisal.

Q4) What do you mean by capital structure? Explain Modigliani-miller hypothesis to capital structure.

Q5) Explain Walter's model of dividend.

Q6) Explain factors effecting working capital requirement of an organization.

Q7) What is cash management? Explain cash management techniques.

Q8) Case Study:

From the following information of VSGR Company Ltd., estimate the working capital needed to finance a level of activity of 1,10,000 units of production after adding a 10% safety contingency.

Particulars	Cost Per Unit (Rs.)
Raw Materials	78
Direct Labour	29
Overheads (Excluding depreciation)	58
Total Cost	165
Profit	24
Selling Price	189

Additional Information:

d)   Average raw materials in stock: one month

e)   Average materials-in-process (50% completion stage): Half a month

f)   Average finished goods in stock: one month

g)   Credit allowed by supplier: one month

h)   Credit allowed to customer: two months

i)   Time lag in payment of wages: one and half weeks

j)   Overheads expenses: one month

One fourth of the sales is on cash basis. Cash balances is expected to be Rs.2,15,000. You may assume that production is carried on evenly throughout the year and wages and overhead expenses accrue similarly.

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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018
First and Second Years
OPERATIONS MANAGEMENT

Time : 3 Hours Maximum Marks :70

SECTION - A
Answer any three questions. (3×5=15)

Q1) a) Plant location.

b) Mass production.

c) Quality assurance.

d) Maintenance.

e) Productivity.

f) Standardisation.

SECTION - B
Answer any three questions. (3 x 15 = 45)

Q2) Explain the scope of operations management.

Q3) Discuss the various material handling equipments.

Q4) How do you plan and control batch production? Explain.

Q5) Explain in detail the concept of value engineering?

Q6) What is the difference between deterministic and probabilistic investory models? Explain their uses.

Q7) Explain the principles of maintenance management.

SECTION - C

(Compulsory) (10)

Q8) Case Study:

As a cargo loader for Air India, you are charged with the responsibility of setting a standard time (in minutes) for uploading certain electrical components. The following study was conducted over 300 hours with 900 up loadings performed.

Composite worker rating (in %)	Activity	No. of times observed
80	Manually check and lift electrical component onto trailer	100
100	Tow loaded trailer to aircraft with tractor	300
120	Check electrical contacts (this time will be reduced by 50% by an additional inspection during manufacturer)	400
90	Correct any malfunctioning observed	100
110	Load electrical component into plane using automatic lift	400
140	Return tractor and tailer to warehouse	300
	Idle time	400

Air India personal time allowance fraction is 0.10 for an 8 hour workday.

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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018
First and Second Years
MARKETING MANAGEMENT

Time : 3 Hours   Maximum Marks :70

SECTION - A
Answer any three questions.   (3 x 5 = 15)

Q1) a) Social dimension of marketing.

b) Micro Environment.

c) Positioning maps.

d) Product modification and withdrawal.

e) Penetration pricing.

f) Marketing audit.

SECTION - B
Answer any three of the following questions.   (3 x 15 = 45)

Q2) Explain the effect of technological environment on marketing.

Q3) What is market positioning? Explain various types of positioning strategies in detail.

Q4) Explain factors influencing consumer behavior.

Q5) Discuss various stages of product life cycle.

Q6) What are the objectives of pricing? Briefly explain various types of pricing policies.

Q7) Explain various sales promotion tools in detail.

SECTION - C
(Compulsory)   (10)

Q8) Case Study:

Advertising is an art of making sure the target market receives advertising message and responds in kind. Horlicks has been traditionally targeted at elders. However, about 5 years ago, communication was changed with the introduction of different flavors. The TV commercial had children going around the town, cheering "Epang Opang Jhapang" – a chat without any meaning. However, the TVC showed their mothers deciding on the choice of health drink. Horlicks competitor Complan promised to make the kids taller. Now, Horlicks has gone a step further in promising not only height but a stronger body and a sharper mind. The new campaign for Horlicks gives the kids a motto: Badlo apne bachpan ka size. The new TVC has Darsheel Safary, the child protagonist of Taare Zameen Par, in the lead. Safary and his friends are on a mission to change things they don't like and question age old practices. Is Horlicks taking kids on a rebellious path? The TVC will be supported by print, radio and on ground activities and extended to Horlicks school programs, Whiz Kids Contest. In the late 2008, a legal battle broke out between Glaxo Smith Kline Consumer Healthcare (GSK) and Heinz India over the advertisements of their respective drinks Horlicks & Complan. The advertisements talked about how their respective brand was better than the other. Glaxo Smith Kline (GSK) has re-launched its Horlicks brand in three new flavors on the Indian market, according to reports in the Indian press. GSK has about 75% market share of Indias health drink market with Boost, Viva and Maltova, according to a report from Press Trust of India.

Questions:

k) What positioning strategies are adopted by Horlicks?

l) What alternative positioning strategies would you suggest for the sustained market share?

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Total No. of Questions : 08]   [Total No. of Pages : 02
EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018
First and Second Years
HUMAN RESOURCE MANAGEMENT

Time : 3 Hours   Maximum Marks :70

SECTION - A
Answer any three questions.   (3 x 5 = 15)

Q1) a) Need for Job analysis.

b) Inventory and replacement chart.

c) Recruitment policy.

d) Job satisfaction.

e) Discipline.

f) Potential appraisal.

SECTION - B
Answer any three questions.   (3 x 15 = 45)

Q2) What is Human resource management? Discuss the effect of external environment on HRM.

Q3) Explain various techniques to forecast human resource demand.

Q4) Explain steps involved in selection process.

Q5) Explain various methods of training in detail.

Q6) Explain Maslow need hierarchy theory.

Q7) What is human resource development? Explain its scope and elements.

SECTION - C
(Compulsory) (10)

Q8) Case Study:

Vishal Components Limited manufactures a wide range of automotive components. It has a workface of 1500 including 250 supervisors and executives. Performance appraisals of these employees are being carried out annually. The parameter used for performance appraisal is sense of responsibility, superiors' dependability on subordinates, initiative, regularity and punctuality, community activity and potential for development to take higher positions. All these factors are given equal weightage the performance appraisal has three objectives: to grant annual increment, to determine promotability and to assess training needs.

In the year 2010-11, some supervisors and executives were not given any increment because as per performance appraisal, their total scores were below standard. The overall low scores were due to community activity and potential for development which were given equal weightage along with other factors. On the stoppage of annual increment, the aggrieved supervisors and executives represented their case to the managing director of the company and contended that the entire performance appraisal system was faulty. They were very much against the inclusion of community activity and potential for development in the performance appraisal meant for giving pay raise. They argued that all aggrieved supervisors and executives should be given regular annual increments and time-bound promotions. The system would be more objective, air and free from undue biases.

Questions:

m) As human resource manager, how will you defend the existing performance appraisal system of the company? Will you like to incorporate changes, if any? If yes, what would be these changes and why?

n) Should there be separate appraisal criteria for appraising supervisors and executives? If yes, where are such differences needs?

o) What actions should be taken to the representation made by the aggrieved supervisors and executives?

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