(DEMB 1)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

(First and Second Years)

PERSPECTIVES OF MANAGEMENT

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

SECTION – A   (3 x 5 = 15)

Answer any THREE of the following

Q1) a)   Scope of management.

b)   HENRY FAYOL.

c)   Game theory.

d)   Formal organization.

e)   Training.

f)   PERT.

SECTION – B   (3 x 15 = 45)

Answer any THREE questions

Q2) What is management? Explain the functions of management.

Q3) What is planning? Discuss the steps in planning.

Q4) Explain the principles of organisation.

Q5) What is training? Explain the methods of training.

Q6) Explain the various leadership styles.

Q7) Write an essay on Indian management scenario.

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SECTION – C   **(10)**

(Compulsory)

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Q8) Case Study:

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MEHTA BANK LTD.

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Venkataraman was an officer in a leading nationalized bank with 25 years of service to his credit. During his long period of service, he worked in different capacities and sections. His attitude and behaviour made him a trusted official in the organization. Having been posted in a big branch based in a large city, he was not keen on getting further promotions.

On one occasion, when he was working as an incharge of the draft issue section, he issued bundles of drawing books from the main stock of the security forms of the branch and kept the same in his custody in an almirah provided to him. One fine morning, he removed three drawing books out of the stock of books valued below Rs. 10,000 which he had in his own custody and kept them in his house. He then started issuing drafts in various names from his house out of the aforesaid stolen drawing books by allotting correct branch serial numbers obtained from the branch register under his control. The drafts were deposited in different banks/branches of the same bank in different accounts opened in the names of the payees of the drafts. These accounts were introduced by the bank employees, and some of them were in different representations only, like Mr. Venkataraman Aiyar, Mr. Venkataraman Iyengar, etc. The drafts thus deposited were presented in clearing and were passed in the normal course without any doubt or suspicion. In the evening, he would visit the concerned drawee offices and collect such paid drafts.

Having found this technique successful, he tried his hand at yet another. This time he started issuing drafts in fictitious names or in the names of his close relatives drawn on outstations without any vouchers or deposits. After a few days, he would cancel the same drafts by allowing the credits to the respective accounts in his own branch by debiting the head office accounts. He continued to do this for about three months, causing a loss of over Rs.7,00,000 to the bank.

The fraud came to light thanks to the presence of mind , exercised by one of the officers at another local office. He found that on the previous day also, he had paid a similar draft with the leaf number previous to the draft presented now. In his view, it was not possible for such a big office to avoid consumption of draft leaves in this fashion. Consequently, the matter was taken up with the issuing branch. Unfortunately for Venkataraman, someone else was working as the incharge of the draft issue section on that day. On checking up the records, it transpired that no such draft was issued. This led to prompt investigations and detection of the whole fraud committed by Venkataraman.

a)   How do you view the present fraud case: a human failure or a system failure ?
b)   What are the main issues in the case, and how can our present system of control prevent such fraud ?
c)   How would you manage the situation on detection ?

(DEMB2)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

(First and Second Years)

BUSINESS ENVIRONMENT

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

SECTION – A (3 x 5 = 15)

Answer any three of the following

Q1) a) Business environment.

b) Globalisation.

c) Fiscal Policy.

d) Social justice.

e) Foreign capital.

f) Industrial policy.

SECTION – B (3 x 15 = 45)

Answer any three of the following

Q2) Explain the socio cultural and Political environment of Business.

Q3) Discuss the changing role of Government in Business.

Q4) Explain the structural dimensions of Indian economy.

Q5) Discuss the structure of Indian industry.

Q6) Discuss the planning goals and strategies involved in business environment.

Q7) Discuss the evolution of industrial policy.

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SECTION – C   **(10)**

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Q8) Case Study:

Indian leather exports, an important foreign exchange earner for the country has been reportedly hit hard by the decision of some major US retail chains like Eddie Bauer, LL Bean, Timberland and Casual Corner, and a German company Bader to Boycott leather goods from Indian in protest against the ill-treatment of animals here. This move came shortly after a decision by global retail chains Gap, Marks and L.Spencer, Liz Claiborned and J. Crew not to buy Indian leather goods. This development has a lot to do with the lobbying by the US-based animal rights group People for Ethical Treatment of Animals (PETA) for a ban on leather goods from India by documenting evidence of "Cruelty to Animals" killed for making leather. It has been reported that the overseas firms have officially communicated to the Indian outfit of PETA that they will not be sourcing leather products from India until there is strict enforcement of animal protection laws. Following this, the Mumbai-based Teja industries, the official supplier of leather goods for Marks and Spencer in India, started out-sourcing leather from other countries to manufacture products for the global chain.

Questions:
d) In the light of the above, discuss the implications of social activist groups for business.
e) With reference to this case, discuss the failure of the Governments, council for leather exports and the leather industry and the lessons of this case.
f) What should the Governments, council for leather exports and the leather industry do to overcome the problem?

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(DEMB3)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

First Year

MANAGERIAL ECONOMICS

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

SECTION – A   (3 x 5 = 15)

Answer any three of the following

Q1) a)   Marginal cost.

b)   Long run average cost.

c)   Pricing strategies.

d)   Perfect competition.

e)   Cross elasticity of demand.

f)   Variable cost.

SECTION – B   (3 x 15 = 45)

Answer any three of the following

Q2) What is the significance of managerial economics?

Q3) Explain basic functions of Managerial Economist.

Q4) Explain Managerial theories of firm in brief.

Q5) What is public investment decission and how is it important?

Q6) What is oligopoly? Explain how price and output decission are taken under condition of oligopoly.

Q7) Explain the behavioural theory of the firm.

SECTION – C (10)

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

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

(First Year)

ACCOUNTING FOR MANAGERS

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

SECTION – A   (3 x 5 = 15)

Answer any three of the following

Q1) a)   Accounting functions.

       b)   Manufacturing account.

       c)   Debentures.

       d)   Statutory audit.

       e)   Marginal cost.

       f)   GAAP.

SECTION – B   (3 x 15 = 45)

Answer any three of the following

Q2) Briefly explain various accounting concepts and conventions.

Q3) Define company. Explain the accounting procedure for issue, allotment and forfeiture of shares with entries.

Q4) Briefly explain the role and responsibilities of an auditor.

Q5) How to prepare the balance sheet and statement of cash flows?

Q6) What is inflation accounting? Discuss the various methods of inflation accounting.

Q7) What are the different types of companies? Give the procedure of forming a company.

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SECTION – C   **(10)**

Compulsory

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Q8) From the following data calculate:
     a)   P/V Ratio.
     b)   Profit when sales are 18,000 and
     c)   Break even point, if the selling price is reduced by 15%
           Fixed expenses   Rs. 3,000
           Break-even point   Rs. 8,000

(DEMB5)

Total No. of Questions : 8]   [Total No. of Pages : 02

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

(First and Second Years)

QUANTITATIVE TECHNIQUES FOR MANAGERIAL DECISIONS

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

SECTION – A   (3 x 5 = 15)

Answer any THREE of the following

Q1) a) In a G.P the fourth and the seventh terms are respectively 54 and 1458 respectively. Find the series.

     b) Explain the construction of histogram with a suitable example.

     c) What is dispersion? Distinguish between standard deviation and mean deviation.

     d) Explain discrete and continuous probability distributions.

     e) Explain sampling distribution and standard error.

     f) Explain Scatter diagram.

SECTION – B   (3 x 15 = 45)

Answer any THREE of the following

Q2) Solve the following system of equations using matrix method:

$$x + y + 3z = 6$$
$$x - 3y - 3z = -4$$
$$5x - 3y + 3z = 8$$

Q3) Discuss the methods of presentation of statistical data through diagrams.

Q4) Calculate mean and mode for the following data:

Wages (Rs.) : less than 10   <20   <30   <40   <50   <60   <70

                     (<)

No. of workers: 10 25 50 75 85 95 100

Q5) Explain decision making under

a) uncertainty and
b) risk

Define probability. What are the properties of normal distribution.

Q6) Discuss various sampling methods and their relative advantages and disadvantages. Give their applic103ations one each.

Q7) What is a time series? Explain the utility of time series analysis. Find the two regression equations from the following data. Estimate marks in Economics when marks in statistics = 40.

Marks in Economics : 25 28 35 32 31 36 29 38
Marks in Statistics : 43 46 49 36 41 32 31 30

SECTION – C   (10)
Compulsory

Q8) Case Study:

Sample of household income were taken from four cities. Rest whether cities are homogeneous with regard to the distribution of income:

Income	A	B	C	D
< 3000	10	15	15	10
3000 – 5000	5	10	15	10
> 5000	15	15	10	20

with column header "Cities" spanning A, B, C, D.

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(DEMB6)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

First Year

INFORMATION MANAGEMENT AND COMPUTER APPLICATIONS

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

<u>SECTION – A</u>   (3 x 5 = 15)

Answer any THREE of the following

Q1)   a)   Application software.

      b)   Language translators.

      c)   Master and transaction files.

      d)   Purchase/Sale of software.

      e)   Structure of MIS.

      f)   Print statement.

<u>SECTION – B</u>   (3 x 15 = 45)

Answer any THREE of the following

Q2)   Explain the role of computer-aided decision making in management of an organization. Describe various capabilities of a spread sheet software.

Q3)   What is inventory? What are its characteristics? Discuss the design of an inventory system for a retail sales enterprise. Describe the statistical data required in a human resource management system.

Q4)   Explain the activities in protection and treatment of computer virus. Discuss how a user can protect his programs and data.

Q5)   Explain how computers can affect the society at large describe the features of MIS.

Q6)   Discuss Simon's and Anthony's frameworks for MIS. Describe some aspects of information economics.

Q7) Describe loop structures in computer programming. Explain table handling and report writer features of COBOL. Explain array data structure and its use with suitable examples.

<u>**SECTION – C**</u>   **(10)**
<u>**Compulsory**</u>

Case Study:

Q8) In the R and D project type of organization the performance specifications for a financial reporting system are

   a)   Summary report of expenditures by task and by direct labour and materials for each task is to go to the project manager.

   b)   Report of expenditures for each section's own task and subtasks; broken down by direct labour, materials and organizational unit within the section is to go to the section manager.

   c)   Report of charges for work performed for other sections is to go to each section manager.

   d)   Report of direct labour and materials, broken down to for task and subtask and for all "shop orders" making up each subtask is to go to all "fund owners" (i.e., engineers and managers responsible for a shop-order job, subtask or task)

   e)   All the reports listed are to be distributed within five working days after the close of each month.

   f)   Cumulative year-to-date expenditures are to be included.
        Develop a detailed design for the system. Make assumptions or estimates for missing data.

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EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

(First and Second Years)

FINANCIAL MANAGEMENT

Time : 3 Hours   Maximum Marks : 70

SECTION – A   (3 x 5 = 15)

Answer any three of the following

Q1) a)   Objectives of the firm.

b)   Money Market.

c)   Operating leverage.

d)   Net income approach.

e)   Weighted average cost of capital.

f)   Working capital.

SECTION – B   (3 x 15 = 45)

Answer any three questions

Q2) Explain the nature and scope of financial management.

Q3) What are long term sources of funds available in financial markets?

Q4) What is capital structure? Explain the determinants of capital structure?

Q5) Explain the concept and importance of cost of capital.

Q6) What is dividend policy? Explain the various dividend theories in brief.

Q7) What are the objectives of cash management and various problems involved in the cash management?

Q8) The following information has been submitted by a borrower:

a)	Expected level of production	1,20,000 units
b)	Raw material to remain in stock on an average	2 months
c)	Processing period for each unit of production	1 month
d)	Finished goods remain in stock on an average	3 months
e)	Credit allowed to the customer from the date of despatch	3 months
f)	Expected ratio of cost to selling price	
	i) Raw material 60%	
	ii) Direct wage 10%	
	iii) Overheads 20%	
g)	Selling price per unit	Rs. 10
h)	Expected margin on sales	10%

You are equired to estimate the working capital requirement of the borrower.

Total No. of Questions : 8] [Total No. of Pages : 02

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

First Year

OPERATIONS MANAGEMENT

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

SECTION – A (3 x 5 = 15)

Answer any three of the following

Q1) a) Facilities layout.

b) Capacity planning.

c) Maintenance management.

d) Waste management.

e) Quality assurance.

f) Lead time.

SECTION – B (3 x 15 = 45)

Answer any three of the following

Q2) State the objectives of operations management.

Q3) What is Materials Handling? Explain its importance.

Q4) What is value engineering? Explain the process involved in it.

Q5) Explain the importance of inventory management & control.

Q6) Explain the Deterministic and Probabilistic Models in brief.

Q7) Write a note on codification and Variety Reduction.

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?

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

First Year

MARKETING MANAGEMENT

Time : 3 Hours   Maximum Marks : 70

SECTION – A   (3 x 5 = 15)

Answer any three of the following

Q1) a)   Marketing concept.

    b)   Role of Marketing Manager.

    c)   PIMS analysis.

    d)   Marketing budget.

    e)   Psychological factors.

    f)   Pavlovian Model.

SECTION – B   (3 x 15 = 45)

Answer any three of the following

Q2) Write a note on societal dimensions of Marketing.

Q3) What are the objectives of Advertising?

Q4) Explain market segmentation and its type.

Q5) Write a note on Pre-Purchase and Post-Purchase Behaviour.

Q6) What is Product Mix? Explain its strategy.

Q7) Explain the factors responsible for influencing Pricing Strategies and Policies.

Q8) Case Study:

THERE is evil in genius-we commonly suppose. The star performer must, like the tempestuous footballer Roy Keane, have a character flaw that just comes with the territory. There is another way of viewing this, which is to say that it is nonsense. Nice people such as Gary Lineker can be just as successful. It is difficult to be a world beater if you are left to sit on the bench. The subject arises as an intriguing aspect of recent studies into how star business performers are rewarded. Those of an egalitarian disposition are uncomfortable with the fact that companies do better if they give higher rewards to their most talented people. But equality in some matters remains important.

A study by Hewitt Bacon & Woodrow, the human resources consultancy which looked at the development and rewards of business leaders, found a correlation between higher rewards for top performance and better business results. It is not a linear relationship, however : 40 per cent of the top performing companies paid high performers "significantly" more than average performers, but the majority of the best companies paid only moderately or slightly more.

The implication is that though the top people should be generously rewarded, the gap with the others should not be too great, and fairness remains important.

"There are some people who, by dint of their capability, are worth more to the organization than others, and to pretend that these people do not exist is folly, "says Neville Osrin, leadership specialist at Hewitt Bacon & Woodrow. But he adds": "The other aspect that is important is that because you see talented people make an extraordinary contribution to the business, sometimes their less desirable attributes are ignored. For example, they might be narcissistic or a bit of a bully. With people who are not seen as part of the star group that behavior would not be ignored".

It serves no one any benefit if damaging behavior goes unchallenged; and if there are double standards, the damage is multiplied. Indirectly, even a brilliant individual could be doing more harm than good if the influence of their character flaw is truly malign.

Managing high performers can be even more difficult than managing poor performers, because it is "less clear what needs to be done", says Mr Osrin. Everyone is part of a team, in the wider scheme of things.

As Duncan Brown, a pay expert, reminds us in his book, *Reward Strategies*, the mistake is to pretend that pay is about formulae and systems. In reality it is about good and fair management.

Questions:
a) What do you think is the limit to which Indian companies can afford the compensating for top salespersons?
b) Should there be a parity between lowest paid and best paid staff? If not, how much difference is justified in compensation at the lowest level and highest level?

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(DEMB10)

Total No. of Questions : 8]   [Total No. of Pages : 02

EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016

(First and Second Years)

HUMAN RESOURCE MANAGEMENT

Time : 3 Hours   Maximum Marks : 70

SECTION – A   (5 x 3 = 15)

Answer any five of the following

Q1) a) Objectives of HRM.

   b) Job description.

   c) HRP.

   d) Methods of recruitment.

   e) Training needs.

   f) Collective bargaining.

SECTION – B   (3 x 15 = 45)

Answer any three questions

Q2) Briefly explain the concept and scope of HRM.

Q3) What is job analysis? Explain the methods and procedures of job analysis.

Q4) How can the effectiveness of a training programme be evaluated? Explain.

Q5) Define Motivation. Explain the theories of motivation in brief.

Q6) Define Trade Union. State the advantages and disadvantages of trade union.

Q7) Discuss the HRD practices in India.

Q8) Case Study:

Atul Krishna, a new employee of XYZ Ltd. Company expressed his dissatisfaction towards the incentives paid to him after staying with the company for about 9 months. He was also in an impression that his post graduate scholarship was much better than what was paid to him as an entry employee. He approached the HR Manager who happens to look into the grievances of employees. But HR Manager has replied him saying that Atul was in probation and he cannot be considered for the Incentive System which others are enjoying. Atul argued with the Manager that in his offer letter, they have promised for a consolidated pay without disturbing the incentive system which would be same as to others. But HR Manager denied it and asked Atul to maintain code of conduct, otherwise he will be expelled from the company. Atul was also unhappy because he was contributing 27% of the business in his area to the company which was top contribution for the company from the time of its inception. Atul has to wait for the bond of one year which he signed with the company and left to united states for a doctoral program.

Questions:

g)   Was the company rightly doing with compensation system?

h)   Was the division of Atul was sight?

i)   Do you think the approach of HR Manager was right with Atul?

j)   What are the pitfalls in compensation management of the company?