

**(DEMB 1)**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY - 2015**

**First and Second Years**

**Paper – I : PERSPECTIVES OF MANAGEMENT**

**Time : 03 Hours**

**Maximum Marks : 75**

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**SECTION-A**

**(3 x 5 = 15)**

**Answer Any Three of the following**

- 1) a) Concept of Management.  
b) Promotion policy.  
c) Strategy.  
d) Authority.  
e) Plural executive.  
f) Situational leader.

**SECTION-B**

**(3 x 15 = 45)**

**Answer Any Three questions**

- 2) Review the evolution of management thought.  
3) What are the merits and demerits of MBO?  
4) Bring out the process of decision making.  
5) State the factors that influence span of control.  
6) Explain the barriers to effective communication.  
7) Enumerate the modern techniques of control.

**SECTION-C**

(15)

**(Compulsory)**

- 8) Katie Perkins's career objectives which attending Rockford State college was to obtain a degree in small business management and upon graduation to start her own business. Her ultimate desire was to combine her love of sports and a strong interest in marketing to start a mail-order<sup>4</sup> golf equipment business aimed specially at beginning golfers.

In February 1996, after extensive development of a strategic business plan and a loan in the amount of \$75,000 from the Small Business Administration, Performance sports was begun. Based on a marketing plan that stressed fast delivery, error-free customer service, and large discount pricing, performance sports grew rapidly. At present the company employs sixteen people; eight customer service representatives earning between \$9.75 and 11.25 per hour; four shipping and receiving associates paid between \$7.50 and \$8.50 per hour; two clerical employees each earning \$7.75 per hour; an assistant manager earning \$13.10 per hour, and a general manager with a wage of \$14.25 per hour. Both the manager and assistant manager are former customer service representatives.

Perkins intends to create a new managerial position, purchasing agent, to handle the complex duties of purchasing golf equipment from the company's numerous equipment manufacturers. Also the mail-order catalog will be expanding to handle a complete line of tennis equipment. Since the position of purchasing agent is new, Perkins isn't sure how much to pay this person. She wants to employ an individual with between five and eight years of experience in sports equipment purchasing.

While attending an equipment manufacturer's convention in Las Vegas, Nevada, Perkins learns that a competitor, East Valley Sports, pays its customer service representatives on a pay for performance basis. Intrigued by this compensation philosophy, Perkins asks her

assistant manager, George Balkin, to research the pros and cons of this payment strategy. This request has become a priority since only last week two customer service representatives expressed dissatisfaction with their hourly wage. Both complained that they felt underpaid relative to the large amount of sales revenue each generates for the company.

Questions:

- i) What factors should Perkins and Balkin consider when setting the wage for the purchasing agent position? What resources are available for them to consult when establishing the wage?;
- ii) Suggest advantages and disadvantages of a pay-for performance policy for performance sports; and
- iii) Suggest a new payment plan for the customer service representatives.

You are requested to suggest the best leverage alternative. Provide the numerical workings.

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**(DEMB 2)**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY - 2015**

**First and Second Years**

**Paper – II : BUSINESS ENVIRONMENT**

**Time : 03 Hours**

**Maximum Marks : 75**

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**SECTION-A**

**(3 x 5 = 15)**

**Answer Any Three of the following**

- 1) a) Components of legal environment.
- b) Indicators of industrial sickness.
- c) Plan holiday.
- d) Foreign collaboration.
- e) DSC.
- f) Social justice.

**SECTION-B**

**(3 x 15 =45)**

**Answer Any Three of the following**

- 2) Explain the changing role of govt in business.
- 3) What are the structural dimensions of Indian economy.
- 4) State the significance of small scale sector.
- 5) Bring out the evolution of Industrial policy.
- 6) Enumerate the causes for imbalance in India's balance of payments.
- 7) Enumerate the reforms introduced in the financial sector.

(Compulsory)

- 8) Software revolution has surpassed all other revolutions by playing a cardinal role in almost every branch of human activity viz., Education health care, services, the railways, the civil aviation, banking, insurance, manufacturing, government, media, entertainment, defense services and wide range of other sectors. History has been witness to a revolution that has transformed human revolution that has transformed human life and its day-to-day activities beyond description. Several global players have made it possible for us to become part of this global village. The fact that India is making this digital revolution happen, must make every Indian proud of his country, its great reservoir of talent and kind of leadership endowed with a futuristic vision.

Not to be left behind at any cost in the crazy race for a pride of place in 'Global village' India too had put in efforts to reach to front line in information technology. Software technology parks and cyber towers dot the landscape in Thiruvananthapuram, Bangalore, Chennai, Hyderabad and other cities. The in thing now is , digitization of information which has changed the way we work, play, communicate and live. Once information is digital, it can be shared duplicated, transferred and edited with ease and it is this synergy that would revolutionize every sector of the economy.

India has done very well in the field of software exports as well as export of IT enabled services to all rich countries including USA, UK, Germany, Japan etc., The records are enviable. The entire world is now moving towards E-commerce and E-business. By 2008, India would contribute nearly 4% to 5% of the total E-commerce business. Says Mr. Jayakrishna, Secretary. Union department of I.T. it is now ten years since Microsoft has been operating in India. Its CEO Mr. Gates visited India first in 1997 and made his second visit in September 2000, so many things have been seen within span of 3 years, Gate has hailed India as an IT super power and was all praise for the high quality of skills of India's software professionals. He said "the key is quality of the human talent, here. When people do software projects in India they do so because this is the place they can find people with the latest skills. For the

Microsoft R and D centre in Cyberabad ( Hyderabad), Mr. Gates announced a additional 55 million dollar over the next three years to enhance the capacity and drive.

On September 14<sup>th</sup> 2000, the Bangalore based Infosys technology and Microsoft entered into a strategic global alliance for developing business solutions in areas of customer relations management, E-commerce, Financial services and Insurance. The two companies would also undertake joint marketing and account planning. Microsoft and Wipro have also decided to strengthen their ties through collaborative approach by which Wipro can implement Microsoft platform based E-commerce projects. They could also work together on expanding opportunities in the Indian markets with the Indian firm emerging as the largest systems integrator in the country.

**Questions:**

- i) How India is involved in digital revolution? Why large MNCs choose India;
- ii) Give examples of Indian IT industry going global; and .
- iii) If you are head of marketing of large IT Company in India, what would be your long term marketing strategy?



**(DEMB 3)**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY - 2015**

**First and Second Years**

**Paper – III : MANAGERIAL ECONOMICS**

**Time : 03 Hours**

**Maximum Marks : 75**

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**SECTION-A**

**(3 x 5 = 15)**

**Answer Any Three of the following**

- 1) a) Nature of managerial economics.  
b) Cross elasticity of demand.  
c) Isoquants.  
d) Objectives of firm.  
e) NPU.  
f) Duopoly.

**SECTION-B**

**(3 x 15 =45)**

**Answer Any Three of the following**

- 2) What are the determinants of demand?  
3) Bring out the cost-output relationship in the long-run.  
4) Examine the law of variable proportions.  
5) How is price determined under monopolistic competition.  
6) State the considerations in public investment decision.  
7) Critically analyse the behavioural theory of firm.

**SECTION-C**

**(15)**

**(Compulsory)**

- 8) X Ltd., an FMCG company, has been spending huge amounts on advertisements. It has collected the following data on advertisement expenditure and demand for its product for the last 5 years:

Year	2004	2005	2006	2007	2008
Advt. expenditure Rs. crores	10	15	20	25	30
Demand (Qty.) In lakhs of units	100	112	115	120	122

- i) Estimate the demand for the years 2009 and 2010 when the advertisement expenditure is expected to be Rs. 32 and Rs. 35 crores respectively; and.
- ii) What is your opinion about the estimation you have made?



**(DEMB 4)**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY - 2015**

**First and Second Years**

**Paper - IV: ACCOUNTING FOR MANAGERS**

**Time : 03 Hours**

**Maximum Marks : 75**

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**SECTION-A**

**(3 x 5 = 15)**

**Answer Any Three of the following**

- 1) a) Functions of accounting.
- b) Balance sheet.
- c) Issue of shares.
- d) Annual accounts.
- e) Margin of safety.
- f) Volume variance.

**SECTION-B**

**(3 x 15 = 45)**

**Answer Any Three of the following**

- 2) What are the uses of accounting.
- 3) Explain the accounting procedure for distributing dividends.
- 4) What are the applications of marginal costing in decision making?
- 5) State the methods of inflation accounting.
- 6) How do you calculate overhead variances?
- 7) State the contents of profit and loss account.
- 8) Explain the books of accounts maintained under Companies Act.

**SECTION-C**  
**(Compulsory)**

(15)

9) The following information is given about a company:

<b>Particulars</b>	<b>2007</b>	<b>2008</b>
	<b>Rs.</b>	<b>Rs.</b>
Sales	3,00,000	4,50,000
Cost of goods sold	2,00,000	2,25,000

During the year increase in quantity was 20%. You are required to:

- i) Calculate percentage change in price.
- ii) Calculate percentage change in cost.
- iii) Prepare reconciliation statement of gross profit earned in 2007 and 2008.

You are requested to suggest the best leverage alternative. Provide the numerical workings.

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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY - 2015

First and Second Years

Paper-V : QUANTITATIVE TECHNIQUES FOR MANAGERIAL DECISIONS

Time : 03 Hours

Maximum Marks : 75

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**SECTION-A**

(3 x 5 = 15)

**Answer Any Three of the following**

- 1) a) Survey method of forecasting.  
b) Concept of probability.  
c) Pie- chart.  
d) Inverse of matrix.  
e) Skewness.  
f) AM.

**SECTION-B**

(3 x 15 =45)

**Answer Any Three of the following**

- 2) The odds against A solving a problem are 5:4 and the odds in favour of B solving the same are 3:7. Find the probability.  
a) that the problem is not solved if they try independently and.  
b) that the problem is solved atleast.

- 3) The following mistakes per page were observed in a book:

No. of mistakes	0	1	2	3	4
No. of pages	211	90	19	5	0

Fit a Poisson distribution to the above data.

- 4) The sale of a company in thousand of rupees for the year 1980 through 1986 are given below:

Year:	1980	1981	1982	1983	1984	1985	1986
Sales:	32	47	65	92	132	190	275

Estimate the sales figure for the year 1987 using an equation of the form

$Y=ab^x$ . Also calculate the trend values.

- 5) Explain the application of calculus in decision making.
- 6) Give an account of measures of variations.
- 7) Describe the forecasting of business.

**SECTION-C**

(15)

**(Compulsory)**

- 8) A manufacturing company produces four products A,B,C and D. Each product is made from raw materials P,Q and R. One unit of A requires 2 units of P, 1 unit of Q and 4 units of R. One unit of B requires 5 units of P and 3 units of R. One unit of C requires 4,3 and 2 units of P,Q and R respectively and one unit of D requires 4,1 and 2 units of P,Q and R respectively.

Find in matrix form:

- iv) The total cost of materials consumed.
- v) The total production cost.
- vi) Total sales and .
- vii) Total contribution.



**(DEMB 6)**

**Executive M.B.A. DEGREE EXAMINATION, MAY - 2015**

**First and Second Years**

**Paper-VI : INFORMATION MANAGEMENT AND  
COMPUTER APPLICATIONS**

**Time : 03 Hours**

**Maximum Marks : 75**

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**SECTION-A**

**(3 x 5 = 15)**

**Answer Any Three of the following**

- 1) a) Super computer.  
b) Pay roll system.  
c) Social issues in computerization.  
d) Economics of information.  
e) System analysis.  
f) Programming language.

**SECTION-B**

**(3 x 15 = 45)**

**Answer Any Three of the following**

- 2) What are the applications of spread sheet software?  
3) Explain the role of computers in management.  
4) Give an account of computer based inventory system.  
5) State the legal dimensions of computerization.  
6) Describe the information needs of MIS.  
7) Bring out the applications of COBOL.

**SECTION-C**

**(15)**

**(Compulsory)**

- 8) At Viacom International, the New York based parent of MTV, Nicklodeon and other entertainment interests the CFO teamed with executives from, Sales, marketing and contracting to lead the company in new directions. Because financial processes are so intertwined with the processes of other departments, top managers felt that redesigning finance should ideally be part of a company – wide comprehensive reengineering project. Viacom targeted its financial systems to find a better way to handle the financial reporting of its wholly owned subsidiaries which it is acquiring at the rate of about three every year. The company plans to develop a system which reduces paper pushing and facilitates the electronic transmission of transactions from the decision maker to the next. Another goal of the company is to build financial systems that give decision makers time to analyze data rather than spending their time collecting it.

Questions:

- i) Identity the reasons why financial systems are excellent tools for facilitating decision making; and
- ii) Explain why financial information systems were at the centre of initiating change at Viacom.



**(DEMB 7)**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY - 2015**

**First and Second Years**

**Paper - VII : FINANCIAL MANAGEMENT**

**Time : 03 Hours**

**Maximum Marks : 75**

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**SECTION-A**

**(3 x 5 = 15)**

**Answer Any Three of the following**

- 1) a) Wealth maximisation.  
b) Financial asset  
c) Payback period.  
d) BEP  
e) Optimum capital structure.  
f) Weighted average cost of capital.

**SECTION-B**

**(3 x 15 = 45)**

**Answer Any Three questions**

- 2) What are the factors that influence dividend decisions?  
3) State the sources of working capital.  
4) Enumerate the techniques of preparing cash budgets.  
5) Elucidate the techniques employed to control inventory.  
6) Explain the valuation of shares.  
7) State the constituents of money market.

**SECTION-C**

**(15)**

**(Compulsory)**

- 8) Prosperous Ltd. Wishes to calculate the next year's return on equity under different leverage ratios. Its total assets are Rs.14 million and it is subjected to 40% tax. The company is able to estimate next year's earnings before interest and taxes for three possible states of environment: Rs.5 million with a 0.2 Probability, Rs.3 million with a probability of 0.5 and Rs. 10,00,000 with a probability of 0.3.

The company is planning to select any one of the following leverage alternatives, the details of which are as follows:

Leverage ratio (i.e. debt/ total assets)	Interest Rate
0%	0%
50%	12%
100%	15%

You are requested to suggest the best leverage alternative. Provide the numerical workings.

You are requested to suggest the best leverage alternative. Provide the numerical workings.

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**(DEMB 8)**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY - 2015**

**First and Second Year**

**Paper-VIII : OPERATIONS MANAGEMENT**

**Time : 03 Hours**

**Maximum Marks : 75**

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**SECTION-A**

**(3 x 5 = 15)**

**Answer Any Three of the following**

- 1) a) Value added process.  
b) Quality assurance.  
c) Six sigma.  
d) Batch production  
e) Aggregate planning.  
f) Lead time.

**SECTION-B**

**(3 x 15 = 45)**

**Answer Any Three of the following**

- 2) Explain different types of production systems.  
3) State the functions of master production schedule.  
4) Explain the models of EOQ.  
5) Describe the techniques of waste management.  
6) What is the role of operating management in strategic management.  
7) Enumerate the principles followed while designing plant lay out.

**SECTION-C**

**(15)**

**(Compulsory)**

- 8) Consider the following data on locating a new facility which has to serve a 5 different existing facilities. The coordinates of the existing facilities are (30, 20) (40, 50) (30, 30) (15, 30) and (20, 40). The number of tons of material transported per year from the new facility to each of the existing facilities is given below. Find the optimal X and Y coordinates of the new facility.

	Existing facility				
	1	2	3	4	5
New facility	1000	980	1500	2000	1750

**(DEMB 9)**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY - 2015**

**First and Second Years**

**Paper - IX: MARKETING MANAGEMENT**

**Time : 03 Hours**

**Maximum Marks : 75**

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**SECTION-A**

**(3 x 5 = 15)**

**Answer Any Three of the following**

- 1) a) Selling concept.  
b) Intermediaries.  
c) Product Portfolio.  
d) Consumer decision-making.  
e) Augmented product.  
f) Price line.

**SECTION-B**

**(3 x 15 =45)**

**Answer Any Three of the following**

- 2) What are the functions rendered by channels?  
3) State objects of advertising.  
4) Describe the nature of marketing audit.  
5) Elucidate the role of marketing in service sector.  
6) Explain the social responsibilities of marketing.  
7) Describe different product positioning strategies.

**(Compulsory)**

8) Rishi Chadha was convinced. He had to give Teefine Foods India (TFI) a new lease of life. The company had floundered in the last four years. But now that he had taken over as the regional business coordinator (Asia- Pacific) of US Foods, he was determined to chart a new and successful course for TFI. TFI was the Indian subsidiary of Us Foods, a \$30 billion conglomerate with business in packaged foods and fruit drinks in over 80 countries across the world. US Foods wanted to enter the packaged foods market in India and chose to enter the snack foods segment first.

TFI entered the India market with its 'Chippis' brand of potato chips. Potato chips was the largest category of snack food worldwide and even in non-potato cultures. They had become the largest selling snack food item. At that time, there were at least four other brands of potato chips in the Indian market. But none of them were fully national brands. The size of the potato chips market was then 1,200 tonnes. But TFI was optimistic that it would be able to grow the market and carve out a big slice for chips.

Us Foods was wary of investing in an owned sales and distribution system (S&DS) for snack foods in India, at least until it had established itself in the country. Besides, the company was still in the process of laying the ground for its other businesses. Therefore, it decided to hand over the distribution rights for chips to Brett India, a large marketing and distribution company.

Despite the ambitious growth plans chalked out by US Foods, sales were nominal in a four-brand 1,200 tonne market. Within two years, the contract with Brett India had to be terminated because the company was slow in responding to TFI's needs. And when TFI was nowhere near achieving its first year target even in the fourth year, US Foods began to question the viability of its Indian snack foods business. It was clear that if things were allowed to slide, TFI would be closed down. That was something Chadha didn't want. The Indian foods sector had opened up and he was confident that the ailing TFI could be navigated successfully.

Chadha studied the data he had received from Vineet Ahuja, he country manager of TFI. Ahuja gave him a detailed presentation on the Indian operations and the two sat down together to examine what TFI needed to brighten up. One of the first things Chadha examined was the sales and distribution. After all, for an impulse-driver category, that was an important competitive strength. After it severed ties with Brett India, TFI had

changed its distributors thrice in three years. There were other influences too. Sales needed advertising, which in turn required a critical mass to justify budgets. Since, The supply chain was not well established, deliveries to retail outlets were erratic. With no advertising, there was no brand salience and this mismatch between the supply and the off-take pattern was one of the factors that led to mounting sale stocks on the shop shelf. “The quality we want to market is the quality that we manufacture in the factory. But the quality that consumer gets is very different” Ahuja said.

TFI had decided to rectify some of these handicaps by investing in packaging. Chipps had initially resorted to foil packaging to increase the shelf life. But that proved costly because TFI lost 40 paisa on every rupee worth of chips sold. Worse, the packaging was not crash proof , which spoilt the visual appeal of the product on the shop shelf. In most foreign countries potato chips manufacturers used a two layer laminate to suit the local climate and market conditions. The deliveries to retailers were speedy, which meant that they did not have to carry inventory, assured as they were of daily replenishments. But since TFI could not match the speed, it decided to use a three layer laminate that would increase the shelf life to 120 days, against the 45 days that the two-layer laminate ensured.

But this sent the cost structure into a tailspin. The costs were already under strain due to high transportation costs. TFI’s plants was located at least 30kms from the nearest market, Delhi, whereas the international norm was 240 kms. Moreover, potato chips were a light commodity and of low value. One truck transported only Rs.1.6 lakh worth of merchandise while the same truck could transport Rs. 20 lakh worth of chocolates. The transportation costs were at least twelve times higher per truckload. And since freight as a percentage of costs was very high, the economies were further distorted.

The more Chadha thought about it, the more he came back to the same concern; lack of a proper sales and distribution system. Potato chips was a category in which 85% of the sales were impulse driven: more impulse driven than in case of chocolates -70%.

Questions:

- i) Whether Chadha was right in solving sales and distribution problem by better packaging?; and
- ii) Could TFI have done better than it did with Chipps? How?



**(DEMB 10)**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY - 2015**

**First and Second Years**

**Paper – X : HUMAN RESOURCE MANAGEMENT**

**Time : 03 Hours**

**Maximum Marks : 75**

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**SECTION-A**

**(3 x 5 = 15)**

**Answer Any Five of the following**

- 1) a) Legacy of HRM.  
b) Job design.  
c) Replacement chart  
d) Psychological tests  
e) 360° appraisal.  
f) Transfer policy.

**SECTION-B**

**(3 x 15 = 45)**

**Answer Any Three questions**

- 2) How do you assess the effectiveness of training programme?  
3) Explain different methods of wage-payment.  
4) Critically examine two factory theory of motivation.  
5) What are the essentials of an effective grievance settlement procedure?  
6) State the causes for slow progress of collective bargaining.  
7) Explain the nature and scope of HRD.

**SECTION-C**

(15)

**(Compulsory)**

8) Mr. Kishore, a mechanic has been working in a light engineering company for the last 20 years. The company is manufacturing balls and bearings to be used for automobile firms. He has a firm belief in unionism and joined a union in 2006. He was having a strong hold over the workers. He was also the representative of his department and most of the time was involved with union activities. In the year 2007, he had some serious differences with his fellow workers on certain ideological ground. In a dispute with his workers, he was badly injured and hospitalised for many days. Because of this development, the management suspended Kishore for a year. In the meantime, there was a thorough investigation by the management. After thorough investigation, management was able to find out the real cause of the clash. There was tremendous pressure from the union to reinstate him. So Kishore was reinstated in the company in January 2008. In the middle of 2008, a second union came into existence in the company and this become the most powerful union by the end of September 2008. However, Kishore continued with his old union.

Though Kishore joined his duty but could not have the same level of performance as he used to have before his suspension. When he was asked by his supervisor, Mr. Vora to explain as to why his performance has been declining, Kishore said, “that he is unable to sit for long time because of backache”. Mr. Vora tried to motivate him to improve his performance but of no use.

Since Kishore was appointed on the recommendation of Mr. R.K. Gupta, a very senior officer of the department, Mr. Vora told him the whole story. Then they sat together and decided to transfer Mr. Kishore to the sales department. It had no effect on Kishore’s performance. Gradually, he was becoming obstinate and it was as if he was planning to have a war with the organisation. However, the head of sales department reported his unusual behaviour with the customers and frequent absence from the counter to the top management. Now top management is considering to transfer him back to his original department.

***Questions:***

- i) What is problem in the case?;
- ii) How would you justify Kishore’s transfer? and
- iii) What is to be done to get the best out of the person?

