

(DBUS 21 (NR))

M.B.A. DEGREE EXAMINATION, DECEMBER – 2015

(Second Year)

Paper – I : FINANCIAL MANAGEMENT

Time : 3 Hours

Maximum Marks: 75

SECTION-A

(3×5=15)

Answer any three of the following

- 1) a) Networking capital.
- b) Profit maximisation.
- c) Profitability ratio.
- d) Operating leverage.
- e) Funds flow statement.
- f) Balanced capital structure.

SECTION-B

(3×15=45)

Answer any three Questions

- 2) What are the sources of raising fixed capital?
- 3) State the limitations of ratio analysis.
- 4) Explain the methods of appraising of investment proposals.
- 5) Enumerate the managerial applications of CVP analysis.
- 6) Elucidate the requirements of computing cost of capital.
- 7) How is inventory controlled in a concern?

SECTION-C

(15)

(Compulsory)

- 8) From the following budgeted figures prepare a cash budget for three months ending 30th June 1990:

<i>Month</i>	<i>Sales</i>	<i>Materials</i>	<i>Wages</i>	<i>Overheads</i>
	Rs.	Rs.	Rs.	Rs.
January	60,000	40,000	11,000	6,200
February	56,000	48,000	11,600	6,600
March	64,000	50,000	12,000	6,800
April	80,000	56,000	12,400	7,200
May	81,000	62,000	13,000	8,600
June	76,000	50,000	14,000	8,000

Expected cash balance on 1st April 1990 Rs. 20,000. Other information:

- i) Materials and overheads are to be paid during the month following the month of supply .
- ii) Wages are to be paid during the month in which they are incurred.
- iii) Terms of sales – (a) Terms of credit –sales are payable by the end of month of sales; one - half of sales are paid when due and other half to be paid during the next month, (b) 5% sales commission is to be paid within the month following actual sales.
- iv) Preference dividend Rs. 30,000 is to be paid on 1st may 1990.
- v) Share call money for Rs. 25,000 is due on 1st April and 1st June.
- vi) Plant worth Rs. 10,000 is to be installed in the month of January and payment is to be made in the month of June.



SECTION-A

Answer any three of the following

(3×5=15)

- 1) a) Facilities location.
- b) Capacity planning .
- c) Preventive maintenance.
- d) Value engineering.
- e) Master scheduling.
- f) Store keeper.

SECTION-B

Answer any three Questions

(3×15=45)

- 2) Explain the role of operating management in strategic management.
- 3) Describe the impact of process design on process planning.
- 4) Enumerate the principles followed while designing plant layout.
- 5) Bring out the significance of materials management .
- 6) Examine the significance of quality management .
- 7) How do you plan resource requirements for production?

SECTION-C

(Compulsory)

(15)

- 8) Consider the following production line in which the work elements A to H must be performed in alphabetical order.

1. Work centres	2. 1	3. 2	4. 3	5. 4	6. 5	7. 6
8. Work elements	9. A,B	10. C	11. D,E	12. F	13. G	14. H
15. Element time (Mts)	16. 2,1.5	17. 4	18. 2,2	19. 3	20. 2.5	21. 3

- i) Identify the bottle neck operation.;
- ii) What is the minimum cycle time?;
- iii) Assuming an 8 hours work day, what is the maximum daily output?;
- iv) If the line uses one employee per station, how many hours of idle time exist daily?
How many hours of production time?; and
- v) Calculate the efficiency of the line.



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(Second Year)

Paper – III : MARKETING MANAGEMENT

Time : 3 Hours

Maximum Marks: 75

SECTION-A

(3×5=15)

Answer any three of the following

- 1) a) Modern concept of marketing.
b) Customer value.
c) Benefits of segmentation.
d) Product line.
e) Conventional channel.
f) Personal selling.

SECTION-B

(3×15=45)

Answer any three Questions

- 2) Explain the strategies employed in the marketing of services.
3) State the marketing research process logically.
4) What are the determinants of consumer behaviour?
5) Explain the stages involved in new product development.
6) Bring out the pricing policies followed by industrial marketer.
7) Elucidate the techniques employed in forecasting sales.

(Compulsory)

8) Yahoo! grew from a tiny upstart surrounded by Silicon valley heavyweights to a major contender in Internet media. David Filo and Jerry Yang, two computer science Ph.D. students at Stanford University, created a simple search engine in 1994. Using a homemade filing system, the pair cataloged sites on the newly created World Wide Web and published the directory on the Internet. The original version was called Jerry and David's Guide to the World Wide Web.

Filo and Yang named their effort Yahoo! after they left school to devote their full attention to the business. At the time, the company's search engine was unique because in addition to the standard word search features, Yahoo! offered its users a massive searchable index. Surfers could search for sites in broad categories like Business and Economy or Arts and Humanities. They could organize the results by country or region and look at results from within just one category. Since Yahoo! was among the first such Internet guides, the site attracted hundreds of thousands of surfers within a year of its introduction. This early attention attracted investors, and in April 1995, founders Filo and Yang raised \$1 million in first-round venture capital.

From its start, Yahoo! Conveyed an irreverent attitude. The Yahoo! attitude came from the top of the corporate ladder, in the personalities of founders Filo and Yang. The two had conceived of Yahoo! while housed "in trailers full of pizza boxes," and each of their business cards bore the title " Chief Yahoo!" Even the name contains a hidden joke – Yahoo! is a self-deprecating acronym meaning "Yet another Hierarchical Official Oracle". Yahoo!'s marketing reflected the company's style as well: In one ad, Eskimos ordered a hot tub online. Each ad closed with the tagline "Do you Yahoo!?" and the signature "Yahoo! yodel," an audio cue designed to reinforce customer recall of the brand.

Yahoo!'s most recent step into interactive marketing is to offer contextual advertising on its site. Contextual advertising means that the commercial links on a Yahoo! page are tied to the particular content on that page. For example, a visitor at caranddriver.com reading a review of the Acura MDX will see paid text links advertising the Acura Web site and the Edmunds auto comparison site, rather than unrelated cellphone ads. Contextual advertising shows the same links users would see if they type "Acura MDX" into the Yahoo! search engine.

Contextual advertising appeals to advertisers who are moving away from mass marketing toward more targeted approaches. Yahoo!'s new ad server creates contextual relevance, catching a consumer or decision maker reading material directly related to the advertised topic.

Although most users consider Yahoo! to be a search engine, it sees itself as a place that packages experiences for consumers. A large percentage to revenues comes from advertising, but the company continues to supplement its revenues through subscription sources such as online personal ads, premium e-mail products, and services for small businesses. For example, Yahoo! teamed with telecom company SBC to sell branded high-speed Internet service bundled with Yahoo! services and premium e-mail. SBC communications pay Yahoo! an estimated \$2.10 per month for every customer on the service. This lets Yahoo! increase its revenues without having to sell premium services one customer at a time. Yahoo!'s nonsearch advertising grew by 31 percent in the fourth quarter of 2003, twice the rate of other specialized content sites.

Yahoo's two main advantages over search engine rival Google are its vast array of original content and a database with information about is 133 million registered users. By knowing where searchers live and what their interests are, Yahoo! believes it can present them with both more relevant search results and more focused advertising.

Yahoo! is also attracting traditional advertisers like Pepsi and Ford. Yahoo!'s ad for the Ford Explorer, for example, featured sound effects simulating an engine with animation that made the Web browser appear to shake. To announce its new Ford F-150 truck, Ford created an interactive 3D ad and purchased roadblocks (ads that browsers must click through to reach other content) on the first day of its launch at Yahoo! as well as MSN and AOL.

Questions:

- a) What have been the key success factors for Yahoo!?
- b) Where is Yahoo! vulnerable? What should it watch out for?
- c) What recommendations would you make to senior marketing executives going forward? ;
- d) What should the company be sure to do with its marketing?



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Paper - IV: HUMAN RESOURCE MANAGEMENT

Time : 3 Hours

Maximum Marks: 75

SECTION - A

(3×5=15)

Answer any three of the following

- 1) a) Personnel office.
- b) Application blank.
- c) HR planning phases.
- d) Job enrichment.
- e) Fringe benefits.
- f) Industrial democracy.

SECTION - B

(3×15=45)

Answer any three of the following

- 2) Review the personnel management environment in India.
- 3) What are the sources of recruitment?
- 4) State the techniques of employee performance motivation.
- 5) Enumerate the rules governing employee benefits and welfare.
- 6) Explain the procedure involved in employee grievance handling.
- 7) Elucidate different forms of employee participation in management.

(Compulsory)

8) Rakesh Mohan was human resource manager at Universal Manufacturing Company in Raipur. He was considering the need to recruit qualified tribal people for the Universal Manufacturing. Mr. Debu Yadav walked into his office. “Got a minute”? asked Debu, “ I need to talk to you about the recruitment trip to Bilaspur next week”. “Sure”, Rakesh Mohan replied, “ but, first I need your advice about something. How can we get more tribals who are truly needy to apply for work here? We have given advertisement in local newspapers and also in TV. I think you and Rajesh have made recruitment trips to every community college within 200 km. We’ve encouraged employee references also. I felt that is the most reliable and effective source of new workers we have for this category of people. But we just aren’t getting any tribal applicants”, said Mr. Rakesh Mohan.

From the president down the lower level management in universal claimed commitment to equal employment opportunity too. According to Rakesh Mohan, the commitment went much deeper than posting the usual placards and doing any welfare work for the people with the help of the central/state government. The percentage of tribal employees at Universal still remained at only 5 per cent, while in the surrounding tribal community is more than 30 percent . Even Universal paid competitive wages and had a good training programme.

One very urgent need for the company was to recruit machine operator trainees. The machines were not difficult to operate and there was no educational requirement for the job. There were also several clerical and management trainee positions open. But the management of the company is worried about how to facilitate the employment of the son of the soil , especially the needy tribals of the region.

Questions:

- i) What is the problem in this case?;
- ii) Evaluate the current recruitment efforts in the company; and
- iii) How could Rakesh Mohan achieve the Universal’s goal of giving employment to the people of that region?



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Paper – V : RESEARCH METHODOLOGY FOR MANAGEMENT DECISIONS

Time : 03 Hours

Maximum Marks : 75

SECTION - A

Answer any THREE of the following

(3 × 5 = 15)

- 1) a) Identification of research problem.
- b) Null hypothesis.
- c) Sampling errors.
- d) Graphs.
- e) Style of report writing.
- f) Modes of reporting.

SECTION - B

Answer any THREE Questions

(3 × 15 = 45)

- 2) Explain the importance of research in managerial decision-making.
- 3) How do you test the validity of hypothesis?
- 4) What are the techniques employed in data collection?
- 5) State the application of multivariate analysis in research.
- 6) Elucidate the essentials of a good report.
- 7) Enumerate the shortcomings different techniques of sampling.

SECTION - C

Compulsory

(15)

- 8) We wish to conduct a survey for preference of certain colours (shades) of cars in order to devise a customer satisfaction policy. The survey indicates the following results.

Shade	Preference by customers (Nos.)
White	150
Baize	70
Light Blue	140
Dark brown	90

Do these results indicate a strong preference towards a shade?



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Paper - VI : BUSINESS POLICY AND STRATEGIC MANAGEMENT

Time : 3 Hours

Maximum Marks: 75

SECTION –A

Answer any three of the following

(3 × 5 = 15)

- 1) a) Mature firm.
- b) Operational strategy.
- c) Demerger.
- d) Management buyout.
- e) 7-s frame work.
- f) Strategy implementation

SECTION –B

Answer any three of the following

(3 × 15 = 45)

- 2) State the role and functions of Board of directors.
- 3) Give an account of corporate policy in India.
- 4) Outline various methods of corporate appraisal.
- 5) How does corporations respond to environmental uncertainty, complexity and dynamism?
- 6) Explain the nature and objectives turnaround strategy.
- 7) State the techniques of operational and financial analysis.

SECTION-C

(Compulsory)

(15)

8) Nair is the Chairman and MD of Indian General Insurance Ltd., (IGIL). The Chairman is in dilemma whether merge or run the subsidiaries as such “Just to provide a perspective,” said Parasnis, Director, services “consolidation is the global trend. Look at Japan. The top six insurers are in merger-talks.” “Our context is different,” said Anup Sinha, Director, Personnel “First, the insurance markets where consolidation is taking place are mature. Each segment of business has several players competing in a stagnant market. In India, the non-life business has been growing at a healthy 15 per cent per annum.

Second, the Indian insurance sector is only now moving out of decades of monopoly. But IGIL will continue to be the market leader for at least another decade. A new player will take at least five years to achieve the premium of Rs. 800 crore whereas each of our subsidiaries boast premium income in excess of Rs.2,000 crore. And finally, scale is a non-issue for us because at a different level, none of our subsidiaries ranks anywhere in the top 100 global insurers based on premium income”.

“We have to look at the future” said Nair, “As we cannot underestimate competition. In fact, the idea behind restructuring is to make IGIL competitive. The days of a monopoly are over. Customers in non-life insurance unlike those in life, are driven by commercial motive. They switch loyalties at the earliest availability of a better alternative. As our in-house study has already pointed out, the immediate impact of deregulation is that we will lose about 15 per cent market share during the next three years. Clearly, the loss will be heaviest at the top end of our business portfolio. That is not all. Once the tariff regime and rate controls are freed, the rate war that follows will hit us—the market leader—the most. That is the context in which we should address the most critical issue: how do we ensure that customers will stay with us?”

“The only way to attract and retain the customer is by getting close to him,” said Bharat Kumar, Director (Business Development), “And viewed in that sense, size makes us vulnerable. That is the reason why delinking makes good business sense. But, of course, a merger has several benefits,” he continued. “It gives us freedom from solvency norms. It strengthens our asset position making it easier to diversify into other financial services, invest in technology, and expand our operations. A merger will also help integrate our business”.

“Let us look at the number,” said Abhinav Saran, Director, Finance punching some keys on his laptop, “A merger will bring in 85,000 employees under one roof. We will have a total of 80 regional offices, 1,200 divisional offices, and 2,920 branch offices, Our combined free reserves would be Rs. 6,450 crore, networth Rs.7,360 crore, investment income Rs. 2,350 crore, and total investment Rs 19,000 crore. And all this on a modest equity of Rs. 375 crore! We can leverage this enormous clout to attract new business. We will also be able to reduce overhed costs. Like the rent outflow, for example. A merger prevents duplication of branches resulting in huge savings.

But, Abhinov, Chipped in Suresh Talwar, the newly –appointed Director, IT, “a merger will pose problems of integration. This becomes a time-consuming activity for senior managers, over-riding their business concerns. True, each of our subsidiaries is financially strong. However, each segment of non-life insurance has different parameters of performance. There is simply no parity. That is why it is best to set up an autonomous unit for each activity of non-life business”.

“Talwar has a point”, remarked Vijay santoor, Director Operations, “A merger downplays all the inherent weaknesses in the system. Once you spin it off, you ensure discipline, Of course, you need to move out of the current pattern of course-holding among subsidiaries and make each of them truly independent.” “Both approaches have their merits”, said Nair. “There is also the growing business of reinsurance. If we decide on a break-up It make sense to convert IGIL from a holding company to a national reinsurer. If we merge, we may be able to live up to our corporate vision of being among the world majors in nonlife by 2015. Still, given the right focus, there is no reason why some of our sectoral businesses cannot reach a global scade.

Questions:

- a) ‘How should IGIL retain its market leadership and acquire a competitive edge over young and nimble competitors?;
- b) How should it ensure business focus even while capitalizing on its strength?; and
- c) Is there a need to restructure the state owned non-life insurance firms at all?



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Paper – VII : MANAGEMENT OF INFORMATION SYSTEMS

Time : 03 Hours

Maximum Marks : 75

SECTION - A

Answer any THREE of the following

(3 × 5 = 15)

- 1) a) Virtual organisation.
b) Data administration.
c) Concept of DBMS.
d) Machine language.
e) Sub-system.
f) Computerisation in advertising.

SECTION - B

Answer any THREE of the following

(3 × 15 = 45)

- 2) Discuss the information required for decision making.
3) What are the considerations in design on online and distributed environment.
4) State the trends in IT.
5) How do corporates manage data resources?
6) Describe the computer applications in management.
7) Explain the process of implementation of DBMS.

SECTION - C

Compulsory

(15)

8) In a manufacturing company of 2000 employees, a new systems group of four professionals started work on a complete marketing, forecasting, production and personnel MIS. They worked closely with the managers for nearly a year on the design of the MIS. The change over to the new computerized system was carried out over a two-week period so that workers could be shifted to their new jobs and trained for the new operations. Within a month, confusion was rampant. Sales orders were misplaced, production was jammed up and the personnel update file was a mixture of obsolete and new update cards, Both the systems designers and managers felt that the MIS design was efficient and well within the capabilities of employees to implement.

- a) Define the problem and its causes as you see it.
- b) Suggest several alternative solutions.

