

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Paper I — PERSPECTIVES OF MANAGEMENT

Time: Three hours
marks

Maximum: 75

PART A — (3 × 5 = 15 marks)

Answer any THREE of the following.

1. (a) Process of Management.
- (b) Management by exception.
- (c) Linear Programming.
- (d) Delegation of Authority.
- (e) Placement and Promotion.
- (f) Business class in India.

PART B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss the different approaches to Management.
3. What is planning and state its objectives?
4. Explain the principles of organisation.
5. Discuss the various executive development programmes.
6. What are the barriers to organisational communication?
7. Write a brief note on modern control techniques like PERT and CPM.

PART C — (15 marks)

Compulsory.

8. Case Study :

The division manager had recently heard a lecture on management by objectives. His enthusiasm, kindled at that time, tended to grow the more he thought about it. He finally decided to introduce the concept and see what headway he could make at his next staff meeting.

He recounted the theoretical developments in this technique, cited the advantages to the division of its application, and asked his subordinates to think about adopting it.

It was not as easy as everyone had thought. At the next meeting, several questions were raised. "Do you have division goals assigned by the president to you for next year?" the finance manager wanted to know.

"No, I do not," the division manager replied. "I have been waiting for the president's office to tell me what is expected, but they act as if they will do nothing about the matter".

"What is the division to do, then?" the manager of production asked, rather hoping that no action would be indicated.

"I intend to list my expectations for the division," the division manager said. "There is not much mystery about them. I expect \$ 30 million in sales; a profit on sales before taxes of 8 percent; a return on investment of 15 percent; an ongoing program in effect by June 30, with specific characteristics I will list later, to develop our own future managers; the completion of development work on our XZ model by the end of the year and stabilization of employee turnover at 5 percent".

The staff was stunned that their superior had thought through to these verifiable objectives and stated them with such clarity and assurance. They were also surprised about his sincerity in wanting to achieve them.

"During the next month I want each of you to translate these objectives into verifiable goals for your own functions. Naturally they will be different for finance, marketing, production, engineering and administration. However you state them, I will expect them to add up to the realization of the division goals".

(a) Can a division manager develop verifiable goals, or objectives, when the president has not assigned them to him or her? How? What kind of Information or help do you believe is important for the division manager to have from headquarters?

(b) Was the division manager setting goals in the best way? What would you have done?

(DEMB 2)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Paper II — BUSINESS ENVIRONMENT

Time : Three hours

Maximum : 75 marks

SECTION A — (3 × 5 =15 marks)

1. Write any THREE of the following :
 - (a) What is the importance of service sector in India?
 - (b) What do you mean by legal environment?
 - (c) State the nature of Indian economy.
 - (d) What do you mean by mixed economy? Explain.
 - (e) Why is outward-orientation more successful than inward-orientation?
 - (f) Explain about liberalisation.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2. What is the concept of technological environment? How it influences business efficiency?
3. Critically examine the impact of Union Budget of 2007 on Indian economy.
4. Evaluate the objectives of Indian economic planning.
5. What is the need for foreign capital in Indian economy?
6. State the problems of Industrial development in India.
7. Mention the causes for sickness in Indian industries.

SECTION C — (15 marks)

This question is compulsory.

8. Discuss the issues involved in globalisation and the entry strategies available to enter global markets. Give your views.

Paper III — MANAGERIAL ECONOMICS

Time : Three hours

Maximum : 75 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Law of demand.
(b) Opportunity cost.
(c) Increasing returns to scale.
(d) Transfer pricing.
(e) Economic profit.
(f) Risk and uncertainty.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss the nature and scope of managerial economics.
3. Explain price elasticity of demand and its role in business.
4. Explain the cost output relationship in the short run and long run.
5. "Under perfect competition a firm is a price taker and not a price maker". Explain.
6. Explain the managerial theories of the firm.
7. Discuss the various methods for ranking the investment proposals.

SECTION C — (15 marks)

(Compulsory)

8. Case study :

A firm whose cost of capital is 15% is considering two mutually exclusive projects, the details are given below :

Year	Project A	Project B
	Rs.	Rs.
Cash out flow	0 (70,000)	(70,000)
Cash in flow	1 10,000	50,000
	2 20,000	40,000
Cash in flow	3 30,000	20,000
	4 45,000	10,000
	5 60,000	10,000

You are required to apply capital budgeting technique and suggest which project is better.

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Paper IV — ACCOUNTING FOR MANAGERS

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions

1. (a) Matching concept of accounting.
(b) What is Depreciation?
(c) Statement of sources and uses of funds.
(d) Contents of Profit and Loss Account.
(e) Break - even point.
(f) Elements of Cost.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Define Accounting and State its functions.
3. Explain the Accounting procedures for declaring and distributing dividends.
4. What are the different types of shares and explain Accounting procedure for issue of shares?
5. Discuss the Legal requirements relating to Accounting disclosure.
6. What do you mean by CVP analysis? Explain its utility in decision making.
7. What is the purpose of the statement of changer in financial position? How does it differ Cram a balance sheet (or) income statement?

SECTION C — (15 marks)

Case Study – Compulsory

8. Sales turn over and profit during two periods are as follows :

Period	Sales (Rs.)	Profit (Rs.)
I	20,00,000	2,00,000
II	30,00,000	4,00,000

You are required to calculate :

- (a) P/V Ratio.
- (b) Break - even point.
- (c) Profit when sales is Rs. 18,00,000.

- (d) What amount of sales will yields a profit of Rs. 5,00,000?

(DEMB 5)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Paper V — QUANTITATIVE TECHNIQUES FOR MANAGERIAL DECISIONS

Time : Three hours
75 marks

Maximum :

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) The marginal cost function of a product is given by $C = 6 + 10x - 3x^2$.

The total cost of manufacturing one unit is Rs. 80. Find the total cost function.

- (b) What is secondary data? Explain.
(c) Mutually exclusive events.
(d) What is the difference between “statistic” and “parameter”?
(e) What are regression lines? Explain.
(f) The mean weight of 100 workers in a factory is 50 kgs of the mean weight of men in factory is 55 kgs and that of the women is 45 kgs; find the number of men and women in the factory.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. $3p - 4q = 7$
 $2p + 7q = 1$; Find the values of p, q by matrix inverse method.
3. Prices of particular commodity in five years in two cities are given below :

City A :	20	22	19	23	16
City B :	10	20	18	12	15

Find from the table which city had more stable prices.

4. Explain what do you understand by the term probability and examine the different schools of thought on probability.
5. Use chi-square test to test if the two attributes in the following contingency table are independent.

	Training				
Performance	Intensive	Average	Nominal	Total	

Above average	100	150	40	290
Average	50	80	150	280
Poor	100	100	100	300
Total	250	330	290	870

6. Calculate the coefficient of correlation between income and weight from the following data. Comment on the result.

Income (Rs.) : 100 200 300 400 500 600

Weight (lbs) : 120 130 140 150 160 170

7. Calculate trend values from the data given below by applying the method of least squares.

Years : 1997 1998 1999 2000 2001 2002 2003

Income ('000 Rs.) : 40 46 44 50 52 58 60

Estimate the likely income for the year 2004.

SECTION C — (15 marks)

(Compulsory)

8. While conducting population survey of a city, the enumerator noticed that 40% of the male population were illiterate. If the trend continues, workout the probability that out of a random sample of 2,00,000 male population, the number of illiterates will be (a) less than 75,000; (b) more than 90,000.

(DEMB 6)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Paper VI — INFORMATION MANAGEMENT AND COMPUTER APPLICATIONS

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

- Central Processing Unit.
 - Computers in Human Resource Management.
 - Computer Viruses.
 - High level computer languages.
 - Characteristics of MIS.

- (f) Systems engineering.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss the components of an information system and explain its purpose.
3. What do you mean by a business system and discuss system development life cycle?
4. Discuss the computer based financial systems.
5. Explain the social and legal aspects of computerization.
6. What is meant by a computer and state its role in Management?
7. Explain the managerial applications of spread sheet software.

SECTION C — (15 marks)

Case Study — Compulsory

8. The management of your company has decided to computerize the payroll system. One of the options being considered is to buy a ready-made package from a software vendor. You have been given the responsibility of selecting a suitable package.

- (a) Explain the step-by-step procedure you will follow in evaluating packages
- (b) What are the factors you will consider in selecting a package?

(DEMB 7)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Paper VII — FINANCIAL MANAGEMENT

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

1. Answer any THREE questions :
 - (a) Money market.
 - (b) Capital rationing.
 - (c) Operating leverage.
 - (d) Optimum capital structure.
 - (e) Liquidity Vs Profitability.
 - (f) Going concern value.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Briefly discuss the role of the financial manager in a modern business concern.
3. Explain the concept of leverage and how do you measure the different leverages.
4. Discuss the objectives and techniques of cash management.
5. A company is contemplating to introduce the new machine. The cost of the machine is Rs. 50,000. The cost of capital is 12%. The expected cashflows are given below :

Year	1	2	3	4	5
Rs.	20,000	25,000	30,000	40,000	25,000

You are required to calculate the following :

- (a) Payback period (b) Net present value.

6. The board of directors of ABC Co. Ltd. Requesting you to prepare a statement of working capital requirements for a level of activity at 156000 units of production.

Elements of cost	Cost per unit Rs.
Raw materials	90
Direct labour	40
Overheads	75
Total cost	<u>205</u>
Profit	<u>60</u>
Selling price	<u>265</u>

Other information :

- (a) Raw materials are in stock on an average one month.
- (b) Materials are in process on an average of 2 weeks.
- (c) Finished goods are in stock on an average of one month.
- (d) Credit allowed by suppliers one month.
- (e) Credit allowed to debtors 2 months.
- (f) Time lag in payment of wages $1\frac{1}{2}$ week.
- (g) Time lag in payment of overheads in one month.

20% of the output is sold for cash. Cash at bank is expected to be Rs. 60,000.

7. A company has on its books, the following amounts and specific costs for each type of capital.

Source of finance	BV Book Value	MV Market value	Specific cost (%)
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	Rs.	Rs.	
Debt	4,00,000	3,80,000	5
Preference capital	1,00,000	1,10,000	8
Equity capital	6,00,000	12,00,000	15
Retained earnings	2,00,000		13

Determine the weighted average cost of capital using (a) Book value weights (b) Market value weights.

SECTION C — (15 marks)

Case Study — Compulsory.

8. Royal manufacturing company is capitalized with Rs. 2,00,000 divided in 2000 equity shares of Rs. 100 each. The management wishes to raise another Rs. 2,00,000 to finance a major programme of expansion through one of four possible financing plans. The management may finance the company with

- (a) All equity shares
- (b) Rs. 1,00,000 in equity shares and Rs. 1,00,000 debt at 5% interest
- (c) All debt at 6% interest
- (d) Rs. 1,00,000 equity capital and Rs. 1,00,000 preference shares with 5% dividend.

The company's existing EBIT is amounted Rs. 24,000. The tax rate is 50%. Which financing plan would be most suitable to the company?

(DEMB 8)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Paper VIII — OPERATIONS MANAGEMENT

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Explain the characteristics of operations management.
- (b) What do you mean by operations management? Explain.
- (c) Explain the term location dynamics.
- (d) Explain the standard techniques available for a process layout.
- (e) What are the steps involved in value analysis?
- (f) What do you understand by the term “standardisation by divisions”?

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. What are the methods of identification of stores and identification of locations? Explain.
3. Explain the applications and scope of operations management.
4. Discuss the nature, scope and importance of the 'make or buy' decision. Name some of the operations management techniques.
5. Write an essay on Quality Control Engineering. Bring out clearly its scope, role and functions.
6. Briefly discuss the role and functions of creativity and innovation in value management. What are the steps needed to improve creativity and innovation in an organization?
7. Explain the term product planning. What are the major considerations you will take in selecting a new product?

SECTION C — (15 marks)

(Compulsory)

8. A certain company requires 10,000 units of component annually the ordering cost = Rs. 10. Carrying cost = 25% of inventory value. Each unit of component costs = Rs. 20. The supplier offers 2% discount if purchases are made in lots of 5000.

Is the discount offer attractive? If not for what reduced quantity can company as for the same 2% discount?

(DEMB 9)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Paper IX — MARKETING MANAGEMENT

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

Answer any THREE of the following.

1. (a) What are the Macro Environments?
(b) Factors influencing repeat purchase.
(c) What is meant by target marketing?
(d) Cost-plus pricing.
(e) Product line decisions.
(f) Decisions in sales promoter.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2. Explain the Companies Macro Environment.
3. Distinguish between market targeting and positioning.
4. What are the determinants of purchase behaviour?
5. Explain the various dimensions involved in product-line decisions.
6. Discuss the factors influencing pricing strategies.
7. Explain the role of marketing in service sector.

SECTION C — (15 marks)

This question is Compulsory.

8. The Indian pen market is around Rs. 600 crores and 80% of the market belongs to ball pens, with a growth of 20% every year. Reynolds, Rotamic and cello brand are the players in this market. Reynolds is the leader among these. This Reynold's has created a revolution of offering the pens priced higher than a number of brands which existed at that time and also offered reliability and flow much superior to its computing brands. The Rotamic was a follower brand priced below Reynolds and has also provided a 'secondary' differentiation by introducing a number of colours.

Explain the pricing strategy of Ratamic and its relevance to this situation.

(DEMB 10)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Paper X — HUMAN RESOURCE MANAGEMENT

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

1. Answer any THREE of the following :
 - (a) What is human resource management?
 - (b) What do you mean by job analysis? Explain.
 - (c) What is recruitment appeal?
 - (d) Explain about performance appraisal.
 - (e) What are the methods of staff selection?
 - (f) How do you identify the training needs of an enterprise?

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2. What is job evaluation? List several objectives of job evaluation.
3. Discuss the theories on motivation.
4. What is the purpose of offering welfare services to the employees? Explain.
5. Explain the trends in collective bargaining in India.
6. Illustrate the frame work of human resource development.
7. What are the different types of transfer? Outline a suitable transfer policy.

SECTION C — (15 marks)

8. This question is compulsory :

Mr. Naveen has been working as a Manager (Credit Appraisal) in Andhra Bank since 1990. He got first rank in his M.Com. from S.V. University in 1989. He rose from officer-Grade IV to officer Grade I in a short span of 10 years. Personnel records of the bank show that he is an efficient manager in Agricultural credit, Industrial credit and Credit to small business etc. The bank is planning to computerize the project appraisal department. In this connection Mr. Naveen was asked to take training in computer operations. But he was quite reluctant to undergo training.

Why was Mr. Naveen reluctant undergo training? Explain.

(DEMB 11)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Paper XI — BUSINESS POLICY AND STRATEGIC MANAGEMENT

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

8. Answer any THREE questions :

- (a) Importance of Business policy.
- (b) Corporate planning.
- (c) Strategic decision making.
- (d) Role of Board of directors.
- (e) Strategic alternatives.
- (f) Portfolio analysis.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

- 2. Briefly describe the process of translating policies into plans and programmes.
- 3. Explain the TOP management role and skills.
- 4. Discuss the process of competitive analysis.
- 5. Explain the nature of interrelationship that exists between the formulation and implementation of strategies.
- 6. What role do the different participants play in strategic evaluation.
- 7. Discuss the portfolio analysis in strategic analysis.

SECTION C — (15 marks)

8. Case Study : (Compulsory)

Do you agree with the view that in the present day world, the controversy over the Government's role in business policy is unnecessary and that nearly all countries combine features of both public and private enterprises? Substantiate your argument based on Hindustan Tractors Ltd. Case.

(DEMB

12)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Paper XII — INTERNATIONAL BUSINESS

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

1. Answer any THREE questions :

- (a) International Trade.
- (b) Multinational Corporations.
- (c) Host country.
- (d) Regional Cooperation.
- (e) International Logistics.
- (f) Strategic Considerations.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

- 2. Discuss the rationale for International business and the problems therein.
- 3. What are the major factors that influence international human resource management?
- 4. "MNCs have brought about a transformation in the Indian business scenario"—Discuss.
- 5. Explain the strategic planning in MNCs.
- 6. What are multilateral agreements?
- 7. Critically examine the role of SAARC in International Business.

SECTION C — (15 marks)

Case Study – Compulsory.

8. American Motors Corporation (AMC) for years had been America's fourth largest producer of automotive vehicles. It dropped to fifth position when Volks-Wagon began

producing cars in US, after joining with Renault of France in 1980. AMC started to drop them. It began producing and selling Renault's designed cars instead of its own. AMC was also the world's largest producer of four wheelers since its acquisition of jeep from Kaiser in 1870. Joining with Renault did not threaten the variability of AMC's jeep line because Renault had no four wheelers. In fact, Renault became exclusive distributor for jeeps in Finance and elsewhere.

By 1980, world wide sales of jeep were over 2 lakhs per year with $\frac{3}{4}$ of that in US and Canada, which represented the domestic business. The international sales in 1981 including communist countries were 45,000. Until the fall of Shah, Iran was the biggest market. Among four wheelers, jeep was the largest seller. Its competitors in order were Toyota, Nissan and Land Rover-Jeep was the most global of the competitors also with manufacturing, assembly and on licensing in over 20 countries. In contrast, Toyota had most of its assembly operations in just Indonesia and Venezuela. Most of the jeeps were produced from Ohio. However, AMC jeep had limited manufacturing in a few foreign markets with assemble and licensing in many other. AMC Jeep had equity in plants in Australia, Egypt etc. Altogether, 2 assembly plants in Africa, 3 in Middle East, 12 in Asia pacific and 4 in Latin America. Most at the local manufacturing is done to meet local content.

Jeep sales outside US and Canada are the responsibility of a firm based in Michigan. The concern has 185 employees, at which 25 are living in foreign countries, 25 are American expatriates. Jeep vehicles have enjoyed universal recognition and appeal due to their use in second world war by US. In developed countries, jeeps are promoted as recreational vehicles while multipurpose in developing countries. It can be seen that jeeps are sold in large number in world markets and in countries with difficult economic, environmental and use conditions.

Questions :

Assuming as international business manager, make appropriate suggestions on the following :

- (a) To what degree should jeep vehicles be adopted for world markets?
- (b) Should jeeps have a uniform international brands in world markets?
- (c) Should the jeep warranty be the same in every market?
- (d) What should be the service and promotion strategy for world markets?

SECTION A — (3 × 5 = 15 marks)

1. Answer any THREE questions :
 - (a) Database Administration.
 - (b) System concepts.
 - (c) Query language.
 - (d) Data dictionary.
 - (e) Basic Network Architecture.
 - (f) Data Redundancy and inconsistency.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Define MIS and how MIS is treated as an integrated system.
3. What do you mean by system analysis? Explain with example.
4. Explain the advantages and disadvantages of a relational database management systems.
5. Critically evaluate the data communication concepts.
6. Explain the six steps of establishing an information system.
7. Explain in detail the database structure of MIS.

SECTION C — (15 marks)

(Compulsory)

8. Case study :

The stores department of ABC company is computerizing the following stores functions :

- (a) Receipt of materials.
- (b) Issue of materials.

I Ordering materials for a pre-determined quantity whenever stock on hand falls less than a predetermined reorder level.

You are required to design a database file. What are the fields you will have? Justify your decision.

Group A — Marketing

Paper I — SALES AND ADVERTISING MANAGEMENT

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

1. Answer any THREE questions.

- (a) Non-Verbal behaviour.
- (b) Principle of contrast of sales display.
- (c) Structured Vs non-structured interview.
- (d) Functional sales organization.
- (e) Elements of communication mix.
- (f) Body copy of an advertisement.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

- 2. Enumerate various situations when personal selling in a company becomes more relevant.
- 3. Explain the relevance of non-verbal behaviour during sales presentation.
- 4. Give an account of elements of sales job analysis.
- 5. Describe the steps followed in developing sales territories.
- 6. Give a detailed statement of promotional objectives.
- 7. Bring out the factors that determine media selection.

SECTION C — (15 marks)

8. The Cola War in the soft drinks category is turning into an imagery driven 'Celebrity War'. Cricket players and film stars are frequently being used by the brands to create an impression on the psyche of consumers. Pepsi launched the energetic campaign using Tendulkar, While Coke attempted to create an association with cricket. It may be recalled that Thums Up was the earliest to associate itself with cricket in their advertisements which were filmed in cinema halls. Coke and Pepsi are also roping to film celebrities to enhance their brand appeal.

Imagine that you are asked to select a celebrity for a soft drink brand in the present context. You are required to :

Questions :

- (a) List the criteria you would use to shortlist celebrity names ; and
- (b) Describe the process of the selection process.

(DEMBA 2)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Group A — Marketing

Paper II — SERVICES MARKETING AND CRM

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

1. Write any THREE of the following :

- (a) Distinguished features of services
- (b) Relationship marketing
- (c) Service vision
- (d) Essentials of CRM
- (e) e-CRM benefits
- (f) e-Commerce.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

- 2. Examine the challenges faced by businesses in marketing their services.
- 3. Define 'service quality'. Explain various service quality models.
- 4. Explain the key factors that cause communication gap in the marketing of services.
- 5. Explain the strategies to be adopted for marketing of financial services.
- 6. Explain the stages involved CRM cycles.
- 7. Define e-CRM. Examine the status of its in India.

SECTION C — (15 marks)

8. The Indian credit card services is emerging as a major segment of Indian banking sector, with Indian public sector commercial banks like SBI, Andhra Bank and Private Sector banks like ICICI, HDFC and Standard chartered Grind leys Bank.

Of late, the trend is towards not having a credit card. The people are not in favour it. The main reasons for this trends are :

- (a) Intangibility of this financial service.
- (b) Inhibitions of customers about the complexity of technology involved in its operation.

Keeping in view the negative impact of these reasons, you are required to design marketing strategies to these problems.

(DEMBA 3)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Group A — Marketing

Paper III — RURAL AND RETAIL MARKETING

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

Write any THREE of the following.

1. (a) What are the Life Style changes?
(b) Differences between rural and urban markets.
© Explain the Branding decision.
(d) Discuss the type of Intermediaries.
(e) Explain the theories of retail.
(f) Discuss in brief and retail marketing mix.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2. Explain the rural Environment in Rural markets.
3. Discuss in brief trends in consumer behaviour.
4. Describe various Branding decision.
5. How the message design and development helped for Rural market?
6. Explain the growth of retail in India.
7. Discuss HRM in retail.

SECTION C — (15 marks)

This question is compulsory.

8. The Indian biscuit market is dominated by Britannia and Parle. These two brands are positioned as nutritious and healthy snack food. The biscuits brands are identified as low involvement products; more or less similarly priced and value for money is the consumer's motto in buying it.

The relative market shares of various types of biscuits are as follows :

Glucose – 30%
Arrow root – 18%
Marie – 11%
Milk biscuits – 17%
Cream biscuits – 12%
Cookies – 5%
Others – 7%.

At present the global players like Nestle SA, United biscuits, Kellogg's Sara-lee, Nabisco and Pillsbury, though they have entered the Indian market after decontrol of the biscuit market, could not make their appearance in mass markets and rural markets. You are required to help the Kellogg's biscuits to :

- (a) Identify the factors that fulfil the expectations of rural market with regard to biscuits and
- (b) Tell how the Co. can gear itself to meet such expectations.

(DEMBA 4)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Group A — Marketing

Paper IV — CONSUMER BEHAVIOUR AND MARKETING RESEARCH

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1.
 - (a) Sociological model of consumer behaviour.
 - (b) Stimulus generalization.
 - (c) Cross-culture.
 - (d) Emotional motives.
 - (e) Experimental research.
 - (f) Attitudinal scale.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Explain the Howard Sheth model of buying behaviour.
3. Explain the Schiffman and Kanuk's model of consumer decision-making.

4. Examine various sources of customer dissatisfaction in case of motor bike purchase.
5. Define 'research design'. Explain various types of it.
6. Examine the marketing research process.
7. Define 'hypothesis'. How do you develop and test it?

SECTION C — (15 marks)

(Compulsory)

8. The Indian ice-cream market can be broadly divided into teens market and youngs market. There has been a major change in the attitudes of the people towards ice-cream. It is no more a children refreshment product, but a product of all ages and occasions. The giants in this market are Kwality, Lazza, Uncle John, Dairy Day and Arun. Besides these many are entering into Indian market leading to increased competition among themselves. The marketer of a new ice cream brand who wants to enter Indian market wants to understand consumer behaviour in terms of awareness, preferences, attitudes and motives.

You are required to sketch a research design that suits this study.

(DEMBA 5)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Group A — Marketing

Paper V — GLOBAL MARKETING

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

1. Answer any THREE questions :

- (a) Theory of comparative advantages.
- (b) Cultural dynamics.
- (c) Duty exemption scheme.
- (d) Bill of lading.
- (e) Piggy backing.
- (f) International marketing control system.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss the conceptual framework for international marketing.

3. Examine the functions of EPCs. List out any ten Export Promotion Councils Serving in the marketing of various commodities internationally.
4. Explain the strategies to be followed in managing political risks.
5. Enumerate the step-by-step export documentation and procedures.
6. Explain the concept of international product life cycle and narrate in brief the strategies to be adapted during different stages of it.
7. Examine the framework meant for international marketing planning.

SECTION C — (15 marks)

8. Case study :

The Heritage Milk Products Ltd., of Andhra Pradesh wants to market its milk and milk products in its neighbouring countries Pakistan, Nepal, Sri Lanka and Hongkong. The marketing manager of this company is aware of the ban on Indian sea shrimps a food item, for their imports by U.K. and Netherlands on the ground that the Indian shrimps were injected during their transit en route to their countries.

Keeping this incident in mind you, as the marketing manager, are required to develop an international distribution policy for the export of milk, a food item.

(DEMBB 1)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Group B — Financial Management

Paper I — SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Distinguish between systematic and unsystematic risk.
- (b) What is the methodology adopted in security trading on a stock exchange?
 - © Distinguish between market value and Book value of shares.
 - (d) Explain the moving average analysis.
 - (e) What are mutual funds?
 - (f) What do you mean by “Efficient Frontier”? Explain.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. State the different types of mutual fund schemes.
3. What are the functions of stock exchanges? How are they managed?
4. How does Markowitz theory help in planning an investor's portfolio?
5. How is a fundamental analysis useful to a prospective investor?
6. Discuss the empirical tests conducted on the different forms of the random walk.
7. A stock costing Rs.50 pays no dividend. The possible prices of the stock at the end of year and their probabilities are given below :

End of year price	Probability
60	0.10
65	0.20
70	0.40
75	0.20
80	0.10

- (a) Find out the expected return.
- (b) Find out the standard deviation of the returns.

SECTION C — (15 marks)

(Compulsory)

8. According to the Financial Express report, October 1988 the rate of return of Nagarjuna Fertilizer stock for the past five years is 19 per cent. This is assumed to continue for the next five years and after that rate of return is assumed to have a growth rate of 10 per cent indefinitely. The dividend paid for the year 1987-88 is 17 per cent. The required rate of return is 20 per cent. The price is Rs. 13 on 14-10-88.

Estimate the stock price according to the two stage model.

(DEMBB 2)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Group B — Financial Management

Paper II — FINANCIAL MARKETS AND DERIVATIVES

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Compare certificates of deposit and commercial bills.

(b) Why do blue-chop companies opt to raise funds through GDR/ADR?

© What is listing of securities? Explain.

(d) What is a stock market index?

(e) Explain the difference between hedging and speculation.

(f) How do futures contracts differ from forward contracts?

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. State the objectives for the introduction of the primary dealer system. Discuss the role played by them in the government securities market.

3. Discuss the impact of reforms in secondary market.

4. What are the reasons for the growth of private placement market in India?

5. Why has the commercial bills market not developed in India?

6. Explain the binomial model of pricing options.

7. Which issues still need to be resolved for the growth of the Indian derivatives market?

SECTION C — (15 marks)

Compulsory.

8. Sterlite has a market price of Rs. 68. The volatility of the share is .21, the risk free rate is 5 percent. What would be the price of a put with a strike price of Rs. 60, if the expiry date is 27 days hence?

Use Black-Schole model (non-dividend paying company).

(DEMBB 3)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Group B — Financial Management

Paper III — INTERNATIONAL FINANCIAL MANAGEMENT

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

1. Answer any THREE questions :

(a) International indebtedness.

(b) Multi-National firm.

© International Receivables management.

- (d) Capital Account Transactions.
- (e) Triangular arbitrage.
- (f) International investment strategy.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

- 2. Discuss the nature and scope of international financial decision.
- 3. Explain the criteria followed while raising funds from international financial market.
- 4. What do you mean by cash positioning? Should the surplus cash be centralized?
- 5. How do you arrive at the amount of real accounting exposures?
- 6. Explain the procedure of the issue of international bonds.
- 7. Critically examine the finance function in a multinational firm.

SECTION C — (15 marks)

8. Case Study (Compulsory)

The spot exchange rate between Indian rupee and US dollar in 1995 was Rs. 30/US \$ when the price index in both the countries was 100. By 2000, rupee depreciated to 45/US dollar and at the same time, the price index moved up during this period in India and USA to 110 and 125, respectively.

Find out the extent of change in nominal and real exchange rates.

(DEMBB 4)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Group B — Financial Management

Paper IV — MANAGEMENT OF FINANCIAL SERVICES

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

- 1. (a) Define financial services.
- (b) What do you mean by merchant banking? Explain.
- (c) Define leasing.
- (d) State the features of venture capital.

- (e) What is net asset value? Explain with an example.
- (f) Distinguish between discounting and factoring.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

- 2. Discuss in brief some important recent developments in the merchant banking establishments in India.
- 3. What are the guidelines issued by SEBI with regard to the venture capital funds?
- 4. What are the different types of credit cards issued by credit card companies? Discuss the advantages and limitations of the credit card system.
- 5. What do you mean by a stock exchange? Discuss various functions of a stock exchange.
- 6. Discuss the various functions performed by a credit rating agency.
- 7. Distinguish between fund based and fee based financial services. Discuss fund based or asset based services in detail.

SECTION C — (15 marks)

(Compulsory)

8. XYZ Builders Ltd. Need to acquire the use of a crane for their construction business, and are considering buying or leasing a crane. The crane costs Rs. 10,00,000 and is subject to the straight line method of depreciation to a zero salvage value at the end of 5 years. In contrast, the lease rent is Rs. 2,20,000 per year to be paid in advance each year for 5 years. XYZ Builders Ltd. Can raise debt at 14 per cent payable in equal annual instalments, each instalment due at the beginning of the year. The company is in the 50 per cent tax bracket.

Should it lease or buy the crane?

(DEMBB 5)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Group B — Financial Management

Paper V — PROJECT MANAGEMENT

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

- 1. Answer any THREE questions :
 - (a) Corporate Appraisal.

- (b) Sample survey.
- © Demand Forecasting.
- (d) PERT.
- (e) Project costing.
- (f) Project review.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss the importance of considering alternative ways of transforming an idea into a concrete project.
3. What are the components of cost of project? Discuss them in brief.
4. Discuss and evaluate the variance analysis approach to project control.
5. What is the procedure for determining the critical path?
6. What problems are encountered in performance review and how can they be overcome?
7. Discuss briefly about the integrated project management control system.

SECTION C — (15 marks)

(Compulsory)

8. Case study :

A new project is being set up by Beta Ltd., which has been incorporated recently. Beta limited plans to realize 50 percent of its capacity in the first year, 60 percent in the second year, and 90 percent in the third year. The estimates for the third year are given below :

Rs.

(a) Sales realization (90000 units X 200)	1,80,00,000	
(b) Variable costs	81,00,000	
I Fixed costs		60,00,000
(d) Contribution	99,00,000	

Calculate the break-even point in terms of volume of production, installed capacity and sales revenues.

(DEMBC 1)

Group C — Human Resource Management

Paper I — HUMAN RESOURCE PLANNING AND DEVELOPMENT

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) What do you understand by human resources management?
- (b) Explain about human resources planning.
- © What are the strategies of HRD?
- (d) List out the functions of managers.
- (e) Give the components of complete safety and health programme.
- (f) What do you mean by HRD culture? Explain.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. What are the methods involved in human resources planning?
3. What function does a human resource department normally perform?
4. State the emerging trends and perspectives in HRD.
5. List out the essential ingredients of the management development programmes.
6. What is the purpose of offering welfare services to the employees?
7. “An effective leader must be a good diagnostiwan”. Discuss.

SECTION C — (15 marks)

(Compulsory)

8. Ramu has been supervisor for five years in Indian Electronic Company. It is a medium sized firm employing 200 workers and little over 20 executives. The company manufactures ancillary products for TV sets. Because of the reduction in excise duty by the government and various other factors, the demand for TVs have gone up. Indian Electric company has been able to get a large contract to manufacture ancillary components within a short time. Ramu has been given the responsibility of meeting the target in time. He is now wondering what should he do to motivate his workforce so that they cooperate and help him to fulfill the loud down target within the prescribed time.

Questions :

- (a) What are the suggestions to motivate employees particularly those employed in production functions?
- (b) What is the role of top management in developing supervisory personnel of this company?

(DEMBC 2)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Group C – Human Resource Management

Paper II — ORGANIZATION DYNAMICS AND CHANGE MANAGEMENT

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

1. Answer any THREE questions :

- (a) Conformity and obedience.
- (b) Strategic Alliances.
- (c) Transformational Leadership.
- (d) Managing resistance to change.
- (e) Diagnostic methodology.
- (f) Process consultation.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

- 2. What is the relationship between group norms and group cohesiveness?
- 3. Explain the concept and systems of roles.
- 4. What do you understand by Empowerment? Discuss the difference between centralization and delegation.
- 5. Discuss the key process in organizational change.
- 6. Explain the issues and concepts of organizational diagnosis.
- 7. Discuss the different models of organizational change.

SECTION C — (15 marks)

8. Case study (compulsory) :

Following is the letter authored by the Vice President, consumer electronics division and addressed to the production manager. The issue raised in the letter relates to Quality First Programme.

“I think it’s time to look at a new approach to our Quality First Programme. We’ve had the suggestion box out for a year and so far we have received only two suggestions for quality improvements, of which only one made any sense.”

“Let’s try a group approach. We can divide the employees into groups that can meet to come up with ideas for improving the quality of our products and production process.”

“I’d like you to prepare a plan for these groups. How should they operate? How often should they meet? What should be the size of each group? Should we divide the groups into engineers, production workers, maintenance personnel and so on, or should we put a variety of workers into each group? What problems can we anticipate with the group format, and how can we resolve them?” “These questions are meant as a starting point. If you have other ideas or concerns, please include them in your plan.”

Questions :

Assume you are the production manager and respond to the Vice President’s letter with a memo outlining the plan requested. Be sure to respond to the specific questions. Use as many of the concepts in the chapter as you can to develop a complete plan that minimizes the pitfalls of group dynamics.

(DEMBC 3)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Group C — Human Resource Management

Paper III — LABOUR LEGISLATION AND IR

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Define industrial relations.
- (b) What are the causes of industrial disputes?
- © Who are the three actors of industrial relations?
- (d) Define the term collective bargaining.
- (e) What are the types of labour legislation?
- (f) What do you mean by social security?

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Explain the necessary conditions for the maintenance of sound industrial relations.
3. What are the different methods of industrial dispute settlement in India?

4. Explain the process of collective bargaining.
5. What forces are influencing modern social and labour legislation in India?
6. Explain the main provisions of workmen's compensation act.
7. What are the different approaches to industrial relations?

SECTION C — (15 marks)

(Compulsory)

8. Sri Venkateswara Chemicals Ltd., a company producing hazardous chemicals, was recently visited by an official of the factory inspectorate. This being their first inspection, they requested permission from the inspector for a member of the personnel department to accompany him on inspection. The inspector requested a worker representative to go along as well. The inspector made the following remarks in the inspection register.

(a) Three workers in a group of 20 were not using safety helmets in a dangerous area.

(b) The company has refused to show to three workers their medical records even though requested by both the workers and their union.

The management refuted all the above remarks and pointed out that (i) the three workers concerned were provided with safety helmets as the records show (ii) they have maintained medical records of all the workers employed in the hazardous process including the three reported cases.

(1) As a safety officer, how would you deal with the situation?

(2) What are your recommendations to improve overall safety in the factory concerned?

(DEMBC

4)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

GROUP C — HUMAN RESOURCE MANAGEMENT

Paper IV — ORGANISATIONAL BEHAVIOUR

Time : Three hours
marks

Maximum : 75

SECTION A — (3 × 5 = 15 marks)

1. Answer any THREE questions :

- (a) Universal approach.
- (b) Johari window.
- (c) Job enrichment.
- (d) Autocratic Leadership style.

- (e) Brainstorming.
- (f) Organisational change.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

- 2. State the various approaches to organizational behaviour.
- 3. What is motivation? Discuss the Herzberg's two factor theory of motivation.
- 4. Critically examine the trait theory of leadership.
- 5. Bring out the positives and negatives of organizational culture.
- 6. Define conflict. What are the sources of conflict?
- 7. How does the study of personality help in understanding organizational behaviour?

SECTION C — (15 marks)

- 8. Case Study (compulsory) :

Mr. Deepak came the office at 11 a.m. and signing in the attendance register. Mr. Chakravarthy, Deepak's boss was angry with Mr. Deepak as the latter was signing in the register without informing the former the reasons for his late coming.

Mr. Deepak was feeling that signing in the register at 11.00 a.m. was his right as he was asked yesterday by Mr. Tej to deliver a letter to the banker before coming to the office to-day. Mr. Tej is the boss of Mr. Chakravarthy.

But Mr. Chakravarthy scolded Mr. Deepak for being late and signing in the register quietly. Mr. Deepak retaliated and has given mouthful to Mr. Chakravarthy that he was asked by Mr. Tej to go to the bank before coming to the office.

- (a) Explain what are the flows that involve in co-ordination.
- (b) Is the Deepak's contention justifiable?
- © If you were Mr. Chakravarthy, what would be your step in controlling the subordinates?

(DEMBC 5)

EXECUTIVE M.B.A. DEGREE EXAMINATION, DECEMBER 2007.

Group C — Human Resource Management

Paper V — EMPLOYEE COMPENSATION MANAGEMENT

SECTION A — (3 × 5 = 15 marks)

1. Answer any THREE questions :
 - (a) Minimum wage.
 - (b) Wage boards functions.
 - (c) Piece rate and incremental time scales.
 - (d) Procedure for installing incentive system.
 - (e) Role of HR department in compensation management.
 - (f) Wage differentials.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss the different wage theories in India.
3. Explain the role and functions of pay commissions in pay fixation.
4. Evaluate the significance and evolution of DA.
5. Briefly discuss the wage incentive system in India.
6. Explain the recent trends in managerial compensation in Indian organizations and MNC's.
7. Discuss the following :
 - (a) Wage policy in India.
 - (b) Wage determinant methods.

SECTION C — (15 marks)

(Compulsory)

8. Case study :

The United National Bank has just decided to open a branch in a town "x", which is an exclusive resort located about 40 kms away from a large city "y". There is not bank in that town at present.

The United National Bank is anxious to determine the appropriate salary for the clerical staff it expects to recruit. Clerks in the bank's offices in the neighbouring city "y" receives a starting salary of Rs. 3,000 a month. As a matter of company policy, pay scales have been fixed on a par with other banks in the city.

A survey of local establishments at the town "x" primarily insurance offices and other comparable concerns, indicates that the salary for qualified clerical personnel is Rs. 3,500 a month. The higher salary in town "x" may

be attributed in part in the substantial higher cost of living, the limited number of people seeking employment and the fact that there are no other Banks. Banks in city “y” have traditionally paid lesser salaries than other establishments, on the ground that banks offer better working conditions add higher dignity.

Discussion questions :

(a) What should be the salary structure for the clerical staff in the United National Bank?

(b) If there is difference in pay scales in two different locations, how could the bank justify the same?