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**9623**

**M.B.A. Examination**

**ORGANISATIONAL EFFECTIVENESS, CHANGE AND  
ORGANISATIONAL DEVELOPMENT**

Paper : 201

Semester–II

Time : Three Hours] [Max. Marks : { Regular : 60  
Pvt./ICDEOL : 100

*The candidates shall limit their answers precisely within the answer-book (40 pages) issued to them and no supplementary/continuation sheet will be issued.*

**Note:** Attempt *five* questions in all, selecting *one* question from each Unit. All Questions carry equal marks.

**UNIT-I**

1. The only thing that is constant is change, yet people resist it. What skills are required in a change agent and what strategies would you employ to implement change in the organization?

2. What are the dimensions of change? Describe the process of change.

### **UNIT-II**

3. Explain the determinants of Organizational Effectiveness. Discuss the approaches to Organizational Effectiveness.
4. Describe the factors that cause stress. Suggest the techniques that as a manager you would implement for coping stress being experienced by your employees?

### **UNIT-III**

5. Discuss the objectives and characteristics of Organization Development. What do you understand by the values, assumptions and beliefs in Organization Development?
6. Discuss the models of Organization Development. List out the benefits of Action Research.

### **UNIT-IV**

7. Write notes on the following:
  - (a) Organizational mirroring.
  - (b) Counselling.

8. Write notes on the following :
- (a) Sensitivity Training.
  - (b) Life and Career Planning.

### UNIT-V

9. Explain the survey feedback and MBO as Intervention strategies.
10. Write notes on following :
- (a) Likert Systems.
  - (b) Process Consultation.
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**9624**

**M.B.A. Examination**  
**MANAGEMENT SCIENCE-II**

Paper : 202

(Semester-II)

Time : Three Hours] [Max. Marks : {Regular : 60  
Pvt./ICDEOL : 100

*The candidates shall limit their answers precisely within the answer-book (40 pages) issued to them and no supplementary/continuation sheet will be issued.*

**Note:** Attempt *five* questions in all selecting *one* question from each Unit. Each question carries equal i.e., 12 (regular) and 20 (ICDEOL) marks.

**UNIT-I**

1. (a) What are the benefits of quantification of executive problems? 6(10)

(b) Evaluate

$$\lim_{x \rightarrow 3} \frac{x^4 - 3^4}{x - 3} \quad 6(10)$$

OR

2. (a) Explain derivative as a measure of rate of change.

3(5)

- (b) Find the turning points of the function

$$y = \frac{(x-1)^2}{x} \text{ and distinguish between them. } 9(15)$$

### UNIT-II

3. (a) What do you mean by integration of a function? Explain.

6(10)

(b) Evaluate  $\int_1^4 (4x^2 + 3x + \frac{2}{x} + 7) dx$

6(10)

OR

4. Evaluate

(a)  $\int (18x^5 - 7x^2 + 3x - \frac{7}{x} + \frac{5}{x^2} + 10) dx$

6(10)

(b)  $\int_1^3 \frac{(x+2)^2}{\sqrt{x}} dx$

6(10)

### UNIT-III

5. What is operations research? Explain the operations research approach.

12(20)

OR

6. Define model. What are the types of model? Explain. What are the advantages and pitfalls of model building? 12(20)

#### UNIT-IV

7. What is linear programming problem? Solve the following by graphical method 12(20)

$$\text{Maximize } Z = 120x + 100y$$

$$\text{Subject to } 4x + 10y \leq 100$$

$$2x + y \leq 22$$

$$3x + 3y \leq 39$$

$$x, y \geq 0$$

OR

8. Briefly explain

(a) HAM for solving an assignment problem

(b) NWC method for obtaining an initial solution of a transportation problem. 12(20)

#### UNIT-V

9. What is game theory? What are assumptions of game theory? What are zero-sum games? 12(20)

OR

10. Solve the following game:

12(20)

		Competitor B			
		B <sub>1</sub>	B <sub>2</sub>	B <sub>3</sub>	B <sub>4</sub>
Competitor A	A <sub>1</sub>	6	4	8	0
	A <sub>2</sub>	6	8	4	8
	A <sub>3</sub>	8	4	8	0
	A <sub>4</sub>	0	8	0	16

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**9625**

**M.B.A. Examination**

**HUMAN RESOURCE MANAGEMENT**

Paper : 203

(Semester-II)

Time : Three Hours] [Max. Marks : {Regular : 60  
Pvt./ICDEOL : 100

*The candidates shall limit their answers precisely within the answer-book (40 pages) issued to them and no supplementary/continuation sheet will be issued.*

**Note:** Attempt *five* questions in all selecting *one* question from each Unit. All Questions carry equal marks.

**UNIT-I**

1. Discuss the influence of scientific management on the evolution of HRM.

OR

2. Explain the techniques of employee demand forecasting.



## UNIT-II

3. Explain and illustrate the Executive Development Process bringing out clearly all the steps involved.

OR

4. How do results in performance appraisal affect other human resource management activities?

## UNIT-III

5. Why are the factor comparison and point system methods of job evaluation more widely used than job ranking or job grading approaches?

OR

6. Write short notes on the following :
  - (a) Rowan Plan
  - (b) Emerson Efficiency Plan.

## UNIT-IV

7. "Disciplinary proceedings must be treated as the means for an end". Explain the statement clearly identifying the 'means' and the 'end'.

OR

8. Differentiate and describe voluntary and involuntary separations.

## UNIT-V

9. What considerations and modifications have to be made for devising performance appraisal systems for home and host country evaluations? What is the possibility of biased evaluations and how can they be avoided?

OR

10. Devise a recruitment and selection strategy for a company having global operations.
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**9626**

**M.B.A. Examination**  
**FINANCIAL MANAGEMENT**

Paper : 204

Semester–II

Time : Three Hours] [Max. Marks : {Regular : 60  
Pvt./ICDEOL : 100

*The candidates shall limit their answers precisely within the answer-book (40 pages) issued to them and no supplementary/continuation sheet will be issued.*

**Note:** Attempt *five* questions in all, selecting *one* question from each Unit. All Questions carry equal marks.

**UNIT-I**

1. Comment upon the nature and scope of financial management. Do you think that the scope of financial management has widened over a period of time ?
2. Compare and contrast profit maximization and value maximization as objectives of financial management. Which of the two do you think is better?

9626/700/777/202

[P. T.O.]

## UNIT-II

3. What do you mean by weighted average cost of capital? How would you compute weighted average cost of capital?
4. A choice is to be made between two competing projects which require an equal investment of Rs. 1,50,000 and are expected to generate net cash flows as under :

	Project 1	Project 2
	Rs.	Rs.
End of year 1	75,000	30,000
End of year 2	45,000	36,000
End of year 3	30,000	54,000
End of year 4	Nil	75,000
End of year 5	36,000	24,000
End of year 6	18,000	12,000

The cost of capital of the company is 10 percent. The following are the present value factors at 10%.

Present value factors at 10%

End of year 1	0.909
End of year 2	0.826
End of year 3	0.751
End of year 4	0.682
End of year 5	0.621
End of year 6	0.564

Which project proposal should be chosen and why? Evaluate the project proposals under:

- (a) Pay-back Period, and
- (b) Discounted Cash Flow methods pointing out their relative merits and demerits.

### UNIT-III

5. Critically examine the net operating income approach to capital structure decision? Are you satisfied with the propositions of this approach?
6. The selected Financial data for A, B and C Companies for the year ended December 31, 1914 are as follows:

Variable expenses as	A	B	C
a percentage of sales	66	60	70
Interest expenses	Rs 200	Rs 300	Rs. 1000
Degree of operating leverage	5-1	6-1	2-1
Degree of financial leverage	3-1	4-1	2-1
Income tax rate	0.50	0.50	0.50

Prepare income statements for A, B and C companies and comment on the financial position and structure of these companies.

#### UNIT-IV

7. What are the different types of dividend policies? What are the internal and external constraints affecting the dividend policy of a firm?
8. What do you mean by relevance of dividend decision? How does Gordon's approach answer this question?

#### UNIT-V

9. What are the different dimensions of working capital management? Examine the significance of working capital management for a firm.
  10. What are the different approaches for estimating working capital needs of a firm? Which of these do you think is the best?
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**9627**

**M.B.A. Examination**

**MARKETING MANAGEMENT**

Paper : 205

(Semester-II)

Time : Three Hours]

[Max. Marks :

{ Regular : 60  
{ Pvt./ICDEOL : 100

*The candidates shall limit their answers precisely within the answer-book (40 pages) issued to them and no supplementary/continuation sheet will be issued.*

**Note:** Attempt *five* questions in all, selecting *one* question from each unit. All questions carry equal marks.

### UNIT-I

1. How will you define Marketing Concepts? What are the roles of corporate in marketplace?
2. Define all types of Macro marketing environment with proper example. Define and explain why marketing information system is important for managers?

## UNIT-II

3. Why STP is important while launching any product or services? How do they help in market development?
4. Explain different types of markets. Define the concepts and importance of B2B, B2G and B2C with any preferred model.

## UNIT-III

5. Define and explain Product Mix. What do you mean by augmented and core product?

OR

6. How brand is created? Why branding is important? What do you mean by branding process?

## UNIT-IV

7. Define AIDA. Explain the basic Medias involved in advertising?
8. Explain with suitable examples: (a) Sales Promotion, (b) Media Selection, (c) Advertising Budget, (d) Conflict Management, (e) Personal Selling.



## UNIT-V

9. Explain why evaluation and control of marketing effort is important to CEO? What are the elements involved in it?
10. Write short notes with proper example on given below :
- (a) Legal issues.
  - (b) Web-based Advertising.
  - (c) Consumerism.
  - (d) Mobile-based Marketing.
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**9628**

**M.B.A. Examination**  
**OPERATIONS MANAGEMENT**

Paper : 206  
(Semester–II)

Time : Three Hours] [Max. Marks : {Regular : 60  
Pvt./ICDEOL : 100

*The candidates shall limit their answers precisely within the answer-book (40 pages) issued to them and no supplementary/continuation sheet will be issued.*

**Note:** Answer *one* question from each unit as directed. Each question carries equal marks.

**UNIT-I**

1. Describe the role and importance of operations management in any manufacturing company.

OR

2. Differentiate continuous and repetitive production process by using suitable example.

## UNIT-II

3. Define EOQ? Explain the importance of EOQ in Inventory Management.

OR

4. From the following data find the values of MAD (Mean Absolute Deviation) and MSE (Mean Squared Error)

Month	Sales	Forecast
1	220	-
2	250	255
3	210	205
4	300	320
5	325	315

## UNIT-III

5. What is PERT? Compare features of PERT and CPM.

OR

6. Find the values of CPM, EST and LST from the following data.

Activity	1-2	1-3	1-4	2-5	3-5	4-6	5-6
Days	2	4	3	1	6	5	7

## UNIT-IV

7. Describe the concept of control charts for variables and defectives.

OR

8. Construct mean and range charts.

Sample No.	1	2	3
Observations	3.12	3.07	3.25
	3.18	3.15	3.17
	3.14	3.02	3.01
	3.27	3.23	3.11
Range	0.15	0.21	0.24

For  $n = 4$ ,  $A_2 = 0.73$ ,  $D_3 = 0$ ,  $D_4 = 2.28$ .

### UNIT-V

9. What is plant layout and explain various types with suitable example.

OR

10. Explain the following concept briefly :
- (a) Work study.
  - (b) Method study.
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**9629**

**M.B.A. Examination**  
**RESEARCH MANAGEMENT**

Paper : 207

(Semester–II)

Time : Three Hours] [Max. Marks : {Regular : 60  
Pvt./ICDEOL : 100

*The candidates shall limit their answers precisely within the answer-book (40 pages) issued to them and no supplementary/continuation sheet will be issued.*

**Note:** Attempt *five* questions in all, selecting *one* question from each unit. All questions carry equal marks.

**UNIT-I**

1. How do you define a research problem? Give three examples to illustrate your answer.

OR

2. What is research methodology? Explain the principle of a good research.

## UNIT-II

3. "Research design in exploratory studies must be flexible but in descriptive studies, it must minimise bias and maximise reliability." Discuss.

OR

4. What do you mean by 'Sample Design'? What points should be taken into consideration by a researcher in developing a sample design for this research project.

## UNIT-III

5. What are various sources of collecting secondary data? Is internet search engine like Google an authentic source of getting secondary data?

OR

6. Enumerate the different methods of collecting data. Which one is the most suitable for conducting enquiry regarding labour welfare programme in India? Explain its merits and demerits.

## UNIT-IV

7. Write a short note on :
  - (a) Multivariate Analysis.
  - (b) Factor Analysis.

OR

8. Discuss the assumptions of multiple regression. What are the consequences of violation each of the assumption?

**UNIT-V**

9. Write down the ways in which a researcher can present his information collected during the course of research.

OR

10. Discuss the layout of a research report. Also, explain benefits of implementation of research report findings.
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