

Total No. of Questions - 10]
(1069)

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M.B.A. Examination

**ORGANISATIONAL EFFECTIVENESS, CHANGE AND
ORGANISATIONAL DEVELOPMENT**

Paper-201

(New Syllabus)

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 by selecting *one* question from each of the five units. Each question carries equal marks.

UNIT-I

1. Define organisational culture. How can culture affect organisation's effort to change? Discuss. 12
2. (a) "Change must be planned change". Discuss.
(b) What are change agent skills? 12

UNIT-II

3. Elaborate the concept and determinants of organisational effectiveness. 12
4. What is organisational diagnosis? Explain the methods of organisational diagnosis. 12

UNIT-III

5. What characteristics distinguish organisational development (OD)? What are the underlying assumptions and values in OD efforts? 12
6. What are the steps in the process of action research? Elaborate. 12

UNIT-IV

7. What is meant by OD interventions? Explain the following:
 - (a) Role Analysis.
 - (b) Counselling. 12
8. Briefly explain the following:
 - (a) Sensitivity Training.
 - (b) Transactional Analysis. 12

UNIT-V

9. Write notes on the following:
- (a) MBO Approach. 12
 - (b) Institutional Building. 12
10. Elaborate survey feedback and process consultation as OD interventions. 12
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Total No. of Questions - 10]
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[Total Pages : 5

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M.B.A. Examination

MANAGEMENT SCIENCE-II

Paper : 202

(Semester-II)

(New Syllabus)

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. Explain the importance and features of executive problems. Why they should be quantified ? How can they be quantified ?

2. (a) Check for continuity the function

$$f(x) = 2x - 1 \quad 0 \leq x \leq 1$$

$$2x + 1 \quad 1 < x \leq 2$$

at $x = 0, 1, 2$.

- (b) Discuss the meaning and types of functions.

UNIT-II

3. Discuss the origin and development of Operations research.
(OR) Highlight its role in business decision-making.
4. "Model building is the essence of OR approach." Comment.
Also describe the basis of classification of models.

UNIT-III

5. A firm manufactures three products A, B and C. Time taken to manufacture one unit of A is twice that of B and twice that of C. If the entire labour is engaged in making product A only, 1600 units of A can be produced. The three products are to be produced in the ratio 3(A) : 4(B) : 5(C). Minimum demand is 300 units for A, 250 units for B and 200 units for C and the profit per unit is Rs. 90 for A, Rs. 40 for B and Rs. 30 for C.
- Formulate the problem as a linear programming problem.

6. Solve graphically the following linear programming problems :

(a) Maximise $Z = 10x_1 + 15x_2$

subject to $2x_1 + x_2 \leq 26$

$2x_1 + 4x_2 \leq 56$

$x_1 - x_2 \geq -5$

$x_1, x_2 \geq 0.$

(b) Minimise $Z = 3x_1 + 5x_2$

subject to $-3x_1 + 4x_2 \leq 12$

$2x_1 + 3x_2 \geq 12$

$2x_1 - x_2 \geq -2$

$x_1 \leq 4; x_2 \geq 2$

$x_1, x_2 \geq 0.$

UNIT-IV

7. Solve the following problem for minimising the total transportation cost :

To \ From	P	Q	R	S	T	Total
A	12	4	9	5	9	55
B	8	1	6	6	7	45
C	1	12	4	7	7	30
D	10	15	6	9	1	50
Total	40	20	50	30	40	180

Is the solution unique ? If not, find an alternative solution as well.

8. Six jobs are to be assigned among five workers. Time taken (in minutes) in processing the jobs by the workers is as given below :

Jobs	Workers					
	A	B	C	D	E	F
P	12	10	15	22	18	8
Q	10	18	25	15	16	12
R	11	10	3	8	5	9
S	6	14	10	13	13	12
T	8	12	11	7	13	10

Find the optimal assignments.

UNIT-V

9. Explain the meaning, assumptions, limitations and applications of game theory. Using suitable examples, illustrate the saddle point and rule of dominance.
10. (a) Solve the following game by the method of subgames.

		Player B		
		b_1	b_2	b_3
Player A	a_1	1	3	11
	a_2	8	5	2

(a) Solve the following game :

		Player B		
		b_1	b_2	b_3
Player A	a_1	0	-2	7
	a_2	2	5	6
	a_3	3	-3	8

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M.B.A. Examination

HUMAN RESOURCE MANAGEMENT

Paper : 203

(Semester-II)

(New Syllabus)

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 any five questions. All questions carry equal marks.

1. Explain the significance of Human Resource Planning. Discuss the steps involved in Human Resource Planning.
2. Define Human Resource Management. What are its objectives ?
3. What do you understand by Selection Process ? Discuss the steps involved in Selection process.

4. Define Manpower Training. Describe briefly the different methods of training.
 5. Explain the concept and types of Compensation. What in your view are the objectives and criteria of Compensation administration ?
 6. Distinguish between Wage and Salary. Explain the main factors of wage determination.
 7. Explain the importance of Job satisfaction in Industrial Relations.
 8. Explain the concept and significance of Development Programme.
 9. Explain the effectiveness and significance of IHRM.
 10. Differentiate between Domestic and International Human Resource Management.
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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. "Investment, financing and dividend decisions are all inter-related." Comment.
2. (a) Explain the concept of 'Wealth' in the context of wealth maximization objective.
(b) Discuss in detail the scope of finance function in a business enterprise.

UNIT-II

3. The following two projects A and B require an investment of Rs. 2,00,000 each. The net cash flows for these projects are as follows :

Years	Project A (₹)	Project B (₹)
1	80,000	20,000
2	80,000	40,000
3	40,000	40,000
4	20,000	40,000
5	-	60,000
6	-	60,000

Using the following criteria, determine which of the projects is preferable :

- 8 years pay-back.
 - Present value approach using 10% discounting factor.
4. Define the concept of 'Cost of capital'. Critically discuss the different approaches for computing cost of equity.

UNIT-III

5. What do you understand by capital structure ? Explain in detail the determinants of Capital structure.
6. What are Operating and Financial leverages ? How do these help in magnifying the revenue of a concern ?

UNIT-IV

7. Define the term Dividend. Discuss in detail the various types of dividend policies giving suitable examples.
8. What do you understand by Relevance and Irrelevance concept of dividend decision ? Explain the Gordon model of dividend theory in detail.

UNIT-V

9. What shall be the repercussions if a firm has (a) Redundant working capital, and (b) Inadequate working capital ?
 10. What do you understand by Working capital management ? Explain various approaches of Working capital management.
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Total No. of Questions - 10]
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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. State the nature of Marketing. How does marketing satisfy the wants of people ?
2. Enunciate the objectives of Marketing research. What benefits can be achieved by conducting Marketing research?

UNIT-II

3. "With products being differentiated, more and more markets are certain to become increasingly segmented." Discuss this statement and outline the benefits of Market segmentation.
4. What is Market targeting ? Explain its procedure and tools.

UNIT-III

5. What is 'Product Life-cycle' ? Explain its various stages and the strategies often used during each stage.
6. Evaluate the importance of pricing in a marketing programme. What are the typical pricing methods ? Discuss.

UNIT-IV

7. Explain the term 'Sales Promotion'. Discuss widely practised sales promotional methods.
8. What do you understand by Channel of distribution ? Describe its role in marketing.

UNIT-V

9. Write a detailed note on evaluation and control of marketing efforts.
10. Explain the importance of Green marketing. What problems are involved in Green marketing ?

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M.B.A. Examination
OPERATION MANAGEMENT

Paper-206

(Semester-II)

(New Syllabus)

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 section.

SECTION-I

1. What are the responsibilities of an Operations Manager ? Explain.

OR

What are the recent trends in production and operations management? Explain with suitable examples.

SECTION-II

2. Define Inventory. Enumerate the reasons for holding inventory in the light of its classical definition 'an idle resource'.

OR

Calculate the Minimum stock level, Maximum stock level and Re-ordering level from the following information:

- (i) Minimum consumption = 100 units per day
- (ii) Maximum consumption = 150 units per day
- (iii) Normal consumption = 120 units per day
- (iv) Re-order period = 10-15 days
- (v) Re-order quantity = 1500 units
- (vi) Normal re-order period = 12 days.

SECTION-III

3. How does a good layout influence manufacturing cost? What are the objectives of a good plant layout?

OR

Why are plant location decisions important? Explain the factors which need to be considered to arrive at the ideal location of a plant?

SECTION-IV

4. How does PERT differ from CPM? Describe briefly the basic steps to be followed in developing PERT/CPM programme.

OR

What do you understand from earliest finish time and latest finish time? How are they calculated? Explain your answer with an example.

SECTION-V

5. What risks are involved in sampling plans? How do Operating Characteristics (OC) Curves avoid these risks?

OR

Why is the average of samples used in control charts rather than individual readings?

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M.B.A. Examination
RESEARCH METHODOLOGY

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. What do you mean by Research? Explain the significance and difficulties of Business Research.

OR

2. Write short notes on:

(a) Objectives of research.

(b) Scientific methods of research.

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UNIT-II

3. What do you mean by sample design? What points should be taken while considering the sample design for research topic? Explain.

OR

4. Discuss the advantages and limitations of sampling methods used in business research. How sample size is calculated? Discuss the method used.

UNIT-III

5. Examine the merits and limitations of the observation method in collecting data. Illustrate your answer with suitable examples.

OR

6. What are the guiding considerations in the construction of questionnaire? Explain, why is the pre-testing of a questionnaire an important step?

UNIT-IV

7. Distinguish clearly between analysis of variance and analysis of covariance and give one practical situation where analysis of variance will have to be used.

OR

8. What is Time Series Analysis? What is its utility in Business Research?

UNIT-V

9. What is the purpose of methodology section of the research report? What is included in this section? Why is this section given high importance?

OR

10. What do you mean by research report? What are the various aspects that have to be checked at the time of finalization of report?
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