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(1114)

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**3323**

**M.B.A. Examination**

ORGANISATIONAL EFFECTIVENESS, CHANGE AND  
ORGANISATIONAL DEVELOPMENT

Paper : 201

Time : Three Hours] [Max. Marks : { Regular : 60  
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, *one* from each Unit. All questions carry equal marks.

**UNIT-I**

1. Define organisational culture. What are its elements ? What are the cultural attributes of change ?
2. Define organisational change. What are the dimensions of change ? Explain in detail the change process.

**UNIT-II**

3. Explain in detail organisational diagnosis process.

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[P.T.O.]

4. Explain the following :
  - (a) Coping with stress.
  - (b) Determinants of organisational effectiveness.

### UNIT-III

5. Explain various phases of action research model. What are the features of this model ?
6. What are the assumptions and values of OD ? Discuss the various stages of OD programme.

### UNIT-IV

7. Explain transactional analysis intervention. Discuss the limitations of their intervention.
8. Discuss counselling and learning styles and development interventions.

### UNIT-V

9. Define MBO. Discuss its objectives and process. What are the limitations of this intervention ?
10. Explain survey feedback and institutional building interventions.

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**3324**

**M.B.A. Examination**

**MANAGEMENT SCIENCE-II**

Paper : 202

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 :** Non-programmable calculators are allowed. Attempt *five* questions in all by selecting *one* question from each unit. All questions carry equal marks. Candidates may be provided present value tables.

**UNIT-I**

1. What do you mean by Management Science? Discuss the different Management science techniques.
2. Define Decision-making. Explain the steps in Decision-making process.

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[P.T.O.]

## UNIT-II

3. A manufacturing firm produces two types of pens, X and Y. Pen X is of superior quality and Pen Y is of lower quality. Profit on Pen X and Y is Rs. 5 and Rs. 3 per pen respectively. Raw material required for each Pen X is twice as that Pen Y. The supply of raw materials is sufficient only for 1000 pens of type Y per day. Pen X requires a special clip and only 400 such clips are available per day. For Pen Y, only 700 clips are available per day. Find graphically the product mix so that the firm can make maximum profit.
4. A company has an advertising budget of Rs. 7,20,000. It decides to allocate this budget to two types of media: newspaper and television to maximize the exposure. Each page of newspaper advertising is estimated to result in 60,000 exposures, while each spot on television is estimated to result in 1,20,000 exposures. Each page of newspaper advertising costs Rs. 9,000 and each spot on television costs Rs. 12,000. An additional condition that the firm has specified is that at least two pages of newspaper advertising be used and at least three spots on television be used. Determine the optimal media mix for this firm.

## UNIT-III

5. (i) Explain, with an example, the steps involved in implementing ABC Analysis in Inventory Management.  
(ii) Discuss the applications of Queuing Theory.

6. Tryst Electronic manufactures components used in the automotive industry. Tryst purchases parts for use in its manufacturing operation from a variety of suppliers. One particular supplier provides a part where the assumptions of the EOQ model are realistic. The annual demand is 5,000 units, the ordering cost is \$ 80 per order, and the annual holding cost rate is 25%.
- If the cost of the part is \$ 20 per unit, what is the economic order quantity?
  - Assume 250 days of operation per year. If the lead time for an order is 12 days, what is the reorder point?
  - If the lead time for the part is seven weeks (35 days), what is the reorder point?

#### UNIT-IV

- What is Game Theory? Describe the properties of a game.
  - Differentiate between Pure strategies and Mixed strategies.
- Explain two criteria of minimax and maximin of optimality.
  - Solve the following game :

	B		
	5	20	-10
A	10	6	2
	20	15	18

## UNIT-V

9. (i) Explain the different replacement models.  
(ii) Highlight the situations where simulation can be used.
10. An engineering company is offered a machine X. The machine X is purchased for Rs. 60,000 originally and maintenance costs are estimated to be Rs. 10,000 for each of the first five years and increasing every year by Rs. 3,000 from the sixth and subsequent years. The company expects a return of 10% on all its investments. What is the Replacement period? Assume that the maintenance cost is incurred at the end of the year.

**Note:**

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Discount Factor @10%

1	2	3	4	5	6	7	8	9	10
0.909	0.826	0.751	0.683	0.621	0.564	0.513	0.466	0.424	0.385

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**3325**

**M.B.A. Examination**

**HUMAN RESOURCE MANAGEMENT**

Paper : 203

Time : Three Hours]

[Max. Marks : { Regular : 60  
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* from each unit. All questions carry equal marks.

**UNIT-I**

1. Trace out the development and evolution of Human Resource Management in the Indian context. Also draw out recent environmental influences on HRM.
2. Discuss the role and responsibilities of a Personnel manager. In what ways recent strategic environmental changes have added up to the responsibilities of HR Department ?

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#### UNIT-II

3. "Human resource planning is becoming more and more important and complex with organisations are becoming more global." Comment.
4. What is Induction ? What are its purposes and benefits ? Explain the contents an effective induction programme should contain.

#### UNIT-III

5. How will you identify the training needs of an industrial organisation ? Based on needs, chalk out an appropriate training programme.
6. How would you evaluate effectiveness of a training programme ?

#### UNIT-IV

7. Describe the factors that affect Wage and Salary administration of an organisation.
8. Discuss the incentives that are often offered to employees by the Indian organisations.

#### UNIT-V

9. Describe the grievance handling mechanism and procedure in organisations.

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10. Write short notes on the following :

- (a) Disciplinary action.
- (b) Health and Safety provisions in organisations.

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(1114)

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**3326**

**MBA Examination**  
**FINANCIAL MANAGEMENT**  
Paper-204

Time : Three Hours]

[Max. Marks : { Regular : 60  
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 financial management ? Examine its nature and scope.
2. Critically examine the profit maximization and wealth maximization objectives of financial management.

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[P.T.O.]

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### UNIT-II

3. Compare and contrast payback period and average rate of return methods of capital budgeting. Which of the two is a better method ?
4. What do you mean by weighted average cost of capital ? How is it computed ?

### UNIT-III

5. Write short notes on the following :
  - (a) EBIT - EPS Analysis.
  - (b) Financial Leverage.
6. "Capital structure decision does not affect the value of firm." Examine the MM view in this regard.

### UNIT-IV

7. Critically examine Gordon Model of dividend decision. Is this dividend based upon correct assumptions.
8. What do you mean by dividend payout ratio ? Explain different factors affecting this ratio.

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### UNIT-V

9. What is net working capital ? Explain various factors affecting working capital needs.
10. "Working capital should neither be excessive nor inadequate." Discuss.

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**3327**

**MBA Examination**  
**MARKETING MANAGEMENT**

Paper : 205

Time : Three Hours]

[Max. Marks : { Regular : 60  
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. Does Marketing create demand or it satisfy and fulfil need and wants ? Analyse the statement.
2. What constitutes good marketing research ? What new tools are available to companies for marketing research in 21st century ?

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[P.T.O.]

#### UNIT-II

3. How can companies attract and retain the right customers and cultivate stronger customer relationships ?
4. Explain the following :
  - (a) Target marketing.
  - (b) Market positioning.

#### UNIT-III

5. Each product life-cycle stage calls for different marketing strategies. Explain the statement with relevant examples.
6. What do you mean by the following :
  - (a) Skimming pricing.
  - (b) Penetration pricing.

#### UNIT-IV

7. Advertising offers a reason to buy, whereas Sales Promotion offers an incentive to buy. Discuss the statement.
8. How did Channel conflict arise and what are the options available to minimize channel conflict ?

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#### UNIT-V

9. In the modern age of Consumerism, what steps can a company take to build a strong customer-focused culture ?
10. What do you mean by Green Marketing ? How much consumers are conscious about green products ?

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**3328**

**MBA Examination**

**OPERATIONS MANAGEMENT**

Paper : 206

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. Why do we need to accept that Operations Management should be viewed as a system ? What is the system view of the Operations Management ? What are the sub-systems within the operations function and what is their salience?
2. Explain various Manufacturing Processes with suitable examples and diagrams.

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[P.T.O.]

### UNIT-II

3. (a) What are differences in purchasing activities of Traditional and JIT Purchasing System?  
(b) . What are the different types of costs associated with Inventory management ?
4. What is Value Analysis? How is it done in large Automobile engineering plant?

### UNIT-III

5. The attribute control chart exits for part 2A3Z8, which shows the average fraction defective 0.125 and upper control limit 0.200 and lower control limit 0.050, based on two months of daily data. Recently, 12 units were sampled each day for six days with units defective 2, 1, 2, 0, 3 and 3.  
Construct a control chart for management, carefully labelling the chart and interpret it for management.  
What is the significance of the fraction defective for day 4 being below the lower control unit?

6. Name different Project scheduling techniques. What are the pre-assumptions before their use?

### UNIT-IV

7. What are the different tools and techniques for Production Control? Explain their usage with the help of suitable examples.

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8. What is Acceptance sampling plan? How does it work?  
What factors must be considered in designing it? What costs are incurred in using it?

### UNIT-V

9. What are the factors necessary to be studied before deciding the location for setting up a small steel plant?

10. Write notes on the following :

- (a) Work Study.
- (b) Method Study.
- (c) Lead Time.
- (d) Internal Customer.
- (e) Productivity vs. Efficiency.
- (f) Functions of Production Manager.

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**3329**

**M.B.A. Examination**  
**RESEARCH METHODOLOGY**  
Paper-207

Time : Three Hours]

[Max. Marks : { Regular : 60  
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 of the five Units. All questions carry equal marks.

**UNIT-I**

1. Explain the Research Process.
2. Elaborate the significance of research in decision making. Give Examples.

**UNIT-II**

3. Explain with examples the characteristics of exploratory research.
4. Explain with examples the characteristics of descriptive research.

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[P.T.O.]

### UNIT-III

5. Explain with examples the limitations of the observation method in collecting data.
6. What are the various techniques of Motivational Research.

### UNIT-IV

7. Explain the following:
  - (a) Hypothesis Testing;
  - (b) Stratified sampling.
8. Explain non Probability sampling. Give examples.

### UNIT-V

9. Define Discriminant analysis. Elaborate its utilization.
  10. Explain the phenomenon of Factor loading.
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