Reg. No. : ....

Name : ....

II Semester M.B.A. Degree (CBSS – Regular/Supplementary) Examination, April 2022
(2018 Admission Onwards)
MBA2C13 : PRODUCTION AND OPERATIONS MANAGEMENT

Time : 3 Hours

Max. Marks : 80

Instruction : Answer all Sections.

SECTION – A

Answer **two** questions in this Section. **Each** question carries **13** marks.

1. a) Explain the objectives of a good layout and discuss the significance of layout choices.

   OR

   b) Discuss the various methods that can be used for evaluating location alternatives.

2. a) Discuss the different types of productions systems with suitable examples.

   OR

   b) Discuss the role of production planning and control in operations management.

(2×13=26)

SECTION – B

Answer **any six** questions in this Section. **Each** question carries **1** mark for Part **a,** **3** marks for Part **b** and **5** marks for Part **c.**

3. a) Define strategic operations management.
   b) State the different functional strategies.
   c) Explain the elements of operations strategy.

4. a) What is product design ?
   b) Mention the different aspects of product design and analysis.
   c) Explain the steps involved in product design.

P.T.O.

5. a) What is selection of process ?

   b) What are the steps in process planning ?

   c) Explain the tasks involved in process design.

6. a) What are the merits of Product Layout ?

   b) What are the factors affecting plant location ?

   c) Explain the principles of Layout.

7. a) What do you understand by the term material handling ?

   b) State the principles of material handling.

   c) Explain the importance of material handling.

8. a) What is resource requirement planning ?

   b) What are the objectives of RRP ?

   c) Explain the scope and importance of RRP.

9. a) What is plant maintenance ?

   b) State the objectives of maintenance management.

   c) Explain the importance of maintenance policy in management.   (6×9=54)

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II Semester M.B.A. Degree (C.B.S.S. – Regular/Supplementary) Examination, April 2022
(2018 Admission Onwards)
MBA2C14 : RESEARCH METHODOLOGY

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **two** questions in this Section. **Each** question carries **13** marks.

1. a) Describe the significance of research in business.

   OR

   b) Design a questionnaire to assess the satisfaction level of a retail chain store and state the purpose of the survey.

2. a) Outline and discuss the format of a research report.

   OR

   b) A company has gathered data on new housing starts during the past four quarters for five surrounding regions. This information is presented in the following table. At five percent level of significance, are there any differences in the number of new housing starts during the four quarters ?

	Region 1	Region 2	Region 3	Region 4	Region 5
Quarter 1	46	58	59	60	48
Quarter 2	50	56	53	48	44
Quarter 3	39	49	51	50	56
Quarter 4	44	53	48	52	51

SECTION – B

Answer **six** questions in this Section. **Each** question carries **9** marks. **1** mark for part **(a)**, **3** marks for Part **(b)** and **5** marks for Part **(c)**.

3. a) What is a research problem ?

   b) Outline the research process.

   c) Explain the steps involved in the formulation of research problem.

4. a) What is probability sampling ?

   b) Differentiate between probability and non probability sampling.

   c) Explain the characteristics of a good sampling design.

5. a) What is rating scale ?

   b) Explain likert-type scale.

   c) Explain the sources of error in measurement.

6. a) What is observation method of data collection ?

   b) Differentiate between questionnaire and schedules.

   c) Explain the advantages of observation method of data collection.

7. a) What is statistical package ?

   b) Explain the essential ides of multivariate analysis of data.

   c) Describe the importance of statistical packages in research.

8. a) What is a test of goodness of fit ?

   b) Bring out the conditions for the application of Chi square test.

c) An advertising firm is trying to determine the demographics for a new product. They have randomly selected 75 people in each of 5 different age groups and introduced the product to them. The results of the survey are given below :

Future activity	Age Group				
	18-29	30-39	40-49	50-59	60-69
Purchase frequently	12	18	17	22	32
Seldom Purchase	18	25	29	24	30
Never Purchase	45	32	29	29	13

Do the five age groups have the same buying behaviour ? State the null and alternative hypothesis and test the hypothesis at 1 percent level of significance.

9. a) What is regression ?

b) Distinguish between correlation and regression.

c) A manpower development statistician is asked to determine whether the hourly wages of semiskilled workers are the same in two cities. The company wants to test the hypotheses at the 5 percent level. The results of the survey are presented in the following table :

City	Mean Wage	Standard Deviation	N
A	89.5	4	200
B	91	6	175

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II Semester M.B.A. Degree (CBSS – Regular/Supplementary) Examination, April 2022
(2018 Admission Onwards)
MBA2C12 : HUMAN RESOURCE MANAGEMENT

Time : 3 Hours

Max. Marks : 80

SECTION – A

Note : Answer **two** questions in the Section. **Each** question carries **13** marks. **(2×13=26)**

1. a) Discuss how Multinational Organizations (MNCs) manage compensation.

    OR

   b) Explain the various welfare promotion programs that are provided to the employees in an organization.

2. a) Explain in detail the different methods of training.

    OR

   b) Explain the respective responsibilities of both manager and employee in respect of performance appraisal.

SECTION – B

Note : Answer **any six** questions in the Section. **Each** question carries **9** marks,
1 mark for Part **a**, **3** marks for Part **b** and **5** marks for Part **c**.   **(6×9=54)**

3. a) Define job.

   b) Write a note on job design.

   c) Briefly explain the reasons for attrition.

P.T.O.

4. a) What is employee empowerment ?

 b) Differentiate between job enlargement and job enrichment.

 c) Explain the major issues involved in developing cross cultural teams.

5. a) Define performance appraisal.

 b) What are the pros and cons of performance appraisal tools ?

 c) Briefly explain the various methods of performance appraisal.

6. a) What is job analysis ?

 b) Explain the items typically included in the job description.

 c) Explain how you would conduct a job analysis.

7. a) What is an application blank ?

 b) What are the main types of information that application forms provide ?

 c) Is job rotation a good practice for developing management trainee ? Elucidate.

8. a) What is moonlighting ?

 b) What are the advantages and disadvantages of moonlighting ?

 c) Explain the different ways of rewarding employees.

9. a) Define HRD.

 b) Explain the types of transfers.

 c) Briefly explain the objectives of career development.

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**II Semester M.B.A. Degree (C.B.S.S. – Regular/Supplementary)
Examination, April 2022
(2018 Admission Onwards)
MBA2C11 : ORGANIZATIONAL BEHAVIOUR**

Time : 3 Hours   Max. Marks : 80

SECTION – A

Answer **two** questions in this Section. **Each** question carries **13** marks.   **(2×13=26)**

1. a) What are the best practices in the industry, which a leader should consider and adopt in order to make his or her leadership effective ?

   OR

   b) Explain their various types defence mechanisms with examples.

2. a) "Management of organizational change is a definite need for survival and growth of the organization". Substantiate the statement.

   OR

   b) Discuss the factors influencing perception.

SECTION – B

Answer **any six** questions in this Section. **Each** question carries **1** mark for Part – **a**, **3** marks for Part – **b** and **5** marks for Part – **c**.   **(6×9=54)**

3. a) What do you mean by team management ?

   b) Briefly explain the characteristics of workgroup.

   c) Explain the five stages of group development.

4. a) Define productivity.

   b) Explain the relationship between motivation and productivity.

   c) Briefly explain how workgroup behaviour affect productivity.

5. a) What is stress ?

   b) Outline the factors that influence the standards of behaviour in an organization.

   c) Explain the implications of stress on individual health and behaviour.

6. a) Define organizational development.

   b) Explain the OD interventions.

   c) What is managerial grid ? Explain in detail.

7. a) What are organizational conflicts ?

   b) Distinguish between distributive and integrative bargaining.

   c) "Not all conflicts are bad". In fact, managers may prefer some conflicts. Comment.

8. a) Define organizational change.

   b) What are the external forces for organizational change ?

   c) Explain the sources of resistance to organizational change.

9. a) Define Learning.

   b) What are parallel learning structures ?

   c) Briefly explain the theories of learning.

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II Semester M.B.A. Degree (C.B.S.S. – Regular/Supplementary) Examination, April 2022
(2018 Admission Onwards)
MBA2C10 : MARKETING MANAGEMENT

Time : 3 Hours   Max. Marks : 80

Instruction : *Answer all Sections.*

SECTION – A

Answer **two** questions in this Section. **Each** question carries **13** marks.   **(2×13=26)**

1. a) Every company has a philosophy in relation to it's marketing. Discuss the different marketing philosophies.

   OR

   b) Discuss the growth of consumer movement in India. What are the unique problems of Indian consumers.

2. a) Discuss the importance of channels of distribution in the marketing of goods. What factors will you consider in selecting a suitable channel for distribution ?

   OR

   b) Discuss the importance and objectives of pricing in marketing.

SECTION – B

Answer **any six** questions in this Section. **Each** question carries **1** mark for Part **a**, **3** marks for Part **b** and **5** marks for Part **c**.

3. a) Define relationship marketing.

   b) What is the difference between selling concept and marketing concept ?

   c) Explain the buying characteristics that influence buying behaviour.

4. a) Define company's marketing environmental.

   b) What are the various environmental forces influencing buying power ?

   c) Why do you think environmental scanning and analysis is important ?

5. a) What is product hierarchy ?

   b) Differentiate between product line stretching and product line filling ?

   c) Explain the various product differentiation strategies used by companies.

6. a) Define advertising.

   b) What are the various sales promotion techniques used by companies ?

   c) Explain the communication process in relation to advertising.

7. a) Define personal selling.

   b) Enlist the activities in the personal selling process.

   c) Explain the significance of personal selling.

8. a) What is rural marketing ?

   b) In what way is rural market different from urban market ?

   c) Explain the environmental factors to be considered in rural marketing.

9. a) What is green marketing ?

   b) Mention the advantages of online marketing.

   c) Why has the concept of green marketing gaining importance ?

(6×9=54)

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II Semester M.B.A. Degree (C.B.S.S. – Regular/Supplementary) Examination, April 2022
(2018 Admission Onwards)
MBA2C09 : OPERATIONS RESEARCH

Time : 3 Hours   Max. Marks : 80

SECTION – A

Answer **two** questions in this Section. **Each** question carries **13** marks.

1. a) Discuss the business applications of operations research.

   OR

   b) A firm plans to purchase at least 200 quintals of scrap containing high quality metal X and low quality metal Y. It decides that the scrap to be purchased must contain at least 100 quintals of metal X and not more than 35 quintals of metal Y. The firm can purchase the scrap from two suppliers (A and B) in unlimited quantities. The percentage of X and Y metals in terms of weight in the scrap supplied by A and B is given below :

Metal	Supplier A	Supplier B
X	25%	75%
Y	10%	20%

The price of A's scrap is Rs. 200 per quintal and that of b is Rs. 400 per quintal. The firm wants to determine the quantities that it should buy from the two suppliers so that the total cost is minimised. Use graphical method.

2. a) Explain the steps involved in Monte Carlo simulation.

OR

b) Use Vogel's approximation method to find the initial feasible solution to the following transportation problem.

	D_1	D_2	D_3	D_4	Supply
S_1	19	30	50	10	7
S_2	70	30	40	60	9
S_3	40	8	70	20	18
Demand	5	8	7	14	34

SECTION – B

Answer **six** questions in this Section. **Each** question carries **9** marks. **1** mark for Part (**a**), **3** marks for Part (**b**) and **5** marks for Part (**c**).

3. a) What is initial basic feasible solution ?

b) How does the problem of degeneracy arise in a transportation problem ?

c) Determine an initial basic feasible solution to the following transportation problem using least cost method.

		Destinations				Supply
		D_1	D_2	D_3	D_4	
Source	S_1	1	2	1	4	30
	S_2	3	3	2	1	30
	S_3	4	2	5	9	40
Demand		20	40	30	10	

4. a) What do you mean by reduction matrix in assignment ?

b) How to solve a maximisation problem in assignment ?

c) A travelling salesman has to visit five cities. He wishes to start from a particular city, visit each city once and then return to his starting point. The travelling cost (Rs. in thousands) of each city from a particular city is given below :

		To Cities				
		A	B	C	D	E
	A	–	2	5	7	1
From City	B	6	–	3	8	2
	C	8	7	–	4	7
	D	12	4	6	–	5
	E	1	3	2	8	–

What should be the sequence of visit of salesman so that the cost is minimum ?

5. a) What is queue length ?

b) Differentiate between queue length and system length.

c) A barber takes 15 minutes to complete one haircut. Customer arrive in his shop at an average rate of one every 30 minutes and the arrival process is Poisson. Compute : utilisation factor, average number of customer in the queue and waiting time in the system.

6. a) What do you mean by non-negativity restrictions ?

b) What are decision variables ?

c) Use graphical method to solve the LPP :

Max. $Z = 3X_1 + 2X_2$

Subject to $5X_1 + X_2 \geq 10$

$X_1 + X_2 \geq 6$

$X_1 + 4X_2 \geq 12$

$X_1, X_2 \geq 0$

7. a) What is decision making environment ?

   b) Explain decision tree analysis.

   c) Explain the decision making conditions under the conditions of certainty.

8. a) What is order cycle ?

   b) Explain the uncontrolled variable in the inventory control.

   c) Describe the different types of inventories.

9. a) Define simulation.

   b) Explain the computer simulation.

   c) Describe the applications of simulations.

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**II Semester M.B.A. Degree (C.B.S.S. – Regular/Supplementary)
Examination, April 2022
(2018 Admission Onwards)
MBA2C08 : FINANCIAL MANAGEMENT**

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **two** questions in this Section. **Each** question carries **13** marks.

1. a) Describe the functions of financial management.

    OR

    b) Consider the following projects :

Projects	Cash Flows (Rs.)				
	C0	C1	C2	C3	C4
A	–15,000	9,000	3,000	3,000	15,000
B	–12,000	2,400	2,400	7,200	12,000
C	–13,000	1,000	1,000	1,000	16,000
D	–13,000	0	1,500	3,000	16,000

Compute the NPV of each project assuming 10 percent cost of capital. Which project will you recommend ?

2. a) Elucidate the determinants of working capital management.

    OR

    b) Two firms A and B have the following information :

Firm	Sales	Variable Cost	Fixed Costs
Firm A	1800	450	900
Firm B	1500	750	375

You are required to calculate (a) profit to sales ratio, (b) break-even point and (c) the degree of operating leverage for both firms. Comment on the positions of the firms. If sales increase by 20 percent, what shall be the impact on the profitability of the two firms ?

P.T.O.

SECTION – B

Answer **any six** questions in this Section. **Each** question carries **9** marks.
1 mark for part (**a**), **3** marks for part (**b**) and **5** marks for part (**c**).

3. a) What is optimum capital structure ?

   b) Differentiate between levered and unlevered firm.

   c) Explain the factors influencing capital structure.

4. a) What do you mean by acceptance rule ?

   b) Why is NPV important ?

   c) Explain the investment evaluation criteria.

5. a) Define leverage.

   b) Explain the operating leverage.

   c) Determine the value of the firms P and Q belonging to the homogeneous risk class using net income approach. Assume that the equity capitalisation rate and tax rate of 15 percent and 50 percent respectively.

Details	Levered firm (P)	Unlevered firm (Q)
EBIT	Rs. 2,00,000	Rs. 2,00,000
Interest 10 percent	Rs. 50,000	Nil

   Which of the two firms has an optimal capital structure according to NI approach ?

6. a) What is net working capital ?

   b) Bring out the dangers of excessive working capital.

   c) A pro form cost sheet of a company provides the following information :

Details	Amount (per unit) (Rs.)
Raw materials	80
Direct labours	30
Overheads	60
Total cost	170
Profit	30
Selling price	200

The following additional information are available :

i) Raw material in stock, on an average one month; materials in process, on an average half a month; finished goods in stock, on an average one month.

ii) Credit allowed by the suppliers is one month; credit allowed to debtors is two months; lag in payment of wages is one and half weeks; lag in payment of overhead expenses is one month; one fourth of the output is sold against cash; cash in hand and at bank is expected to be Rs. 25,000.

You are required to prepare a statement showing working capital needed to finance a level of activity of 104000 units of production. You may assume that production is carried on evenly throughout the year, and wages and overheads accrue similarly.

7. a) What do you mean by dividend irrelevance ?

b) Explain the MM assumptions on dividend policy.

c) Explain the implications of dividend policy on growth firm, normal firm and declining firm according to Gordon's model. Use the following information for determining value of the firm.

Return on investments : 15 percent, 10 percent and 8 percent.

Equity capitalisation rate : 10 percent.

EPS : Rs. 10

Payout ratios : 40 percent, 60 percent and 90 percent.

8. a) What is precautionary motive of holding inventory ?

b) Distinguish between transactions motive and speculative motive.

c) Compute the EOQ and reorder point using the following data :

Total requirement of the firm :	1500 units
Ordering cost per order :	Rs. 40
Carrying cost per unit :	Rs. 2
Safety stock :	20 percent of EOQ
Daily usage :	15 units
Lead time :	15 days.

9. a) What do you mean by cash planning ?

b) Explain disbursement.

c) Discuss the cash management models.

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