

M.B.A. II Semester Regular Examinations, July/August 2014**PRODUCTION AND OPERATIONS MANAGEMENT**

Time: 03 Hours

Max. Marks: 60

Part A

Answer any Four Questions (12 Marks each)

4 x 12 = 48 Marks

1. a) Define Production and Operations Management. State its objectives. 6M
b) Explain the current scenario of POM. 6M
2. Define product design. Explain various approaches of product design in detail. 12M
3. a) Explain the procedure to be followed in designing an efficient functional layout? 6M
b) What are the key factors to be considered in facility location decision? What are the advantages of making facility location decision in multiple stages? 6M
4. a) Write Johnson's algorithm for n jobs and 2 machines sequencing problem. 6M
b) Explain the various standard scheduling rules. 6M
5. Define work measurement? What are the objectives and various work measurement techniques? 12M
6. a) Explain the concept of total productivity model? 6M
b) Difference between productivity engineering and management. 6M
7. What is quality control? Explain its objectives and advantages of quality control. 12M

Part B—Compulsory Question*Analyze the following case and answer the questions.***CASE STUDY****12Marks**

A new phenomenon called 'Apparel on Demand' is slowly making its presence felt. It is an extension of JIT linking retailers and manufacturers for a just-in-time responsiveness. NaaR Clothing Inc., promoted by a young management graduate has recently ventured into the business of making reasonably priced custom jeans for women. It has partnered with many stores selling women garments. In the stores, women are electronically measured and information like colour, fabric, style, etc., are recorded. The information reaches the NaaR manufacturing facility at Ahmadabad almost immediately through a state-of-the-art information system. NaaR guarantees delivery of the custom jeans within 10 days. With the growing acceptance of jeans among the women in India, specially in the urban areas, the market for women's jeans is growing at a fast pace. NaaR with its unique business model hopes to garner a significant share of this market. The promoter of NaaR along with her top executives is confident that their concept of JIT jeans would work.

8. a) Do you think NaaR's strategy would work? Why or why not? What is the importance of retailers in its business strategy?
- b) Will customers wait for 10 days to have the jeans delivered? What can NaaR do to compete on customer service if delivery takes this much time?
- c) Comment on the necessity of a robust supply chain in the context of NaaR Clothing Inc.

M.B.A. II Semester Regular Examinations, July/August 2014**BUSINESS ETHICS AND CORPORATE GOVERNANCE**

Time: 03 Hours

Max. Marks: 60

Part A**Answer any Four Questions (12 Marks each)****4 x 12 = 48 Marks**

1. List out various elements of corporate social responsibilities and explain them with suitable examples.
2. Discuss the unethical use and exploitation of Children in advertisement.
3. Elucidate on ethical methods of Training and Development.
4. Explain the various ethical methods of combating frauds.
5. Explain the code available to combat cyber crime.
6. Briefly discuss the purpose of theories of philosophy in corporate governance.
7. Briefly explain the stake holder theory with suitable examples.

Part B—Compulsory Question*Analyze the following case and answer the questions.***CASE STUDY****12Marks****Coke - Ethical Issues: The Recall**

On June 13, 1999, Coca-Cola (Coke) recalled over 15 million cans and bottles after the Belgian Health Ministry announced a ban on Coke's drinks, which were suspected of making more than 100 school children ill in the preceding six days. This recall was in addition to the 2.5 million bottles that had already been recalled in the previous week. The company's products namely Coke, Diet Coke and Fanta had been bottled in Antwerp, Ghent and Wilrijk, Belgium while some batches of Coke, Diet Coke, Fanta and Sprite were also produced in Dunkirk, France. Children at six schools

In Belgium had complained of headache, nausea, vomiting and shivering which ultimately led to hospitalization after drinking Coke's beverages. Most of them reported an 'unusual odor' and an 'off-taste' in the drink. In a statement to Reuters, Marc Pattin, a spokesman for the Belgian Health Ministry explained the seriousness of the issue: "Another 44 children had become ill with stomach pains, 42 of them at a school in Lochristi, near Ghent, northwest Belgium. We have had five or six cases of poisoning of young people who had stomach pain after drinking (the suspect beverages)." In the same week, the governments of France, Spain and Luxembourg also banned Coke's products while Coke's Dutch arm recalled all products that had come from its Belgium plant. The entire episode left more than 200 Belgians and French, mostly school children, ill after drinking the Coke produced at Antwerp and Dunkirk.

The company had to assure its British customers that the products made in its UK factories were safe. By June 15, 1999, Coke had recalled about 30 million cans and bottles, the largest ever product recall in its 113-year history. For the first time, the entire inventory of Coke's products from one country were banned from sale. As part of a damage control exercise, Coke sent a team of scientists to Europe. During its visit to Europe after a week of these incidents, Coke's chairman and CEO Michael Douglas Ivester said, "We deeply regret any problems encountered by our European consumers in the past few days." Coke Belgium even announced that it would reimburse the medical costs for people who had become ill after consuming its products.

8. Analyze the case and justify.

M.B.A. II Semester Regular Examinations, July/August 2014**BUSINESS RESEARCH METHODS**

Time: 03 Hours

Max. Marks: 60

Part A

Answer any Four Questions (12 Marks each)

4 x 12 = 48 Marks

1. Explain the nature and importance of research for business decisions. Discuss pure research vs. applied research and qualitative research vs quantitative research.
2. Discuss the need for correct problem definition. What role does literature review play in successful business research?
3. Compare and contrast descriptive and experimental research designs with appropriate examples
4. Compare and Contrast Primary and Secondary sources of data with suitable examples
5. What do you understand by measurement in research? Discuss different scales of measurement with suitable examples.
6. Suppose that scores on the Management Aptitude Test (MAT) form a normal distribution with $\mu = 500$ and $\sigma = 100$. A college professor has developed a special course designed to boost MAT scores. A random sample of $n = 16$ students is selected to take the course and then the MAT. The sample had an average score of $\bar{X} = 560$. Did the course improve MAT scores? Perform the hypothesis test using $\alpha = 0.05$.
7. Discuss the utility and role of diagrammatic and graphical presentation Business research report writing

Part B—Compulsory Question*Analyze the following case and answer the questions.***CASE STUDY****12Marks**

An MBA college professor claims that the scores on the first exam provide an excellent indication of how students will perform throughout the term. To test this claim, first-exam score and final scores were recorded. The data are as follows:

First Exam	62	73	88	82	85	77	94	65	91	74	85	98
Final Exam	74	93	68	79	91	72	96	61	92	82	93	95

8. To what extent you support the professor?

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Code : 1P1202

M.B.A. II Semester Regular Examinations, July/August 2014

FINANCIAL MANAGEMENT

Time: 3 hours

Max Marks: 60

Part A

Answer any Four Questions (12 Marks each)

4 x 12 = 48 Marks

1. What is Financial Management? What are the key activities in Financial Decision Making? 12M
2. What do you mean by Time Value of Money? List out the techniques of Time Value of Money? 12M
3. A project needs an investment of Rs. 1,38,500. The cost of the capital is 12%. The net cash inflows are as follows.

Year	1	2	3	4	5
CFAT	30000	40000	60000	30000	20000

Calculate Internal Rate of Return and Profitability Index. 12M

4. What is weighted average cost of capital? How is it determined? 12M
5. Define capital structure? Discuss the important factors that should be considered while determining capital structure? 12M
6. Define the concept of working capital and what factors that determines working capital? 12M
7. What is inventory management? Briefly explain various tools and techniques of inventory control? 12M

Part B–Compulsory Question

Analyze the following case and answer the questions.

CASE STUDY

12Marks

8. From the following information compute market price of the company share as per Walter's model, if it can earn a return of (i) 20; (ii) 15 and (iii) 10 per cent of its investments.
 - a) Earnings per share Rs.10
 - b) Dividends Payout Ratio are (i) 25; (ii) 50 (iii) 75 (iv) 100 per cent
 - c) The company's capitalization is 15 per cent.

M.B.A. II Semester Regular Examinations, July/August 2014**HUMAN RESOURCE MANAGEMENT**

Time: 03 Hours

Max. Marks: 60

Part A**Answer any Four Questions (12 Marks each)****4 x 12 = 48 Marks**

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| 1. | Bring out the various functions of Human Resource Management. | 12M |
| 2. | Explain selection and placement process. | 12M |
| 3. | How do you evaluate training effectiveness? | 12M |
| 4. | Write about | |
| | a) career stages | 4M |
| | b) career choices | 4M |
| | c) career preferences | 4M |
| 5. | Write about the approaches to measuring performance. | 12M |
| 6. | Bring out the role of HR in providing sustainable competitive advantage. | 12M |
| 7. | Elaborate the various HR issues in a merger. | 12M |

Part B—Compulsory Question*Analyze the following case and answer the questions.***CASE STUDY****12Marks**

Ramesh was just promoted as a shift officer. The promotion became effective when his immediate superior Mr. Sharma was out of town for a few days. Due to illness of Ramesh's subordinate the work schedule was not being met. He decided to pitch in and help spending about four hours daily in production. When Mr. Sharma returned to his work, Ramesh is not available, as he is not working on the shop floor. He is upset and tells him that it is the function of the supervisor to accomplish work with and through other people and not do it himself.

8. Questions

- What was the initial problem in this case?
- Write the alternative you would select to solve future problems when workers are not available, substantiate your answer.
 - Let the scheduled work be late and catch up when the worker returns
 - Lend a hand as Ramesh did in this case.
 - Prepare back up for emergency
 - Workout an acceptable compromise with the superior.
- Evaluate each of the alternatives in terms of their advantages and disadvantages to the company, to the workers and to Ramesh.
- How would you implement the alternative that you have selected?

MARKETING MANAGEMENT

Time: 3 hours

Max Marks: 60

Part A

Answer any Four Questions (12 Marks each)

4 x 12 = 48 Marks

1. "Marketing managers face a host of decisions in handling marketing tasks" Justify the statement and brief up the marketing concepts in detail. 12M
2. What is the company's marketing environment, describe the factors that affect the marketing environment and marketing plan contents in brief. 12M
3. What do you understand by STP, and state the methods of segmentation, targeting and positioning strategies in detail 12M
4. What are the primary differences between products and services and discuss the product management decision (product line, product mix, PLC stages and new product development process) in brief. 12M
5. Define pricing, the factors influencing on pricing and make a detailed note on broad categories of pricing methods. 12M
6. "A company's channel decisions directly affect every other marketing decision" Justify the statement and discuss the channel design decisions, type of channel members. 12M
7. Explain the total marketing communications mix (promotional mix) of a company in detail and brief upon the tools and techniques of marketing control. 12M

Part B–Compulsory Question

Analyze the following case and answer the questions.

CASE STUDY

12Marks

Atari is a division of Warner Communications Inc., and makes home video games. The video games are on cartridges and can be played on the home television screen with a little adaptation on the television screen with a little adaptation on the television set. The market started as a novelty toy market in the late 70's. The video games soon became a big hit. Initially people just bought them a gift around Christmas and soon the sales increased exponentially and it no longer was just a toy for Christmas. Atari was first to enter the market and now has nearly 75% of the market. The game sales are estimated at Rs.1.1 billion.

As the markets grow many other companies entered the market. Its chief competitor, Arun Inc. introduced in television and has about 15% of the market. Since Atari is the industries giant, most of the 20 video game companies are attempting to hitch a ride on Atari's success. They sell game cartridges that can plug into Atari's game machine. Even Arun recently decided to put some of its own games on a cartridge that fits in Atari units. This is almost a tacit admission that Atari's edge is as large as to unbeatable.

To fend off the competitors, Atari has doubled the pace of its game introductions. It is introducing one new game about every two weeks until Christmas. Atari is also very diligent in prosecuting imitators who introduce similar games.

To keep its market share Atari spent Rs.75 million on network TV commercial in 2013. The television advertising budget is triple its 1997 level: the company is spending more per month on advertising than most of its competitors earn in one year. In addition Atari is being radio advertisement for the first time and take out magazine spreads in such magazines as better homes and garden, good housekeeping and sports illustrated-more widely read periodicals. This has non-pulsed the Atari's rivals.

8. Questions:

- a) Assess Atari's marketing strategy regarding promotion in order to increase market share.
- b) Is there a risk of an over skill (excess) in Atari's promotion campaign.
- c) What should be the strategy of competitors in order to raise market share in an every expanding market?
- d) Does Atari need to spend Rs.75 million only in advertising? How much should it spend and where?

M.B.A. II Semester Regular Examinations, July/August 2014
Operations Research

Time: 3 hours

Max Marks: 60

Part A

Answer any Four Questions (12 Marks each)

4 x 12 = 48 Marks

1. "Operations research is a decision science, which helps management to make better decisions". Discuss. 12M
- 2 a) Write a short note on Simplex Method. 4M
- b) A firm makes two types of furniture, chairs and tables. The contributions for each product as calculated by accounting department are Rs.20 per chair and Rs.30 per table. Both products are processed on three machines M_1 , M_2 , and M_3 . The time required for each product and total time available per week on each machine is as follows,

Machine	Chair	Table	Available time in Hrs.
M_1	5	3	36
M_2	5	2	50
M_3	2	6	60

How should the manufacturer schedule his production in order to maximize contribution? (Use Simplex Method). 8M

3. Find the optimal solution to the following transportation problem in which, cell entries represents unit costs.

	D ₁	D ₂	D ₃	Available
Q ₁	2	7	4	5
Q ₂	3	3	1	8
Q ₃	5	4	7	7
Q ₄	1	6	2	14
Required	7	9	18	34

12M

4. A company has six jobs to be processed by six machines. The following table gives the return in rupees when the i^{th} job is assigned to j^{th} machine. How the jobs should be assigned to the machines so as to maximize the return.

		Jobs					
		A	B	C	D	E	F
Machines	1	9	22	58	11	19	27
	2	43	78	72	50	63	48
	3	41	28	91	37	45	33
	4	74	42	27	49	39	32
	5	36	11	57	22	25	18
	6	13	56	53	31	17	28

12M

5. a) What do you mean by two person zero sum game? Explain. 4M
- b) The pay off matrix in the following table shows the increase in the market share for firm 'A' and decrease in market share for firm 'B'.

		Firm 'B'			
		B ₁	B ₂	B ₃	B ₄
Firm 'A'	A ₁	15	35	25	5
	A ₂	10	20	5	0
	A ₃	20	50	10	5
	A ₄	25	55	15	20

Determine the optimal strategies of each firm and value of the game. 8M

6. a) What do you mean by decision theory? What are the types of decisions? Explain in detail. 6M
- b) Write a short note on decision criteria available under uncertainty and conflict. 6M
7. a) What are the different orders of selecting the customers for service purpose? 3M
- b) Customers come to a cinema counter at a rate of 30 per hour. The time taken to issue a ticket has exponential distribution with a mean of 90 seconds. Find
1. The expected number of customer in the system
 2. The time spent on average by a customer in the queue, and
 3. The idle time of the counter. 9M

Part B–Compulsory Question

Analyze the following case and answer the questions.

CASE STUDY

12Marks

8. A Small project consisting of eight activities has the following characteristics

Activity	Preceding Activity	Optimistic Time	Most likely Time	Pessimistic Time
A	None	2	4	12
B	None	10	12	26
C	A	8	9	10
D	A	10	15	20
E	A	7	7.5	11
F	B,C	9	9	9
G	D	3	3.5	7
H	E,F,G	5	5	5

- Draw the network for the project.
- Determine the critical path and project completion time
- If a 30 days dead line is imposed, what is the probability that the project will be finished within the time?
