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**Second Semester MBA Degree Examination  
May 2009**

**BUSINESS ADMINISTRATION**

**Paper 201 : Organisation Behaviour and Business Communication**

Time : 3 Hours

Max. Marks : 75

**SECTION A (1x15=15)**

**(Compulsory)**

1. Discuss the origin and development of organizational behaviour in historical perspective. Mention the major milestones in the history of organizational behaviour.

**SECTION - B (5x9=45)**

**Answer any FIVE questions. Each question carries 9 marks.**

2. Bring out the impact of personal factors in determining Individual Behaviour.
3. What is meant by halo effect? How does it affect perception?
4. Write short notes on managing diversity in organisations
5. Discuss the nature of classical conditioning and operant conditioning. How do they differ from each other?
6. What are communication networks? Discuss the various types of communication networks.
7. Describe at least five communication technologies in terms of data richness.
8. List and explain the steps in transmitting bad news.
9. Explain when to use persuasive writing. What is AIDA approach?

**SECTION - C (1x15=15)**

**(Compulsory)**

10. Read the following case and answer the questions given at the end:

Mr. Kamal Nayan joined as Office Manager, Industrial Products Limited, Bombay, after coming back from U.S.A. from where he got his M.B.A. degree with specialisation in personnel management. He was young and energetic and believed in results. Before proceeding to U.S.A. he had several years of experience in India in different capacities. When Mr. Nayan joined Industrial Products Limited, its office time was 10.30 A.M. to 5.30 P.M. He felt that the timing should be changed to 10.00 A.M. to 5.00 P.M. because he knew that office personnel in U.S.A. did not work after 5.00 P.M. He thought this to be true for India also and to ensure more availability of

**Contd... 2**

effective time for office, he changed it to 10.00 A.M. to 5.00 P.M. He announced the change officially.

No one reacted initially but after two days Mr. Nayan received a written memorandum by all office personnel that old office timing be restored. Mr. Nayan did not yield to this demand. However, he was convinced that the first step was to build co-operative spirit among his employees through informal get-together. Therefore, he prepared a scheme of having monthly dinner party of all members of the office. In the party, all members were to bring their home made dishes. Their wives and children were to be encouraged to attend the monthly dinner party. Their scheme was announced through placing it on the information bulletin of the company. The notice also invited suggestions from the members for making the scheme successful. Two weeks elapsed and no suggestion came. On one occasion when the day was nearing for the first dinner meeting, he overheard the following conversation between two of his office members:

First employee: "So, what are you bringing for the party? As for myself, I will bring Bhelpuri"

Second employee: "I will bring Chana". (Both laughed)

Mr. Nayan felt that nobody was seemed to be concerned in his scheme.

**Questions:**

- 1) What were the reasons for not supporting the actions of Mr. Kamal Nayan by his employees?
- 2) Advise Mr. Kamal Nayan how he should proceed in this matter.

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**Second Semester MBA Degree Examination  
May 2009**

**BUSINESS ADMINISTRATION  
Paper 202 : Marketing Management**

Time : 3 Hours

Max. Marks : 75

**SECTION A (1x15=15)**

**(Compulsory)**

1. Discuss with examples the psychological factors that influence Consumer behaviour and buying decision making.

**SECTION - B (5x9=45)**

**Answer any FIVE questions. Each question carries 9 marks.**

2. Define Segmentation and Target marketing. Explain the different target marketing strategies available to marketers.
3. "Products are produced in the factories, it is the brands companies market, but the buyers buy their perceptions" – Elucidate.
4. What are trade channels? What factors influence the selection of appropriate trade channels?
5. Give an account of Rural Marketing in India.
6. Explain the various components of Marketing Communication.
7. Define packaging and explain the characteristics of a good packaging strategy.
8. Discuss the various techniques of pricing a new product.
9. Write short notes on: a) Marketing Ethics b) Cognitive Dissonance

**SECTION - C (1x15=15)**

**(Compulsory)**

10. Read the following case and answer the questions given below:

"We have a tremendously clear business model," says Michael Dell. "There's no confusion about what the value proposition is, what the company offers, and why it's great for customers." Dell is now the number-one computer systems company.

Dell is extremely responsive. Buyers go on Dell's Web site and design their own computers. They give their payment authorization, which means that Dell receives the money in advance and can use the funds to pay for the supplies needed to build the computer. Because its computers are built-to-order, Dell carries an industry - leading four days of inventory. It takes delivery of components just minutes before they are needed. At its Austin, Texas, factories, a Dell System can in some cases be built, have the software installed, be tested, and be packed in eight hours. Dell's costs are lower, allowing it to price its computers lower than competitors' prices if it wishes.

**Contd... 2**

Yet speed is only one part of the Dell equation. Series is the other. In fact, it was though veering away from its successful business model that Dell discovered the importance of customer service. In 1993, the company began trying to sell to retailers, mainly because everyone else was. Customers were disgruntled because of poor retail service. Dell ultimately abandoned the retail channel.

Most important, Michael Dell decided that "there would be more things we'd have to do besides build a PC." He knew his company had two kinds of customers, corporate and consumer. Whereas the consumer would buy mainly because of price, the corporate buyer needed a carefully developed relationship. Like most successful companies, Dell put the most resources into building relationships with its most profitable customers.

Corporate customers make up about 80 percent of Dell's business, and the company manages its corporate accounts with a top-notch sales team. Dell also installs custom software and keeps track of business customers' inventory for them. Through the use of Premier Dell.com, customized customer Web pages at the Dell site, the company has created a 24-hour order-entry system. Big customers can click on the site to see all kinds of information about their preferences and needs. The site can be accessed worldwide by any company subsidiary; and employees, not just purchasing agents, can use the Premier Dell.com to purchase computers according to an automated policy. "It's the ultimate network," Michael Dell says, "and a fabulous way for us to interact with our customers".

The normal practice of companies is to "build-to-stock." This is a guessing game that companies often lose by building too much or too little. In the auto industry, cars will sit unsold in dealers' lots for 60 days, tying up working capital. Why have auto and other companies not moved from the inefficient "build to-stock" model of production to Dell's "build -to-order" model? Auto manufacturers have invited Michael Dell to speak to them on several occasions. The consensus seems to be that Dell works with 50 main suppliers to put together a \$1,000 PC, but a car manufacturer may have to work with 900 suppliers to put together a \$20,000 car. In addition to the technical challenge, the auto industry faces dealer and legislative hurdles.

**Questions:**

- 1) What have been the key success factors for Dell?
- 2) Where is Dell vulnerable? What should it watch out for?
- 3) What recommendations would you make to senior marketing executives going forward? What should they be sure to do with its marketing?

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**Second Semester MBA Degree Examination  
May 2009**

**BUSINESS ADMINISTRATION**

**Paper 203 : Production and Operations Management**

Time : 3 Hours

Max. Marks : 75

**SECTION A (1x15=15)**

**(Compulsory)**

1. Enumerate the various steps in production and operations management from the point of view of an Entrepreneur.

**SECTION - B (5x9=45)**

**Answer any FIVE questions. Each question carries 9 marks.**

2. List and explain the factors affecting the selection of site for a plant.
3. Discuss the various types of production systems.
4. Explain the various material handling equipments in shops.
5. Describe the methods of forecasting in POM.
6. What is scheduled maintenance? How can it be made effective?
7. What is aggregate planning? Explain with an example.
8. What is value analysis? Consider an item of your choice and apply value analysis technique to reduce the cost of the component.
9. Determine the sequence that minimises the total elapsed time required to complete jobs from the following data. Also evaluate the idle time of machine 2 and 3. The order of processing is 1, 2, 3

| Job | Machine Processing Time (Hours) |   |    |
|-----|---------------------------------|---|----|
|     | 1                               | 2 | 3  |
| A   | 3                               | 4 | 6  |
| B   | 8                               | 3 | 7  |
| C   | 7                               | 2 | 5  |
| D   | 4                               | 5 | 11 |
| E   | 9                               | 1 | 5  |
| F   | 8                               | 4 | 6  |
| G   | 7                               | 3 | 12 |

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**SECTION - C (1x15=15)****(Compulsory)**

10. The visual inspection carried out to find defects in a manufactured item revealed the following data for a sample size of 30 numbers.

|                             |   |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |    |    |    |    |
|-----------------------------|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|
| <b>Sub group Number</b>     | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
| <b>Number of Defectives</b> | 5 | 4 | 4 | 4 | 7 | 4 | 5 | 6 | 4 | 5  | 5  | 7  | 4  | 5  | 4  | 5  | 5  | 7  | 6  | 4  |

Determine whether the process is under statistical control or not.

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## Second Semester MBA Degree Examination

May 2009

### BUSINESS ADMINISTRATION

#### Paper 204 : Management Information System and Computer Applications

Time : 3 Hours

Max. Marks : 75

#### SECTION A (1x15=15)

(Compulsory)

1. Discuss the information required at different levels of management and the corresponding decisions made at these levels.

#### SECTION - B (5x9=45)

Answer any FIVE questions. Each question carries 9 marks.

2. Describe the structure of MIS in terms of operating elements.
3. Discuss the strategic use of information system.
4. What are the points to be considered in the design of forms? What is forms control?
5. Develop a work breakdown structure for any major project.
6. Explain the importance of computerised information system for human resource development.
7. Discuss the stages in conceptual design of information system.
8. Differentiate the following:
  - a. Basic and advance commands of MS Dos.
  - b. MIS and DSS
  - c. Minicomputer and Microcomputer
9. Mention in detail the steps to be used to use spreadsheet for doing a sales analysis for auto component manufactures making over 500 products being sold to over 100 customers.

#### SECTION - C (1x15=15)

(Compulsory)

10. Case study:

Dolores Marciel couldn't tolerate the thought of taking a document off a fax machine, piecing the pages together, and then rekeying the information into an office system. And yet, that's exactly what some of her co-workers at Adaptec, Inc., used to do each time a purchase order came in.

That's part of the reason Marciel led the charge in 1997 to implement a \$ 1 million electronic commerce system that in a year's time would enable Adaptec – a Milpitas, California, connectivity products vendor – to send purchase orders and design information over the Internet directly to its Far East suppliers' computers. But she had some far bigger reasons, as well.

Like cutting manufacturing cycle times to rival those of competitors that own

Contd... 2

their own factories. And increasing customer satisfaction by finishing jobs in 8 weeks instead of 14 to 16. And, in the process, saving an estimated \$10 million a year in inventory costs, gaining the ability to more easily change manufacturing specs, improving business relationships, and positioning the \$1 billion company for the future.

Before the new system was in place, buyers would print a purchase order or design specification and fax it to the local office of the supplier, which would then refax it to the manufacturing location in Asia, explained Steve Robinson, electronic commerce manager at Adaptec. There, someone would input the data into the computer.

Today, when the Adaptec buyer keys in the purchase order, it triggers their new system, which sends the order over the Internet and into the supplier's system. That process takes minutes, compared with four to six days the old way, Robinson explained.

The design and manufacturing process has been similarly streamlined. Formerly, chip assembly drawings were faxed between locations and, if legible, pieced together on the other end. Now, they are saved directly to a network directory that appears on an internet Web page at the originator's site. The file is sent over the Internet to a document control system at the supplier site. An E-mail message alerts both the originator and the recipient that the drawing has been received.

The automation allows buyers and engineers to resolve any problems or make design changes without pulling the job out of the queue for manufacturing. Marciel explained. "Our objective was to take the error out and improve our accuracy. And the electronic commerce solution is absolutely enabling us to do that," she said.

Adaptec turned to electronic commerce when its customers—companies like Dell, Compaq Computer Corporation, and IBM— began asking for shorter cycle times. Adaptec initially chose its three suppliers with the longest lead times and began to study processes to determine where efficiencies could be obtained. Next the company began involving all concerned parties up front and getting buy-in at all levels. Much of the system's \$1 million budget went to consultants, studies, and travel to Asia to work with the suppliers: ASAT in Hong Kong, TSMC in Taiwan, and Seiko Epson Corporation in Japan.

Future Adaptec plans call for adding full transactional capabilities on its Web site for large customers. Toward that end, the company's onetime EDI committee has been rechristened the EC committee. Its charter: to drive an electronic commerce strategy for the corporation, Robinson said, "That's the scope for '98—take a step back, see what we've got in place, and create a corporate solution."

### **Case Study Questions:**

- 1) What stages of the transaction processing cycle do you recognize in this case?
- 2) What are the business benefits of Adaptec's electronic commerce systems?
- 3) What should be Adaptec's next step to improve their business via electronic commerce?

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**Second Semester MBA Degree Examination  
May 2009**

**BUSINESS ADMINISTRATION**

**Paper 205 : Research and Quantitative Methods**

Time : 3 Hours

Max. Marks : 75

**SECTION A (2x12=24)**

**Answer any TWO questions. Each question carries Twelve marks.**

1. Discuss the research process by taking an example of a research problem.
2. What is a sampling frame? Discuss the sampling frame for selecting respondents from a manufacturing organisation.
3. As a researcher, how do you organise a research report? Explain with an example.

**SECTION - B (3x12=36)**

**Answer any THREE of the following. Each question carries Twelve marks.**

4. A manufacturing Company estimates the net profit on a new product it is launching to be Rs.30 lakhs during the first year if its 'Successful'; Rs.10 lakhs if it is moderately successful' and a loss of Rs.10 lakhs if it is unsuccessful. The firm assigns the following probabilities to the first year prospects for the product successful — 0.15, moderately successful – 0.256. What are the expected values and standard deviation of the first year net profit for this product.
5. In a bolt factory machines A, B and C manufacture respectively 25%, 35% and 40% of the total output; 5, 4 and 2 percent are defective bolts respectively. A bolt is drawn at random from the product and is found to be defective. What are the probabilities that it was manufactured from machines A, B and C?
6. To test the intelligence of final year degree boys and girls, a sample of 83 boys and 95 girls were taken. The following results were obtained:

|       | <u>Number</u> | <u>Mean Marks</u> | <u>Standard Deviation</u> |
|-------|---------------|-------------------|---------------------------|
| Girls | 95            | 29.91             | 11.56                     |
| Boys  | 83            | 30.92             | 7.81                      |

Is there a significant difference in the mean scores obtained by boys and girls?

7. The following data relate to the performance of 8 salesmen:

| <u>Salesmen</u> | <u>Sales Performance</u><br>000 rupees ( $X_1$ ) | <u>Test Score</u><br>( $X_2$ ) | <u>Effort Index</u><br>( $X_3$ ) |
|-----------------|--|--------------------------------|----------------------------------|
| 1               | 60   | 45                             | 0.9                              |
| 2               | 70   | 80                             | 0.3                              |
| 3               | 90   | 70                             | 1.2                              |
| 4               | 90   | 85                             | 0.5                              |
| 5               | 70   | 60                             | 0.4                              |
| 6               | 80   | 55                             | 1.6                              |
| 7               | 60   | 75                             | 0.1                              |
| 8               | 120  | 90                             | 2.0                              |

Calculate the least square equation that describes these three variables assuming that sales performance depends on Test score and Effort Index.

8. What is a normal probability distribution? What are the salient features of a normal curve.

**SECTION - C (1x15=15)**

**(Compulsory)**

9. The price of a certain commodity was ascertained in each of the four towns A, B, C and D in four quarter of a year. The prices are given below. Are the variations in prices between different towns and in different quarters significant?

| <u>Quarter</u> | <u>Towns</u> |          |          |          |
|----------------|--------------|----------|----------|----------|
|                | <u>A</u>     | <u>B</u> | <u>C</u> | <u>D</u> |
| I              | 60           | 50       | 60       | 50       |
| II             | 50           | 40       | 65       | 50       |
| III            | 45           | 35       | 45       | 50       |
| IV             | 65           | 45       | 60       | 70       |

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