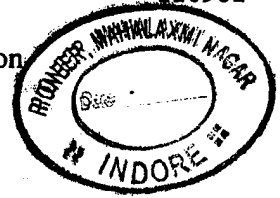


Roll No.....

January 2010
Master of Business Administration (MBA) Examination
[MBA (Full Time)]



First Semester
FT101C: Fundamentals of Management

Time: 3 Hours

Max. Marks: 60

Note: Attempt any three questions from Section A carrying 12 marks each. Section B is compulsory and carries 24 marks.

Section A

- Q1. What are the basic managerial functions? Explain the term "Classical Approach" in evolution of management thought.
- Q2. "Managerial Planning is a mere ritual in a fast changing environment," Comment.
- Q3. What are the factors influencing the implementation of strategy? Describe in brief features of strategy.
- Q4. Discuss the process of control highlighting the significance of each step. Mention about two most effective methods of overall control.
- Q5. Write short notes on the following (Any Two):
 - (a) MBO
 - (b) ~~Relationship~~ Relationship
 - (c) Directing as a managerial function.
 - (d) Individual decision making models

Section B

- Q6. Analyze the following case and answer the questions given at the end:

ABOUT THE ORGANISATION

A high powered Indian delegation had paid a visit to China in the beginning of the sixties and started a Green Revolution in India based on Chinese experience. Initially, it was related to agriculture; later it was extended to forestry and wasteland development also. To ensure the natural balance of flora and fauna, an organization called Ecological Survey of India (ESI) was established in 1964 at the National level and had one center in each of the states. The locations of the state centers were Udhampur, Chandrapur, Silchar, Pathankot, Hyderabad, Tezpur, Palampur, Cochin, Imphal, Bikaner, Ootcamund, Nainital, Rewa, Gopalpur, Dehradun, Jamnagar, Shillong, Chhindwada and Guwahati.

ESI had its Headquarter at Shimla in Himachal Pradesh and controlled all the state centers in the country directly. The major functions of ESI were related to field work. The staff had to identify wasteland, plan for its development, plant trees, shrubs, sand stabilization plants in the desert of Rajasthan and pine, fir, deodars in the higher ridges of J&K, Himanchal Pradesh and in the eastern state. Since it was a specialty work, the staff had to be selected, trained and posted to various state centers centrally by ESI. ESI had 1,000 officers of various grades, 10,000 supervisors in various categories and approximately 50,000 field staff. The field staff was divided into various categories like agriculture assistants, surveyors, draftsmen, planters, field guards, clerks, drivers and other administrative staff like cooks, barbers, washer men etc.

P.T.O.

The requirement for enrolment of staff was projected by State Centers to ESI on a yearly basis ESI took action by advertising the requirement in national dailies.

TRAINING INSTITUTES

ESI during its development had established institutes to train various categories of staff. The Agriculture Engineering Institute which was located at Shillong was training employees who were sent by ESI after selection and recruitment. The Driving and Maintenance Institute which was located at Trivandrum trained drivers in driving various types of vehicles and mechanical plants and were also supposed to carry out basic maintenance of such vehicles and plants on the spot as moving of these vehicles and plants from remote areas was neither economical nor practical. The Clerks and Computer Software Institute was located at Nagpur and trained a raw individual into a full fledged clerk. The training period for them was of 14 months. During the period an individual selected as a clerk was to have a type writing skill of 40 words per minute, and had to be physically tough to be able to sustain in the mountains terrain of hill states or desert conditions of Rajasthan and high altitude conditions that prevail in Ladakh region of Jammu & Kashmir in the north and Arunachal Pradesh in the east.

CLERKS AND COMPUTER SOFTWARE INSTITUTE

The Institute had a capacity to train 2,000 individuals at any time. It also conducted Head Clerks, Office Supervisors and PAs Module courses ranging from three months to six months duration. These courses had proved to be asset to the organization. The training institute was headed by the Director from within the ESI cadre of officers and had teaching staff of the organization itself. The staff was posted on tenure basis for two to four years and was reverted back to field work after completion of the tenure.

FUNCTIONS

Each of the state centers had self sufficient sub-centers spread over in the state where ecological work had to be undertaken. Each center generally had 7 to 8 projects going on at any given time. Each project took about five years after it was launched. The staff once posted to any of the sub-centers was dedicated and was not transferred except on extreme compassionate grounds. All the staff had to be physically fit, mentally robust and psychologically sound to sustain the hostile climatic conditions that prevailed in the areas of work. Officers, Supervisors and Class IV staff had to stay in a temporarily erected camp or close to the site of project, generally away from habitation. Project camps in central Indian States were close to a city / town and therefore, families could stay with them on a permanent basis, subject to transfer.

REVIEW

A systematic procedure existed at ESI to review the work of each of the sub-centers and training institutes on a yearly as well as five yearly basis as net outcome was only possible once the project was completed. However, for training institutes, the yearly review was in vogue. In the review of the training institutes conducted in the year 1988, the Review Committee of ESI recommended that the Clerks and Software Institute, Nagpur should be closed down as it was proving to be a "White Elephant". The recommendations were based on the Pran Kishore, Director General's personal views about the Institute who was of the opinion that "Teeth to Tail" ratio be reduced and that the training of clerks, computer software programmers etc. could be conveniently undertaken by State centers under direct control of State centre Directors who would train them within their own resources before being posted to sub-centers / project locations. To facilitate initial training he agreed to post some training staff of the institute to various state centers against the field vacancy. He further appreciated that the saving so accrued could be fruitfully utilized in the main project work. The views of the Director General prevailed and closure of the Institute was ordered in the year 1990.

P.T.O.

On the above analogy, the Driving and Maintenance Institute, Trivandrum was ordered to be closed the following year.



PROCESS OF CLOSURE

The process of closure took about six months. All typewriter machines, training material, furniture, vehicles, administrative staff had to be sub-allotted to various State centers on the approval of the Director General, ESI. The work of closure was smooth but painful because an Institute which had proved its excellence in training and the staff that had graduated from the Institute stood the test of time in varied areas with different climatic conditions. Pran Kishore retired and Chaman Lal took over as Director General, ESI, in 1990. He stalled the decision of closure of the Driving and Maintenance Institute, Trivandrum as he felt that vehicle and plant drivers if recruited from the mainstream of the country would not be able to undertake specialized work requiring more of physical and mental make up to undertake work for a prolonged period time in hostile terrain and climatic conditions.

AFTERMATH

The closure of the clerks and Computer software Institute at Nagpur by the previous Director General, ESI was a topic of discussion during the dinner hosted by the State unit of ESI. Most of the officers of ESI felt that of late, they had noted with concern the decline in quality of staff work in various State centers. Office procedures had declined and compilation of current work had accumulated, making it difficult to retrieve the old data. There had been a lack of administrative staff support, reports and returns were not forwarded to ESI HQ regularly. Some of the officers felt that this situation was likely to worsen further.

Questions:

1. Discuss the decision making process adopted by two senior executives in this case.
2. Who is right? Support your answer with relevant arguments.
3. What should be the next decision of Chaman Lal? Should the Clerks and Software Institute, Nagpur be reopened?

Roll No.....

Autonomous

110902

January 2010
Master of Business Administration (MBA) Examination
[MBA (Full Time)]



First Semester
FT102C: Quantitative Techniques

Time: 3 Hours

Max. Marks: 60

Note: Attempt any five questions. Answer only two parts from each question. Each question carries equal marks.

Q1. (a) Define the following:

- (i) Universal Set
- (ii) Cardinal number of a set
- (iii) Ordered Pair
- (iv) Cartesian Product of two sets
- (v) Relation
- (vi) Function

(b) A company producing dry cells introduces production bonus for its employees which increases the Cost of Production. The daily Cost of Production $C(x)$ for x number of cells is Rs. $(3.5x + 12,000)$

(i) If each cell is sold for Rs.6, determine the number of cells that should be produced to ensure no loss.

(ii) If the selling price is increased by 50 Paise, what should be breakeven point?

(iii) If the selling price is increased by 50 Paise, what price the company should charge per cell to ensure no loss?

(c) Decide whether or not the following are functions from A to B.

where $A = \{1,2,3,4,5\}$ and $B = \{a,b,c,d,e\}$

If they are functions, give the range of each. If they are not, then discuss why?

- (i) $f = \{(1,a), (2,b), (3,b), (5,e)\}$
- (ii) $g = \{(1,e), (5,d), (3,a), (2,b), (1,d), (4,a)\}$
- (iii) $h = \{(5,a), (1,e), (4,b), (3,c), (2,d)\}$

Q2. (a) Find the sum of the series: $1 + 3 - 5 + 7 + 9 - 11 + 13 + 15 \dots \dots \dots 3n$ terms

(b) A class consists of the students whose ages are in A.P., the common difference is 4 months. If the youngest boy is 8 years only and if the sum of their ages is 168 years, find number of students in the class.

(c) The second term of a series in G.P. is 2 and sum of infinite terms of G.P. is 8. Find the series.

Q3. (a) Define the following:

- (i) Equal matrices
- (ii) Scalar matrix
- (iii) Symmetric matrix
- (iv) Transpose of a matrix
- (v) Adjoint of a matrix
- (vi) Inverse of matrix

(b) Find inverse of the matrix:

$$\begin{bmatrix} 7 & -1 & -1 \\ 10 & -2 & 1 \\ 6 & 3 & -2 \end{bmatrix}$$

P.T.O.

- (c) Solve the following system of Linear equations:
 $2x - y + 3z = 9$; $-x + 2y + z = 6$; $3x + y - 4z = -7$

- Q4. (a) Define Primary & Secondary Data. Discuss the methods of data collection.
 (b) Find Mean, Median and Mode for the following data:

Marks in Maths:	0-10	10-20	20-30	30-40	40-50	50-60	60-70	70 and above
No. of Students:	8	12	20	32	30	28	12	4

- (c) An analysis of monthly wages paid to workers in two firms A & B belonging to the same industry, gives the following results:

Particulars	Firm A	Firm B
No. of wage earners	300	200
Average monthly wages (in Rs.)	52.5	47.5
S.D. of distribution of wages	10	11

Which firm A or B has greater variability in individual wages?

- Q5. (a) What do you mean by correlation? Discuss various aspects related to it with example.
 (b) Find correlation coefficient of the following data:

X:	5	9	13	17
Y:	12	20	25	33

- (c) In a distribution of data, following data was available:

Variance of $x = 25$

Regression equation of x on y is $5x - y = 22$

Regression equation of y on x is $64x - 45y = 24$

- Find (i) Mean value of x & y (ii) Coefficient of Correlation between x & y
 (iii) Standard Deviation of y .

- Q6. (a) What is a time series? What is the need to analyze the time series?
 (b) Obtain straight line trend equation and tabulate against each year after estimating the trend and short term fluctuations.

Year:	1990	1991	1992	1993	1994	1995	1996	1997	1998
Value:	380	400	650	720	690	620	670	950	1040

- (c) Fit a second degree parabola for following data:

Year:	1999	2000	2001	2002	2003	2004	2005
Production ('000 tons):	25	31	33	38	31	40	45

- Q7. (a) A Speaks truth in 75% and B in 80% of cases. In what percentage of cases they are likely to contradict each other in narrating the same incidence?
 (b) Discuss the characteristics of Binomial Distributions.
 (c) Between 2 PM and 4 PM, the average number of phone calls per minute coming into the switchboard of a company is 2.35. Find the probability that during one particular minute, there will be at most 2 phone calls. [Given $e^{-2.35} = 0.095374$]

Roll No.....

January 2010
Master of Business Administration (MBA) Examination
[MBA (Full Time)]

First Semester
FT103C: Accounting for Managers

Time: 3 Hours

Max. Marks: 60

Note: Attempt any two questions from Section A and any three questions from Section B. Each question carries equal marks.

Section A

- Q1. What do you understand by Accounting? What are the various concepts of Accounting?
- Q2. Write a short note on following (Any two):
(a) Deferred Revenue Expenses
(b) Capital and Revenue Expenses
(c) Classification of Costs by Behaviour / Nature
- Q3. Distinguish between following (Any two):
(i) Absorption Costing & Marginal Costing
(ii) Cost Reduction & Cost Control
(iii) Trial Balance & Balance Sheet

Section B

- Q4. From the following particulars ascertain the balance that would appear in the Bank Pass Book of Mr. X on 31st December, 2009.
(1) The bank overdraft as per Cash Book on 31st December, 2009 was Rs. 6,340.
(2) Interest on overdraft for 6 months ending 31st December, 2009 Rs.160 is entered in pass book, but not entered in cash book.
(3) Bank Charges of Rs. 30 debited in pass book, but not entered in cash book.
(4) Cheques issued but not presented prior to 31st December, 2009 amounted to Rs. 1,168.
(5) Cheques paid in to bank but not cleared before 31st December, 2009 were Rs. 2,170.
(6) Interest on investment collected by bank and credited in pass book, but not recorded in cash book Rs. 1,200.
- Q5. M/s Peak Enterprises (a premier company in toy manufacturing) purchased a plant from M/s Point Enterprises costing Rs. 1,00,000 on 1st July 2005. The plant is to be depreciated at the rate of 10 per cent per annum. The company closes the books on 30th June every year. The plant was sold on 1st January, 2009 for Rs. 56,500. On the same day a new plant costing Rs. 1,00,000 was purchased from M/s Point Enterprises.

You are required to:

Ascertain the balance in plant account on 30th June 2009 using Written down Value Method.

Autonomous

110903



P.T.O.

- Q6. The following is Trial Balance of M/s First Enterprises as on 31st December 2009. You are requested to prepare a Trading, Profit and Loss account for the year ending and a Balance Sheet as on date.

Particulars	Debit Amount (in Rs.)	Credit Amount (in Rs.)
M/s First's Capital		2,10,000
M/s First's Drawings	18,000	
Interest on investment		1,000
Legal Expenses	4,000	
Cash at Bank	11,000	
Machinery	1,20,000	
Bills Payable		6,500
Salaries	13,000	
Discount	4,500	
Stock (01-Jan-2009)	45,000	
Bad debts	1,700	
Gas & Fuel	2,700	
Freight and carriage	3,500	
Factory Lighting	5,000	
Return Inwards	3,200	
Creditors for loan		35,000
Office furniture	5,000	
Purchases	80,000	
Investments	20,000	
Wages	34,000	
Debtors	70,300	
Cash in Hand	1,200	
Freehold property	60,000	
Bills Receivable	7,000	
Office Expenses	3,000	
Sales		2,20,000
Office rent	2,400	
Insurance	1,500	
Loose tools	4,500	
Patents	6,000	
Creditors		50,000
Return Out wards		4,000

Following adjustments are required to be made:

- (i) Stock as on 31-12-2009 was Rs. 50,000.
- (ii) Outstanding Liabilities were, in respect of Wages Rs 2,400, Salaries Rs. 600, and Office Rent Rs. 400.
- (iii) Depreciate Freehold Property by 2%, Plant and Machinery by 10%, Office Furniture by 5%, Patents by 20% & Loose Tools by 20%.
- (iv) Write off Bad Debts Rs. 300.
- (v) Provide for a Provision for doubtful debts @ 5%

P.T.O.

- Q7. Record the following transactions of M/s Eagle Trading Company in cash book with three columns – discount, cash and bank. Balance the cash book on 31st December 2009. Cheques are first treated as cash receipt.

2009 December	Particulars	Amount (in Rs.)
1 st	Cash in hand	4,000
1 st	Bank overdraft	1,000
3 rd	Received a cheque from Mr. R	290
	Allowed him a discount	40
7 th	R's Cheque deposited into bank	
10 th	Withdrew from bank for office use	800
12 th	Paid bills payable by cheque	600
15 th	Bills receivable received from Mr. C	2,500
16 th	C's Bills receivable discounted with bank and Bank Credited the current account with	2,400
20 th	Issued a cheque for petty cash	100
25 th	Paid to Mr. G by cheque in full settlement of Rs. 950	920
28 th	Made cash sales	900
31 st	Old bad debts recovered (Mr. S Directly deposited in Bank)	730

Roll No.....

January 2010
Master of Business Administration (MBA) Examination
[MBA (Full Time)]

First Semester
FT104C: IT Fundamentals



Time: 3 Hours

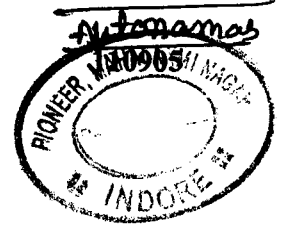
Max. Marks: 60

Note: Attempt any five questions. All questions carry equal marks.

- Q1. Define Computers with the help of block diagram. Suggest a configuration for a Computer that you want to purchase for personal use. Give reasons for your configuration.
- Q2. What are the functions of Operating System? Explain single user and multi user Operating System with example.
- Q3. Describe the following:
(a) Trouble shooting in Windows
(b) Addition of new hardware
(c) Address Book
(d) My Network Place
- Q4. Explain the following:
(a) Header, Footer and Footnote
(b) Handling Table
- Q5. Describe the functions available in MS-Excel.
- Q6. Explain various views available in MS-Power Point. How you will add transition in Slide and customize your presentation?
- Q7. (a) Explain the structure of E-mail address.
(b) Define Internet. Describe types of internet connections.
- Q8. Write short note on (Any four):
(a) WWW
(b) Search Engine
(c) URL
(d) FTP
(e) HTML

Roll No.....

January 2010
Master of Business Administration (MBA) Examination
[MBA (Full Time)]



First Semester
FT105C: Business and Economic Environment

Time: 3 Hours

Max. Marks: 60

Note: Attempt any three questions from Section A carrying 12 marks each. Section B is compulsory and carries 24 marks.

Section A

- Q1. Do you think that business practices in different states are likely to differ with respect to the changing economic and technological environment prevailing there and if so how? Give your viewpoints in detail.
- Q2. Highlight the main features of last three five year plans. What have been the areas of emphasis of Indian Government during this period? Also focus on the achievement of Indian economy during these five year plans.
- Q3. What do you understand by sustainable development? Why is the policy of sustainable development important in context to the emerging trend in Indian business environment? Explain.
- Q4. What do you understand by Balance of Payment (BOP) of a country? Explain the factors which cause disequilibrium in Balance of Payment. Also suggest the methods of correcting BOP.
- Q5. Write an Essay on "Globalization". Give examples to support your argument.

Section B

- Q6. Analyze the following case and answer the questions given at the end:

State Bus Service – A Pricing Problem for State Governments

Even in the era of LPG (liberalization, privatization, globalization), some sectors will definitely remain under state's control. The state bus services are one of them. State bus services are often criticized for being highly inefficient and loss making bodies. Over the years, the governments in most states have tried to improve the service by introducing new buses and new routes, but, demand always outstrips the supply due to our growing population. In some states, the Government has allowed the private operators to operate under its scheme, where their license to run along with the state government buses are renewed time to time. The renewal of the license depends on the performance of these privately owned buses, in terms of fare charged from the passengers, safety and maintenance of the buses and conduct of the drivers as well as ticket checkers. This is a daunting task, because, the private operators would like to have more number of trips, than the permitted number of trips, overcrowd the bus, cheat the bus users, etc. Of these three mentioned ways of profit maximization, first two are extremely crucial from the safety point of view. Private operators further increase their profit by keeping unskilled or semiskilled drivers and keep the number of drivers to the minimum possible, this puts pressure on the existing drivers, thereby increasing the risk of road accidents.

P.T.O.

In Delhi, such a thing resulted in calling the red lines (the privately run buses under the Delhi Transport Corporation) as 'dead or bloody lines'. The weekly demand for the state buses for a city in North India was worked out to be:

$$Q = 10 - 0.5 P$$

Q = Trips in million

P = Average bus fare

Earlier, the average price was Rs. 8, but, with the rise in the price of diesel, the state government increased it to Rs. 10. As a result, the demand for bus services in that city turned out to be 5 million. The state government officials wanted to work out the cost of running the buses, which was worked out to be: $C = 600 + 2Q$ per week per bus, where 600 is the fixed cost, including the salaries of the driver, the rate of return on the bus for the hired private buses run on the basis of government's license and the depreciation value.

The Government, keeping in mind the safety norms, allowed maximum of 80 trips per week. As a result, if the buses were operating fully, the total cost would be $560 + 2(80) = \text{Rs. } 720$. The state government owned 10,000 buses and it gave license to 2,000 private buses.

There were two questions before the Government: With the existing number of buses, will the city's demand be fully met; are the bus able to earn some profit or the Government was making losses? The answer to the first question is clearly 'NO.' At the given average price per trip being Rs. 10, the average demand was $10 - 0.5(10) = 5$ million per week, while the supply was $(10,000 + 2,000) \times (80) = 9,60,000$ trips per week demand was far outweighing the supply. Much to the relief of the Government, the answer to the second question is positive. The buses were making some profit.

Average total Cost = $720/80 = \text{Rs. } 9$ per bus per trip. Profit = $(\text{Rs. } 10 - \text{Rs. } 9) \times (80) = \text{Rs. } 80$ per bus per trip, which works out to be Rs. 4,240 for the whole year for each bus.

From this we can infer that commuters still face the hardship of traveling in crowded bus. But, the state transport corporation is making profit. With the accumulated profit, state government can improve the bus conditions and buy more buses to bridge the demand supply gap.

Questions:

- (a) Discuss how the role of a state monopolist is different from other monopolists in the private business organizations.
- (b) Do you think the State Bus Service is an exploitative monopolist?

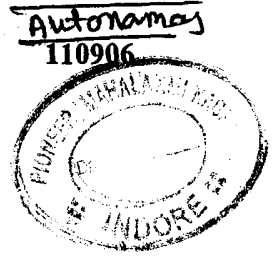
Roll No.....

January 2010
Master of Business Administration (MBA) Examination
[MBA (Full Time)]

First Semester
FT106C: Organizational Behaviour

Time: 3 Hours

Max. Marks: 60



Note: Attempt any three questions from Section A carrying 12 marks each. Section B is compulsory which consists of two cases each carrying 12 marks.

Section A

- Q1. (a) Explain Motivation. (4 marks)
(b) Critically examine Maslow's need Hierarchy Theory & Herzberg's Two Factor Theory. (8 marks)
- Q2. (a) What do you understand by Leadership? (4 marks)
(b) Explain:
(i) Managerial Grid Theory of Blake & Mouton (4 marks)
(ii) Leader Member Exchange Theory (4 marks)
- Q3. (a) Explain the term Perception. (3 marks)
(b) Why is it important for managers to have a working knowledge of Perception? (4 marks)
(c) Discuss with examples at least two internal factors & two external factors affecting Perception. (5 marks)
- Q4. (a) What is organizational culture? (4 marks)
(b) How is organizational culture created & sustained? (8 marks)
- Q5. Write short notes on the following (any two):
(a) Cognitive Dissonance Theory (6 marks)
(b) Strategies for managing conflict (6 marks)
(c) Lewin's three step model (6 marks)
(d) Job Satisfaction (6 marks)

Section B

- Q6. Analyze the following case and answer the questions given at the end: (12 marks)

IT'S ALL A MATTER OF PERSONALITY

Largely because of downsizing, the survivors are working harder and longer hours every year, and although some get burned out and stressed, other seem to thrive on it. At Apple Computer, for example, development team is well-known for wearing T-shirts that proclaim, '90 Hours a week and loving it!' And high-tech firms are now coaxing double and triple time out of their employees, a practice that is spreading to other sectors of the economy. One of the best examples is provided by the increasing number of telecommuters who work at home. By giving employees PCs, cellular phones, pagers and other devices, the company can stay in contact. However, many of these telecommuters are now finding that they are on call 24 hours a day.

P.T.O.

One of the rules of survival in an increasing number of workplaces appears to be: if you don't have the personality to work round-the-clock, don't bother applying for a job here.

Of course, for some people work is extremely enjoyable, and they do not mind the new demands: Take the case of entrepreneur Wayne Huizenga, a self-made billionaire. Huizenga started out with a partner in the garbage collection business, confident that his firm could outperform the small mom-and-pop garbage companies and get their business. He was supremely confident on his own ability; it was not long before his plan started to come true. Wall Street did not think much of his ideas, however, and when he issued his first stock in 1971 it was to raise a mere \$5 million. By the time Huizenga left in 1984, the market value of the firm's stock was \$3 billion.

Huizenga's next move was to blockbuster Entertainment. He was convinced that the movie rental business was a wave of the future. Again he was right. For a mere \$18.5 million, he and his partner were able to buy the company, and soon thereafter sales took off, rising from \$43 million annually to over \$2 billion. By the time he sold out to Viacom in 1994, he had put another billion dollars in his pocket.

Now Huizenga is looking into new business ventures, including a garbage collection company, a security alarm firm, and a used-car operation. The latter is of particular interest to investors because it involves a novel approach to car buying. Huizenga is convinced that because the price of new cars is going up so quickly and more and more people are buying used cars, the big profit will be in the second-hand market. Whether he is right or wrong, Huizenga remains confident of his new investment decisions, and those who have bet him in the past believe he has another set of winning strategies on the drawing board.

The same can be said for Steve Wynn of Mirage Resorts. Wynn's company was recently listed as one of *Fortune's* 10 most admired firms in America. Why? Part of it is a reflection of Wynn's own personality. He is eternally optimistic and wants his people to be the same. Wynn's strategy is to keep everybody happy. If anyone is not, Wynn's employees are there to fix it. As he tells his people, 'If you see a hotel guest with the tiniest frown on her face, don't ask a supervisor, take care of it. Erase the charge, send the dinner back, don't charge for the room.' In addition, Wynn sponsors elaborate parties to honor staffers who have kept the most number of customers happy. At one recent party for a Vietnamese woman who was being honored as employee of the year, Wynn brought in George and Barbara Bush to congratulate the lady. It cost a lot of money for the party, but as Wynn puts it, 'it's an investment'.

Questions:

1. Why do employees at firm such as Apple Computer work so hard and put in such long hours?
2. How would you describe Wayne Huizenga in terms of the self concept, specifically self-esteem?
3. Why is job satisfaction and organizational commitment so high at Mirage Resorts? How does Steve Wynn manage to keep his employees so happy?

Q7. Analyze the following case and answer the questions given at the end (12 marks):

HE SAID, SHE SAID

Shirley and Abdul both work for a software development company. The manager of the new product division was originally the leader of a project team for which she interviewed and hired Abdul. Shirley, another project team member, also interviewed Abdul but strongly opposed hiring him for the project because she thought he was not competent to do the job.

Seven months after Abdul was hired, the manager left the project to start her own company and recommended that Abdul and Shirley serve as joint project leaders. Shirley agreed reluctantly - with the stipulation that it be made clear she was not working for Abdul. The general manager consented; Shirley and Abdul were to share the project leadership.

Within a month Shirley was angry because Abdul was representing himself to others as the leader of the entire project and giving the impression that Shirley was working for him. Now Shirley and Abdul are meeting with you to see if you can help them resolve the conflict between them.

Shirley says, "Right after the joint leadership arrangement was reached with the general manager, Abdul called a meeting of the project team without even consulting me about the time or content. He just told me when it was being held and said I should be there. At the meeting, Abdul reviewed everyone's duties, line by line, including mine, treating me as just another team member working for him. He sends out letters and signs himself as project director, which obviously implies to others that I am working for him."

Abdul says: "Shirley is all hung up with feelings of power and titles. Just because I sign myself as project director doesn't mean that she is working for me. I don't see anything to get excited about. What difference does it make? She is too sensitive about everything. I call a meeting and right away she thinks I'm, trying to run everything. Shirley has other things to do - other project to run - so she doesn't pay too much attention to this one. She mostly lets things slide. But when I take the initiative to set up a meeting, she starts jumping up and down about how I am trying to make her work for me."

Put yourself in the position of mediator between Abdul and Shirley and consider the following questions:

Questions:

1. Abdul and Shirley seem to have several conflicts occurring simultaneously. Identify as many of these individual conflicts as possible.
2. Are there any general statements you can make about the overall nature of the conflict between Abdul and Shirley?
3. What are the possible ways to deal with the conflict between Abdul and Shirley (not just the ones that you would recommend, but all the options)?
4. Give the choices identified in item three, what is the best way for Abdul and Shirley to deal with the conflict between them?
5. Given all the benefits of retrospection, what could or should have been done to avoid this conflict in the first place?

Roll No.....

110907

January 2010
Master of Business Administration (MBA) Examination
[MBA (Full Time)]

First Semester
FT107C: Business Communication

Time: 3 Hours

Max. Marks: 60

Note: Answer any three questions from Section A each question carries 12 marks.
Section B is compulsory and carries 24 marks.

Section A

- Q1. Define communication. Explain the process of communication with appropriate examples. How can the process of effective communication be achieved?
- Q2. What is meant by barriers to communication? How and why do they occur? Suggest methods to overcome them.
- Q3. Discuss different channels of communications with suitable examples.
- Q4. In your experience, what problems prevent you from listening efficiently in the classroom? How do you plan to overcome them?
- Q5. Write short notes on (Any Two):
(a) Importance of reports
(b) Factors affecting negotiation
(c) Group discussions
(d) Writing a perfect resume

Section B

- Q6. Read the following case carefully and answer the questions given at the end:

It was the first meeting that was being convened by Raj Malhotra (Malhotra), the new branch manager of the Tirupur branch of KNB Bank, a growing private sector bank. In comparison to other branches, the Tirupur branch had performed badly ever since its inception seven years ago, and Malhotra being young and enthusiastic, was determined to bring about a dramatic improvement in its performance.

The meeting was the first such in the history of the branch as it involved the participation of all the employees of the branch, not just to welcome their new manager, but also to make certain crucial decisions that would result in enhancing the branch's performance. The assistant manager, Abhiram Krishna (Krishna), had made all the arrangements for the meeting which commenced with Malhotra thanking everyone present for the warm welcome he was given on taking charge. After a brief mention of the various posts and responsibilities he had held till then in his carrier, Malhotra described the bank's foray into the insurance sector and pointed out the additional responsibility that every employee of the bank had, to make this diversification a success. Malhotra then emphasized the targets that had to be achieved by the branch for that financial year, both in its regular products as well as in insurance.

P.T.O.

With the opening up of the insurance sectors in India, a majority of the private sector banks began to show keen interest in entering the sector by forming joint ventures with established insurance companies. KNB Bank too entered into a joint venture with Secure Insurance Services, a UK-based insurance company, to sell life insurance products to Indian customers. All the branch offices of KNB Bank were instructed by the corporate office to promote the sales of insurance products along with the regular bank products such as loans, fixed deposits, safety bonds, credits cards and various types of accounts.

Malhotra invited suggestions from all employees to improve the branch's performance and achieve the annual target for that year. However, there was very little participation from the employees, despite Malhotra making repeated requests to them to fearlessly voice their opinions. Having received no substantial inputs from his subordinates, Malhotra then presented his plan of action to the employees in a meeting. Of the various measures put forth by Malhotra to enhance sales, there was enforcement of sales targets even for employees dealing with routine banking operations such as cash transactions, generation of demand draft, opening of new accounts and handling of customer queries. Although this was unacceptable to the employees, none of them voiced their objection even when Malhotra asked for their opinion. The meetings then concluded after a few more strategies to develop the branch sales were discussed.

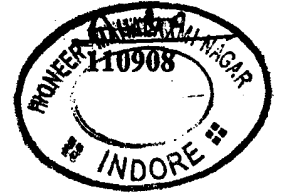
The next day, one of the senior employees, Anand Trivedi (Trivedi), approached Krishna, with a document in hand. Krishna, who was busy preparing the monthly reports for the bank, glanced up, and seeing the document in Trivedi's hand, asked what it was about. Trivedi replied that it was a representation from the employees. Krishna immediately stopped what he was doing and reached for the document. In their representation, the employees requested the management not to impose sales target on them. They justified their protest by stating that it would be extremely stressful for them to concentrate both on processing routine transactions and on enhancing sales of the bank's products and services. They claimed that of late, the number of transactions had increased tremendously. Krishna was visibly irritated after he had read the representation and asked Trivedi why the employees had not opposed the decision during the meeting itself. Trivedi replied that while the meeting was in progress, each employee had thought that he would be the only one to oppose it and had hesitated to voice his opposition for fear of antagonizing the management. It was only after the meeting was over and employees could discuss the matter with each other that they realized that everyone was equally opposed to the decision. Krishna assured Trivedi that although it was not possible for him to promise anything, he would certainly make all efforts possible to make the management reconsider the action plan.

Questions:

1. Raj Malhotra encouraged employee participation in the decision-making process of his branch. Why? Also discuss the communication block that failed the offer of employee participation.
2. What communicational strategy should Raj Malhotra use to make his plan successful?

Roll No.....

January 2010
Master of Business Administration (MBA) Examination
[MBA (Full Time)]



First Semester
FT108C: Operations Management

Time: 3 Hours

Max. Marks: 60

Note: Answer any two questions from Section A and any three questions from Section B. All questions carry equal marks.

Section A

- Q1. (a) Discuss the factors affecting Materials Budgeting.
(b) What advantages a firm could achieve from implementing the concept of Integrated Materials Management?
- Q2. (a) Discuss need and classification of materials.
(b) What do you mean by stores layout?
- Q3. Write short notes on (Any Two):
(a) EOQ with shortages
(b) Product – Process Mix
(c) Materials Handling
- Q4. List and explain various functions of production planning and control.

Section B

- Q5. A Manufacturing Company has determined from an analysis of its accounting and production data for a certain part that (a) its demand is 9000 units per annum and is uniformly distributed over the year. (b) Its Cost Price is Rs. 2 per unit (c) Ordering cost is Rs. 40 per order (d) Inventory carrying cost is 9% of inventory value. Further, it is known that lead time is uniform and equals working days, and that the total working days in a year are 300. Determine:
(a) EOQ (b) Optimum No. of orders per annum
(c) Re-order level (d) The number of days stock at Re-order level
- Q6. XYZ Ltd. is considering an interchange of department 3 and 6 in the present layout (Table1). The interdepartmental materials handling frequencies are given in Table 2. The per unit length interdepartmental cost of materials handling are equal. What is the effect of interchange of department 3 and 6 in the layout?

Table1: Present Layout

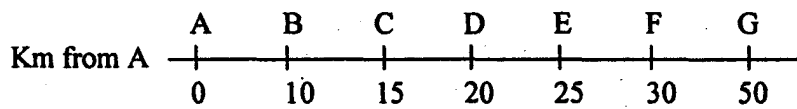
1	3	5
2	4	6

P.T.O.

Table 2: Weekly frequencies of Interdepartmental Materials Handling

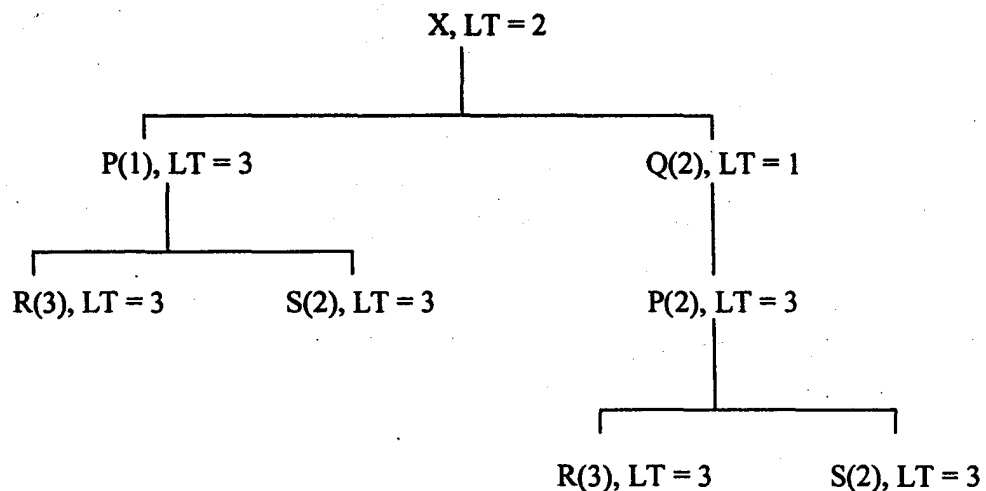
To → From ↓	1	2	3	4	5	6
1		0	90	160	50	0
2			70	0	100	130
3				20	0	0
4					180	10
5						40
6						

- Q7. Classic refrigerators, a refrigerator producing company has to decide on the location of its service depot on National Highway No. 4. The depot has to provide service to seven towns along the NH 4. The seven towns are A, B, C, D, E, F and G. The distance traveled by Service Van is the criterion for determining location of the depot. The distances of the various towns on the highway are indicated in figure given below:



- (a) If mean distance from A is used to determine the choice of location; which of the seven towns should be chosen as location for depot?
 (b) If median of distance from A is used to determine depot location, what is that location?
- Q8. Product structure and the lead times for a finished product 'X' are given in Figure 1. If 100 units of X are required in week 12 and if none of the components, sub-assemblies and the end-product are either on hand or an order; compute the amounts and dates of the planned order releases for all the components and sub-assemblies. Assume that there is no particular order size and therefore all the order quantities are lot for lot.

Figure 1



P.T.O.

Q9. Unit Price and Annual Consumption of items are given in the table below. Classify them into A, B, C categories.

Item No.	Annual Consumption (Units)	Unit Price (Rs.)
01	35,000	12
02	2,70,000	15
03	3,000	10
04	1,15,000	5
05	5,000	7
06	2,25,000	10
07	16,000	6
08	82,000	5
09	50,000	15
10	9,000	10

