

[This question paper contains 2 printed pages.]

Sr. No. of Question Paper :	3525	Your Roll No.....
Unique Paper Code		F
Name of the Paper		: I-429801108
Name of the Course		: Paper No. MBAFT 6208 – Management of Information Systems
Student		: Master of Business Administration (MBA)
Semester		: SOL
Duration : 3 Hours		: II – Examination 2023
		Maximum Marks : 70

### Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt any five questions.

1/ Management Information System DOES NOT exists at present for a newly started travel agency company namely *ABC TravelCorp*. Newly inducted employees are maintaining all records such as customer enquiries, database, transactions, etc. in physical mode. There is strict need to automate the entire process. Which of the SDLC models will be best suited for developing a new MIS in such a scenario? Give reasons and the diagram for this model. Which phase of your suggested

model will most likely consume majority of the time in SDLC? Can Xtreme Programming approach also be used for such a company? Why or why not?

2. What is Electronic Data Interchange? What are Benefits of EDI? What are the type of documents that can be shared using EDI?
3. What are the various approaches for Information System development? Give some advantages and disadvantages of IS.
4. Define ERP, SCM, CRM? What are the factors that are critical for the success of the ERP implementation? How ERP is different from CRM and SCM?
5. What is MIS? What are different types of information system? What are the fundamental objectives of a MIS? Describe main elements make up a management information system.
6. What are recurrent and non-recurrent cost of MIS? What are the main elements that make up a management information system? What are the four fundamental techniques that a company needs to employ in order to be agile?
7. What is business process outsourcing (BPO)? What are the driving forces of BPO Revolution? How outsourcing can be used as a strategic alternative?

(2500)

[This question paper contains 4 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 3521

F

Unique Paper Code : 429801206

Name of the Paper : Paper No. MBAFT 6206 –  
PRODUCTION &  
OPERATIONS  
MANAGEMENT

Name of the Course : Master of Business  
Administration (MBA)

Student : SOL

Semester : II

Duration : 3 Hours Maximum Marks : 70

### Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. This paper consists of **seven** questions, out of which students need to attempt any **five** questions.
3. Each question carries equal marks.

P.T.O.

~~1.~~ How are operations management and production management different? What aspects of operation management are present but absent in production management? (14)

~~2.~~ Broomsticks from the Wicked Witch Whisk Company are produced. The 36-inch model is the most popular, and the sales department has created a projection for the next six weeks. 30 items are in the initial stock. An MPS must be prepared by the master scheduler. The brooms are produced in 100-piece lots. (14)

Week		1	2	3	4	5	6
Forecast Sales		10	50	25	50	10	15
Projected Available balance	30						

3. What exactly does material requirements planning (MRP) entail? Describe the goals and steps involved in planning material requirements. (14)
4. Define control charts. Describe control charts for attributes and variables. Also explain the procedures for creating R and X-bar charts. (14)

~~5~~ (a) Explain factor rating method and its procedure for location planning. (7)

~~5~~ (b) Let us consider that we have 3 locations A, B and C and 4 factors cost, proximity to source, taxes & labour. The weight for each factor and score for each location is given below :

Factor	Weight (w)	A	B	C
Cost	0.3	10	9	7
Proximity to source	0.2	7	3	10
Taxes	0.1	7	5	10
Labour	0.4	6	8	5

Find the best location for the plant. (7)

6. The corporation can create an item at a rate of 4,000 units per month and there is a predictable, constant demand for an item of 24000 units annually. The setup fee for each run is Rs. 600, and the monthly carrying fee is Rs. 0.20 per unit. Every year, the scarcity cost Rs. 300 per unit. (14)

Determine :

- (i) The optimum production quantity and the number of shortages.

P.T.O.

- (ii) The production cycle time and the time between the setups.
- (iii) Maximum inventory level.
- (iv) The total associated cost per year.
7. Draw the network diagram and determine the critical path for the following project : (14)

Activity	Time estimates (Week)
1 – 2	5
1 – 3	6
1 – 4	3
2 – 5	5
3 – 6	7
3 – 7	10
4 – 7	4
5 – 8	2
6 – 8	5
7 – 9	6
8 – 9	4



(2500)

[This question paper contains 8 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 3511 F

Unique Paper Code : 429801201

Name of the Paper : MBAFT 6201 – Organisation  
Effectiveness and Change

Name of the Course : **Master of Business  
Administration (MBA)**

Student : SOL

Semester : II – Examination 2023

Duration : 3 Hours Maximum Marks : 70

**Instructions for Candidates**

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. This paper consists of **two** parts, **Part A** and **Part B**.
3. **Part A** is mandatory, **Part B** consist of 6 questions, out of which students need to attempt **any 4**.

## PART A

(20 Marks)

## 1. Case 1

The American company Adobe Inc., originally known as Abobe Systems Incorporated (1982–2018), develops software for publishing, printing, and graphics. By introducing its PostScript printer language, Adobe played a significant role in the development of the desktop publishing sector. Acrobat, Flash Player, and Photoshop are among the well-known products of Abode. In 2011, Adobe had to discontinue selling its licensed products in shrink-wrapped containers due to new emerging technologies and difficulties posed by small competitors. Instead, Adobe shifted to providing digital services through the cloud. They gave their customers option of downloading the necessary software for free or subscribing to it every month rather than receiving a CD in a box. The human resource (HR) function also took on a new role, which meant that employees had to adjust to new working

practices. A standard administrative HR function was housed at Adobe's offices. However, it was less suitable for the cloud-based strategy and performed well when Adobe was selling software items. HR changed its role and became more human centric and reduced its office based functions. Instead than waiting for calls, the HR staff conducted "walk-ins" to see what assistance they might be able to provide. Adobe hired a significant portion of millennials and placed a strong emphasis on innovation, change, and personal development. Staff members can now use the new "check-in" technique anytime they feel the need, with quick and ongoing feedback, to assess and create their own growth goals in place of annual reviews. The least number of employees have left since this changed approach of HR.

## **Case 2**

At the 'Investor's Meet' on March 20, 2017, Vodafone India and Idea Cellular declared their intent to merge.

On August 31, 2018, the merger took place after receiving NCLT approval. The Indian telecom industry saw a transformation following the introduction of Reliance Jio on September 5, 2016. The lure of faster 4G data speeds, along with new technologies like VoLTE for voice, and at a substantially cheaper price than the prevalent rates resulted in mass migration of subscribers from their existing service providers to Reliance Jio. The two largest telecom providers at the time were impacted: Idea (a company owned by the Aditya Birla Group) and Vodafone India (the Indian arm of the UK-based Vodafone Group). The idea of merger was a reaction to arrest the rapid loss of subscriber base and consequently, revenue to Jio. Both companies also decided to utilize the opportunity to achieve synergy and share there sources. But the merger took a toll on the employees of both companies. The employees were met with serious uncertainty. Somewhere, the companies failed to boost or maintain company morale. Vodafone – Idea had to let go of 5000 employees leading up to the merger. The

employees who fell in the bottom quartile in the performance assessment were asked to leave the company. Other than that, there was a huge cultural difference that affected the remaining employees. The companies were different with respect to their salary levels and human resource processes. According to a few of the employees, the new structure which was adopted after the merger led to demotions.

Based on above two cases answer the following question :

- (i) State some changes introduced by the Adobe HR department. What were the reasons behind the various changes introduced by the HR department? (5)
- (ii) "Change is inevitable due to the various internal and external forces". Explain the statement and various forces that led to the Change in Adobe Inc and Vodafone Idea Limited. (5)

(iii) Do you think culture is important to the success of a merger/acquisition? Why or why not?

(5)

(iv) Explain how management could ensure that change is accepted and put into practice. With the help of the Change management model explain an in-depth approach to organizational change in Vodafone Idea Limited. (5)

## PART B

(50 Marks)

*Attempt any 4*

1. What are the various sources of Power? Describe with insights from the organization. Explain the role of Power and Politics in Organization. (12.5)

2. What do you understand by creative block and how to overcome creative block in the employees? Do you think organizational change impacts creativity of the employees? (12.5)

- 3/ Explain the challenges, benefits and strategies that are lined to cross-cultural organizations? Explain how learning organizations contribute to the development and effectiveness of the organizations? (12.5)
4. On the basis of Hofstede's Value framework highlight two dimensions that are frequently visible in Indian Manager. (12.5)
5. Is integrative bargaining more effective than distributive bargaining? Will integrative negotiation always work? (12.5)
6. Write a short note on any two of the following :  
(i) Kurt Lewin's Model (12.5)  
(ii) Stages of Group Development  
(iii) Challenges for women in Management

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(iv) Ways to manage organizational politics

(v) Difference between Invention and Innovation