

[This question paper contains 4 printed pages.]

**Your Roll No.....**

**Sr. No. of Question Paper : 1565 E**

Unique Paper Code : I-429801101 – (SOL)

Name of the Paper : MBAFT-6101 :  
ORGANISATIONAL  
BEHAVIOR

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

Semester : 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**. **Part A** is mandatory. **Part B** consist of 6 questions. out of which students need to attempt any 4.

**PART A (20 Marks)**

1. P&J is an FMCG Company, recently a new CEO Mr. Ramon has taken over the organization. Mr. Tripathi, who is the Senior Executive in the company always

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had his views to pursue certain organizations' processes. Without losing any time he immediately discussed his plans with Mr. Ramon on talking about certain issues at the workplace and expressed his views on organizational planning and re-structuring of employees. Mr. Ramon heard his views and suggested that he would think along these lines after understanding the organization better.

After a few days, Mr. Ramon conducted a meeting with the team of senior executives and shared his future vision for the organization. To Mr. Tripathi's shock, none of his suggestions was taken up by him. When he confronted him he did not get a satisfactory answer, and Mr. Ramon suggested that Mr. Tripathi could leave if he is unhappy and he offered to help him get some recommendations.

Mr. Tripathi was shocked, and he did not expect this.

Either he could have taken it personally or assumed that it was probably just a mismatch between his and the CEO's style of the functioning or look for some job options after this discussion.

Looking at this case, answer the following questions :

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(a) Do you think Mr. Ramon felt that Mr. Tripathi is not fit for his team hence he suggested he leave? Suggest what leadership style Mr. Ramon has. (10)

(b) According to you, what should Mr. Tripathi do? (10)

### **PART B**

- Explain the core values of Tata. Explain how the relationship between Value, Attitude and Behavior affects the organization. (12.5)
- ABC Consulting is a small venture which has been recently acquired by Pathway Consulting Ltd. The leadership has been taken over by Pathway Consulting and there has been a major change in the organizational culture and polities. As the HR of Pathway Consulting, you have been asked to lay off the employees. The employees are highly stressed and anxious with the uncertainty. How will you proceed with managing their stress and enhancing their well-being at the workplace? (12.5)

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4. "Personality Development is a lifelong process. It influences individual behaviour and impacts the organization." Critical assess this statement and discuss how personality impacts organizational effectiveness. (12.5)

5. Do you feel certain forms of working arrangements such as learning organizations, virtual organizations, and boundaryless organizations enhance motivation? Explain with the help of suitable examples. (12.5)
6. Explain the difference between process and content theory of motivation. Elaborate with examples. (12.5)

7. Write short note on **any two** of the following : (12.5)
- (a) Emotional Intelligence at Workplace
  - (b) Implications of Organizational Design
  - (c) Johari Window
  - (d) Group Cohesiveness

(2500)

[This question paper contains 8 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 1560 E

Unique Paper Code : I-429801102 - (SOL)

Name of the Paper : MBAFT - 6102 : DATA ANALYSIS AND DECISION TOOLS

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

Semester : Examination 2023

Duration : 3 Hours Maximum Marks : 70

#### Instructions for Candidates

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3. **Part A** is mandatory, **Part B** consist of 6 questions, out of which students need to attempt any 4.

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**PART A (20 Marks)**

1. Mrs. Kate and her organization conducted a survey in various cities regarding "addiction to social media uses among students". The data given below are the observations on the number of hours spent by a student on social media apps during one month in different 40 metro cities of India.

46	64	61	49	30	53	50	56
35	50	62	67	61	50	50	55
50	70	30	35	60	50	55	68
53	69	59	65	40	43	70	40
56	75	38	24	41	38	52	39

- (a) Construct a frequency distribution using the above data.
- (b) Make a histogram from your frequency table. Would you say this distribution is best described as symmetric or skewed?
- (c) Find mean, median, variance and coefficient of variation for the above data.

**PART B**

2. (a) After investigation it has been found the demand for automobiles in a city depends mainly, if not entirely, upon the number of families residing in that city. Below are the given figures for the sales of automobiles in the five cities for the year 2019 and the number of families residing in those cities.

City	No. of Families (in lakhs): X	Sale of automobiles (in '000): Y
Belagavi	70	25.2
Bangalore	75	28.6
Hubli	80	30.2
Kalaburagi	60	22.3
Mangalore	90	35.4

Fit a linear regression equation of Y on X by the least square method and estimate the sales for the year 2020 for the city Belagavi which is estimated to have 100 lakh families assuming that the same relationship holds true. (7.5)

- (b) Assume, the population size in the case of yarn industry is 30 whereas the population standard deviation is 12. Suppose we take a random sample of 8 of these yarn industries. Calculate the standard error of the mean. (5)

3. (a) Suppose that the number of telephone calls coming into a telephone exchange between 10 A.M. and

11 A.M. say,  $X_1$  is a random variable with Poisson distribution with parameter 2. Similarly the number of calls arriving between 11 A.M. and 12 noon say,  $X_2$  has a Poisson distribution with parameter 6. If  $X_1$  and  $X_2$  are independent, what is the probability that more than 5 calls come in between 10 A.M. and 12 noon? (6)

- (b) Conduct a statistical test to determine the significant difference between mean and variance in the working hours of employees for 2 companies. Use a 10% level of significance when hours are normally distributed. What is your conclusion? Which company, if either, provides the greater opportunity for quality work experiences?

	No of Observations	Mean	Standard Deviation
Company 1	25	5.9	2
Company 2	22	6.3	1.9

(6.5)

- ✓ 4. (a) A pharmaceutical company produces two pharmaceutical products: A and B. Production of both these products requires the same process - I and II. The production of B also results in a by-product C at no extra cost. The product A can be sold at a profit of Rs. 3 per unit and B at a profit of Rs. 8 per unit. Some quantity of this by-product

can be sold at a unit profit of Rs. 2, the remainder has to be destroyed and the destruction cost is Re. 1 per unit. Forecasts show that only up to 5 units of C can be sold. The company gets 3 units of C for each unit of B produced. The manufacturing times are 3 hours per unit for A on process I and II, respectively, and 4 hours and 5 hours per unit for B on process I and II, respectively. Because the product C is a byproduct of B, no time is used in producing C. The available times are 18 and 21 hours of process I and II, respectively. Formulate this problem as an LP model to determine the quantity of A and B which should be produced, keeping C in mind, to make the highest total profit to the company. (6.5)

- (b) Anita Electric Company produces two products P1 and P2. Products are produced and sold on a weekly basis. The weekly production cannot exceed 25 for product P1 and 35 for product P2 because of limited available facilities. The company employs total of 60 workers. Product P1 requires 2 man-weeks of labour, while P2 requires one man-week of labour. Profit margin on P1 is Rs. 60 and on P2 is Rs. 40. Formulate this problem as an LP problem and solve that using graphical method. (6)

5. (a) Three products - A, B and C - are produced in three machine centers X, Y and Z. All three products require a part of their manufacturing operation at each of the machine centers. The time required for each operation on various products is indicated in the following table. Only 100, 77 and 80 hours are available at machine centers X, Y and Z, respectively. The profit per unit from A, B and C is Rs. 12, Rs. 3 and Re. 1, respectively.

Products	Machine Centers			Profit per unit (Rs.)
	X	Y	Z	
A	10	7	2	12
B	2	3	4	3
C	1	2	1	1
Available Hours	100	77	80	

- (i) Determine suitable product mix so as to maximize the profit. Comment on the queries (b) and (c) from the solution table obtained.
- (ii) Satisfy that full available hours of X and Y have been utilized and there is surplus hours of Z. Find out the surplus hours of Z.
- (iii) Your aim is to utilize surplus capacity of Z. Can you say from the table that the introduction of more units of Y is required?

(7.5)

- (b) Write the dual of the following primal LP problems:

$$\text{Max } Zx = 2x_1 + 5x_2 + 6x_3$$

subject to

- (i)  $5x_1 + 6x_2 - x_3 \leq 3$
- (ii)  $-2x_1 + 3x_2 + 4x_3 \leq 4$
- (iii)  $x_1 - 5x_2 + 3x_3 \leq 1$
- (iv)  $-3x_1 - 3x_2 + 7x_3 \leq 6$

and  $x_1, x_2, x_3 \geq 0$

(5)

6. (a) A company has three factories  $F_i$  ( $i = 1, 2, 3$ ) from which it transports the products to four warehouses  $W_j$  ( $j = 1, 2, 3, 4$ ). The unit costs of production at the three factories are Rs. 4, 3, 5 respectively. Given the following information on unit costs of transportation, capacities at the three factories and of the requirement at the four warehouses, find the optimum allocation using Vogel's Approximation Method.

Factory	Unit cost of Production (Rs./unit)	Transportation cost (Rs./unit)				Capacity
		$W_1$	$W_2$	$W_3$	$W_4$	
$F_1$	4	5	7	3	8	300
$F_2$	3	4	6	9	5	500
$F_3$	5	2	6	4	5	200
Requirements		200	300	400	100	1,000

(6.5)

(b) A department of a company has five employees with five jobs to be performed. The time (in hours) that each man takes to perform each job is given in the effectiveness matrix.

Job	Employees				
		I	II	III	IV
A	10	5	13	15	16
B	3	9	18	13	6
C	10	7	2	2	2
D	7	11	9	7	16
E	7	9	10	4	16

How should the jobs be allocated, one per employee, so as to minimize the total man-hours?

(6)

✓ 7. Write a short note on any **three** of the following :

- (i) Advantages and disadvantages of mean median and mode.
- (ii) Sign test
- (iii) Application of LP in marketing
- (iv) Covariance and correlation
- (v) North-west corner rule. (4,4,4.5)

(2500)

[This question paper contains 4 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 1562 E

Unique Paper Code : I-429801103 – (SOL)

Name of the Paper : MBAFT-6103: MANAGERIAL ECONOMICS

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

Semester : I (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 7 questions, of which students must attempt any 5.

- (1) Taiwan is a major world supplier of semiconductor chips. A recent earthquake severely damaged the production facilities of Taiwanese chip-producing companies, sharply reducing the number of chips they could produce.

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- (i) Assume that the total revenue of a Taiwanese chip manufacturer rises due to these events. In terms of elasticity, what must be true for this to happen? Illustrate the change in total revenue with a diagram, indicating the price effect and the quantity effect on this company's total revenue. (10)
- (ii) Now assume that the total revenue of a Taiwanese chip manufacturer falls due to these events. In terms of elasticity, what must be true for this to happen? Illustrate the change in total revenue with a diagram, indicating the price effect and the quantity effect on this company's total revenue. (10)

**X** Explain the equilibrium of the firm under a monopoly market in the short and in long run. What will be the impact of specific tax under monopoly? (9+3.5)

3. (a) Derive long-run average cost curve with the help of short-run cost curve. (6.5)
- (b) Distinguish between increase in demand and expansion in demand. (6)

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**3**

4. (a) After the court's decision on AGR dues and spectrum charges, the fate of the Vodafone-Idea is hanging in the balance. Suppose the Vodafone-Idea falls off the cliff. Now, there are only two players in India's telecom industry, i.e., Jio and Airtel. Given below are the cost function and demand function of the two firms:

- (i) Cost function of Jio,  $TC(y) = 30y$ ; Cost function of Airtel,  $TC(y) = y^2$
- (ii) Demand,  $P = 120 - Q$

What are the firms' outputs in a Nash equilibrium of Cournot's model? (6.5)

- (b) Name the model of duopoly under which the firms compete using quantity rather than price. Explain the model using a diagram and state its limitations. (6)

5. Explain in detail the Returns to Scale with the help of a schedule and a diagram. (12.5)

6. (a) What is the relation between market price and the average revenue of a price-taking firm? (6)

(b) Suppose that, due to a successful advertising campaign, a monopolistic competitor experiences an increase in demand for its product. How will that affect the prices it charges and the quantity it supplies? Continuing with the scenario, in the long run, the positive economic profits earned by the monopolistic competitor will attract a response either from existing firms in the industry or firms outside. As those firms capture the original firm's profit, what will happen to the original firm's profit-maximizing price and output levels?

(6.5)

7)

Write short notes on the following (attempt any **four**) :

(12.5)

(i) Cournot Model

(ii) Law of Variable Proportions

(iii) Planning Curve

(iv) Marginal Rate of Technical Substitution

(v) Moral Hazard and Adverse Selection

(2500)

[This question paper contains 12 printed pages.]

**Your Roll No.....**

**Sr. No. of Question Paper : 1564 E**

**Unique Paper Code : I-429801104 – (SOL)**

**Name of the Paper : MBAFT – 6104 :  
ACCOUNTING FOR  
MANAGERS**

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

**Semester : I (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 7 questions. Question no. 1 is mandatory.
3. Students need to attempt 4 questions out of question no. 2-7.

1. Balance Sheet of JJ Ltd. and income statement for the period 2022-23 are as follows :

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## Balance Sheet as at March 31

Assets	2023 (₹)	2022 (₹)
Non-current assets		
Property, plant and equipment	720,000	540,000
Deduct Accumulated depreciation	362,000	305,000
Property, plant and equipment, net	358,000	235,000
Current assets		
Inventories	151,000	119,000
Financial assets		
Investments	18,000	66,000
Trade receivables (net of allowance for credit losses 8,000; 12,000)	29,000	166,000
Cash and cash equivalents	12,000	69,000
Other current assets:		
Prepaid expenses	6,000	2,000
Total assets	574,000	657,000
Equity and Liabilities		

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Equity	155,000	85,000
Equity share capital	102,000	120,000
Other equity		
Liabilities		
Non-current liabilities		
Financial liabilities	87,000	57,000
Borrowings	191,000	191,000
Other non-current liabilities		
Current liabilities		
Financial liabilities	30,000	187,000
Trade payables	9,000	17,000
Current tax liabilities		
Total equity and liabilities	574,000	657,000

Statement of Profit and Loss  
For the year ended March 31, 2023

(₹)

Sales	570,000
Sales	
Interest income	2,000

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<input checked="" type="checkbox"/> Gain on sale of investments	7,000
Total income	579,000
Expenses	
Cost of goods sold	445,000
<input checked="" type="checkbox"/> Depreciation expense	89,000
<input checked="" type="checkbox"/> Selling and administrative expenses	46,000
<input checked="" type="checkbox"/> Finance costs	14,000
<input checked="" type="checkbox"/> Loss on sale of equipment	3,000
Total expenses	597,000
Profit before tax	(18,000)
Tax expense	0
Profit for the period	(18,000)

## Additional information :

- (i) Purchased equipment for cash, ₹ 150,000.
- (ii) Sold equipment for cash, ₹ 10,000 (cost, ₹ 45,000; accumulated depreciation, ₹ 32,000).
- (iii) Purchased investments for cash, ₹ 30,000.

- Sold investments for cash, ₹ 85,000 (cost, ₹ 78,000).
- Purchased equipment in exchange for debentures, ₹ 75,000.
- Issued shares for cash, ₹ 50,000.
- Converted debentures into equity shares, ₹ 20,000.
- Redeemed debentures, ₹ 25,000.
- Wrote off ₹ 14,000 of trade receivables and recognized bad debt expense of ₹ 10,000, included in selling and administrative expenses.

Required

Prepare the statement of cash flows using the indirect method. (20)

- The machinery was purchased for ₹ 1,60,000 on 16-6-2023. The company took delivery on 27-06-2023 incurring ₹ 2,500 for transportation. The machine was installed on 15-07-2023 spending ₹ 2,000 for wages

and ₹ 1,000 and consultancy fees. Trial run was conducted on 15-11- 2023 spending ₹ 2,500. The machine was put to use on 1-1-2024. Useful life of the machine was expected to be 5 years and scrap value at the end was expected to be ₹ 12,000. The firm follows a straight line method of depreciation.

Show Machinery Account and Provision for Depreciation Account assuming that machine realized ₹ 13,000 at the end of 5 years. The accounts are closed on 31st March each year. (12.5)

3. (a) A company started its business on 1st January, 2019. It purchased and used raw material during the year 2019 as started below :

January 10	800 Kgs @ ₹ 62 per Kg.
February 28	1200 kgs @ ₹ 57 per Kg.
March 10	Issued 1,000 kgs.
March 26	Issued 500 kgs
May 20	900 kgs @ ₹ 65 per Kg.
June 28	Issued 600 kgs.

Calculate value of closing stock of raw material on June 30 according to  
Last in first out basis.

- (i) Last in first out basis, using perpetual inventory system. (8)
- (ii) Weighted average basis, using perpetual inventory system.

- (b) Sangeeta Company entered into the following transactions. Classify each as (i) operating activity, (ii) investing activity, (iii) financing activity, (iv) non-cash activity, or (v) cash management activity.

- (a) Purchased a 90-day Treasury bill. O
- (b) Received interest on deposits. O
- (c) Redeemed debentures. F
- (d) Paid dividend. F
- (e) Sold manufacturing plant. I
- (f) Received dividend on equity investments. O
- (g) Purchased building. I
- (h) Collected bills receivable from customers. Cash memo
- (i) Issued equity shares at a premium. F

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non cash

- (j) Obtained a computer on finance lease.

(4.5)

- ✓ 4. On January 1 20XX, Jyoti set up Tes Analytics Company, investing Rs. 1,00,000 in share capital. The activities of the business resulted in the following revenues and expenses for 20XX: revenues and services, Rs. 1,08,000; office rent, Rs. 13,100; electricity, Rs. 9,000; salaries, Rs. 12,300; cloud storage, Rs. 3,600. the following were the assets and liabilities of the business on December 31, 20XX: equipment, Rs. 80,000; supplies, Rs. 14,500; trade receivables, Rs. 13,000; cash, Rs. 3,900; rent deposit, Rs. 1,00,000; long-term loan payable, Rs. 44,000; trade payables, Rs. 9,200. During the year, the company paid a dividend of Rs. 16,800 and Ms. Sharma made a further equity investment of Rs. 5,000 in the business. Prepare the 20XX balance sheet and statement of profit and loss. (12.5)

5. (a) Breza Limited manufactures an exclusive watch which is marketed by a multinational company under its own brand name at a premium over the average price of other watches available in the

market. The management has estimated the normal capacity at 100,000 units. In 2009, the company could produce only 60,000 units of the product. During the year, production of raw material was low. The fixed production overheads incurred during the year was Rs. 10,00,000.

Required:

Calculate the amount of fixed production overheads to be assigned to each unit produced during 2009 to calculate the cost of sales and cost of inventories held by Breza at the balance sheet date.

- (b) On October 20, 20XX, Raj started Darlings, a kennel as a proprietorship with an investment of 15,000. On November 17, 20XX, the business had cash of 9,000 and unpaid bills of 5,000. On that date, Raj had personal cash of 7,000 and a car worth 17,000 (bought at a cost of 40,000) and owed ₹ 29,000 in personal bank loan.

Required

- (i) How much is Raj required to pay?

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(ii) How much is Raj able to pay?

(iii) Is Raj solvent or insolvent?

(c) Maria, a bank lending officer, is studying the financial statements of Vault, a proprietorship selling dry fruits. She notes the following in her review: (a) Rent expense includes rent for the proprietor's home, (b) The company has moved from credit to cash-on-delivery terms with suppliers, (c) The cost of land was recorded as 100,000, its estimated market value, rather than its purchase price of 60,000 two years ago. (d) A measuring balance costing 10,000 was expensed immediately, though it is expected to be used for five years, (e) The value of a new manager was recorded as 500,000 based on the advice of the headhunter.

Required

Explain whether Vault's financial statements violate, or potentially violate, any accounting principles or assumptions. (4.5+4+4)

6. Write short note on following :

(a) Du Pont Analysis

(b) Profitability Ratios

(c) Business Entity Concept

(12.5)

7. In 2023, the following parties have to act based on their evaluation of DRL's financial statements :

Maharashtra Bank is examining a request from DRL for long-term financing.

Bharat Chemical Company is considering the supply of raw materials on credit to DRL. Arvind Shah is thinking whether to invest his retirement benefits in DRL's shares.

Industry averages for selected ratios are given below :

Profit margin	4.2%
Asset turnover	1.7 times
Return on assets	7.4%
Return on equity	21%
Earnings per share	4.21
Current ratio	1.46

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Quick ratio	1.12
Debt-to-equity	2.3
Interest coverage	4.13
Price-earnings ratio	27 times

**Required**

- (i) Select two or three indicators that would be most relevant to the three decision makers.
  
- (ii) Based on your analysis of the indicators, what would you recommend? (12.5)

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[This question paper contains 4 printed pages.]

**Your Roll No.....**

**Sr. No. of Question Paper : 1567 E**

Unique Paper Code : I - 429801105 – (SOL)

Name of the Paper : MBAFT-6105 : MARKETING MANAGEMENT

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

Semester : I (Examination 2023)

Duration : 3 Hours Maximum Marks : 70

**Instructions for Candidates**

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**PART A**

1. Read the case and answer the question in the end.

Mamaearth is an Indian based startup that offers a wide range of cosmetic products to elevate its customers' daily skin care routine. It was founded in

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2016 by partners Varun Alagh and Ghazal Alagh. They started the business with an initial investment of around INR 90 lakh from their own pockets. The brand became a massive hit in the market and has gained over 1.5 million customers so far. The company deals with a wide range of toxin-free cosmetic products. It includes the range for baby care, hair care and other skin care products. Mamaearth is directly competing with big brands such as Johnson and Johnson, Himalaya and more. The brand leverages the rising demand of adding organic products in day to day skin and hair care routine. They are one of the first brands which deal with non-toxic seals for cosmetic products in use. This makes them a real game-changer and customer preferred name in the cosmetic and skincare industry. Mamaearth's business model is quite straightforward. They sell their products through various online marketplaces as well as D2C channels such as Amazon, Flipkart etc. The products are also available for purchase in different offline stores. The brand's omni channel presence has made it feasible for its customers to purchase the products at their own comfort. The whole range of products is produced by contract manufacturers under the permit of the Mamaearth brand and are sold globally through offline as well as online channels. Since the brand deals with baby care as well as skin care routine products; they

have expanded their audience's reach from mothers and their babies to the millennial generation. The availability of chemical-free skin care products such as serums, creams, face wash, lotions as well as hair oils had created a significant place in the mind of millennial buyers. People are preferring these chemical-free products and are willing to become a repetitive customer to the brand.

- (a) Explain in detail the bases for segmentation for Mamasearth? (20)
- (b) Recommend a positioning strategy for Mamasearth. (20)

## PART B

2. Arun has started his business for gas heaters. Identify which stage in the product life cycle is the product. Suggest strategies for marketing the product to Mr Arun on the basis the position in the product life cycle. (12.5)
3. A company is planning to launch home security system. Suggest giving reasons a proper promotion mix for the company. (12.5)

4. What do you understand by the level of distribution? Explain in detail the distribution channel which should be adopted by a company launching a packaged ready to eat food product. (12.5)
5. Explain the various strategies available for adapting the price for Indian Market. (12.5)
6. BCG Matrix is an important marketing tool. Justify the statement with help of an example. (12.5)
7. Consumer landscape has changed after Covid-19 pandemic. Explain in detail various macro and micro environment factors that has led to the change in the landscape. (12.5)

Comp → Wholesaler → Retailer → Customer

Comp → Customer (D. Selling)

Comp → Agent / Agencies → Customer

[This question paper contains 4 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 1563 E

Unique Paper Code : I-429801106 – (SOL)

Name of the Paper : MBAFT – 6106 : HUMAN RESOURCE MANAGEMENT

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

Semester : (Examination 2023)

Duration : 3 Hours Maximum Marks : 70

#### Instructions for Candidates

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#### **PART A (20 Marks)**

#### **Case Study**

ABC College of Business at a large university is currently implementing a new professor teaching

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Some of the college goals include teaching international aspects of business, providing team skills and sensitivity to ethical issues, and encouraging collaborative learning. The dean formed a committee to develop ways to measure how well professors meet each of these goals. For example, the committee proposed that student give feedback about how much they developed team collaboration skills in a course or how much they improved their ability to make ethical decisions. With this type of appraisal system, the college goals are the dimensions on which professor performance levels are measured. Because the major purpose of the new appraisal system is to encourage professors to contribute to the college goals in their teaching efforts, merit pay is tied to well professors rate in the categories.

Answer **all** the questions. Each question carries **5** Marks.

1. How do you think this problem should be dealt with in the appraisal system ?
2. A number of faculty are concerned that student ratings are only a popularity contest and do not indicate teaching quality or amount of learning. Do you agree?

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**3**

3. What should be the KPIs in the above case?
4. What all faculty training methods would you suggest to improve the performance of the faculty.

**PART B (50 Marks)**

*Attempt any 4 questions.*

- ✓ 1. A potential problem with 360-degree performance appraisal is the complexity of combining all the responses. What alternatives will you suggest to the manager if a manager needs a quick evaluation of employees' performance? (12.5)
2. Discuss the dynamics of the relationship between Trade Unions, Management, and the state in the maintenance of industrial relations harmony. In the Indian context, state in what ways has the relationship between the three changed over the years and why? Discuss with respect to the Dunlop's model. (12.5)
- ✓ 3. Mr. Govind is newly recruited as an HR Manager at XYZ Consulting Company. Immediately after his joining, he was asked to take up placement drives in various colleges and universities to hire trainees in

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the field of HR, Marketing and Sales. Explain various stages of selection process that you will suggest to Mr Govind with a suitable illustration. (12.5)

4. Mr. Gupta is the Senior Executive at ABC Ltd. Company, he has observed that with the change in the leadership of the organization the employees have been feeling dissatisfied and demotivated. What do you suggest them in order to handle this grievance? (12.5)

5. Answer the following : (12.5)

- (a) "Compensation must fulfil Intrinsic and extrinsic needs of the employees" Discuss  
(b) Explain Job analysis. State the difference between Job evaluation and performance evaluation.

6. Write a short note on any **two** of the following : (12.5)

- (a) Compensation management  
(b) Understudy and Vestibule training method  
(c) Potential Appraisal  
(d) Collective Bargaining

[This question paper contains 8 printed pages.]

**Your Roll No.....**

**Sr. No. of Question Paper : 1561 E**

Unique Paper Code : I-429801107 – (SOL)

Name of the Paper : MBAFT – 6107 : BUSINESS  
COMMUNICATION

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

Semester : I (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 7 questions. Question no. 1 is mandatory.
3. Students need to attempt 4 questions out of question no. 2-7.

1. Read the Case Study and answer the questions.

**Case Study: Nestlé's Crisis Communication  
Strategy during the Maggi Noodles Controversy**

## Post-Crisis Evaluation:

In the aftermath of the crisis, Nestlé continued to monitor consumer sentiment and feedback. The company also implemented stricter quality control measures and emphasized transparency in its communication with stakeholders.

(a) What is Crisis Communication? Critically analyse the above case and discuss the issues faced by the company and the Crisis Management Strategies employed to save its reputation and regain the confidence of customers. Also, discuss the relevance of effective business communication skills in this case. (6)

(b) What are the key lessons of business communication you learn the above case study?

(c) Write a new case study on crisis communication. Take cues from the above case study. Also, mention the outcomes and learnings/takeaways from the case study at the end. (10)

2. Write a short note on any **three** of the following : (12.5)

(a) Persuasive Messages

(b) Request for Proposal (RFP)

(c) Mentoring

(d) Corporate Communication

(e) BATNA

3. Read the following case study and answer the questions. (12.5)

## Ethnocentrism Bias and Cross-cultural Communication Issues: A Case Study in International Business

Company X, a global technology firm headquartered in the United States, acquired a smaller European software company, Company Y, to expand its product portfolio and tap into the European market. As part of the integration process, Company X sent a team of American managers to work with their new European counterparts in Company Y's office. The primary objective was to facilitate knowledge transfer and align the two companies' business processes and practices.

As the American team started working with the European team, communication issues quickly arose. The American managers perceived the European team as inefficient, disorganized, and resistant to change. Conversely, the European team felt that the American managers were too pushy, inflexible, and disrespectful of their existing work culture.

The American managers were primarily ethnocentric in their approach, believing that their methods and

practices were superior and should be adopted by the European team without question. The European team, on the other hand, felt that their ways of working had been successful in the past and were reluctant to adopt the American practices wholesale.

- (a) What is Ethnocentrism? Critically analyse the above case study and discuss how the ethnocentrism bias caused communication issues in this multinational company. (7.5)
- (b) What resolution do you suggest to address the communication issues stemming from ethnocentrism bias? What steps must the Company X take to overcome the issues, further, successfully navigating the challenges of international business and harness the power of diverse perspectives? (5)
4. Read the following case study and answer the questions. (12.5)

Kabir, a recent graduate with a degree in marketing, applied for a job at a leading advertising agency. The position was highly competitive, with many qualified candidates vying for the role. Kabir was invited to attend an interview, which included several stages, including a group exercise, individual interviews, and a presentation.

#### The Challenge:

During the interview process, Kabir encountered several challenges that tested his ability to navigate the situation:

**Group exercise:** The group exercise involved working with other candidates to solve a marketing challenge. Kabir found it challenging to assert himself in a group of strong personalities, which impacted his ability to contribute effectively to the exercise.

**Individual interviews:** The individual interviews were conducted by different members of the agency's team, each with their own communication style and approach to questioning. Kabir found it challenging to adjust to these different interview styles, and at times struggled to articulate his answers clearly and concisely.

**Presentation:** The final stage of the interview required Kabir to deliver a presentation on a marketing campaign he had developed. Despite being well-prepared, Kabir found it challenging to manage his nerves and deliver the presentation confidently.

- (a) What are some strategies and etiquettes that Kabir should follow so as to ace the whole interview process? (4.5)
- (b) Prepare a resume for Kabir, considering the details in the above case. (8)

5. Prepare a memo-report as the HR Manager of Commune IT Solutions Pvt. Ltd. that you want to circulate among all the employees of your company. The memo must have the new work policy to be followed during the complete lockdown days of COVID. Lay out rules such as the login-logout time, daily & weekly meeting schedule, targets and netiquettes to be followed. (12.5)

6. What are the key verbal, non-verbal, and listening skills necessary for effective business communication, and how do these skills impact communication effectiveness and overall success in the workplace? What are some common mistakes or miscommunications that can arise and how can they be addressed or avoided by individuals with 7Cs of Communication? (12.5)

7. (a) What is Inter-personal Communication? Write two theories of Interpersonal Communication with relevant examples for each of it. (5)  
(b) Write some strategies to overcome conflicts while working in team and improvising it through Team Communication. (7.5)

[This question paper contains 2 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 1566

E

Unique Paper Code : I-429801108 – (SOL)

Name of the Paper : MBAFT-6108: INFORMATION  
TECHNOLOGY  
MANAGEMENT

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

Semester : I (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. Attempt any **five** questions. (MARKS  $14 \times 5 = 70$ )
- 
- ✓ 1. What is the need for a well-planned setup of information technology for an organization? Describe various steps in the process of planning IT setup.
- 
2. Emerging technologies help companies to create effective and less costly research and development processes. Explain the various emerging technologies used in business with the help of a suitable example.

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- ✓ 3. What do you mean by IT services and IT-enabled services? How global IT/ITeS market has been successful in overcoming the shutdown due to COVID-19?
4. STarNet Pvt Ltd. wants to get its software application developed. Their requirements are well-defined and free of any ambiguities. Which software development model do you suggest for them? Explain its advantages and disadvantages. In case, the requirements are fragmented into multiple standalone modules which software model do you recommend using?
5. Explain in brief the purpose and syntax of three built-in text functions, two financial functions, and two Logical functions.
- ✓ 6. Discuss the utility of the following commands with suitable examples :  
(i) Styles in MS-Word  
(ii) Mail Merge in MS-Word X  
(iii) Animation and Slide Show in MS-PowerPoint.
- ✓ 7. Differentiate between Internet, Extranet, and Intranet. Which type of network should be used for –  
(i) sharing highly confidential information, and  
(ii) less sensitive data.

(2500)