



**K24P 1476**

Reg. No. : .....

Name : .....

**Second Semester M.B.A. Degree (CBSS – Regular) Examination, April 2024  
(2023 Admission Onwards)**

**MBMBA02C13 : PRODUCTION AND OPERATIONS MANAGEMENT**

Time : 3 Hours

Max. Marks : 80

**SECTION – A**

Answer **any five** questions. **Each** question carries **4** marks.

1. What do you mean by Just-in-Time production process ? What are the components of Just-in-Time production process ?
2. Explain in detail the principles of Deming relating to Total Quality Management.
3. What are the different types of layout ? How should an organisation decide on which a layout to choose ?
4. Explain various roles and responsibilities of an operation manager.
5. Explain the nature and scope of Operation Management.
6. What are the factors to be considered in plant location ? **(5×4=20)**

**SECTION – B**

Answer **any three** questions. **Each** question carries **8** marks.

7. Explain different inventory models.
8. Explain the methods of Kanban systems and its applications.
9. Explain the importance of method study and work measurement.
10. Explain the factors and procedure of capacity planning.
11. Explain the importance of scheduling and sequencing in operations management. **(3×8=24)**

**P.T.O.**



## SECTION – C

Answer **any three** questions. **Each** question carries **12** marks.

12. A company uses 3000 unit of a product, its carrying cost is 30% of average inventory. Ordering cost is Rs. 100 per order. Unit cost is Rs. 20. Calculate EOO and Total cost.
13. "Just-in-Time systems focus on reducing inefficiency and unproductive time in the production process to improve continuously the process and the quality of the product or service". Explain in view of statement the various characteristics of Just-in-Time systems.
14. Explain the emerging trends in operations management.
15. Elaborate the product planning for various production systems.
16. ABC Manufacturing evaluates its suppliers based on three criteria : Quality, Delivery Performance and Cost. Each criterion is assigned a weight reflecting its importance in supplier selection. The weights are as follows :
- Quality : 40%
- Delivery Performance : 30%
- Cost : 30%

The company has three suppliers and their performance scores for each criterion are as follows :

Supplier	Quality	Delivery Performance	Cost
A	85	90	80
B	90	85	70
C	80	95	75

Calculate the overall vendor rating score for each supplier.

(3×12=36)

Reg. No. : .....

Name : .....

**Second Semester M.B.A. Degree (C.B.S.S. – Regular)**

**Examination, April 2024**

**(2023 Admission Onwards)**

**MBMBA02C11 : ORGANIZATIONAL BEHAVIOUR**

Time : 3 Hours

Max. Marks : 80

**SECTION – A**

Answer **any five** questions. **Each** question carries **4** marks.

1. What are the key disciplines that contribute to the field of OB ?
2. What are the different types of organizational structures ?
3. What are the challenges to OB in modern business ?
4. State the determinants of personality.
5. Explain the ABC components of attitude.
6. What are the stages of group development ?

**(5×4=20)**

**SECTION – B**

Answer **any three** questions. **Each** question carries **8** marks.

7. How to overcome resistance to change ? Elaborate.
8. Explain the Maslow's hierarchy theory with an example.
9. Explain the process of perception in detail.
10. Explain the Personality types and their essential features.
11. What forces act as stimulants to change ? Explain the difference between planned and unplanned change.

**(3×8=24)**

**P.T.O.**



SECTION – C

Answer **any three** questions. **Each** question carries **12** marks.

12. Explain the Behavioural theory and state its components.
13. Explain the Herzberg theory and two factors theory of motivation.
14. What are the factors influencing the selection of stimuli ? Explain with examples.
15. Explain the administrative theory and state its significance.
16. "Leadership is situational". Explain this statement by bringing out the situational factor's importance for effective leadership. **(3×12=36)**



**K24P 1475**

Reg. No. : .....

Name : .....

**Second Semester M.B.A. Degree (C.B.S.S. – Regular) Examination, April 2024  
(2023 Admission Onwards)**

**MBMBA02C12 : HUMAN RESOURCE MANAGEMENT**

Time : 3 Hours

Max. Marks : 80

**SECTION – A**

Answer **any five** questions. **Each** question carries **4** marks.

1. What are the functions of human resource management ?
2. What is the significance of man power planning ?
3. What is the process of recruitment ?
4. Narrate the various limitations of performance appraisal system.
5. What is strategic human resource management ?
6. What is the importance of Human Resource Information System ? **(5×4=20)**

**SECTION – B**

Answer **any three** questions. **Each** question carries **8** marks.

7. What are the essentials of work life balance ?
8. Explain green HRM with its significance and importance.
9. What are the factors influences compensation management ?
10. How to manage protean careers ? Explain.
11. What is meant by job design ? What are the techniques of job design ? **(3×8=24)**

**P.T.O.**

K24P 1475



SECTION – C

Answer **any three** questions. **Each** question carries **12** marks.

12. Distinguish between traditional HRM and strategic HRM.
  13. What are the different sources of recruitment ? Explain each source by giving its merits and demerits.
  14. Explain in detail the modern methods of performance appraisal.
  15. Elucidate employee benefit schemes in Indian industries.
  16. What are the factors affecting international HRM ? Discuss each one of them.
- (3×12=36)**
-



**K24P 1477**

**Reg. No. :** .....

**Name :** .....

**Second Semester M. B. A. Degree (C.B.S.S. – Regular)  
Examination, April 2024  
(2023 Admission Onwards)  
MBMBA02C 14 : RESEARCH METHODOLOGY**

Time : 3 Hours

Max. Marks : 80

**SECTION – A**

Answer **any 5** questions. **Each** question carries **4** marks. **(5×4=20)**

1. What are the main types of research ?
2. What is the need for a research design in a study ?
3. Why is data collection significant in research ?
4. Define univariate analysis and give an example of a univariate analysis technique.
5. List the key steps in the research process.
6. What is the purpose of factor analysis in multivariate analysis ?

**SECTION – B**

Answer **any three** questions. **Each** question carries **8** marks. **(3×8=24)**

7. Discuss the role of research methodology in the advancement of knowledge and practice in the field of business management.
8. Explain the significance of interdisciplinary research and provide examples of its application.
9. Discuss the data collection process and its importance in ensuring research validity.
10. Discuss the process of data cleaning and its significance in the context of descriptive analysis.

P.T.O.



11. The following table gives the number of good and defective parts produced by each of the 3 shifts in a factory. Is there any association between the shifts and quality of the products produced ? Use 5% significance level.

Shift	Quality of the product	
	Good	Defective
Day	900	130
Evening	700	170
Night	400	200

## SECTION – C

Answer **any three** questions. **Each** question carries **12** marks.

**(3×12=36)**

12. Explain the process of formulating a research problem, including the significance of a well-defined research problem in a study.
13. Explain the difference between parametric and non-parametric tests with suitable examples.
14. A company wants to determine if a new training program has significantly improved the productivity of its employees. To test this, they measure the number of units produced by a sample of employees before and after the training program. The data collected from 10 employees are as follows :

Employee	Units produced before training	Units produced after training
1	50	55
2	45	49
3	52	53
4	48	50
5	49	52
6	47	50
7	51	54
8	46	48
9	53	55
10	50	51

Conduct a paired t-test to determine if the training program has a statistically significant effect on productivity.



15. A manager wants to determine if there is a significant difference in the mean productivity of employees across three different departments in a company : Sales, Marketing and Production. The productivity scores (units produced per week) for a sample of employees from each department are as follows :

Sales Department : 20, 22, 21, 23, 20

Marketing Department : 25, 27, 24, 26, 28

Production Department : 18, 19, 17, 20, 18

Conduct a one-way ANOVA to determine if there is a significant difference in the mean productivity scores among the three departments.

16. Explain the significance of research methodology in business management and evaluate its impact on societal progress, using specific examples.
-



**K24P 1473**

Reg. No. : .....

Name : .....

**Second Semester M.B.A. Degree (CBSS – Regular) Examination, April 2024  
(2023 Admission Onwards)  
MBMBA02C09 : MARKETING MANAGEMENT**

Time : 3 Hours

Max. Marks : 80

**SECTION – A**

Answer **any five** questions. **Each** question carries **4** marks.

1. Explain marketing management process.
2. What is the importance of marketing information system ?
3. What are the characteristics of an effective marketing mix ?
4. What is the significance of marketing research ?
5. What is meant by product line expansion ?
6. What is the role of promotion in marketing ?

**(5×4=20)**

**SECTION – B**

Answer **any three** questions. **Each** question carries **8** marks.

7. What are the determinants in pricing of a product ?
8. Explain in brief the stages in the buying decision process.
9. Explain the bases for segmenting consumer market.
10. How can channel conflict be managed effectively ?
11. What are the steps involved in new product launch ?

**(3×8=24)**

**P.T.O.**



SECTION – C

Answer **any three** questions. **Each** question carries **12** marks.

12. Enumerate the stages of Product Life Cycle with suitable examples.
  13. What are the factors which influence the consumer behaviour in the purchase of a product ?
  14. What are the various kinds of pricing strategies ? Discuss with examples.
  15. Explain the various methods to measure brand equity.
  16. "Advertising brings long-term benefits, but sales promotion is for quicker result".  
Discuss. **(3×12=36)**
-



K24P 1474

Reg. No. : .....

Name : .....

**Second Semester M.B.A. Degree (C.B.S.S. – Regular)**  
**Examination, April 2024**  
**(2023 Admission Onwards)**  
**MBMBA02C11 : ORGANIZATIONAL BEHAVIOUR**

Time : 3 Hours

Max. Marks : 80

**SECTION – A**

Answer **any five** questions. **Each** question carries **4** marks.

1. What are the key disciplines that contribute to the field of OB ?
2. What are the different types of organizational structures ?
3. What are the challenges to OB in modern business ?
4. State the determinants of personality.
5. Explain the ABC components of attitude.
6. What are the stages of group development ?

**(5×4=20)**

**SECTION – B**

Answer **any three** questions. **Each** question carries **8** marks.

7. How to overcome resistance to change ? Elaborate.
8. Explain the Maslow's hierarchy theory with an example.
9. Explain the process of perception in detail.
10. Explain the Personality types and their essential features.
11. What forces act as stimulants to change ? Explain the difference between planned and unplanned change.

**(3×8=24)**

P.T.O.



SECTION – C

Answer **any three** questions. **Each** question carries **12** marks.

12. Explain the Behavioural theory and state its components.
  13. Explain the Herzberg theory and two factors theory of motivation.
  14. What are the factors influencing the selection of stimuli ? Explain with examples.
  15. Explain the administrative theory and state its significance.
  16. "Leadership is situational". Explain this statement by bringing out the situational factor's importance for effective leadership. **(3×12=36)**
-



Reg. No. : .....

Name : .....

Second Semester M.B.A. Degree (C.B.S.S. – Regular)  
Examination, April 2024  
(2023 Admission Onwards)  
MBMBA02C08 : FINANCIAL MANAGEMENT

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any five** questions. **Each** question carries **4** marks.

1. What are the various forms of capital structure ?
2. What do you mean by Walter's relevance theory of dividends ?
3. How does an Operating Leverage differ from Financial Leverage ?
4. Distinguish between gross and net working capital.
5. How would you compute cost of retained earnings ?
6. Explain the terms liquidity and solvency in financial analysis. (5×4=20)

SECTION – B

Answer **any three** questions. **Each** question carries **8** marks.

7. Critically evaluate the goals of Profit Maximization and Wealth Maximization.
8. Briefly explain the factors which determine the capital structure of a firm.
9. Explain the various types of risks that prevail, while making financial decisions.
10. Explain the key techniques adopted by firms in capital budgeting process.
11. Explain the various relevant costs in the cost of capital and their measurement. (3×8=24)



## SECTION – C

Answer **any three** questions. **Each** question carries **12** marks.

12. A company has on its books the following amounts and specific costs of each type of capital.

Type of capital	Book value (Rs.)	Market value (Rs.)	Specific cost (%)
Debt	4,00,000	3,80,000	5
Preference	1,00,000	1,10,000	8
Equity	6,00,000	12,00,000	15
Retained earnings	2,00,000		13

Determine the weighted average cost of capital using (a) Book value weights and (b) Market value weights. How are they different? Can you think of a situation where the weighted average cost of capital would be the same using either of the weights?

13. What are the assumptions which underlying Walter's model of dividend effect? Does dividend policy affect the value of the firm under Walter's Model? Prove the Model with an illustration.
14. X Ltd. Company's most recent balance sheet is as follows :

Liabilities	Amount (Rs.)	Assets	Amount (Rs.)
Equity Capital (Rs. 10/share)	60,000	Net fixed assets	1,50,000
10% long-term debt	80,000	Current assets	50,000
Retained earnings	20,000		
Current liabilities	40,000		
	<b>2,00,000</b>		<b>2,00,000</b>

The company's total assets turnover ratio is 3, its fixed operating costs are Rs. 1,00,000 and the variable operating costs ratio is 40 per cent. The income tax rate is 5 per cent.

- a) Calculate all the three types of leverages.
- b) Determine the likely level of EBIT if EPS is
- i) Re.1, ii) Rs. 3 and iii) Zero.



15. Cozy Limited specialises in the manufacture of a computer component. The component is currently sold for Rs. 1,000 and its variable cost is Rs. 800. For the current year ended December 31, the company sold on an average 400 components per month.

At present, the company grants one month's credit to the customers. It is thinking of extending the same to two months on account of which the following are expected:

Increase in sales 25%

Increase in stock Rs. 2,00,000

Increase in creditors Rs. 1,00,000.

You are required to advise the company on whether or not to extend credit term if (a) all customers avail of the extended credit period of two months and (b) existing customers do not avail of the credit terms but only the new customers avail of the same. Assume the entire increase in sales is attributable to the new customers. The company expects a minimum return of 40 per cent on the investment. Give sufficient working notes to prove your answer.

16. Describe the nature and sources of short term and long term requirements of finance in a business.

(3×12=36)



Reg. No. : .....

Name : .....

Second Semester M.B.A. Degree (C.B.S.S. – Regular) Examination, April 2024  
(2023 Admission Onwards)  
MBMBA02C10 : OPERATIONS RESEARCH

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any 5** questions. **Each** question carries **4** marks.

1. Describe the scope of operations research in contemporary business environments.
2. What are the different types of decision making environment ?
3. Explain the application of simulation in business operation.
4. Write a note on the components of a queuing system.
5. Write a note on the application of transportation problems.
6. What are the different phases in operation research ?

(5×4=20)

SECTION – B

Answer **any three** questions. **Each** question carries **8** marks.

7. Compare and contrast different types of models used in operations research using suitable examples.
8. Find the IBFS using Least Cost method.

	D1	D2	D3	D4	Supply
O1	6	4	1	5	14
O2	8	9	2	7	16
O3	4	3	6	2	5
<b>Demand</b>	6	10	15	4	35

9. Explain the differences between transportation problem and assignment problem.
10. Write a note on different components of a decision problem.
11. Define simulation. Explain the 2 types of simulation.

(3×8=24)

P.T.O.



K24P 1472

SECTION - C

Answer any three questions. Each question carries 12 marks.

12. A sample of 100 arrivals of a customer at a retail sales depot is according to the following distribution.

Time between arrival (min)	0.5	1	1.5	2	2.5	3	3.5	4	4.5	5
Frequency	2	6	10	25	20	14	10	7	4	2

A study of the time required to service customers by adding up the bills, receiving payments and placing packages yields the following distribution.

Time between service (min)	0.5	1	1.5	2	2.5	3
Frequency	12	21	36	19	7	5

Estimate the average percentage of customer waiting time and average percentage of idle time of the server by simulation for the next 10 arrivals.

13. A company produces two types of leather belts A and B. A is of superior quality and B is of inferior quality. The respective profits are Rs. 10 and Rs. 5 per belt. The supply of raw material is sufficient for making 850 belts per day. For belt A, a special type of buckle is required and 500 are available per day. There are 700 buckles available for belt B per day. Belt A needs twice as much time as were of the type A. Formulate a L.P. Model for the above problem.

14. A company has 5 jobs to be done on 5 machines. Any job can be done on any machine. The cost of doing the jobs in different machines is given below. Assign the jobs for different machines so as to minimize the total cost.

Jobs	Machines				
	A	B	C	D	E
1	13	8	16	18	19
2	9	15	24	9	12
3	12	9	4	4	4
4	6	12	10	8	13
5	15	17	18	12	20



15. In a public telephone booth the arrivals are on the average 15 per hour. A call on the average takes 3 minutes. If there is just one phone.

Find :

- The expected number of callers in the booth at any time.
  - The proportion of the time the booth is expected to be idle.
16. The research department of consumer products division has recommended to the marketing department to launch soap with 3 different perfumes. The marketing manager has to decide the type of perfume to launch under the following estimated pay off for the various levels of sales.

Types of Perfume	Estimated Level of Sales (Units)		
	20000	10000	2000
I	250	15	10
II	40	20	5
III	60	25	3

Examine which type can be chosen under Maximax, Minimax, Maximin, Laplace and Hurwicz Alpha criteria. (3×12=36)

---