



FACULTY OF COMMERCE AND BUSINESS MANAGEMENT
M.B.A. III SEMESTER EXAMINATIONS, DECEMBER 2012
SUBJECT: STRATEGIC MANAGEMENT

PAPER: 03

[Time : 3 Hours]

[Max. Marks : 70]

Note : Answer all the questions from Section-A and Section-B.

Section – A

[5x3=15]

Answer the following questions in not more than **ONE** page each:

1. Characteristics of vision and mission statements.
2. External environment.
3. Backward integration.
4. Crisis ridden firms.
5. Strategy and structure.

Section – B

[5x8=40]

Answer the following questions in not more than **FOUR** pages each:

6. a) Why should companies pursue a social responsible strategy?
(OR)
b) Explain the various phases of strategic management.
7. a) How can companies obtain sustainable competitive advantage?
(OR)
b) What is meant by SWOT analysis?
8. a) What are the conditions to be met to ensure a successful strategic alliance?
(OR)
b) Explain the merits and demerits of related and unrelated diversification.
9. a) Write an essay on Turnaround strategy.
(OR)
b) What strategies should companies in a stagnant industry pursue?
10. a) Discuss the significance of leadership and culture in strategy implementation.
(OR)
b) How is performance of a strategy evaluated?

[PTO]

The paint industry in India is dominated by 10 large, 15 medium and about 1000 small sized firms. The demand for paints in India consists of decorative and Industrial paints.

Merolac paints have been in the Indian market for many years and are one among the 10 large size firms. It enjoys 16 percent share of the market for decorative paints and is second to Rainbow paints which cater to 40 percent market in this category. In case of industrial paints market, the share of Merolac paints and Rainbow paints are 34 and 12 percent respectively. Main reason for Merolac paints position is that the company has a technical tie-up with some important foreign companies.

The demand for decorative paints has been growing in recent years from the rural markets and middle and lower starter of urban population. To cater to the needs of these segments, Merolac paints have tried to increase the number of dealers and presently have over 7,000 dealers all over India. Merolac paints have also introduced the technical innovations to make up for small size packs.

The company started offering 600 shades through automatic machines and offers desired colours by mixing different shades. Merolac paints have installed these costly automatic mixing machines at about 200 locations. This has helped to reduce the inventory of different shades.

The management team of Merolac paints is very cohesive and professional. R&D is given lot of resources. The company has a competent marketing research team who finds ways and means to increase the sales of the company.

Questions:

- 1) List out the competitive advantages of Merolac paints.
- 2) As a consultant, what strategies do you recommend to Merolac paints to be the market leader in decorative paints?

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FACULTY OF COMMERCE AND BUSINESS MANAGEMENT
M.B.A. III – SEMESTER REGULAR EXAMINATIONS, FEB 2014
STRATEGIC MANAGEMENT

PAPER – III

Time: 3 Hours]

[Max. Marks: 70

Note: Answer all questions from Section – A and Section – B

Section – A

(5x3=15)

Answer the following questions in not more than **ONE** page each:

1. Value chain analysis
2. Strategy-structure relationship
3. TOWS matrix
4. Components of a mission statement
5. Strategic business units

Section – B

(5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) How can competitive advantage be built through business level strategy? Discuss with a suitable example.

(OR)

- b) Differentiate between strategy and tactics. What are the approaches to strategy building? Explain the relevance of strategy in business policy.

7. a) What is the role of value chain analysis to determine a firm's strategic position in the industry?

(OR)

- b) What are the various means of gaining and sustaining competitive advantage? Discuss the role of core competencies in this context.

8. a) Discuss the role of BGC and GE models in strategy formulation. Use suitable examples.

(OR)

- b) What are the various diversification strategies? Explain their advantages and disadvantages.

9. a) What are the strategic alternatives for companies that are already diversified?

(OR)

- b) What are the strategies for industry leaders to continue sustaining rapid growth?

10. a) What is the role of leadership in aligning strategy to structure?

(OR)

- b) Discuss the various levels of strategic control.

[PTO

Section – C (Compulsory)

(1x15=15)

Tangy spices Ltd. the country's biggest spices marketer has decided to launch a hostile bid for Italy's major spice marketer Chilliano. This is a rare case of an Indian company making an unsolicited hostile bid for a foreign company. Tangy Spices Ltd. has competencies in Indian spices. The major destination markets for the Tangy spices Ltd. Exports have been Europe and America. The competencies of Chilliano lie in Italian herbs and spices. The Indian company with the takeover wishes to synergies its operations in the world market. It also wants to take advantage of the reach enjoyed by the Italian company in several countries where its products are not being sold presently. The move of hostile takeover follows Chilliano's rejection to an agreement entered a year back. At that time Chilliano was suffering losses and it offered majority shares at a price of € 2.25. A total of 20% shares were transferred at that time. In one year Chilliano was able to turn around its operations and the company made handsome profits in the last quarter. The promoters who have residual holding of 35% in the company are reluctant to transfer the shares now. They have rejected the agreement with a plea that the earlier offer price was not sufficient. Tangy spices Ltd. have revised its offer to € 2.95. By this lucrative offer some of the large shareholders of Chilliano reveal their interest for selling their stakes. On the other hand, promoters maintained their position on this matter. Through the process of buying of shares in the market Tangy spices Ltd. gradually consolidated its holding in Chilliano to 45%. Being a major shareholder they were ready for a takeover. At the same time, Tangy Spices Ltd. was trying hard to improve their position so that they do not leave any space for Chilliano's promoter in future.

Questions:

- i) What strategic alternative is followed by Tangy spices Ltd?
- ii) Is the hostile takeover by an Indian company appropriate?
- iii) Why the Tangy Spices Ltd. is interested in this takeover?
- iv) Why the promoters are reluctant to transfer the shares after the agreement?

FACULTY OF COMMERCE AND BUSINESS MANAGEMENT
M.B.A. III – SEMESTER REGULAR EXAMINATIONS, FEB 2014
STRATEGIC MANAGEMENT

PAPER – III

Time: 3 Hours]

[Max. Marks: 70

Note: Answer all questions from Section – A and Section – B

Section – A

(5x3=15)

Answer the following questions in not more than ONE page each:

1. Value chain analysis
2. Strategy-structure relationship
3. TOWS matrix
4. Components of a mission statement
5. Strategic business units

Section – B

(5x8=40)

Answer the following questions in not more than FOUR pages each:

6. a) How can competitive advantage be built through business level strategy? Discuss with a suitable example.
(OR)
b) Differentiate between strategy and tactics. What are the approaches to strategy building? Explain the relevance of strategy in business policy.
7. a) What is the role of value chain analysis to determine a firm's strategic position in the industry?
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b) What are the various means of gaining and sustaining competitive advantage? Discuss the role of core competencies in this context.
8. a) Discuss the role of BGC and GE models in strategy formulation. Use suitable examples.
(OR)
b) What are the various diversification strategies? Explain their advantages and disadvantages.
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(OR)
b) What are the strategies for industry leaders to continue sustaining rapid growth?
10. a) What is the role of leadership in aligning strategy to structure?
(OR)
b) Discuss the various levels of strategic control.

[PTO

Section – C (Compulsory)

(1x15=15)

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Questions:

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- iv) Why the promoters are reluctant to transfer the shares after the agreement?

Time: 3 Hours]

Section – A

[Max. Marks: 70
(5x3=15)]

Answer the following questions in not more than ONE page each:

1. Define Strategic Management.
2. What is environmental scanning?
3. What is Strategic alliance?
4. What do you mean by weak and crisis ridden firms?
5. What is Benchmarking?

Section – B

(5x8=40)

Answer the following questions in not more than FOUR pages each:

6. a) Explain the process of strategic management with the help of chart.
(OR)
- b) What are the different issues involved in objective setting? How can these issues can be resolved?
7. a) What are the factors that affect organizational appraisal? Explain.
(OR)
- b) "Restructuring results from the mismatch between the organization and its environment". Explain.
8. a) Distinguish between BCG matrix and GE model.
(OR)
- b) Explain various vertical and horizontal integration strategies.
9. a) What are the various issues involved in turnaround strategy? Explain.
(OR)
- b) Explain various strategies for fragmented industries. Explain.
10. a) What are the strategic controls for measuring performance? Explain.
(OR)
- b) Explain the role of leadership in strategic implementation.

Section – C (Compulsory)

(1x15=15)

Bharat Heavy Electrical Limited (BHEL) is India's largest engineering and manufacturing enterprise, operating in the energy sector, employing more than 42000 people. Established in 1956, it has established its presence in the heavy electrical equipments industry nationally as well as globally. BHEL is one of the navratnas (lit. nine gems) among the public sector enterprises in India. Its vision is to be 'a world class enterprise committed to enhancing stakeholder value'. Its mission statement is: 'to be an Indian multinational engineering enterprise providing total business solutions through quality products, systems, and services in the fields of energy, industry, transportation, infrastructure, and other potential areas'.

BHEL is a huge organization, manufacturing over 180 products categories into 30 major product groups, catering to the core sectors of power generation and transmission, industry, transportation, telecommunications and renewable energy. It has 14 manufacturing divisions, four power sector regional centres, over 100 project sites, eight service centres and 18 regional offices. It acquires technology at its research and development centres. The operations of BHEL are organized into three business sectors of power, industry and overseas business. Besides the business sector departments, there are the corporate functional departments of engineering and R&D, human resource development, finance and corporate planning and development.

BHEL's turnover hit an all-time high of Rs. 18,739 crore, registering a growth of 29 per cent, while net profit increased by 44 per cent to touch Rs.2,415 crore in 2006-07. The company has a comfortable order book position of Rs.55,000 crore for 2007-08 and beyond. The company booked export orders worth Rs.1,903 crore in 2006-07. It is looking forward to US\$10 billion exports by 2012 from the present US\$4 billion. The capital investment plan of BHEL for the 11th National plan period envisages an investment of Rs.3,200 crore, mainly to enhance its manufacturing capacity from 10000MW to 15000MW.

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Code No. 1234

BHEL has formulated a five-year strategic plan with the aim of achieving a sustainable profitable growth, targeting at a turnover of Rs.45,000 crore by 2012. The strategy is driven by a combination of organic and inorganic growth. Organic growth is planned through capacity and capability enhancement designed to leverage the company's core areas of power, supported by the industry, transmission, exports and spares and services businesses. For the purpose of inorganic growth, BHEL plans to pursue mergers and acquisition and joint ventures and grow operations both in domestic and export markets.

BHEL is involved in several strategic business initiatives at present for internationalization. These include targeting the export markets, positioning itself as a reputed engineering, procurement and construction (EPC) contractor globally, and looking for opportunities for overseas joint ventures. An example of a concentration strategy of BHEL in the power sector is the joint venture with another public enterprise, National Thermal Power Corporation, to perform EPC activities in the power sector. It is to be noted that NTPC as a power generation utility and BHEL as an EPC contractor have worked together on several domestic projects earlier, but without a formal partnership. BHEL also has joint ventures with GE of the US and Siemens AG of Germany. Other strategic initiatives include management contract for Bharat Pumps and Compressors Ltd. and a propose takeover of Bharat Heavy Plates and Vessels, both being sister public sector enterprises.

Despite its impressive performance, BHEL is unable to fulfill the requirements for power equipment in the country. The demand for power has been exceeding the growth and availability. There are serious concerns about energy shortages owing to inadequate generation and transmission, as well as inefficiencies in the power sector. Since this sector is a major part of the national infrastructure, problems in the power sector affect the overall economic growth of the country as well as its attractiveness as a destination for foreign investments. BHEL also faces stiff competition from international players in the power equipment sector, mainly of Korean and Chinese origin. There seems to be an undercurrent of conflict between the two governmental ministries of power and heavy industries. BHEL operates administratively under the Ministry of Heavy Industries, but supplies mainly to the power sector that is under the Ministry of Power. There has been talk of establishing another power equipment company as a part of the NTPC for some time, with the purpose of lessening the burden on BHEL.

Questions:

- i) BHEL is mainly formulating and implementing concentration strategies nationally as well as globally, in the power equipment sector. Do you think it should broaden the scope of its strategies to include integration or diversification? Why?
- ii) Suppose BHEL plans to diversify its business. What areas should it diversify into? Give reasons to justify your choice.

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FACULTY OF BUSINESS MANAGEMENT
MBA III - SEMESTER REGULAR EXAMINATIONS, JULY- 2021
STRATEGIC MANAGEMENT
PAPER - IV

Time: 2 Hours]

[Max. Marks: 70
(5x14=70)

Answer any **FIVE** from the following questions in not more than **FOUR** pages each:

1. Explain the distinction between mission statement and vision statement
2. Discuss in detail the factors that shape Company's Strategy
3. Discuss the components of external environment
4. What is industry analysis? Explain the demographic factors that influence the business.
5. What is a Merger? Explain the circumstances under which the mergers are appropriate
6. What is BCG's Growth Share Matrix? Explain how the portfolio matrix is helpful in strategy formulation
7. Discuss broad classification of industries
8. Elucidate the process of strategy formulation
9. Describe various phases involved in Strategy Implementation
10. What is strategic control? Elucidate the actions that are needed to implement Strategic Control successfully



FACULTY OF COMMERCE AND BUSINESS MANAGEMENT
M.B.A. III SEMESTER EXAMINATIONS, DECEMBER 2012
SUBJECT: ORGANISATIONAL BEHAVIOUR
PAPER: 02

[Time : 3 Hours]

[Max. Marks : 70]

Note : Answer all the questions from Section-A and Section-B.

Section – A

[5x3=15]

Answer the following questions in not more than **ONE** page each:

1. International OB.
2. Perceptual selectivity.
3. Group cohesiveness.
4. Power Vs Politics.
5. Organisational change.

Section – B

[5x8=40]

Answer the following questions in not more than **FOUR** pages each:

6. a) Discuss the nature and scope of OB.
(OR)
b) Define OB. Explain any two models of OB.
7. a) Explain various Determinants of personality.
(OR)
b) Critically examine Maslow's theory of motivation.
8. a) Are groups better than individuals in solving organisational problems? Explain.
(OR)
b) What are the various forms of conflict that can occur within an organisation?
9. a) Explain the major advantages and disadvantages of Trait theory of leadership.
(OR)
b) Define decision making. Explain the types of decisions.
10. a) Discuss the process of change in organisations.
(OR)
b) Critically examine the factors contributing stress and the strategies for coping the stress.

Jim Miller has been ticket agent for Friendly Airlines for the past three years. This job is really getting to be a hassle. In order to try to reduce the mounting losses that Friendly has suffered in recent months, management have decided to do two things: i) Over book their flights so that every seat possible will be filled and ii) increase their service to their customers and live up to their name. Jim, of course, is at the point of application of this new policy. When checking in passengers, he is supposed to be very courteous and friendly, and he has been instructed to end every transaction with the statement, "Have a nice Flight". The problem, of course, is that sometimes there are more passengers holding confirmed reservations checking in than there are seats on the plane. Rightfully, these people become extremely upset with Jim and sometimes scream at him and even threaten him. During these confrontations Jim becomes "Unglued". He breaks into a sweat, and his face turns bright red. The company guidelines on what to do in these situations are very vague. When Jim called his supervisor for advice, he was simply told to try to book passengers on another flight, but be friendly.

Questions:

- 1) Is Jim headed for trouble? What would be some physical, psychological, and behavioral outcomes of this type of job stress?
- 2) What could the company do to help reduce the stress in Jim's job?
- 3) What individual coping strategies could Jim try in this situation?



FACULTY OF COMMERCE AND BUSINESS MANAGEMENT
MBA III – SEMESTER REGULAR EXAMINATIONS, FEB 2014
ORGANISATIONAL BEHAVIOUR

PAPER – II

Time: 3 Hours]

[Max. Marks: 70

Note: Answer all questions from Section – A and Section – B

Section – A

(5x3=15)

Answer the following questions in not more than **ONE** page each:

1. What are the key elements of Organization Behaviour?
2. Type personality theory
3. Define Group Cohesiveness
4. Types of decisions
5. Define Organization Development

Section – B

(5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) What is the need for studying organization behaviour? Discuss the recent trends in the study of organization behaviour.
(OR)
b) Briefly discuss the various levels of Organizational behaviour.
7. a) What is the concept of motivation? How does it help in achievement of Organizational goals?
(OR)
b) What are the determinants of personality? Explain in detail of the personality attributes that influence Organizational Behaviour.
8. a) How individual behaviour is different from the group behaviour? Which factors characterize the individual behaviour?
(OR)
b) What is organizational conflict? How these can be resolved?
9. a) What is decision making? Give the process of decision making in a group.
(OR)
b) Define Leadership. Compare the three leadership styles.
10. a) How do the Indian Organizations accommodate the changes due to globalization with regard to employee behaviour.
(OR)
b) Explain some of the methods used to overcome change resistance.

[PTO

Section - C (Compulsory)

(1x15=15)

Susan Harrington continued to drum her fingers on her desk. She had a real problem and wasn't sure how to do next. She had a lot of confidence in Jack Reed, but she suspected she was about the last person in the office who did. Perhaps if she ran through the entire story again in her mind she would see the solution. Susan had been distribution manager for Clarkston Industries for almost twenty years. An early brush with the law and a short stay in prison had made her realize the importance of honesty and hard work. Henry Clarkston had given her a chance despite her record, and Susan had made the most of it. She now was one of the most respected managers in the company. Few people knew her background. Susan had hired Jack Reed fresh out of prison six months ago. Susan understood how Jack felt when Jack tried to explain his past and asked for another chance. Susan decided to give him that chance just as Henry Clarkston had given her one. Jack eagerly accepted a job on the loading docks and could soon load a truck as fast as anyone in the crew. Things had gone well at first. Everyone seemed to like Jack, and he made several new friends. Susan had been vaguely disturbed about two months ago, however, when another dock worker reported his wallet missing. She confronted Jack about this and was reassured when Jack understood her concern and earnestly but calmly asserted his innocence. Susan was especially relieved when the wallet was found a few days later. The events of last week, however, and caused serious trouble. First, a new personnel clerk had come across records about Jack's past while updating employee files. Assuming that the information was common knowledge, the clerk had mentioned to several employees what a good thing it was to give convicts like Jack a chance. The next day, someone in book keeping discovered some money missing from petty cash. Another worker claimed to have seen Jack in the area surround the office strongbox, which was open during working hours, earlier that same day. Most people assumed Jack was the thief.

Even the worker whose wallet had been misplaced suggested that perhaps Jack had indeed stolen it but had returned it when questioned. Several employees had approached Susan and requested that Jack be fired. Meanwhile, when Susan had discussed the problem with Jack, Jack had been defensive and sullen and said little about the petty-cash situation other than to deny stealing the money. To her dismay, Susan found that rethinking the story did little to solve his problem. Should she fire Jack? The evidence, of course, was purely circumstantial, yet everybody else seemed to see things quite clearly. Susan feared that if she did not fire Jack, she would lose everyone's trust and that some people might even begin to question her own motives.

Questions:

- i) Explain the events in this case in terms of perception and attitudes. Does personality play a role?
- ii) What should Susan do? Should she fire Jack or give him another change?

FACULTY OF BUSINESS MANAGEMENT
MBA III – SEMESTER REGULAR EXAMINATIONS, DEC- 2016
ORGANISATIONAL BEHAVIOUR
PAPER – II

Time: 3 Hours]

[Max. Marks: 70

Note: Answer all questions from Section – A and Section – B

Section – A

(5x3=15)

Answer the following questions in not more than **ONE** page each:

1. Concept of Organizational Behavior
2. Types of Attitudes
3. Group Cohesiveness
4. Brain Storming Techniques
5. Total Quality Management

Section – B

(5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) Write the Theoretical Approaches to O.B.
(OR)
b) Write about OB Model and the importance of OB.
7. a) What is Personality? Explain Determinants of Personality.
(OR)
b) Write about Maslow's Needs of hierarchy.
8. a) How Groups can be formed-explain the stages.
(OR)
b) Explain the strategies for conflict resolution.
9. a) What are the stages of Communication Process & hindrances of Communications?
(OR)
b) Who can be a leader? Traits theory of leadership.
10. a) What is Organizational Change? State reasons for Resistance to Change.
(OR)
b) Write the interventions of Individual in any organization.

Section – C (Compulsory)

(1x15=15)

Employee Motivation

Rishi joined Apple Computers in November after a successful stint at Zenith Computers, where he had worked as an assistant programmer. Rishi felt that Apple computers offered better career prospects, as it was growing much faster than Zenith, which was a relatively small company. Rishi joined as a Senior programmer at Apple Computers with a handsome pay hike. He joined Aparna Mehta's five-member team. While she was efficient at what she did and extremely intelligent, she had neither the time nor the inclination to groom her subordinates. Time and again, Rishi found himself thinking of Suresh, his old boss, and of how he had been such a positive influence. Aparna, on the other hand, even without actively doing anything had managed to significantly lower his motivation levels.

Questions:

- i) What, according to you, were the reasons for Rishi's disillusionment?
- ii) Answer the question using Maslow's Hierarchy of Needs.
- iii) What should Rishi do to resolve his situation? What can a team leader do to ensure high levels of motivation among his/her team members?

FACULTY OF BUSINESS MANAGEMENT
MBA III – SEMESTER REGULAR EXAMINATIONS, DEC- 2017
ORGANISATIONAL BEHAVIOUR
PAPER – II

Time: 3 Hours]

[Max. Marks: 70
(5x3=15)Section – AAnswer the following questions in not more than **ONE** page each:

1. Define Organizational Behavior.
2. Concept of Motivation.
3. Team Vs group.
4. Decision Making.
5. Organizational change.

Section – B

(5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) Write the theoretical approaches to organizational behavior.
(OR)
b) Write the challenges for organizational behavior.
7. a) What is Perception? Explain the various stages of perceptual process.
(OR)
b) What are the determinants of Personality?
8. a) Explain the types of Teams and How the group development takes place in any organization.
(OR)
b) What are the sources of conflicts? And explain strategies to resolve the conflicts.
9. a) Who can be a Leader? Explain the Traits theory of Leadership.
(OR)
b) What are the factors required to effective communication?
10. a) Explain the factors of Resistance to change and how to bring change in large organizations.
(OR)
b) Explain the reasons for stress and discuss the coping strategies to overcome stress.

Section – C (Compulsory)

(1x15=15)

Employee Motivation: The Personnel Manager of Roshan Limited has received an application for the introduction of company conveyance for employees staying in town. Although Roshan Limited has provided living facilities to its employees about 60 percent of its 1000 employees still have to commute an average of 10km to come to work. The union and some of the employees living on campus have supported the demand. Though the management might favour such a move some sections of the work force are concerned that the introduction of the company conveyance facility may cut down their wages. The company under disguise of compensation allowance pays Rs.20/- per month for traveling to employees staying more than 8km away from the company premises.

Questions:

- i) What factors would you take into account in evaluation of this demand from the workers?
- ii) Provide the rationale for implementing or not implementing this demand.

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FACULTY OF BUSINESS MANAGEMENT
MBA III – SEMESTER REGULAR EXAMINATIONS, MARCH- 2021
ORGANISATIONAL BEHAVIOUR
PAPER – II

Time: 2 Hours]

[Max. Marks: 70
(5x14=70)

Answer any **FIVE** from the following questions in not more than **FOUR** pages each:

1. Discuss various approaches to study and understand organizational behavior.
2. What kinds of characteristics are important in selecting an individual for an managing Globe work force?
3. Describe type A and type B behaviour patterns.
4. "People's responses are always based on their perception"-examine.
5. What are the basic types groups in organization? Which type of group do you think is most significant and why?
6. Discuss advantages and disadvantages of teams.
7. Define communication. Distinguish between oral and written communication.
8. Outline the basic theory of managerial grid. Do you advocate grid training for modern manager?
9. "Resistance to change is a normal part of the process of change":-Discuss.
10. Bring out the impact of stress on performance and satisfaction of employees.

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Time: 3 Hours]

Note: Answer all questions from Section – A, B & C

[Max. Marks: 70

Section – A

(5x3=15)

Answer the following questions in not more than **ONE** page each:

1. Phases of OR
2. Degeneracy
3. Unbalanced T.P
4. Simulation
5. Waiting Line

Section – B

(5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) What is OR? Explain the techniques of OR.
(OR)
- b) Formulate the following problem as an LPP.
A firm engaged in producing 2 models X_1 , X_2 performs 3 Operations-Painting, Assembly and Testing. The relevant data are as follows:

Model	Unit Sale Price	Hours required for each unit			
		Assembly	Painting	Testing	
X_1	Rs. 50	1.0	0.2	0.0	
X_2	Rs. 80	1.5	0.2	0.1	

Total no. of hrs. Available are for Assembly 600, for Painting 100, for Testing 30
Determine weekly production schedule to maximize revenue

7. a) What is the concept of Duality? Explain the Big M method Procedure.
(OR)
- b) Solve the following LPP. Using simplex method.
Maximise $Z = 23x_1 + 32x_2$
Subject to $10x_1 + 6x_2 \leq 2500$
 $5x_1 + 10x_2 \leq 2000$
 $x_1 + x_2 \leq 500$
and $x_1, x_2 \geq 0$.

8. a) What is T.P? State briefly the methods of IBFS and merits of T.P.
(OR)

- b) Obtain IBFS to the following TP using:
i) VAM and (ii) NWCM and compare the solutions for their costs.

Dealer Factory	1	2	3	4	5	Supply (tons)
A	17	7	8	14	11	150
B	9	11	12	7	9	250
C	13	6	15	10	10	300
Demand (tons)	100	120	140	160	180	

P.T.O

9. a) What is Assignment Problem? State the Business application of A.P.
(OR)

- b) A Company has a team of four salesmen and there are four districts where the Company wants to start its business. After taking into account the capabilities of salesman and the nature of districts, the company estimates that the profit per day in rupees for each salesman in each district is as below:

Salesman	District			
	1	2	3	4
A	16	10	14	11
B	14	11	15	15
C	15	15	13	12
D	13	12	14	15

Find the assignment of salesman to various districts which will yield maximum profits.

10. a) Explain the Cost associated with waiting lines and feature of Queue System in detail.
(OR)
- b) If Customers arrive at the rate of one every 15 seconds. How many customers do you expect 2 hours?

Section – C (Compulsory) (1x15=15)

Maximize $Z = 400x_1 + 300x_2 + 200x_3$
Subject to $40x_1 + 20x_2 + 30x_3 \leq 600$
 $10x_1 + 20x_2 + 20x_3 \leq 400$
 $30x_1 + 20x_2 + 10x_3 \leq 80$
and $x_1, x_2, x_3 \geq 0$.

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FACULTY OF BUSINESS MANAGEMENT
MBA III – SEMESTER REGULAR EXAMINATIONS, JULY- 2021
OPERATIONS RESEARCH
PAPER – III

Time: 2 Hours]

[Max. Marks: 70

Section – A

(5x14=70)

Answer any **FIVE** from the following questions in not more than **FOUR** pages each:

1. Write the Nature and Scope of OR? Explain about formulation of LPP
2. Write the steps involved on LPP Graphical Method and Solve the following by using Graphical Method:

$$\text{Max } Z = 2x_1 + x_2$$

$$\text{subject to } x_1 + 2x_2 \leq 10$$

$$x_1 + x_2 \leq 6$$

$$\text{a. } x_1 - x_2 \leq 2$$

$$\text{b. } x_1 - 2x_2 \leq 1 \text{ and } x_1, x_2 \geq 0$$

3. Solve the following LPP by Simplex Method.

$$\text{Max } Z = x_1 + 9x_2 + x_3$$

$$\text{subject to } x_1 + 2x_2 + 3x_3 \leq 9$$

$$3x_1 + 2x_2 + 2x_3 \leq 15 \text{ and } x_1, x_2 \geq 0$$

4. Explain the Penalty Method or Big-M Method for solving a Linear Programming Problem.

5. Find an Initial Basic Feasible Solution to the Transportation Problem by VAM.

	I	II	III	IV	Supply
1	18	15	6	15	15
2	5	7	5	6	21
3	21	23	10	25	9
4	12	16	2	18	13
Demand	9	15	20	14	

6. What is Degeneracy? Explain application of T.P

7. Given the following data, determine the least cost allocation of the available machines to five jobs.

		Job				
		A	B	C	D	E
Machine	1	25	29	31	42	37
	2	22	19	35	18	26
	3	39	38	26	20	33
	4	34	27	28	40	32
	5	24	42	36	23	45

8. What is Simulation? What are the advantages and limitations of Simulation?

9. What is Queueing Theory? What are the limitations of Queueing Theory?

What information can be obtained by analysing a Queueing System?

10. Discuss about the cost associated with Queueing in detail.

FACULTY OF COMMERCE AND BUSINESS MANAGEMENT
M.B.A. III SEMESTER EXAMINATIONS, DECEMBER 2012
SUBJECT: PROJECT MANAGEMENT

PAPER: 01

[Time : 3 Hours]

[Max. Marks : 70]

Note : Answer all the questions from Section-A and Section-B.

Section – A

[5x3=15]

Answer the following questions in not more than ONE page each:

1. Define a Project.
2. Market Survey.
3. What do you mean by Project appraisal?
4. What do you mean by Project scheduling?
5. Differentiate between CPM Vs PERT.

Section – B

[5x8=40]

Answer the following questions in not more than FOUR pages each:

6. a) Write about the various tools and techniques of Project Management.
(OR)
b) Write about the merits and demerits of different forms of project organizations.
7. a) Write in detail about the steps in project formulation and preparation.
(OR)
b) Explain the demand forecasting technical factors in detail.
8. a) Write in detail about the different aspects of Project appraisal.
(OR)
b) Write about sensitivity analysis and probability approach in Project appraisal.
9. a) Explain the various tools and techniques of Project control.
(OR)
b) Explain how the budgeting and scheduling facilitates Project Management.

10. a) From the following find out the best project in terms of Net Present Value and Profitability Index.

Original Investment = Rs.1000 lakhs and expected rate of return=17% p.a.

The projected cash flows in lakhs of rupees are as under:

Year of operation	Project1	Project2	Project3
1	360	250	200
2	250	250	250
3	300	250	250
4	320	400	400

(OR)

- b) Explain in detail the techniques of capital budgeting used for project evaluation.

Section – C (Compulsory)

[1x15-15]

Consider the following project:

Activity	Immediately Preceding	Optimistic Time (Hr.)	Most likely Time (Hr.)	Pessimistic Time (Hr.)
A	--	4	6	8
B	--	1	4.5	5
C	A	3	3	3
D	A	4	5	6
E	A	0.5	1	1.5
F	B,C	3	4	5
G	B,C	1	1.5	5
H	E,F	5	6	7
I	E,F	2	5	8
J	D,H	2.5	2.75	4.5
K	G,I	3	5	7

Questions:

- What is the earliest completion date?
- What is the critical path?
- If management has set a completion deadline for 24 hours, what is the probability that they will meet this deadline?

FACULTY OF COMMERCE AND BUSINESS MANAGEMENT
MBA III – SEMESTER REGULAR EXAMINATIONS, DECEMBER 2013
PROJECT MANAGEMENT

(3)

PAPER – I

Time: 3 Hours]

[Max. Marks: 70

Note: Answer all questions from Section – A and Section – B

Section – A

(5x3=15)

Answer the following questions in not more than **ONE** page each:

1. Financial Projections.
2. Social Cost.
3. Project scheduling.
4. Project Audit.
5. Wage Rate.

Section – B

(5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) Discuss the various categories of Project in detail.
(OR)
b) Explain tools and techniques of Project Management.
7. a) What is Project Formulation? What are the requirements for Project Formulation?
(OR)
b) What is Market Survey? Explain about Market and Demand Estimation of a project?
8. a) Explain about process involved in appraisal of the Industrial Projects.
(OR)
b) What are the problems arising due to changes to wage rate and exchange rate?
9. a) Write a note on Project Scheduling.
(OR)
b) What are Network techniques used for budgeting and scheduling?
10. a) What are the major challenges of Project Manager in Project Evaluation?
(OR)
b) Write a note on CPM and PERT.

Section – C (Compulsory)

(1x15=15)

Investment = Rs.1000 Lakhs

Expected Rate of Return = 18% p.a

The projected cash flows in lakhs of rupees are as under

Year	Project 1	Project 2	Project 3	Project 4
1	350	240	200	210
2	250	240	200	210
3	300	250	250	200
4	320	250	210	200

Questions:

- i) How will you advise the organization for the best project in terms of Net Present Value?
- ii) What would be your suggestions on the base of Profitability Index?

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FACULTY OF COMMERCE AND BUSINESS MANAGEMENT
M.B.A. III – SEMESTER REGULAR EXAMINATIONS, FEB 2014

(9)

PROJECT MANAGEMENT

PAPER – I

Time: 3 Hours]

[Max. Marks: 70

Note: Answer all questions from Section – A and Section – B

Section – A

(5x3=15)

Answer the following questions in not more than **ONE** page each:

1. Sensitivity Analysis
2. Social Cost
3. Means of Project financing
4. CPM
5. Project Termination

Section – B

(5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) Discuss about Project Development Cycle in detail.
(OR)
b) Explain tools and techniques of Project Management.
7. a) What is means of Project Financing? What are the requirements for Financial Projection?
(OR)
b) Explain the Market and Demand Estimation, and also explain what Market Survey is?
8. a) Explain about Economic and Social appraisal of the Industrial Projects.
(OR)
b) What are the problems arising due to rate of discount, wage rate and exchange rate?
9. a) Write a note on Monitoring and Project Control Techniques.
(OR)
b) What are Network techniques used for budgeting and scheduling?
10. a) What are the major issues in Project Management?
(OR)
b) Write a note on Capital Budgeting techniques.

Section – C (Compulsory)

(1x15=15)

Organization Investment = Rs.1000 Lakhs

Expected Rate of Return = 17% p.a

The projected cash flows in lakhs of rupees are as under

Year	Project 1	Project 2	Project 3	Project 4
1	450	240	200	210
2	250	240	300	310
3	300	250	350	300
4	420	450	410	400

Questions:

- i) How will you advise the organization for the best project in terms of Net Present Value?
- ii) What would be your suggestions on the base of Profitability Index?

- ① current affairs - 20
- ② Telugu/Hindi/Urdu - 10
- ③ Eng - 10
- ④ Math - 10
- ⑤ General Economics - 10
- ⑥ Commerce / Bus. Mgt - 5
- ⑦ Comp. Sci - 5
- ⑧ Science & Eng - 5
- ⑨ Logical reasoning - 5
- ⑩ General science - 5
- ⑪ Public Adm - 5
- ⑫ History - 5
- ⑬ Political science - 5

35 per marks
100 multiple choice
2 hrs

21-Answer
(5)

Time: 3 Hours] [Max. Marks: 70
Note: Answer all questions from Section - A and Section - B

Section - A (5x3=15)

Answer the following questions in not more than ONE page each:

1. Features of a Project.
2. Demand estimation of a Project
3. Social Appraisal
4. Project Coordination
5. PERT

Section - B (5x8=40)

Answer the following questions in not more than FOUR pages each:

6. a) What is project management? Explain about the role of a project manager. (OR)
- b) Explain any of the forms of project organization along with its merits and demerits.
7. a) Explain about Project Identification Process in detail. (OR)
- b) What are the means of Finance available for a new project you undertake in the area of small sector.
8. a) What is the Process of Project Appraisal? Explain. (OR)
- b) Do you think various problems arise due to exchange rates, tax rates and wage rates fluctuation during project implementation? Discuss.
9. a) What is meant by project coordination? Explain its significance in project management. (OR)
- b) Write about various project monitoring and project control techniques.
10. a) How do you evaluate a project? Explain. (OR)
- b) A company is considering which of two mutually exclusive projects it should undertake. The company anticipates a cost of capital of 10% and net after-tax cash flows of the project are as follows:

Year /cash flows:	Rs. ('000)				
	0	1	2	3	4
Project X	(200)	35	80	90	75
Project Y	(200)	218	10	10	4
Discount factors (10%)	1	0.91	0.83	0.75	0.68
(20%)	1	0.83	0.69	0.58	0.48
				0.41	

You are required to calculate NPV and IRR of each project and recommend.

[PTO]

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Section - C (Compulsory) (1x15=15)

A project has the following activities duration, cost and precedence relationships.

Activity	Immediate Predecessor	Normal Time (weeks)	Crash Time (weeks)	Normal Cost (Rs)	Crash Cost (Rs)
a	-	10	9	11000	15000
b	-	15	13	20000	25000
c	a	10	6	9000	20000
d	a	20	18	25000	30000
e	c	15	10	20000	35000
f	b	17	15	20000	30000
g	d,f	12	10	15000	25000
h	f	9	8	12000	18000
i	g,h	7	6	10000	15000

You are required to

- a) Draw Net work diagram for normal time estimates
- b) Determine the critical path and the duration of completion of project.

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FACULTY OF BUSINESS MANAGEMENT
MBA III – SEMESTER REGULAR EXAMINATIONS, MARCH- 2021
OPERATIONS MANAGEMENT
PAPER – I

Time: 2 Hours]

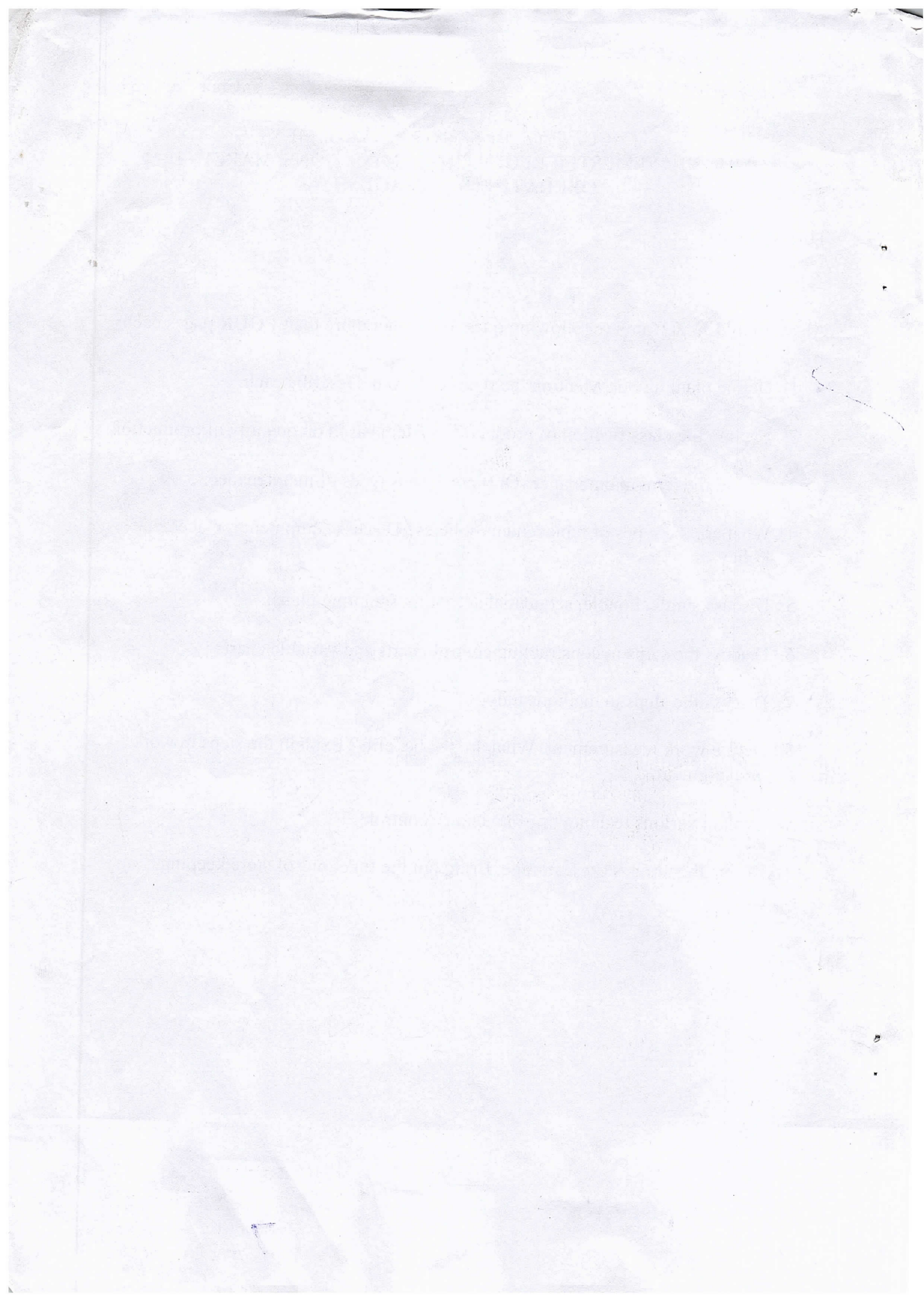
[Max. Marks: 70

(5x14=70)

Answer any **FIVE** from the following questions in not more than **FOUR** pages each:

1. Define plant layout. Mention the types of layout. Describe each.
2. Explain the classification of production system based on quantity of production.
3. Define the term maintenance. Outline various types of maintenance.
4. What are the types of replacement policies? Discuss equipment replacement Policy.
5. Discuss single, double, sequential accepting sampling plans.
6. Discuss the steps in constructing control charts and variable charts.
7. Discuss the steps in method study.
8. Define work measurement. What are the benefits? Explain the steps in work measurement.
9. Explain various techniques of inventory control.
10. Define the terms stores, storage. Bring out the functions of store keeping.

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FACULTY OF BUSINESS MANAGEMENT
MBA III – SEMESTER REGULAR EXAMINATIONS, DEC- 2017
OPERATIONS MANAGEMENT
PAPER – I

Time: 3 Hours]

[Max. Marks: 70

Note: Answer all questions from Section – A and Section – B

Section – A

(5x3=15)

Answer the following questions in not more than **ONE** page each:

1. Process Design.
2. Reliability.
3. Quality Circles.
4. Work Measurement.
5. Inventory Control.

Section – B

(5x8=40)

Answer the following questions in not more than **FOUR** pages each:

- 7 6. a) Explain the how operations management influence Decision-Making of any organization.
(OR)
b) Discuss on the factors that influence the location.
- 12 7. a) Explain about basic functions of Production Planning.
(OR)
b) Discuss on Replacement Policies and Models.
- 16 8. a) Define the term Quality and explain about Standards and Specifications to be followed in
3 Quality Management.
(OR)
b) Elucidate that how Statistical Quality Control can help the Business Organizations.
- 20 9. a) Describe the importance of work study in Project Management.
4 (OR)
b) Explain about various methods of Measurement of work.
- 24 10. a) Discuss about the essential steps for effective Materials Management.
5 (OR)
b) Explain about JIT in effective Materials Management. → Q, \$ Cl

Section – C (Compulsory)

(1x15=15)

Siri & Co, is a producer of Cosmetics at Hyderabad. As part of their business they by different types of material in different Quantities as follows.

Material Name	Qty (in units)	Price per unit (Rs.)
x ₁	200	10.00
x ₂	1000	12.50
x ₃	500	2.20
x ₄	6000	1.50
x ₅	5000	0.75

They take the above mentioned material for every operating cycle but they are not able to produce the product 'K' that consumes the material x₁-to-x₅. It is found. that the highest cost that deviated is material cost only due to lack of proper control. Advise the organisation the best Material/Inventory Control Method that can ensure the cost minimisation.

FACULTY OF COMMERCE AND BUSINESS MANAGEMENT
M.B.A. III SEMESTER EXAMINATIONS, DECEMBER 2012
SUBJECT: INVESTMENT MANAGEMENT
PAPER: 04(b)

[Time : 3 Hours]

[Max. Marks : 70]

Note : Answer all the questions from Section-A and Section-B.

Section – A

[5x3=15]

Answer the following questions in not more than ONE page each:

1. Ex-Ante and Ex-Post Returns.
2. Technical Analysis.
3. Holding Period Yield.
4. EVA.
5. Jensen's Differential Index.

Section – B

[5x8=40]

Answer the following questions in not more than FOUR pages each:

6. a) Describe the investment decision process.
(OR)

- b) The possible returns are given along with their probabilities :

Possible Returns (in percent)	Probability of occurrence
X_i	$P(X_i)$
30	0.10
40	0.30
50	0.40
60	0.10
70	0.10

Calculate expected return and risk.

7. a) Describe fundamental analysis as an approach to investment analysis.
(OR)

- b) Explain efficient market hypothesis.

8. a) Describe the features and types of debt instruments.
(OR)

- b) X Co. Ltd. issued a bond of face value of Rs.1000 with a coupon rate of 15 percent. The current market price of the bond is Rs.900. Five years are left to maturity and the bond is repaid at par. Calculate its YTM.

9. a) Explain the various approaches to equity valuation.

(OR)

b) Alfa Ltd. paid a dividend of Rs.2 per share for the current year. A constant growth in dividend of 10 percent has been forecasted for an indefinite future period. Investors' required rate of return has been estimated to be 15 percent. The current market price of the share is Rs.60. Would you buy the share?

10. a) Explain Markowitz Portfolio theory.

(OR)

b) Given the following information :

	Portfolios			
	A	B	C	D
Beta	1.10	0.8	1.8	1.4
Return (%)	14.5	11.25	19.75	18.5
Standard deviation (%)	20.0	17.5	26.3	24.5
Risk free return = 6 percent				
Market return = 12 percent				

Calculate shape ratio and Treynor ratios and rank the funds according to their performance.

Section – C

[1x15=15]

The following data pertains to Wipro Ltd. & Infosys Technologies Ltd.

Attribute	Wipro Ltd.	Infosys Technologies Ltd.
P/E	14.18	33.32
EPS (Rs.)	33.37	101.10
Sales (Rs. Crores)	6557	6425
Face Value (Rs.)	2	5
Net Profit Margin(%)	20.97	26.31
Last Dividend (%)	300	800
Return on equity	27.68	26.33

Questions :

- Based on the data given, compare the performance of both the companies.
- Which of the information helps you to make an investment decision?
- Can you explain the significance of each of the data?

FACULTY OF COMMERCE AND BUSINESS MANAGEMENT
M.B.A. III – SEMESTER REGULAR EXAMINATIONS, FEB 2014
INVESTMENT MANAGEMENT

PAPER – IVb

Time: 3 Hours]

[Max. Marks: 70

Note: Answer all questions from Section – A and Section – B

Section – A

(5x3=15)

Answer the following questions in not more than **ONE** page each:

1. Risk and Return from investment
2. DOW theory
3. Features of Debt Instruments
4. Economic Value Added
5. Security Market Line

Section – B

(5x8=40)

Answer the following questions in not more than **FOUR** pages each:

6. a) 'The investment process involves a series of activities', Discuss.
(OR)
b) Define investment. Differentiate the investor from the speculator.
7. a) Do you think that knowing the current status of economy is useful in analyzing stock market movements? If so, explain.
(OR)
b) Explain the three forms of market efficiency. If any one each.
8. a) Explain different methods used to calculate return on bonds.
(OR)
b) Likith owns a bond with face value of Rs. 1000 and coupon rate of 8%. Its current selling price is Rs. 960. Given the required rate of return 10%, should Likith hold or sell the bond?
9. a) Explain the two stage growth model of estimating multiple year holding stock prices with illustration.
(OR)
b) Sudharma expects to get Rs. 3.50 as dividend from a share next year and hopes to sell off the share at Rs. 45 after holding it for one year. If his required rate of return is 25 percent, calculate the present value of the share.
10. a) What is Markowitz 'efficient frontier'? Explain efficient frontier with riskless lending and borrowing.
(OR)
b) 'A' and 'B' are two mutual funds. 'A' has a mean return of 14.5 percent with a standard deviation of 20 percent. 'B' has a mean return of 11.25 percent with a standard deviation of 17.5 percent. Risk free rate of return is 6% and that of the market return is 12%. Calculate:
i) Sharpe ratio ii) Treynor ratio iii) Jensen ratio

[PTO

Section – C (Compulsory)

(1x15=15)

Mr. Pranith has invested in three stocks i.e. X, Y and Z during the previous year. He has decided to continue his investments in those stocks from which his holding period returns are more than 30 percent. From the following shares which one should he hold and continue?

Shares	Expected Dividend	Price of share on	
		01-04-2012	01-04-2013
X	35%	100	130
Y	15%	40	110
Z	10%	350	450

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Code No. 1234B

FACULTY OF BUSINESS MANAGEMENT
MBA III - SEMESTER REGULAR EXAMINATIONS, DEC' 2014
INVESTMENT MANAGEMENT

PAPER - IV(b)

Time: 3 Hours]

[Max. Marks: 70

Note: Answer all questions from Section - A and Section - B
Section - A (5x3=15)

Answer the following questions in not more than ONE page each:

1. Investment Decision
2. Fundamental analysis
3. Bond Duration
4. Economic Value Added
5. Capital Market Line

Section - B

(5x8=40)

Answer the following questions in not more than FOUR pages each:

6. a) Write briefly about:
 - i) Types of Financial Instruments
 - ii) Risks and Types of Risks

(OR)

- b) From the following information calculate return and risk assuming equal weights.

Return from Security X(%) : 12 14 12 16 13
Return from Security Y(%) : 20 22 25 18 23

7. a) What is meant by technical analysis? How does technical analysis differ from fundamental analysis?

(OR)

- b) What is Random Walk Theory? What does it project in its Weak form, Semi-Strong form and Strong form.

8. a) What do you mean by Bond portfolio Management? Discuss the considerations in managing bond portfolio.

(OR)

- b) An investor purchased a bond whose face value is Rs.1000 with a coupon rate of 10 percent. The bond is callable 2 year from now with a call price of Rs.1100. The maturity of bond is 4 years. Bond makes annual coupon payment. Find the yield to call.

9. a) Explain any two methods used for valuation of shares with examples?

(OR)

- b) An investor expects to Rs.3.50, Rs.4 and Rs.4.50 as dividend from an equity share during the next three years. He hopes to sell the share for Rs.75 at the end of the third year. If the required rate of return is 25%, find the current value of the share.

10. a) How does the introduction of risk free lending and borrowing alter the efficient frontier? What is the slope of the new efficient frontier?

(OR)

PTO

-2-

- b) Mr. Manu would like to evaluate performance of his invested portfolio in a mutual fund. From the information given below, evaluate fund using Sharpe and Treynor indices.

Return from the fund is 64 percent

Standard deviation is 42

Risk free rate of return is 10.5

Beta (β) is 1.12

Section - C (Compulsory) (1x15=15)

The estimated rates of return, beta co-efficient and standard deviations of some securities are given below:

Security	Estimated Return (%)	Beta	Standard Deviation
P	28	1.40	40
Q	21	1.10	30
R	15	0.75	20
S	12	0.60	18

The risk free rate of return is 8%. The market returns is expected to be 20%. Determine which of the above securities are overpriced and which are underpriced.

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