

Total No. of printed pages = 17

**63/2 (SEM-3) MBA 3.4 (A,B) (N/O)**

**2021**

(held in 2022)

(Theory Paper)

Paper Code : MBA – B.1 (New)

**(International Human Resource Management)**

Full Marks – 70

Time – Three hours

The figures in the margin indicate full marks  
for the questions.

**SECTION – A**

1. Answer any *five* from the following questions :

- |  |   |
|--|---|
| (a) What is Career Planning ?              | 2 |
| (b) Who is a TCN ?                         | 2 |
| (c) What is Workforce Diversity ?          | 2 |
| (d) What do you mean by HRIS ?             | 2 |
| (e) What is Computerized Skill Inventory ? | 2 |
| (f) What are Knowledge Activities ?        | 2 |
| (g) Define Virtual Organization.           | 2 |

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## SECTION – B

2. Answer any *four* from the following questions :

(a) Explain the major attributes for selection of Expatriates. 5

(b) How does CCF help Expatriates ? 5

(c) Describe the different types of Mobility. 5

(d) "Diversity not only involves how people perceive themselves, but how they perceive others." Critically analysis the statement. 5

(e) A global HRIS can put vast amounts of multinational employee data to strategic use. Explain why ? 5

(f) There are significant differences in the management of traditional workers and knowledge works. What are they ? 5

## SECTION – C

3. Answer any *four* from the following questions :

(a) Discuss the External factors of IHRM. 7

(b) Describe the approaches used to establish base salaries for Expatriates. 7

(c) Why do we need Pre-Departure Training ? 7

(d) What are the benefits of Knowledge Management System ? 7

(e) What is Computerized HRIS and its sub-system ? 2+5=7

(f) Describe the role of HR managers in a virtual organization. 7

## CASE STUDY

4. Compulsory question :

A family owned carbon steel company from Germany has extended into business to Hong Kong. The owners bought a small traditional Chinese firm and decided to copy the successful structure they had developed at home. This structure was headed by three General Managers who equally shared the responsibilities for the business activities for the firm. The consequences were as follows :

(i) Now the Chinese employees were assigned tasks by the people they have never seen before and whom they did not understand. Many misunderstandings occurred, some were quite costly.

- (ii) The employees back in Europe were only concerned with whether the assigned tasks were completed and did not consider any other obligations to the Chinese employees, such as taking care of the relationships with the Chinese government, banks, etc.

- (iii) Eventually, the local employees became frustrated and were ready to leave the company.

The result was that the management model was changed again and a single Managing Director of the subsidiary was accountable for all business activities in Hong Kong.

Questions :

- (a) Describe the situation with reference to the Cross-Cultural communication dimension.

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- (b) What should have been followed from the initial stage of the internationalisation of the company ?

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(Theory Paper)

Paper Code : MBA-D.1 (New)

(Manufacturing Planning and Control)

Full Marks – 70

Time – Three hours

The figures in the margin indicate full marks for the questions.

### SECTION – A

Answer *all* questions are compulsory.

1. What are the four questions that a good planner must answer ? 2
2. What are the objectives of material requirement planning ? 2
3. What are the responsibilities of capacity management ? 2
4. What is shop order ? What kind of information does it usually contain ? 1+1=2
5. Why is feedback necessary in control system ? 2
6. State the difference between dependent and independent demand. 2
7. Where is the resource bill used ? 2

## SECTION – B

Answer any *four* questions.

1. What are the four objectives of a firm wishing to maximize profit? 5
2. A company wants to produce 500 units over the next 3 months at a level rate. The months have 19, 20 and 21 working days respectively. On an average, how much should the company produce each day to level production? 5
3. Describe the purpose of forecasting for strategic business planning, production planning and master production planning. 5
4. Describe infinite and finite loading. 5
5. A work center is to process 150 units of gear shaft SG 123 on work order 333. The setup time is 1.5 hours and the run time is 0.2 hours per day. What is the standard time needed to run the order? 5
6. Why is employee involvement important in a JIT environment? 5

## SECTION – C

Answer any *four* questions.

1. Describe the four primary manufacturing strategies. How does each affect delivery lead time? 5+2=7
2. A production line is to run 1000 units per month. Sales are forecast as shown in the following: Calculate the expected period ending inventory. The opening inventory is 500 units. All periods have same number of working days.

Period	1	2	3	4	5	6
Forecast	700	700	700	700	700	700
Planned Production	1000	1000	1000	1000	1000	1000
Planned inventory 500						

3. What is the purpose of time tenses? Name and describe the three main divisions. 4+3=7
4. Discuss the uses of bills of material. 7

5. Calculate the critical rates for the following orders and establish in what order they should be seen. Today's data is 75

Order	Due Date	Lead Time Remaining days	Actual Time Remaining days	CR
A	87	12		
B	95	26		
C	100	21		

6. Write a note on "Sales and Operations Planning Prices".

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## SECTION - D

### Case Study :

#### Whither an MBA at Strutledge ?

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Strutledge is a small private liberal arts school located within 50 miles of a major urban area in the Southeast United States. As with most institutions of higher education, Strutledge's cost are rising and its enrollments are decreasing. In an effort to expand its student base, build valuable ties with area businesses and simply survive the Board of Regents is considering establishing an MBA program.

Currently no undergraduate degree is given in business, although business courses are taught. The dean of the school visualizes the MBA as an interdisciplinary program emphasizing problem solving, communication and global awareness. Faculty expertise would be supplemented by instructors from local industry. The use of local faculty would better connect the university with the business community and provide opportunities for employment of the program's graduates.

In terms of competition, a major state-funded university that offers an MBA is located in the adjacent urban area. Strutledge hopes that state budget cutbacks and perceptions of overcrowded classrooms and overworked professors at public institutions will open the door for a new entrant into the market. The Board of Regents also feels that the school's small size will allow Strutledge to tailor the MBA program more closely to area business needs.

Several members of the Board are concerned about recent reports of the dwindling value of an MBA and are wondering if a better niche could

be found with another graduate degree, perhaps a master of science in business analytics or something in the education or healthcare field.

(i) What action would you recommend to the Board of Regents ?

(ii) How should Strutledge go about making a strategic decision such as this ?

(Theory Paper)

Paper Code : MBA – 3.4 (A) (Old)

(International Human Resource Management)

Full Marks – 70

Time – Three hours

The figures in the margin indicate full marks for the questions.

### SECTION – A

1. Answer any *five* from the following questions :

(a) What is a Transnational Company ? 2

(b) Who is Regiocentric Approach in International Recruitment ? 2

(c) What is Knowledge Management System ? 2

(d) What is an Invisible Organisation ? 2

(e) What is Fishbone Diagram ? 2

- (f) Who is an Expatriate ? 2
- (g) Is flexibility important in case of International Training and Development ? 2

### SECTION – B

2. Answer any *five* from the following questions :

- (a) Mention the objectives of IHRM. 4
- (b) What are the advantages of hiring Third-Country Nationals ? 4
- (c) What is Company Culture ? Is it an important factor for International Human Resource Management ? 1+3=4
- (d) Mention the purpose of Mobility. 4
- (e) Why do we need HRIS ? 4
- (f) Discuss the Recruitment and Selection Process in Virtual Organisation. 4
- (g) Explain the Economic Value Approach of Human Resource Accounting. 4

### SECTION – C

2. Answer any *five* from the following questions :

- (a) State the relationship between HRM and TQM. 8
- (b) Describe the features or characteristics of a Virtual Organisation. 8
- (c) Describe the barriers to the success of a HRIS. 8
- (d) Describe the various type of International Employees. 8
- (e) Discuss the changing environment of IHRM. 8
- (f) Elaborate the five functional areas of IHRM. 8
- (g) Describe the IHRM process with a diagram. 8

(Theory Paper)

Paper Code : MBA-3.4(B) (Old)

(Manufacturing Planning and Control)

Full Marks – 70

Time – Three hours

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SECTION – A

*All questions are compulsory.*

1. What is aggregate inventory management? 2
2. What potential problem might arise by time tenses are not used? 2
3. What effect does a JIT environment have on MRP? 2
4. What are three steps in making an MPS? 2
5. What is ATP (Available To Promise)? 2

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SECTION – B

Answer any *five* from the following :

1. Describe trend, seasonality and random variation as applied to forecasting. 4
2. Name and describe five advantages of low set up time. 4
3. Explain how manufacturing planning and control affect a company's revenue cost and assets. 4
4. Describe the parent component relationship. 4
5. A work center has 3 machines and is operated for 8 hours a day 5 days a week. What is the available time? 4
6. Discuss the six bottleneck principle. 4
7. What are the objectives of distribution inventory management? 4

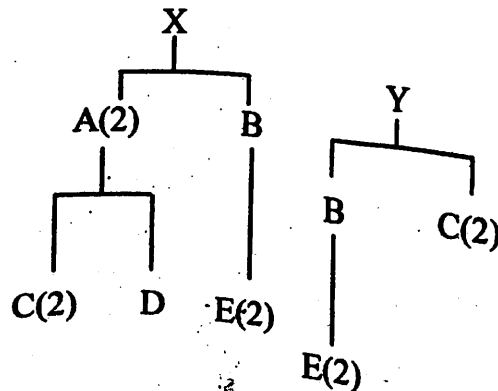
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## SECTION - C

Answer any *five* from the following :

1. Describe the steps of sales and operational planning. 8
2. Describe the seven uses of bills of material. 8
3. Describe the primary activities of manufacturing planning and control. 8
4. Discuss the three basic strategies used in developing production plan. 8
5. Describe the process of back scheduling. 8
6. Using the following product tree, construct the appropriate single level trees. How many  $C_3S$  are needed to make 50 Xs and 100 Ys ?



7. A work center has the following open orders and planned orders for week 20. Calculate the total standard time (load) on this work centre in week 20 order 222 is already in progress, and there are 100 remaining to run. 8

	Order Quantity	Setup Time(hours)	Run Time hour/piece	Total Time(hours)
Released orders				
222	100	0	0.2	
333	156	1.5	0.2	
Planned orders				
444	200	3	0.25	
555	300	2.5	0.15	