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63/2 (SEM-3) MBA B.2,D.2,3.6 (A,B)

2021

(held in 2022)

MBA

(Theory Paper)

Paper Code : MBA-B.2 (New)

**(Human Resource Acquisition
and Development)**

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 :

2×5=10

(a) What is Manpower Planning ?

(b) What is Job Design ?

(c) What is Executive Search Firm ?

[Turn over

- (d) What is Training ?
- (e) What do you understand by Learning and Development ?
- (f) What is Management Development ?
- (g) What is Apprenticeship Training ?

SECTION - B

2. Answer any *four* from the following questions :
5×4=20

- (a) Explain Manpower Planning at Macro-Level.
- (b) Classify the types of Employments.
- (c) Explain the 70 : 20 : 10 model of Learning and Development Strategy.
- (d) Why is On-the-Job Training the most effective method of Training ? Explain.
- (e) Describe the elements of Organisational Development.
- (f) What is the role of HR in Change Management ?

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SECTION - C

3. Answer any *four* from the following questions :
7×4=28

- (a) Explain the phases of Job Redesigning.
- (b) Discuss the factors that influences the Recruitment Policy.
- (c) Discuss the different forms of Interview Format.
- (d) Explain the different types of Employee Transfer.
- (e) What factors affects the Employee Retention ?
- (f) How do we identify Training needs ?

Case Study

4. Compulsory question :

Xerox has mastered the Systematic Problem solving approach on a company-wide scale. In 1983, senior managers launched the Company's Leadership through Quality initiative; since then all employees have been trained in small-group activities and problem-solving techniques. Today a six-step process is used for virtually all decisions. Employees are provided with tools in

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four areas: generating ideas and collecting information (Brainstorming, interviewing and surveying); reaching consensus (list reduction, rating forms, weighted voting); analyzing and displaying data (cause and effect diagrams, force-field analysis); and planning actions (flow charts, Gantt charts). They then practice these tools during training sessions that last several days. Training is presented in "family groups", members of the same department or business unit team, and the tools are applied to real problems facing the group. The result of this process has been a common vocabulary and a consistent, company wide approach to problem solving. Once employees have been trained, they are expected to use the techniques at all meetings and no topic is off-limits. When a high-level group was formed to review Xerox's organizational structure and suggest alternatives, it employed the very same process and tools.

Question:

- (a) Critically analyse the Xerox's Problem Solving Training technique. 6
- (b) How useful this technique of Xerox can be for creating a Learning Organisation? 6

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(Theory Paper)

Paper Code : MBA-D.2 (New)

(Logistics Management)

Full Marks – 70

Time – Three hours

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

SECTION – A

Answer any five from the following questions :

2×5=10

1. What considerations should be employed to identify the appropriate customer service measures?
2. What are the features of supply chain management?
3. What issues should a logistics manager consider in trying to select a mode of transport?
4. What is meant by protective packaging?
5. How do communication technology applications assist logistics in providing improved customer service?

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[Turn over

6. What is value added inventory flow ?
7. What is a postponement strategy in supply chain ?

SECTION - B

Answer any *four* from the following questions :
5×4=20

1. Discuss the aims of logistics.
2. Describe ways of achieving logistics internal integration.
3. How a logistics strategy fits into an organization's border decision ?
4. Describe various impediments to improved performance of logistics and supply chain management.
5. Describe the role of transportation in the success of logistics system and coordinated and efficient supply chain performance.
6. Discuss the main difficulties met with international logistics.

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SECTION - C

Answer any *four* from the following questions :

7×4=28

1. Explain the different activities of logistics.
2. Van Hendrick industries is building a central logistics centre that will collect components from their supplier and send finished goods to x, y regional warehouse. The locations of these and the amounts supplied or demanded are shown in the following table. Where should they start looking for site ?

Location		x, y co-ordinate	Supply or demand
Supplier	1	91, 8	46
Supplier	2	93, 35	60
Supplier	3	3, 86	80
Warehouse	1	83, 26	24
Warehouse	2	89, 54	16
Warehouse	3	63, 87	22
Warehouse	4	11, 85	38
Warehouse	5	9, 16	52
Warehouse	6	44, 48	28

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SECTION - D

Case Study : ACE Dairies

ACE Dairies gives a home delivery service for milk, dairy products and a range of related goods. Roger Smitheram has run the dairy for the past twelve years. His product is a combination of goods (the items he delivers) and services (the delivery and associated jobs he does for customers).

At the heart of operations is an information system which contains full details of all Roger's 500 customers, including their regular orders, special orders, where to deliver how they pay, and so on. Every day the system calculates the likely sales of all products in two days time. Roger adds some margin of safety, allows for likely variations and passes his order to Unigate Dairy in Totnes in Devon (about 150 Km away). This Unigate depot acts as a wholesaler for milkmen in Wales and the Southwest of England. The following evening it delivers to a holding depot in Camborne, and then takes Roger goods 10km to a cold store in Hayle. At 5.30 the following morning Roger collects the order from his cold store and starts delivering to customers. This

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3. Discuss some practical difficulties with capacity planning.
4. Discuss the steps in procurement cycle.
5. Discuss the various factors which influenced a logistics organisational structure.
6. Mr. John Estes oversees the distribution of Tastee Snacks products from the plant warehouse to its two distribution centers in the United States. The plant warehouse currently has 42,000 units of the company's most popular product, Chocolate Chewies. Mr. Estes retains 7,000 units of the product at the warehouse as a buffer. The Cincinnati distribution center has an inventory of 12,500 units and daily requirements of 2,500 units. The phoenix distribution center has an inventory of 6,000 units and daily requirements of 2,000 units.
 - (a) Determine the common days supply of Chocolate Chewies at each distribution center.
 - (b) Use fair share allocation logic to determine the number of chocolates chewies to be allocated at each distribution center.

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normally takes until 1.30 in the afternoon, but on fridays he spends more time collecting money and often finishes after 5.00 pm.

There are several specific problems facing Ace Dairies. There is, for example, some variation in daily demand, so Roger has to carry spare stock. He cannot carry too much, as dairy products have a short life and anything not delivered quickly is thrown away. Roger aims at keeping this waste down to 2 percent of sales. There are also problems maintaining the service during holidays, or when Unigate has problem with their deliveries.

Perhaps Roger's main concern is maintaining his sales over the long term. Demand for doorstep delivery is declining, as people buy more milk at supermarkets. The number of milkmen in Hayle has declined from ten in 1987 to three in 2002. Most of Roger's customers have been with him for many years, but he generates new custom by canvassing, delivering leaflets, special offers, carrying a range of other products, and so on.

Questions:

1. Describe the supply chain for milk.
2. What are the main problems that ACE Dairies has with logistics?

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(Theory Paper)

Paper Code : MBA 3.6 (A) (Old)

(Human Resource Acquisition
and Development)

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 :
2×5=30

- (a) What are the major phases of Human Resource Planning?
- (b) What are the Nominal Group Technique?
- (c) Define Job Enrichment.
- (d) What is Position Rotation?
- (e) Mention the advantages the Internal Recruiting.
- (f) What is Collective Induction?
- (g) What is Career Development?

121/63/2 (SEM-3) MBA B.2,D.2,3.6(A,B) (11) [Turn over

SECTION - B

2. Answer any *five* from the following questions :
 $4 \times 5 = 20$

(a) What is the purpose of training evaluation ?

(b) What are the advantages and disadvantages of E-Learning ?
 $2 + 2 = 4$

(c) Why do we need On-the-Job Training ?

(d) What are the benefits of Training Needs Assessment ?

(e) Explain the role of Learning in Training and Development.

(f) Discuss the internal source of Recruitment.

(g) What is Downsizing ? What are the major reasons for downsizing ?
 $2 + 2 = 4$

SECTION - C

2. Answer any *five* from the following questions :
 $8 \times 5 = 40$

(a) Discuss the Human Resource Planning Process with a diagram.

(b) Elaborate on the concept of Turnover.

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(c) Explain the methods used for the data collection for Job Analysis.

(d) Discuss the steps of the Induction Program.

(e) What are the benefits of Training to an Employer ?

(f) Describe the major approaches of Competency Mapping.

(g) Explain the main stages of Career Cycle.

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(Theory Paper)
Paper Code : MBA-3.6 (B) (Old)
(Logistics Management)

Full Marks – 70

Time – Three hours

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

SECTION – A

All questions are compulsory :

- | | |
|--|--------|
| | 2×5=10 |
| 1. What is strategic positioning ? | 2 |
| 2. What is transportation capability ? | 2 |
| 3. State the benefits of DRP | 2 |
| 4. What is purpose of freight classification ? | 2 |
| 5. What is fill rate ? | 2 |

SECTION – B

Answer any five :

- | | |
|--|--------|
| | 4×5=20 |
| 1. Discuss the aims of logistics. | 4 |
| 2. Describe the concept of value added inventory flow. | 4 |

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- | | |
|--|---|
| 3. Discuss the various factors which influence a logistics organisational structure. | 4 |
| 4. Discuss the various elements of customer service along with their significance. | 4 |
| 5. Discuss the benefits of creating a single integrated logistics function. | 4 |
| 6. Define a logistics strategy and discuss its focus. | 4 |
| 7. Describe different measures of supply chain performance. | 4 |

SECTION – C

Answer any five of the following : 8×5=40

- | | |
|---|---|
| 1. Explain the conceptual model of supply chain management. | 8 |
| 2. Discuss the major challenges of transportation deregulation environment that facilitate international transportation and increase international trade. | 8 |
| 3. Describe the operating objectives in terms of logistical system design. | 8 |

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4. How does warehouse decision affect the rest of logistics system ? 8
5. Describe the different approaches to improving logistics. 8
6. Define availability and discuss ways to measure it. 8
7. Discuss the role of that language plays in complicating logistical operation. 8