

**Total No. of printed pages = 10**

**63/2 (SEM-3) MBA B2, D2**

**2022**

**(Held in 2023)**

**MBA**

**(Theory Paper)**

**Paper Code : MBA B.2**

**(Human Resource Acquisition and Development)**

**Full Marks – 70**

**Pass Marks – 28**

**Time – Three hours**

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

**SECTION – A**

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

**2×5=10**

- (a) What is Long-term Manpower planning ?**
- (b) What is Job Redesign ?**
- (c) What is Recruitment policy ?**
- (d) Who is a casual employee ?**

**[Turn over**

- (e) What is Refresher training ?
- (f) What is transfer ?
- (g) What is Change management ?

### SECTION – B

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

- (a) Mention the disadvantages of internal recruiting.
- (b) What are the factors involved in determining the steps of selection procedure ?
- (c) What are the main activities involved in training and development ?
- (d) What are the different levels of Career development ?
- (e) What is the purpose of Manpower development ?
- (f) Describe the model of Change management.

### SECTION – C

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

- (a) Explain the linkage between HRP and HR functions.

- (b) What is the objective behind doing recruitment ?
- (c) Explain the induction process.
- (d) Elaborate the approaches on training.
- (e) What are the key steps of learning and development process ?
- (f) Explain the main activities in building a learning organisation.

### SECTION – D

#### (Case Study)

4. Compulsory question : 12

#### Changes, Changes

Jennifer, the owner and manager of a company with ten employees, has hired you to take over the HRM function, so she can focus on other areas of her business. During your first two weeks, you find out that the company has been greatly affected by the up economy and is expected to experience overall revenue growth by 10% over the next three years, with some quarters seeing growth as high as 30%. However, five of the ten workers are expected to retire within three years. These workers have been with the

organisation since beginning and provide a unique historical perspective of the company. The other five workers are of diverse ages.

In addition to these changes, Jennifer believes they may be able to save costs by allowing employees to telecommute one to two days per week. She has some concerns about productivity, if she allows employees to work from home. Despite these concerns, Jennifer has even considered closing down the physical office and making her company a virtual organisation, but she wonders how such a major change will affect the ability to communicate and worker motivation. Jennifer shares with you her thoughts about the costs of health care on the organisation. She has considered cutting benefits entirely and having her employees work for her on a contract basis, instead of being full-time employees. She is not sure if this would be a good choice.

Jennifer schedules a meeting with you to discuss some of her thoughts. To prepare for the meeting, you perform research so you can impress your new boss with recommendations on the challenges.

- (a) Point out which changes are occurring in the business that affect HRM. 3

- (b) What are some considerations that company and HR should be aware of when making changes related to this case study? 3
- (c) What would be the initial steps to start planning for these changes? 3
- (d) What would be your role in implementing these changes? What would be Jennifer's role to be? 3

(Theory Paper)  
Paper Code : MBA D.2  
(Logistics Management)

Full Marks-70

Pass Marks - 28

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) How logistics contribute to customer satisfaction?
- (b) What is postponement strategy ?
- (c) What advantage does DRP have over a fair share allocation method of inventory deployment ?
- (d) What impact does the cost of carrying inventory show on the traditional Profit and loss Statement of the enterprise ?
- (e) What are the important logistical concerns during the introduction stage of a product life's cycle ?
- (f) What roles do collaboration and trust play in the practice of Supply chain management ?

114&115/63/2 (SEM-3) MBA B2,D2 (6)

- (g) Why is it important to conduct both a quantitative and qualitative evaluation of decision support system packages ?

### SECTION - B

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

5×4=20

- (a) Discuss the growing importance of logistics in India. 5
- (b) Define Customer service strategic management. Discuss its role in the overall performance of the firm. 2+3=5
- (c) Discuss the nature and relative characteristics of the various modes of transportation. 2+3=5
- (d) Discuss the various impediments to improve performance of Logistic and Supply chain management. 5
- (e) Discuss the importance of procurement in the Supply chain. 5
- (f) The following factors have been identified as critical to making a location decision among the three countries— China, Singapore and Indonesia. A group of functional managers has determined the factors, weights and scores to be used in the analysis. In which country the new facility should be located ?

114&115/63/2 (SEM-3) MBA B2,D2 (7) [Turn over

Location factors	Factor Weights (Sum To 1)	China Scores (1-100)	Singapore Scores (1-100)	Indonesia Scores (1-100)
Labor cost	0.2	100	40	90
Proximity to Market	0.15	100	60	80
Supply chain Compatibility	0.25	80	80	60
Quality of life	0.3	70	90	60
Stability of Government	0.1	80	100	50

### SECTION-C

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

7×4=28

(a) Discuss Fair share allocation method of inventory deployment. 7

(b) Describe the factors those encourage International trade. 7

(c) 'The Managing Strategic Sourcing Process', process can be described in terms of a series of elements that should be used in the purchase of goods and services. Briefly discuss these elements. 7

(d) Discuss the role that language plays in complicating logistical operations 7

(e) The demand for toys produced by the Miki Manufacturing Company is shown in the table below :

Period	Demand	Period	Demand
1	1600	7	3300
2	2200	8	3200
3	2000	9	3900
4	1600	10	4700
5	2500	11	4300
6	3500	12	4400

(i) What is the trend line ? 3

(ii) What is the forecast for period 13 ? 4

(f) Zambrucci Transport has to schedule the following six jobs for a heavy lift crane. How can it design a reasonable schedule ?

Jobs	A	B	C	D	E	F
Duration in days	12	8	4	16	2	1020
Target Completion (days from now)	12	40	44	48	4	

## **SECTION-D**

**(Compulsory)**

4. (a) Discuss the advantages and challenges of reverse logistics. 3+3=6
- (b) Discuss why managers need to measure and assess the performance of their firms as well as their Supply chains. 6