

قسم إدارة الأعمال  
أسئلة الدراسات العليا  
الدور الثاني 2022-2023

**University of Basrah**

**College of Administration & Economics**

**Business Administration Dept.**

**MBA Program**

**Date: Sept . .2023**

**Time: 3 hours**

**Organizational Behavior**

**Final exam 2<sup>nd</sup> attempt**

**Note:- Answer All questions**

**Q1- Give short explanation for each the following: (25 Marks)**

- Modeling.
- cognitive dissonance.
- Surface acting.
- Crowdsourcing .
- Procrastinate.
- Machiavellianism.
- hubris syndrome.
- Laggards.
- Nomophobia.
- personality clash.

**Q2- Explain the following ,in details. (25 Marks)**

- Celebrations are a meaningful aspect of company rituals.
- The Need for Affiliation.
- Allow room for negotiation.
- The negative consequences of conflict.
- Rules for the Application of Positive Reinforcement.
- Contributors to Perceptual Distortions.
- Overcoming Cross-Cultural Communication Barriers.
- It is sometimes necessary to deal with red tape in a bureaucracy.
- The Human Touch.
- cultural sensitivity.

Q4- Read the following case carefully, then answer the questions.(20 Marks)

### The New Vice President

When the new president at Mid-West U took over, it was only a short time before the incumbent vice president announced his resignation. Unfortunately, there was no one waiting in the wings, and a hiring freeze prevented a national search from commencing.

Many faculty leaders and former administrators suggested that the President appoint Jennifer Treeholm, the Associate Vice President for Academic Affairs, as interim. She was an extremely popular person on campus and had 10 years of experience in the role of associate vice president. She knew everyone and everything about the campus. Jennifer, they assured him, was the natural choice. Besides, Jennifer deserved the job. Her devotion to the school was unparalleled, and her energy knew no bounds. The new President, acting on advice from many campus leaders, appointed Jennifer Interim vice president for a term of up to three years. He also agreed that she could be a candidate for the permanent position when the hiring freeze was lifted. Jennifer and her friends were ecstatic. It was high time more women moved into important positions on campus. They went out for dinner to their every Friday night watering hole to celebrate and reflect on Jennifer's career.

Except for a brief stint outside of academe, Jennifer's entire career had been at Mid-West U. She started out teaching Introductory History, then, realizing she wanted to get on the tenure track, went back to school and earned her Ph.D. at Metropolitan U. while continuing to teach at Mid-West. Upon completion of her degree, she was appointed as an Assistant Professor and, eventually, earned the rank of Associate based on her popularity and excellent teaching.

Not only was Jennifer well liked, but she devoted her entire life, it seemed, to Mid-West, helping to form the first union, getting grants, writing skits for the faculty club's annual follies, and going out of her way to befriend everyone who needed support.

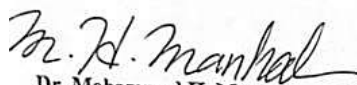
Eventually, Jennifer was elected President of the Faculty Senate. After serving for two years, she was offered the position of Associate vice president. During her 10 years as associate vice president, she

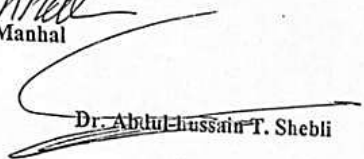
handled most of the academic complaints, oversaw several committees, wrote almost all of the letters and reports for the vice president, and was even known to run personal errands for the president. People just knew they could count on Jennifer.

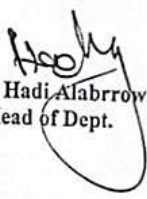
#### Questions

- 1- At this point, what are your predictions about Jennifer's behavior as the Interim Vice President?
- 2- What do you predict will be her management / leadership style?
- 3- What are her strengths? Her weaknesses? What is the basis for your assessment?

We wish you all the best

  
Dr. Mohammed H. Manhal  
Examiner

  
Dr. Abdul Hussain T. Shebli  
Dean

  
Dr. Hadi Alabrrow  
Head of Dept.



البرنامج : ماجستير ادارة الاعمال  
المادة : بحوث العمليات  
مدة الامتحان : 3 ساعات  
التاريخ : 2023 / 9 / 10



جامعة البصرة  
لية الإدارة والاقتصاد  
سم ادارة الاعمال

امتحان الدور الثاني للعام الدراسي 2022-2023

ملاحظة الاجابة على كافة الاسئلة ولكل سؤال 14 درجة

**Q1 :-** Accompany produces 5 product by using 4 machines m1,m2,m3,m4  
time available for each machine and cost unit of product are shown in the table below

Machine	Time required to produce each product (hours)					Time available hours
	product 1	Product 2	Product 3	product 4	Product 5	
M1	6	3	-	5	2	400
M2	4	-	5	6	-	500
M3	3	6	6	1	4	600
M4	2	5	4	9	7	1000
cost for each unit of product	\$120	\$100	\$200	\$90	\$120	

Product 2 must not to be produced more than 200 unit and not less than 100 units, Product 4 must not to be produced less than 150 unit , Product 3 must be produced 250 units and Product 1 might be produced or not

Formulate this problem by linear programming model

**Q2 :-** Consider the problem of an investor who must take one of four decision (a1 , a2 , a3 , a4) in the face of an unknown future rate of inflation . The cost from investment depends on the inflation rate s1, s2 , s3 as shown in the table below the prior probabilities are  $P(s1) = p(s2) = 0.3$

	S1	s2	s3
a1	1000	2000	1500
a2	1500	1500	3500
a3	2000	2000	1000
a4	1000	3000	2000

it can be purchase a forecast at expected cost of ( \$20 with probability 0.6 or \$ 30 with probability 0.4 ) for the inflation as the conditional shown in the following table

	Z1	Z2	Z3
S1	0.5	0.3	0.2
S2	0.2	0.5	0.3
S3	0.4	0.1	0.5

ind the best decision to be taken by the investor

3:- ABC company in process to buy a copier model , three copier models are available and their features are shown in the table below . Inter arrive time for each job is at 0.025 hour, late delivery job to customers cost the company \$80 per job /hour. find which copier model should be bought by this company

<u>copier model</u>	<u>operating cost per job per hour</u>	<u>speed time for each job</u>
	\$20	0.022 hour
	\$24	0.020 hour
	\$27	0.016 hour

Q4:-MANGO produces two products P1 , p2 . The production process uses two kind of Raw material R1 and R2 which are processed by machine's type A , after collecting information this process has been formulated by Linear programming and solved as shown below

$$\text{Max } Z = 5X_1 + 4X_2$$

$$\text{S.T. } 6X_1 + 4X_2 \leq 24 \quad \text{tons availability of R1}$$

$$X_1 + 2X_2 \leq 6 \quad \text{tons availability of R2}$$

$$-X_1 + X_2 \leq 1$$

$$X_2 \leq 2$$

$$X_1, X_2 \geq 0$$

Where :-  $X_1$  = tons produced daily of product  $X_2$  = tons produced daily of product P2 , The optimal solution is

	$X_1$	$X_2$	$S_1$	$S_2$	$S_3$	$S_4$	
Z	0	0	3/4	2/4	0	0	21
$X_1$	1	0	1/4	-1/2	0	0	3
$X_2$	0	1	-1/8	3/4	0	0	3/2
$S_3$	0	0	3/8	-5/4	1	0	5/2
$S_4$	0	0	1/8	-3/4	0	1	1/2

The management of this company has held a meeting to discuss ways for improving the financial of the company. The following the most prominent proposals, find which proposal should be adopted conditional that the feasibility and optimality will not be affected by any proposal

- 1- The unit profit of P1 is increased by 40% and decreased P2 by 20%
- 2- Raw material R1 is increased by 25% at cost of \$0.5 per tons
- 3- increasing the unit profit for all the products by \$2
- 4-Increasing raw material R2 by 20 units



5:- a warehouse contains two different purchased items (A and B) , assume that the Following characteristics for these items is shown in the following table

Characteristics	Item A	Item B
Demand $D_i$ (units per year)	325	1000
Order cost $C_{pi}$ (\$/order )	20	20
Holding cost $C_{hi}$ (\$/unit/year)	2	1
Volume $k_i$ (ft <sup>3</sup> /unit)	1	3
Maximum storage capacity for these two items (k) is equal to 300 ft <sup>3</sup> Rental charge (w) is \$200ft <sup>3</sup> /year		

Find the optimal quantity order for each item and the optimal inventory cost

استاذ الدكتور هادي عيد الوهاب  
رئيس القسم

استاذ المتفرغ الدكتور محمد عبود طاهر  
مدرس المادة

د. عبد الكريم مصطفى  
التصميم

University of Basrah  
College of Admin & Economics  
Business Administration Dept.



Subject : Organisation Theory  
Program: Master  
Time :3 Hours  
Date : Sept. 20223

**Final Exam –Second Attempt 2022-2023**

**Q1:** According to Mosca and his colleagues , what are the main assumptions of Churchill and Lewis about OLC model ?what are the main stages of this model? What are the five elements that are necessary for building a holistic model about OLC . According to Mueller and his colleagues , how can managers in declining organisations be more like innovative crew of the eclipse and less like the sailor that abundant their yachts? Based on Jones point of view, explain how organisational inertia can lead to decline in organisation? According to Daft , explain a model of decline stages ( Figure is required).

**(15 Marks)**

**Q2:** What is Actor-oriented organisations does mean ? And what are the main premises of the actor-oriented architecture? Explain each one ? How can be applied the actor-oriented scheme to the design of the digital organisation? Based on Daft point of view , how do the underlying assumptions differ for traditional “pipe” organisation and new platform-based digital organisation? According to Walczak , achieving “knowledge culture” requires managerial focus three area? What are they? Explain each one .What are the main strategies that can be used for motivating employees to adopt the “new” knowledge culture that are necessary in building organisational knowledge management structure. According to Butron and Obel, what are the main assumptions of both M-form and U-form as a types of organisational design . Under opportunism, why the M-form performed much better than the U-form for corporate profits?

**(15 Marks)**

**Q3:** Discuss the following :

1. Continuous process production tend to be more technically efficient than mass production.
2. Chunking makes a significant contribution to theorizing .
3. Building relational coordination into the fabric of the organisation requires the active role of managers.
4. The distribution of property rights has a direct effect on the instrumental values
5. CEO should participate directly in lobbying .

**(10 Marks)**

**Q4:** What are the main premises of Parkinson’s law ? explain tld choose the minimum number of hieratical levels consistent with its goals and the environment in which operate”. Based on Daft’s perspective , what buffering roles does mean ? and how can new approach deal with buffering ? How financial scandal s and ethical concerns contribute in organisation design ? Lin (2006) introduces two stylized decision procedures about decision making procedure? What are they ? explain each one ( figure is required)

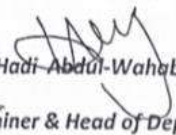
**(15 Marks)**



Q5: Summarize in table the modern, symbolic, and postmodern perspectives of organisation theory. According to Hall and Saias's article , explain the tow different perspective about strategy and structure ( support your answer with figure). According to Jones , explain the problem with tall hierarchies. Based on both Daft and Jones perspective , explain in detail , the Carnegie model in decision making. Summarize in table the main differences between the rational and the Carnegie models of decision making.

(15 Marks)

GOOD LUCK

  
Dr. Hadi Abdul-Wahab

Examiner & Head of Dept.

المادة: الادارة المالية  
المرحلة: ماجستير  
اعمال  
التاريخ: ٢٠٢٣/٥



أسئلة الامتحان  
الدور - الثاني  
للعام الدراسي  
2023/2022



جامعة البصرة  
كلية الإدارة والاقتصاد  
قسم ادارة الاعمال  
الدراسات العليا

Not:- Answer only five question

Q1) Complete the balance sheet and sales I formation in the table that follows for J. White inxustries, using the following financial data:-

Total assets turnover =1.5

Gross profit margin on sales = %25

Total liabilities to assets ratio = %40

Quick ratio =0.80

Days sales out standing (based on 365 day year)= 36 day

Inventory turnover ratio = 3.75

Partial in come statement information

Sales

Cost of goods sold

Balance sheet information

Cash

Accounts payable

Account receivable

Long-term debt 50,000

Inventories

Common stock

Fixed asete

Retained earnings 100,000

Total assets \$400.000

Total liabitties and  
Eluity

Q2)

a- What is the future value of \$7,5 year ordinary annuity that pays \$300 each year? If this were an annually due, what would its future value be?

b- You want to buy a car and alo lbank will lend you \$20.000. The loan would be fully amortized over 5 year (60 monthes) and the nominal interest rate would be %12 with interest paid monthly loan payment? What is the loan's EEFI?

Q3) Assume that you have been given the following information on purcall corperation's call opetion:-

Current stock price= \$15

Time to maturity of opetion = 6 months

Variance of stock return = 0.12

Strike price of option = \$15

Risk- free rate = %6

$d1 = 0.24495$       $N(d1) = 0.59675$

$d2 = 0.00000$       $N(d2) = 0.50000$

According to the Black -Scholes option pricing model, what the option's value?

Q4) a- Describe the ways in which capital can be transferred from suppliers of capital to those who are demanding capital?

b- Explain the difference between NOPAT and net income. Which is a better measure of the performance of a company's operations?

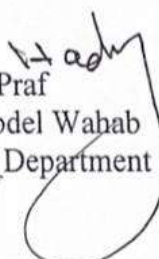
Q5)


- a- Messman Manufacturing will issue common stock to the public for \$30. The expected dividend and the growth in dividends are \$3.00 per share and 5% respectively. If the flotation cost is 10% of the issue's gross proceeds, what is the cost of external equity, re?
- b- Explain how to use the free cash flow valuation model to find the price per share of common equity?

Q6)

- a- You have a \$2 Million portfolio consisting of a \$100,000 investment in each of 20 different stocks. The portfolio has a beta of 1.1. You are considering selling \$100,000 worth of one stock with a beta of 0.9 and using the proceeds to purchase another stock with a beta of 1.4. What will the portfolio's new beta be after these transactions?
- b- A sinking fund can be set up in one of two ways. Discuss the advantages and disadvantages of each procedure from the view point of both the firm and its bondholders?

Good Luck

  
Prof  
Hidi Abdel Wahab  
Head of Department

  
Ass prof  
Nad Abdulkader  
Teacher

مع تمنياتي لكم بالنجاح



University Of Basrah  
College of Admin & Econ.  
Business Admin Dept.



Post Graduate Study  
Mr.Sc. Degree  
Time : 3 H  
Date 29/9/2023

**Operation Management - Program for Master Degree**  
**2022 – 2023**  
**Final Exam**

**Q1/** A company is setting up an assembly line to produce 192 units per 8-hour shift. the following table identifies the work elements, times, and immediate predecessors.  
(14M)

Work Element	Time (sec)	Immediate predecessor (s)
A	20	None
B	40	A
C	15	D, E, F
D	13	B
E	10	B
F	7	B
G	60	A
H	71	G
I	65	H
J	60	C, I

- What is the desired cycle time (in seconds) ?
- What is the theoretical minimum number of stations?
- Use trial and error to work out a solution, and show your solution on precedence diagram.
- What are the efficiency and balance delay of the solution found?

**Q2/** What is the relationship between operations and supply chain management the organization? Give example  
(14M)

**Q3/** Control charts for (x) and (R) are to be establish on a certion dimension part measured in millimeters. Data were collected in subgroup sizes of 6 and are given below. Determine the trial central line and control limits. Assume assignable causes and revise the central line and limits.  
(14M)

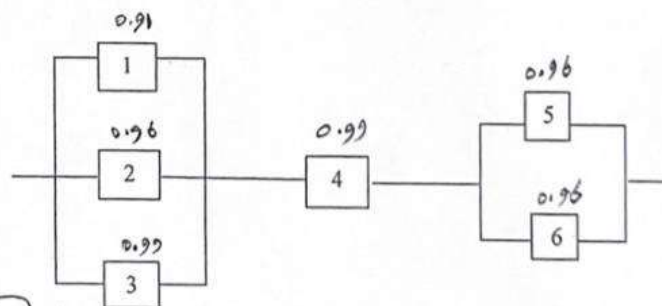
N	Subgroup Number	$\bar{X}$	R
1	20.35,20.30,20.25,20.40,20.40,20.40	?	?
2		20.40	0.36
3		20.36	0.32
4		20.65	0.36
5		20.20	0.36
6		20.40	0.35
7		20.43	0.31
8		20.37	0.34
9		20.48	0.30
10		20.42	0.37

n	A2	D3	D4
4	0.729	0	2.282
5	0.577	0	2.114
6	0.483	0	2.004

Q4/ Why study operation management ? and what is the difference between the terms production management and operation management? (14M)

Q5/ Find the reliability of the system below , where component 1,2,3,4,5, and 6 have reliabilities of 0.91 , 0.96 , 0.99 , 0.99 , 0.96 , and 0.96 (14M)



*Prof. Radi Abdulla Ali*  
Lecturer

*Prof. Hadi AL-Abrow*  
Head of Dept

University Of Basra

College Of  
Administration and  
Economics

Business  
Administration Dept.

Master Program



Course Exam

2022/2023



Subject Name: Human  
Resources  
Management

Time: 3 hours

Date: 1 /9/2023

Note:-Answer All Of The Following.

Q1: Identify the key stakeholders in LMD? What positive and negative influences can they have on the process?


Q2: What are the benefits of investing in processes of evaluating the impact of training on organisational outcomes?

Q3: What strategies and approaches would you advocate organisations to develop in an effort to eradicate disengagement? Are some employees inherently disengaged?

Q4: Which approach to voice is more aligned with HRM – employee involvement or participation?

Q5: Explain how pay related to contribution differs from both individual performance-related pay and competence-based pay.

Good Luck

  
Lecturer

Prof. Dr. Rasha Mahdi

  
Head of Department

Prof. Dr. Hadi Abdel Wahhab



الوقت: - ٢ ساعة  
التاريخ: - 2023 / 9 / 13

امتحان الدور الثاني  
برنامج ماجستير إدارة الأعمال  
إدارة استراتيجية  
2022 - 2023

جامعة البصرة  
كلية الإدارة والاقتصاد  
قسم إدارة الأعمال

Answer only (4) questions each one 17.5 mark

Q1:- How do changes in the environment affect the success of a company's business model ?

Q2 :- what steps would you recommend that a company take to build Mutually beneficial specialized assets, protecting product quality and helping to Improve scheduling between adjacent stages in the value chain?

Q3 :- what are key success factors and core competencies? How are they related?

Q4 :- Do you agree with the view that if they are established and managed carefully strong alliances can provide all the benefits of an acquisition or merger without most of drawbacks?

Q5 :- thinking of any organization with which you have personal experience Do you believe that profit (or cash in the case of a non-profit organization) is seen as a means or an end by the key decision makers? Do they all agree on this?

Good Luck

أ.د. عبد الحسين توفيق  
العميد

أ.د. هادي عبد الوهاب  
رئيس القسم

أ.د. طاهر محسن منصور  
أستاذ المادة



College of Administration and Economics  
Department of Business Management  
Final Exam- 2<sup>nd</sup> Term  
2022 - 2023



Course name: English Msc. Program, Date: 11 / Sep. / 2023, Total Mark: 70, Time: 3 Hours.

**SECTION (A)**

Explain in brief **FIVE** of the following questions ( $4 \times 5 = 20$  Marks)

1. What information you should give to a host family when you email them?
2. How you explain the extensive reading?
3. What is meaning of scanning? Give the major reason of doing it.
4. Write a paragraph of about 40 words describing Singapore as a tourist destination.
5. How you describe the silent plane?
6. Explain the significant problems with the use of mobile phone?

**SECTION (B)**

Give the context of **FIVE** of the following words. ( $2 \times 5 = 10$  Marks)

1. Baggage handler
2. National assembly
3. Historic city
4. Tourist destination
5. Man-made beaches
6. Relatives

**SECTION (C)**

Definition and listing questions ( $2 \times 5 = 10$  Marks)

1. What is the meaning of official language?
2. List three man-made causes of air pollution
3. Define or give the meaning of "intensive reading"
4. List three advantages of using mobile phones?
5. What are the most polluted cities or countries in the world?

**SECTION (D)**

Write an essay for **ONE** of the following questions ( $15 \times 1 = 15$  Marks)

Write an essay (100 to 150 words) about air pollution and its effect on health and environment.

Write an essay (100 -150 words) about economic growth and how to measure it.

**SECTION (E)**

Discussion question. ( $15 \times 1 = 15$  Marks)

Present and discuss your own course report (100 words) that you have submitted to the course instructor.

*Good Luck*

Assist Prof. Dr. Ahmed Saddam  
Course instructor

Prof. Dr. Hadi Abdulwahab  
Head, Department of Business Management

Basrah University  
Business & Econ. College  
Business Admin. Dept.  
Post graduate studies



Final Exam- 2ed attempt  
2022-2023

Subject: Marketing Management  
Degree: Master  
Time: 3 Hours  
Date: 12 - 09 -2023

NOTE: ANSWER FIVE QUESTIONS IN A SCIENTIFIC WAY. 14 M FOR EACH

Q1: Define marketing and outline the steps in the marketing process.

Q2: Explain company-wide strategic planning and its four steps.

Q3: Describe the environmental forces that affect the company's ability to serve its customers.

Q4: Discuss the special issues some marketing researchers face, including public policy and ethics issues.

Q5: List and discuss the major bases for segmenting consumer and business markets.

Q6: Imagine owning a hot dog cart. It costs \$500 per month in fixed costs to operate the cart. As a vendor you have to pay the lease payment for the cart, the monthly food license and insurance. You sell your hot dogs for \$6.00 each, they're the foot long all beef kind with any fixings the customer desires. The variable costs of food, condiments and supplies are \$2.25 each.

Find:

1. Break-even quantity in units and dollars?
2. Suppose the vendor wants to earn \$1,000 for himself plus \$500 to offset his risk (financial outlay at start-up).
3. Markup price if the cost is \$1.75.
4. Draw break-even chart for determining target-return price and break-even volume?

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*Good Luck..*

Dr. Ammar Yousif  
Lecturer

Dr. Hadi A.w. Alabbrow  
Head of the Department