

(DEMB11)

ASSIGNMENT-1

EXECUTIVE M.B.A. EXAMINATION, MAY/JUNE -2025

Second Year

BUSINESS POLICY AND STRATEGIC MANAGEMENT

MAXIMUM MARKS :30

ANSWER ALL QUESTIONS

1. (a) Concept of corporate strategy.
(b) Role of Top management.
(c) Competitive Analysis.
(d) Need for portfolio Analysis.
(e) Strategic Alternatives.
(f) Evaluation of strategy.
2. Write a note on corporate policy and planning in India.
3. Describe the Role and functions of Board of Directors.
4. What are the objectives of SWOT Analysis?
5. Outline the problems involved in financial Analysis.
6. Examine the Reasons for mergers and Acquisitions.
7. What is meant by Turn Around Management? What are the issues involved in it?

ASSIGNMENT-2

EXECUTIVE M.B.A. EXAMINATION, MAY/JUNE -2025

Second Year

BUSINESS POLICY AND STRATEGIC MANAGEMENT

MAXIMUM MARKS :30

ANSWER ALL QUESTIONS

1. Case study

Chocolate Makers “Hershey’s Inc, USA and Ferrero SpA, Italy are considering a joint bid to buy out” Cadbury Plc, which could help the British confectioner fend off a hostile take over by Kraft. Foods Inc, USA this move is the strongest sign of a possible rival bid to Kraft’s \$16.7 Billion offer which Cadbury rejected and said was “derisory”.

Parallely Ferrero could join financial investors and private equity players considered friendly to Cadbury, for a possible alliance. With this proposal, the advantage for Cadbury shareholders is that they would continue to hold shares in a high growth confectionery group having UK listing rather than being paid around 50% equity in a low growth US listed conglomerate having a turn over of \$ 11.7 billion a year. Ferrero, has an annual sale of \$9.3 billion with 18 factories and 21600 employees worldwide, “it is also known for its Kinder “Chocolates and” “Tic-Tac” candy.

Questions:

- (a) Explain “intensive” and “integrated growth strategies” adopted by these conglomerates;
 - (b) Explain the five types of competitive advantages pursued by Hershey’s and Ferrero, while formulating their strategic plans; and
 - (c) Why do companies resort to hostile bidding?
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(DEMB12)

ASSIGNMENT-1

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY/JUNE -2025

Second Year

INTERNATIONAL BUSINESS

MAXIMUM MARKS :30

ANSWER ALL QUESTIONS

1. (a) Concept of International Business.
 - (b) Strategic considerations.
 - (c) Control of International Trade.
 - (d) HRM in MNCs.
 - (e) Multilateral Agreements.
 - (f) Regional Trade Grouping
2. Explain in detail about any one of the theories of International Trade.
3. Discuss the need and importance of strategic planning in MNCs.
4. What is the process involved in evaluation of performance of International Business?
5. Outline the factors influencing effective Negotiations in International Business.
6. Critically examine the role of International organisations in promoting International Business.
7. What factors are responsible for promoting multinational corporate culture?

ASSIGNMENT-2

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY/JUNE -2025

Second Year

INTERNATIONAL BUSINESS

MAXIMUM MARKS :30

ANSWER ALL QUESTIONS

1. Case Study

You are just a week young in your job as a treasury executive in a leading laptop trader/supplier in Indian. Earlier your company was sourcing assembled laptops from China, but with the incentives provided in the Budget by the finance minister of India, your company is planning to enter assembly/manufacturing market in India. Now your Company is Planning to source components and sub assemblies from Taiwanese firms. This will involve a of foreign exchange trading and contracts since you are from a leading university in India. Your CFO has asked you to make presentation to the top management on various possibilities relating to forex market in India.

Questions for Discussion:

What is all that you would like to tell the top management so as to establish your credibility?

(DEMB13)

ASSIGNMENT-1

EXECUTIVE M.B.A. EXAMINATION, MAY/JUNE -2025

Second Year

MANAGEMENT INFORMATION SYSTEMS

MAXIMUM MARKS :30

ANSWER ALL QUESTIONS

1. (a) DBMS
 - (b) Data warehouse
 - (c) Query Language
 - (d) Software
 - (e) Big data analytics
 - (f) Types of information system.
2. Write about the role and importance of management information system.
3. Explain in detail the concept of system analysis and design.
4. Write a detailed note on Computer Networks.
5. What are the methods to control project? Explain.
6. What is DBMS? Write about DBMS implementation.
7. Write about different types of Data Communication Concepts.

ASSIGNMENT-2

EXECUTIVE M.B.A. EXAMINATION, MAY/JUNE -2025

Second Year

MANAGEMENT INFORMATION SYSTEMS

MAXIMUM MARKS :30

ANSWER ALL QUESTIONS

1. Case Study.

At present, the Snocan Company which manufactures 25 products has 103 sales offices throughout the United States with an average of 10 sales representatives per office. Every week, the sales reports in each office are tabulated by a clerk on a rotary calculating machine. The reports divide sales according to sales representative, product and customer. The reports are mailed to headquarters where they are Combined by clerks using calculating machines. The results are then typed and given to marketing research and to management. While top management is studying the reports, marketing research analyzes them and forecasts sales to the next six months. Unfortunately, by the time management receives the reports they are from three to six weeks old.

A new system has been devised in which daily sales by sales person, product and customer are sent over a data communication line from each office to headquarters. A new electronic computer is to be installed to compile and analyze the data and forecast sales. The computer will also handle Payroll calculations and replace three clerks in payroll.

The detailed design has been approved by management. The company's system designer is now ready to detail plans for implementation. Nobody in the company has had any experience with computers or computer languages. About 2000 square feet of floor space is available at present for the computer Centre. The kind of data transmission equipment and the computer have not yet been specified.

Provide the Snocan Company with a thorough set of plans for implementing their new MIS.

(DEMBC1)

ASSIGNMENT-1

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY/JUNE -2025

Second Year

HUMAN RESOURCE PLANNING AND DEVELOPMENT

MAXIMUM MARKS :30

ANSWER ALL QUESTIONS

1. (a) HRD Design
 - (b) Concept of HRD
 - (c) Demand forecasting
 - (d) Supply forecasting
 - (e) Task Analysis
 - (f) HRD strategies
2. What do you mean by Human Resource planning? Explain its objectives and process.
 3. Discuss the structure and strategies for man power planning in an organization.
 4. Explain the position of HRD in government and service Industry.
 5. Bring out the methods of demand forecasting of HR.
 6. State the problems and prospects of HRD.
 7. What is HRD? Explain HRD approaches to IR.

ASSIGNMENT-2

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY/JUNE -2025

Second Year

HUMAN RESOURCE PLANNING AND DEVELOPMENT

MAXIMUM MARKS :30

ANSWER ALL QUESTIONS

1. Case study

Electra India is a multi-national company, operating in nearly 100 countries around the world. It has manufacturing and marketing operations in India. The manufacturing operations employ over 500 workers/supervisors and is located at Bombay. The company does not have any union. Most of the executives of the company have joined in the lower ranks and have risen from within. The senior management group which consists of departmental heads have an average length of service of 12 years.

The personnel and administration department is headed by a personnel manager. The present Personnel Manager joined the company in the manufacturing area. After working as the Manufacturing as well as the Product Development Manager he was transferred to the personnel job as part of the career development plan. Assistant Manager, Personnel, Mr. Chopra reports to personnel Manager. Mr. Chopra handles all personnel matters including IR and salary planning as well as benefits administration.

Mr. Chopra is a qualified personnel man with nearly 15 years experience in the personnel field, out of which last 5 years as Assistant Personnel Manager of Electra. During the discussion on career plans, Mr. Chopra had been given indication that he may be considered for promotion as a Personnel Manager provided he adopts modern ways of working. Mr. Chopra now feels that he has made the necessary changes in his approach and has overcome the problems he had.

Mr. Chopra used to have a number of arguments with the Personnel Manager, since he felt that a personnel qualified man was in a far better position to handle the personnel problems. The Personnel Manager had very often shown his displeasure about Mr. Chopra's argumentative tendency and had made it known to the Plant Manager.

Three months ago, the Personnel Manager received information through the Plant Manager that he had been selected for an overseas assignment at Electra Corporate H.O. The Plant Manager was advised by the Personnel Manager to recruit his successor from outside, as he felt that Mr. Chopra did not have the right attitude to take over his job.

The Personnel Manager then consulted his professional friends and came across one Mr. Martin, who was working as the Compensation Manager for another

multinational company. Mr. Martin had over 23 years' experience in the personnel area, but it was limited to the area of compensation and benefits. He had no IR experience. Mr. Martin's selection was approved by the Plant Manager and Mr. Martin joined the company as personnel Adviser. The Personnel Manager took Mr. Martin into confidence in most of the matters, as Mr. Martin was to take over from him. Mr. Chopra started realising this and was extremely unhappy that an outsider was being brought in for a Job, which he felt was rightfully his own. Mr. Chopra and Mr. Martin soon started having arguments over a number of issues and quite often Mr. Chopra made it clearly known that he did not think of Mr. Martin as a person capable of handling IR problems. The personnel Manager left for his assignment and Mr. Martin was appointed as Personnel Manager.

It became quite apparent to Mr. Martin that Mr. Chopra was trying to make things difficult for him. Mr. Martin had a number of discussions with top management of the company both at manufacturing operations, as well as Country HQ and, finally, managed to convince the top management to transfer Mr. Chopra to an insignificant job at the Country HQ. Mr. Chopra came to know about this and wrote a long letter to the Plant Manager, giving details of various instances when Mr. Martin had shown his incompetence in handling some problem situations. The Plant Manager called in Mr. Martin and showed him the letter and asked for his explanation. Mr. Martin claimed that most of the incidents were false. He further explained that a few instances did happen that way because he was not yet fully aware of the company procedures and policies. The Plant Manager accepted Mr. Martin's explanation and called Mr. Chopra, in and told him that the allegations which he had made were quite unwarranted and baseless. He also told Mr. Chopra that he should avoid confrontations and improve his attitude.

Mr. Chopra then wrote to the Chairman of the Board of Electra, repeating his story about Mr. Martin as well as accusing the Plant Manager of complicity with Mr. Martin. The Chairman sent his personal representative to investigate the matter on the spot. The investigation showed that the incidents mentioned in Mr. Chopra's letter were true. One morning, the workers of the plant went on 'Tool Down' strike alleging maltreatment given to one of the workers by Mr. Martin. This was one of the incidents quoted in Mr. Chopra's letter and there was a very strong rumour that Mr. Chopra engineered this strike in order to prove that Mr. Martin is incapable of handling the situation.

Questions:

- (a) What is the main problem in this case?
- (b) Comment on the recruitment of the personnel Manager.
- (c) What would have been the way of handling the problem if you were the Plant Manager?
- (d) Suggest possible measures to resolve the major problems faced by the organisation.

(DEMBC2)

ASSIGNMENT-1

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY/JUNE -2025

Second Year

ORGANISATION DYNAMICS AND CHANGE MANAGEMENT

MAXIMUM MARKS :30

ANSWER ALL QUESTIONS

1. (a) Group cohesion and alienation
(b) Role Analysis
(c) Bases of power
(d) Need for empowerment
(e) Learning organisation
(f) Management of diversity
2. What are the different phases involved in Group development in a large scale organisation?
3. Outline the factors responsible for organisational stress and burnout.
4. Examine the need and importance of transformational leadership.
5. Suggest measures to improve organisational culture in the present day environment.
6. Describe the reasons for strategic alliances.
7. What factors are responsible to promote organisational ethics and values?

ASSIGNMENT-2

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY/JUNE -2025

Second Year

ORGANISATION DYNAMICS AND CHANGE MANAGEMENT

MAXIMUM MARKS :30

ANSWER ALL QUESTIONS

1. Case study

It was with great enthusiasm that BEML made its move to employ an American consulting agency to stem the deterioration in quality and productivity of its employees and bring about change and organisation development. The consulting organisation was to stay in house for a period of two years during which time it was to study the organisation and come up with ways to bring about change in the organisation for the better.

During the first six months the agency received good response from the employees and management in terms of information and suggestions. These were assimilated and after interaction with the management, the consulting agency developed various methods to bring about change and organisation development. However things began to go wrong when the agency made attempts to implement its programmes and methods such as target setting quality improvement measures, scheduling, etc. These measures had the type of American Technology and work methods with 100% accountability. Non-compliance and non-performance had negative impact on the employees records.

Soon this manifested itself in the form of negative response and reaction contrary to the original enthusiasm and participation. The high point was the union raising objectives to many of the measures initiated and suggested by the consulting firm. The end result was that the consulting firm had to be withdrawn.

Questions :

- (a) Do you think the choice of consultant was wrong? Give reasons for your answer.
- (b) How would you have gone about to bring change at BEML?
- (c) Could you have avoided the problems faced by BEML? If yes, how?

(DEMBC3)

ASSIGNMENT-1

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY/JUNE -2025

Second Year

LABOUR LEGISLATION & IR

**MAXIMUM MARKS :30
ANSWER ALL QUESTIONS**

1. (a) Nature of Industrial conflicts
 - (b) Causes of strikes
 - (c) Joint Management councils
 - (d) Need for Labour legislation
 - (e) Equal Remuneration Act
 - (f) Concept of Workmen's compensation.
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2. Define 'Industrial Relations'. Examine about the evolution of Industrial Relations in detail.
 3. What is meant by Collective Bargaining? What is the process involved in it?
 4. Outline the different schemes of workers' participation in Management in India.
 5. What are the principles of Modern Labour Legislation?
 6. Outline the Chief provisions of the Payment of Wages Act, 1936?
 7. What are the objectives of the Minimum Wages Act, 1948?

ASSIGNMENT-2

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY/JUNE -2025

Second Year

LABOUR LEGISLATION & IR

**MAXIMUM MARKS :30
ANSWER ALL QUESTIONS**

1. Case Sheet :

A clause of the Standing Orders of the Burn & Co, provide that “go slow” lactic on the part of workmen will be treated as a serious misconduct for which management Union which is a registered trade union under the Trade Unions Act, 1926, but is not recognised by the management, raises an industrial dispute demanding recognition of the trade union and deletion of the clause treating go-slow as a serious misconduct from the Standing Orders. The management rejects the demand stating that only 30 per cent of its workmen are members of the union and go-slow is an anti-national activity. Thereafter the workmen (unionist) adopt go-slow tactics under a common understanding. The management gives notice to the workmen that if they do not resort to normal working at full speed within 24 hours they would be dismissed and actually dismisses 25 of its workmen (who are members of the union) on the next day, who according to the management, do not resort, even after notice, to the normal working at full speed. The remaining workmen go ‘on strike demanding reinstatement of the 25 dismissed workmen. The appropriate Government refers all the disputes between Burn & Co. and Burn & Co. Employees’ Union to an industrial tribunal for adjudication and prohibits the continuance of the strike. Despite government’s prohibitory order these fifty workmen continue to be on strike. Not only this but one day some of these striking workmen become violent, assault the manager and damage the Company’s building and other property. The management as a security measure declares temporary closure of the company for an indefinite period.

On the basis of above facts-situation answer the following questions in the light of relevant statutory provisions and judicial decisions.

- (a) Can Burn & Co, raise an industrial dispute regarding the dismissal of 25 workmen who are members of the union?
- (b) Does the dismissal of 25 workmen amount to an unfair labour practice?
- (c) Can Burn & Co. apply for modification of Standing Orders? Describe other methods, if any, by which the union can get the Standing Orders modified.

- (d) Can go-slow tactics of workmen be regarded as a strike? Do industrial workmen have a right to go-slow? If so. Can it be legally taken away by the Standing Orders?
 - (e) Is strike after the issuance of prohibitory order issued by the Government legal?
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(DEMBC4)

ASSIGNMENT-1

EXECUTIVE M.B.A. EXAMINATION, MAY/JUNE -2025

Second Year

ORGANISATIONAL BEHAVIOUR

MAXIMUM MARKS :30

ANSWER ALL QUESTIONS

1. (a) Concept of Personality
(b) Nature of OB
(c) Enlist important leadership Qualities
(d) Need for Motivation
(e) Organisational Climate
(f) Face field analysis
2. What is Organisational Behaviour? Discuss in detail about contributing disciplines and models of OB.
3. Discuss various factors influencing job satisfaction.
4. What is Herzbergs theory of Motivation? Explain.
5. Differentiate between groups and teams. Explain the stages of group formation.
6. What is meant by Organisational Culture? How is Organisational Culture Created and Sustained?
7. What do you mean by leadership? Elaborate its various theories in brief.

ASSIGNMENT-2

EXECUTIVE M.B.A. EXAMINATION, MAY/JUNE -2025

Second Year

ORGANISATIONAL BEHAVIOUR

MAXIMUM MARKS :30

ANSWER ALL QUESTIONS

1. Case Study :

The XYZ corporation was started in 1982 as a small consumer production company. During the first twenty years the company's R and D staff developed a series of new products that proved to be very popular in the market place. Things went so well that the company had to add a Second production shift to keep up with the demand. During this time period, the firm expanded its plant on three different occasions. During an interview with national magazine, the firm's founder, Mr. Davidson said "We don't sell our products we allocate them". This commentaries in reference to the fact that the firm had only twenty four sales people and was able to garner annual revenue in excess of \$ 62 million.

Three years ago Davidson suffered its first financial set back. The company had a net operating loss of \$ 1.2 million. Two years ago the loss was \$ 2.8 million and last year it was \$ 4.7 million. The accountant estimate that this year the firm will lose approximately \$ 10 million.

Alarmed by this information, Citi bank, the company's largest creditors insisted that the firm make some changes and start turning things around. In response to this requests Davidson agreed to step aside. The board of direction replaced him with smith, need of the marketing division of one of the country's largest consumer products firms.

After making an analysis of the situation. Smith has come to the conclusion that there are a number of changes that must be made if the firm is to be turned around. The three most important are

- (a) More attention must be given to the marketing side of the business. The most Vital factor for success in the sale of the consumer goods produced by Davidson is an effective sales force.
- (b) There might be an improvement in product quality. Two percent of Davidson's output is defective as against 1/2 of 1 percent for the average firm in the industry. In the past the demand for Davidson's output was so great that quality control was not an important factor. Now it is proving to be a very costly area.

- (c) There must be reduction in the number of people in the operation Davidson can get by with two thirds of its current production personnel and only half of its administrative staff.

Smith has not shared these ideas with the board of directors but he intends to do so. For the moment he is considering the steps that will have to be taken in making these changes and the effect that all of this might have on the employees and the overall operation.

- (i) What is wrong with the old organizational culture? What needs to be done to change it?
 - (ii) Why might it be difficult for Smith to change the existing culture?
 - (iii) What specific steps does Smith need to take in changing the culture? Identify and describe atleast two.
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(DEMBC5)

ASSIGNMENT-1

EXECUTIVE M.B.A. EXAMINATION, MAY/JUNE -2025

Second Year

EMPLOYEE COMPENSATION MANAGEMENT

MAXIMUM MARKS :30

ANSWER ALL QUESTIONS

1. (a) Fair wage and Lining wage
(b) Adjudication
(c) Evolution of D.A.
(d) Linking wage with productivity
(e) Concept of managerial compensation
(f) Need for minimum wage
2. Define 'Wage'. Write any one of the theories of wage of your choice.
3. Outline the factors which are determining the fixation of wage.
4. What are the different methods of wage payment?
5. Examine the procedure for installing the incentive system in a manufacturing organisation.
6. Discuss the Role of H.R. Department in compensation management.
7. Explain the concept and significance of Employee Compensation.

ASSIGNMENT-2

EXECUTIVE M.B.A. EXAMINATION, MAY/JUNE -2025

Second Year

EMPLOYEE COMPENSATION MANAGEMENT

MAXIMUM MARKS :30

ANSWER ALL QUESTIONS

1. Case Study

Analyse the case and answer the questions raised at the end:

MORE BENEFITS PLEASE

“You HR people seem to have no other work” shouted Praveen, the Managing Director of Apex Financial Services, “You keep coming with great ideas on how to spend money. Where is the money? Now get me the hard facts on why we should change our benefits plan?” continued Praveen. He has reasons to lose his cool. Chetan, the HR Manager, felt it was to review the benefits and hence he mooted the idea before his boss.

Chetan did not expect Praveen to be so intemperate, but he was a bit comforted when Chetan was asked to get back with facts to justify revision of benefits.

Back in his office, Chetan called in Maya, his deputy, for help.

Questions:

- (a) Assume you are a part of the HR team assigned by Chetan and Maya to survey the present range of benefits offered by Apex Financial Services:
 - (i) Employee preparation of the company’s present benefits programme.
 - (ii) The ranking employees give to existing or alternative benefits, and
 - (iii) Any changes employees want to be introduced to the present programme.
 - (1) Design the questionnaire to survey.
 - (2) Conduct a survey among the employees.
 - (3) Using Maslow’s hierarchy of needs, analyse the employee ranking of benefits.
- (b) Prepare a report for Chetan and Maya on your findings.