

**(DEMB11)**

Total No. of Questions : 8]

[Total No. of Pages : 02

**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016**

**(First and Second Years)**

**BUSINESS POLICY & STRATEGIC MANAGEMENT**

**Time : 3 Hours**

**Maximum Marks : 70**

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**SECTION – A**

**(3 x 5 = 15)**

**Answer any three of the following**

- Q1)** a) Board of directors.  
b) Competitive analysis.  
c) Diversification.  
d) Portfolio analysis.  
e) Turn-around management.  
f) Display Matrices.

**SECTION – B**

**(3 x 15 = 45)**

**Answer any three of the following**

- Q2)** Explain the evaluation and control of strategy.
- Q3)** Discuss in brief about Corporate Policy and Planning in India.
- Q4)** Explain the role and skills of Top Management.
- Q5)** Differentiate between operating and financial analysis.
- Q6)** Write a short note on:  
a) Environmental analysis.  
b) Internal corporate analysis.

Q7) Explain the steps involved in Turn – around management.

**SECTION – C**

**(10)**

Q8) Case Study:

In the 2000s, telecommunications (telecom) company Bharti Airtel Limited (BAL) was the market leader in the Indian telecom market. It had established itself as the leader in the market by differentiating itself with its focus on building a strong brand through innovation in sales, marketing and customer service and an innovative cost effective business model. Analysts also credited BAL with negotiating the regulatory hurdles in this emerging market and competition very effectively. This enabled it to become profitable despite the Indian telecom market having the lowest tariffs in the world.

Some analysts opined that BAL's unique business model had become the benchmark for emerging markets. Mobile telephony in India was experiencing the fastest growth in the world and India was already one of the leading markets in terms of mobile subscriber base. Despite Average Revenue per User (ARPU) figures in the country being quite low compared to many other markets, it was viewed as an attractive market as mobile penetration of the market, particularly in the huge rural areas in India, was still low. With the developing market in the West reaching high levels of saturation (70% in US and 100% in some European markets), many global telecom operators were looking at emerging markets for their growth and this made India a prime target market for these firms. The market in India was also expected to witness many changes with the introduction of new technologies and mobile number portability.

Since 2007, BAL had been facing serious threats to its leadership position. On the one hand, there was the onslaught from global players such as Vodafone and Virgin Mobile and on the other, the threat from established Indian companies such as Reliance Communications Ltd., Tata Teleservices Ltd., and the state-owned Bharat Sanchar Nigam Ltd., (BSNL). Moreover, the market was expected to witness the entry of some more Indian and foreign companies. BAL had responded to investing heavily in expanding its network, technology and marketing. It was trying to cover all segments of the population-from the tech-savvy youth population who coveted the latest Value-Added Services (VAS) to the Bottom of the Pyramid (BoP) segment who would be satisfied with a low-cost offering.

In early 2008, BAL, which still dominated the Indian telecom market and was the worlds tenth largest telecom company, was also readying itself to replicate its success story in some other emerging markets.

Questions:

- a) How Bharti Airtel Ltd., tapped the opportunities in the Indian telecom sector and established itself as the market leader.
- b) Analyze the booming telecom sector in India that was experiencing high growth rates, with special emphasis on the competitive landscape in the sector.
- c) What are the opportunities that emerging markets such as India offer to global business enterprises.



**(DEMB12)**

Total No. of Questions : 8]

[Total No. of Pages : 03

**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016**

**Second Year**

**INTERNATIONAL BUSINESS**

**Time : 3 Hours**

**Maximum Marks : 70**

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**SECTION – A**

**(3 x 5 = 15)**

**Answer any THREE of the following**

- Q1)** a) Globalisation.  
b) Intellectual property rights.  
c) Theory of comparative advantage.  
d) GATT.  
e) Transnational strategy.  
f) MNC's.

**SECTION – B**

**(3 x 15 = 45)**

**Answer any THREE of the following**

- Q2)** What is international business? Enumerate the modes of operations in international business.
- Q3)** Briefly explain about Free trade theories.
- Q4)** What are the various types of strategies in international business?
- Q5)** Explain the origin and objectives of IMF.
- Q6)** What is HRM? What are the factors influencing HRM in international business?

Q7) Distinguish between centralization and decentralization in organizational design.

**SECTION – C**

**(10)**

Q8) Case Study:

Mid-West Manufacturing Company manufactured electronic sensing -equipment and had revenues of about \$20 million. The president of Mid-West had founded the company five years ago and had been fairly successful in developing sales and acquiring capital to run the corporation. Two years ago a major oil company acquired 35% of Mid-West's shares and provided funds for expansion of plant and capital equipment. Continued rapid growth of the company, however, was causing continual cash-flow problems. The cash-flow problems were compounded by extensive price cutting by competitors which reduced MidWest profit margins considerably.

Mid-West's President was never a believer of corporate planning. But the executives of oil company through their representation on the board began insisting on a 3-year business plan. Mid-West never had even an annual plan for the corporation. Since the President was against planning the oil company executives approached the executive Vice President and key managers and requested that a plan be developed.

Marketing Manager told the executive Vice President that it would be difficult for him to contribute to the plan without specific delineation of corporate, goals from the President. If the goal was to increase market share and corporate revenues, Mid-West would have to sell their products slightly below the competition. This strategy in the near-term would certainly cause red ink in the bottom line. If the goal was to be profitable, he would go after only high profit margin market niches and be big in small markets. This would mean lower revenues and less prominent position in the industry. Marketing Manager said bluntly that unless he had specific direction (strategic objectives) from the top, he would not participate in the planning process.

Director of Engineering was convinced that if minor improvements were made to the production process they would yield immediate reduction in manufacturing costs. But the president was against making these changes. The current production process, even though a little expensive gave a distinguished look to Mid-West's products. He contended that if the changes were made, their product would look like every body else's.

Director of R & D had specific - projects that needed approval from the President. The success in these projects would result in 10 to 30% cost reduction in key products. The President was reluctant to approve these projects, because it would mean drastic changes to the original process developed by the President himself. President believed that his process was still the best and could-not be improved upon.

The executive Vice President summarized the position of Mid-West to the oil company executives as follows. Mid-West needs to resolve specific issues both on technical and marketing side. All these require major decisions from the president. Some issues involve specific philosophy and beliefs. Unless we-get resolution and clarification, the planning would be worthless. The key issue was the absence of top management support for formulation of mission, objectives and strategies, i.e. conceptual planning.

Analyse the case and Discuss

Questions:

- a) What Steps are necessary to begin a planning function at Mid-West'.
- b) What would be the consequences of not developing corporate plan on company's Future?
- c) Why was Mid-West so successful without corporate planning up to now? What has changed that requires planning in future.



**(DEMB13)**

Total No. of Questions : 8]

**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016**

**(First and Second Years)**

**MANAGEMENT INFORMATION SYSTEMS**

**Time : 3 Hours**

**Maximum Marks : 70**

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**SECTION – A**

**(3 x 5 = 15)**

**Answer any THREE of the following**

- Q1)** a) Operating elements of information systems.  
b) Conceptual design of a system.  
c) Real time systems.  
d) Types of transmission.  
e) Data base design.  
f) Relational operations.

**SECTION – B**

**(3 x 15 = 45)**

**Answer any THREE of the following**

- Q2)** Explain the process of decision making. Discuss the evaluation of MIS. Describe information resource assessment process.
- Q3)** Describe the phases in the system analysis and design. Describe on-line system analysis and design.
- Q4)** Describe modes of transmission. Describe OSI reference model. Describe the various applications of networks.
- Q5)** What are the limitations of file systems? Describe Codd's rules.
- Q6)** Explain query processing with suitable examples. Describe database in a distributed processing environment.

**Q7)** Discuss computer applications with reference to a textile company.

**SECTION – C**

**(10)**

**(Compulsory)**

**Q8)** Case Study:

- a) Discuss the development of a marketing information system and the data requirements of each of its subsystems.
- b) Shenzhen University in China has approximately 6000 students and 600 faculty members, whose primary mission is to serve the scientific, technical, economic and managerial needs of the Shenzhen special economic zone.

A few years ago the university had developed information systems for many applications, such as information retrieval, faculty management, student registration and financial management. However these systems could not share data or messages. This resulted in inflexibility and data redundancy.

The following goals were set for developing a system that would address some of these issues and cover all aspects of university management:

- 1) The system should meet the growing needs of users.
- 2) The system should be dynamic and adaptable to advances in hardware and software technologies.
- 3) All applications on the system should be fully integrated.

Discuss the development of a new system for the university and its information requirements.



**(DEMBC1)**

**Total No. of Questions : 8]**

**[Total No. of Pages : 02**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016**

**Second Year**

**C- HUMAN RESOURCE MANAGEMENT**

**Human Resource Planning & Development**

**Time : 3 Hours**

**Maximum Marks : 70**

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**SECTION – A**

**(3 x 5 = 15)**

**Answer any three of the following**

- Q1)** a) Process of HRP.  
b) Supply Forecasting.  
c) Quality strategy.  
d) HRD in police.  
e) Counseling.  
f) Career Planning.

**SECTION – B**

**(3 x 15 = 45)**

**Answer any three of the following**

- Q2)** Briefly explain the methods and techniques of demand forecasting.
- Q3)** Explain the role of HRD professionals.
- Q4)** Review the HRD programme in voluntary organizations.
- Q5)** Write a short notes on:  
a) Human Resource development experience.  
b) Motivational analysis.



**Q6)** Briefly explain about counseling in HRD.

**Q7)** Explain the importance HRD in health sector.

**SECTION – C**  
**(Compulsory)**

**(10)**

**Q8)** Case Study:

Goodearth Financial Services Limited, has grown considerably during the last 5 years. Mr. Jashpal Bhatti started the company with two employees and business for A 6,00,000 in gross sales. The company now employs 200 people and is expected to have business for A 6,00,00,000 this year. During the early years, it was always clear what was expected from each employee. Everyone knew how to do everything and was often called upon to do exactly that. This is no longer true and it is apparent to Mr Jashpal Bhatti that each employee must be given a clear set of general guidelines as to what duties the employee must perform.

A number of new players are now in financial services who are the arch competitors for Mr Bhatti's company. The service-mix for Goodearth also has significantly changed to keep pace with the changing customers' expectations. The company, therefore, had to change its operation strategy. In addition, it is becoming increasingly difficult to hire employees without having a clear understanding of exactly what the individual will be doing. Applicants seem reluctant to join the firm without some information about their probable job profile and it is difficult to know exactly what skills, the prospective applicants should have without knowing in some detail what they will be doing.

Mr Jashpal Bhatti decided to write job descriptions and job specifications for his employees. It is his belief that such documents will clear any misunderstandings among employees regarding responsibilities, help to organise better the work that must be done, inform prospective employees about their probable job duties, orient new employees and help to make better selection decisions.

You have been retained by Mr Bhatti to determine whose responsibility it will be to gather the data and write the descriptions and specifications, how the data will be gathered (observation, questionnaire or interview) and how detailed descriptions and specifications should be.

Mr Bhatti is currently considering these job analysis issues but has a number of questions about how each will affect the final results.

Questions:

- a) What recommendations would you make to him regarding the most appropriate individuals and methods to be used for data collection?
- b) What approach to the design of jobs should be considered by you and why?



**(DEMBC2)**

Total No. of Questions : 8]

[Total No. of Pages : 02

**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016**

**(First and Second Years)**

**C-HUMAN RESOURCE MANAGEMENT**

**Organisation Dynamics & Change Management**

**Time : 3 Hours**

**Maximum Marks : 70**

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**SECTION – A**

**(3 x 5 = 15)**

**Answer any three of the following**

- Q1)** a) Group Alienation.  
b) International trust.  
c) Role Efficiency.  
d) Organisational stress.  
e) Decentralisation and Delegation.  
f) Organisational culture.

**SECTION – B**

**(3 x 15 = 45)**

**Answer any three of the following**

- Q2)** Describe cross culture Dynamics.  
**Q3)** Explain the process of learning.  
**Q4)** Explain Diagnostic Methodology. Describe its salient features and methods.  
**Q5)** Describe the key process in organizational change.  
**Q6)** Explain about power and politics in organization.  
**Q7)** Explain the phases of Group Development.

**SECTION – C**

**(10)**

**(Compulsory)**

**Q8)** Case Study:

Nirupama was an intelligent and enthusiastic student from a premiere business school. She was offered a job in a leading advertising agency immediately after her graduation. Her performance was excellent from day one and she gained immediate recognition from her superiors. She was creative in the team and her advertisements were instant hits. She received a steep hike after one year of her service. On a whole she was happy with the work culture and her colleagues. The immediate superior of Nirupama was Pradeep, who had a democratic style of leadership with his employees. Two years went on well and the team was a successful one.

After two years he was transferred to Mumbai Branch and Vivek came in his place. He did not give freedom to his employees in the performance of their jobs. Slowly this drove to the low employee morale. Vivek monitored the work performance every hour. He ridiculed the team members performance openly for any small mistake. The new authoritative style of management slowly big became a main cause for the employees to leave the organization. All these incidents showed impact on employees' performance and also on Nirupama too. Her ideas were not encouraged by Vivek just by saying they were stupid or silly. Though some of her advertisements were hit the credit was taken by Vivek.

After the following year Nirupama did not receive any hike her boss cited the reasons as her decrease in productivity and lack of interest in her work. Nirupama felt that she could no longer work in the place and resigned next day.

Questions:

- a) What factors do contribute to Nirupama's resignations from the Company?
- b) What steps should the organization take to prevent such incidents take place in future?



**(DEMBC3)**

Total No. of Questions : 8]

[Total No. of Pages : 02

**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016**

**(First and Second Years)**

**C-HUMAN RESOURCE MANAGEMENT**

**Labour Legislation & IR**

**Time : 3 Hours**

**Maximum Marks : 70**

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**SECTION – A**

**(3 x 5 = 15)**

**Answer any three of the following**

- Q1)** a) Factories Act, 1948.  
b) Trade Union.  
c) Work committees.  
d) Types of labour legislation.  
e) Joint management councils (1958).  
f) Labour Welfare Officer.

**SECTION – B**

**(3 x 15 = 45)**

**Answer any three of the following**

- Q2)** What are the various methods for the settlement of industrial disputes under the industrial disputes Act, 1947.
- Q3)** Explain the different types of strikes.
- Q4)** Write a short note on:  
a) Adjudication.  
b) Arbitration.
- Q5)** What are the recommendations of the second NCL (2002)?

**Q6)** What is social security? Discuss its significance and implications.

**Q7)** Discuss the provisions of equal remuneration Act, 1976.

**SECTION – C**

**(10)**

**(Compulsory)**

**Q8)** Case Study:

Kshirsagar has been with Horizon Industries for over twenty years. He has no significant formal education but because of his hard work and honesty he was put in some importance positions in the organization. He also served as the secretary a couple of times to the Horizon Employees union.

Labour Management relations in the organization were not always cordial. As a result there used to be frequent cuts in the production every year. To allay them the management, the Horizon Board, led by CMD Avinash Chaturvedi thought of taking on a workman on the board. The union unanimously elected Kshirsagar to the board.

Days rolled by pretty well for Kshirsagar until one day when he had to forward a demand of the union to the board. The workmen and all other employees wanted a 30 percent across-the-board hike in wages. When he announced the demand to the board men, everyone was stunned posing sarcastic looks at him. The CMD then asked Kshirsagar to pacify the workman and the union that it was absurd in asking for a hike when the profits of the organization were showing a downtrend.

When he tried to appease the union, he found, he was talking to the wall. Nobody was ready to listen to him. The union members asked him as to who he really represents? The workmen or the management. Some even abused him that he was a sell-out.

Questions:

- c) What should Kshirsagar do?
- d) How should he bring about a compromise between the union and management?



**(DEMBC4)**

Total No. of Questions : 8]

[Total No. of Pages : 02

**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016**

**Second Years**

**C-HUMAN RESOURCE MANAGEMENT**

**Organisational Behaviour**

**Time : 3 Hours**

**Maximum Marks : 70**

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**SECTION – A**

**(3 x 5 = 15)**

**Answer any three of the following**

- Q1)** a) Autocratic Model.  
b) Force Field Analysis.  
c) Johari window.  
d) Job enlargement.  
e) Charismatic leadership style.  
f) Levels of culture.

**SECTION – B**

**(3 x 15 = 45)**

**Answer any three of the following**

- Q2)** Explain nature, scope and role of organization behaviour.
- Q3)** Give any two personality theories with an example of each.
- Q4)** Explain the process of planned change.
- Q5)** Define Motivation. Explain any one of the theories of motivation of your choice.
- Q6)** What are different types of approaches to leadership?
- Q7)** Explain the concept of organization culture and discuss the levels of culture.

**SECTION – C**  
**(Compulsory)**

**(10)**

**Q8)** Case Study:

X Watches is a joint sector company promoted by a leading business house and a state government. The plant was set-up 45 kms away from Bangalore.

The company is known for its professional work culture and very attractive remuneration packages.

When the plant was set-up five years ago, the management was able to attract many senior and middle level managers and operators from a reputed public sector company, also manufacturing watches.

For its tool room, X watches poached on a well known tool room and training centre and weaved away couple of managers and tool makers.

Key posts of the plant, however, were held by personnel drawn from other own group companies. The group had its plants in all parts of India, except in South. X watches is the first to be established in South of Vindhyaas.

X watches, therefore, had a mixed group of personnel-hailing from public sector, tool room, (operating in South India) and group's top ranking executives (came to South India for the first time). Added to this was the workers who were from all localities.

After six months, all around disillusionment had set in and every one was cursing himself or herself for quitting his or her previous job and joining X watches.

Questions:

- a) List out the cross-cultural under currents in the above case-incident.
- b) Discuss the case incident under the following culture maintenance factors.
  - 1) Selection.
  - 2) Top Management practices and
  - 3) Socialisation process.



**(DEMBC5)**

**Total No. of Questions : 8]**

**[Total No. of Pages : 02**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2016**

**Second Year**

**C-HUMAN RESOURCE MANAGEMENT**

**Employee Compensation Management**

**Time : 3 Hours**

**Maximum Marks : 70**

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**SECTION – A**

**(3 x 5 = 15)**

**Answer any three**

- Q1)** a) Minimum wage.  
b) Process of job evaluation.  
c) Hour rate system.  
d) Human Resource Department.  
e) Managerial compensation.  
f) Adjudication.

**SECTION – B**

**(3 x 15 = 45)**

**Answer any three**

- Q2)** Explain significance of compensation management.
- Q3)** Elucidate Linking Wages with productivity.
- Q4)** Explain statutory wage fixation.
- Q5)** Explain Time rate and Incremental time scales.
- Q6)** Explain the role and importance of pay commission.



**Q7)** Explain the need for managerial compensation in MNC's.

**SECTION – C**

**(10)**

**(Compulsory)**

**Q8)** 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 time 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.

