

**DEMB11)**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017**

**First and Second Years**

**BUSINESS POLICY & STRATEGIC MANAGEMENT**

**Time : 3 Hours**

**Maximum Marks: 70**

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**SECTION-A**

***(3 × 5 = 15)***

***Answer Three questions***

- Q1)** a) Nature of corporate planning.  
b) Board of Directors.  
c) Operating analysis.  
d) Mergers.  
e) Strategic control.  
f) Innovative strategies.

**SECTION-B**

***(3 × 15 = 45)***

***Answer Three questions***

- Q2)** Describe the nature and significance of strategic management.
- Q3)** Examine the role of Board of Directors in corporate management.
- Q4)** State the benefits and limitations of acquisitions.
- Q5)** Give an overview on strategic alternatives.
- Q6)** What is turn – around management? Bringout its objectives.
- Q7)** Discuss the concept and importance of cost analysis.

**SECTION-C**

**(10)**

**Compulsory**

**Q8)** Case study:

ABC limited a large Indian company producing and distributing cold drinks in India. The company has been existence for last 15 years. It has a big manufacturing plant situated in Delhi and a fleet of trucks for the purpose of controlled and efficient distribution of cold drinks in neighbouring states as well as in Delhi, with its ask supply chain management. Employees working in the company are fully satisfied with service conditions, promotional avenues and welfare schemes launched by the company for them. The customers do also feel comfortable and satisfied with the drink both in terms of quality and satisfaction. But after the entry of two big multinational companies, the entire situation has changed and the company has lost 90% of its market share to these companies and thus binding difficulty for competing with them and survival in the market.

Questions:

- a) Make a SWOT analysis of ABC Ltd.
- b) Suggest suitable strategies to regain its market share.
- c) Explain how the company can work out its survival strategies in light of competition from multinational companies.

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(DEMB12)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017

First and Second Years  
INTERNATIONAL BUSINESS

Time : 3 Hours

Maximum Marks: 70

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**SECTION-A**

*(3 × 5 = 15)*

**Answer Three questions**

- Q1)** a) International Trade.  
b) Free trade Vs. protection.  
c) MNCs.  
d) Business negotiations.  
e) LDCs.  
f) International logistics.

**SECTION-B**

*(3 × 15 = 45)*

**Answer Three questions**

- Q2)** Define international business. Describe its process.
- Q3)** Critically examine different theories of international trade in brief.
- Q4)** Examine the significance of strategic planning in international business.
- Q5)** Describe the role of WTO in strengthening business relations between countries.
- Q6)** Explain the significance of HRM in MNCs.
- Q7)** State the factors influencing the culture of multinational corporates.

Compulsory

**Q8)** Case study.

The impact of the WTO

China's entry into the WTO in 2001 has made it more active in the field of international trade through interactions with other LDCs. Long before joining the WTO, China lowered its tariff rates on several occasions and realized the need for convertibility of the Chinese currency (RMB). After becoming a member, it has cut the average tariff level of over 5000 imported goods from 15.3 percent to 12 percent. China is opening its agricultural goods and general goods markets, as well as services markets. It is expected that all these will boost foreign investment in China. However, it will not be an unmixed blessing for China. The import bill now is likely to be much Higher than before. So, if China is not able to constantly increase its exports, its current account balance of payment may pose a problem as in other developing countries. The downside of its entry to the WTO is that there would be an expanded pressure of neo-liberal globalization and Western influence in China, which may affect its traditional taboos and culture. China also actively participates in the activities of the Asian-Pacific Economic Cooperation Organization and plays a very decisive role in all its policy making processes. China's role in bilateral trade relations with many developed countries including the USA, the EU, Russia, and Japan are strengthened every year. India's experience with the WTO is not a happy one. Before the introduction of agricultural liberalization In India, agricultural commodity prices were lower than their international market prices. Hence, exports of farm products from a country like India were rather a lucrative proposition for the peasants, and as farmers are price-responsive, they used to increase production for exports. This trend continued in the first phase of globalization in the 1980s. However, the trend reversed since the 1990s, particularly after the so-called special and differential treatment of the less-developed agriculture by the WTO. The typical LDCs studied by the FAO showed a rise in the export of agricultural products based on their performance in the phase of globalization of the 1980s; but in the 1990s, in spite of the WTO's special and differential policy, the imports of agricultural products as a result of subsidy-induced price fall in the international market increased several times in these developing countries (FAO 2000).

Since the prices of agricultural products have become lower in the international market, Indian farm products' exporters have become much poorer. This has led to widespread protests, frustration, and even farmers suicides. The growing economic problem has now become a human problem (Datta 2004). In India, agricultural exports as a percentage of total exports went down from 30.7 (1980-81) to 19.4 (1990-91) to 15.4 (1999-2000), to 13.5 (2000-01). The situation is quite opposite of what was expected. The large amount of imports has created two adverse problems-export-import imbalance and fall in the prices of domestic food products. Although exports went up by 83 per cent, the import of agricultural products in India escalated to 168 per cent. This export-import imbalance in India has been responsible for a structural adjustment that led to lower the compound rates of growth of food grains production in India. However, there has been some sort of apathy towards the agricultural sector, as it is not remunerative any longer. Kulaks are shifting to other business in the non-agricultural sector, city-ward migration has been increasing and, employment in agriculture, mining and quarrying, and community and personal services has indeed decelerated.

#### Discussion Questions:

- a) 'India's experience with the WTO is not a happy one.' Explain.
- b) What do you think is the likely impact of China's entry in the WTO? Give reasons for your answer.
- c) How has Indian agriculture been affected by the WTO's policy? Discuss.

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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017

First and Second Years

MANAGEMENT INFORMATION SYSTEMS

Time : 3 Hours

Maximum Marks: 70

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**SECTION-A**

*(3 × 5 = 15)*

**Answer Three questions**

- Q1)** a) IRM.  
b) System development.  
c) Online environment.  
d) Hardware.  
e) Query Language.  
f) Caribbean community.

**SECTION-B**

*(3 × 15 = 45)*

**Answer Three questions**

- Q2)** Write a note on conceptual foundations of Information systems.
- Q3)** What are the steps involved in implementation of projects?
- Q4)** Explain about different kinds of computer networks.
- Q5)** Discuss in detail about relational data base management systems.
- Q6)** Give an overview on future trends in DBMS.
- Q7)** State the objectives and requirements for information resource management.

**SECTION-C**

**(10)**

**Compulsory**

**Q8)** Case study.

A leading Automobile marketer wants to enter into Indian Market. He wants to market its cars in three models at different rates through a network of dealers across India. You, being an expert in MIS, are requested to suggest how they can implement MIS through different stages and internet for his company.

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**(DEMBC1)**

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

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

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017**

**First and Second Years**

**C-HUMAN RESOURCE MANAGEMENT**

**Human Resource Planning & Development**

**Time : 3 Hours**

**Maximum Marks: 70**

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**SECTION-A**

**(3 × 5 = 15)**

**Answer Three questions**

- Q1)** a) Supply forecasting.  
b) HRD strategies.  
c) Developmental supervision.  
d) Counselling.  
e) HRD in defence.  
f) OD approach.

**SECTION-B**

**(3 × 15 = 45)**

**Answer Three questions**

- Q2)** Write a note on culture of HRD.
- Q3)** Examine the significance of HRD in voluntary organizations.
- Q4)** What are the various motivational aspects of HRD?
- Q5)** Describe the role of line managers in HR Development.
- Q6)** Discuss about designing HRD strategies.
- Q7)** Bringout the methods used for forecasting demand of HR.



**Compulsory**

**Q8)** Case study:

Bharat Airways is 5 years old domestic airline. It was launched with log of assurances of better prompt, efficient services consumer satisfaction etc. However, during last 5 years, the conditions became worse resulting in large number of dissatisfied travellers, switching over to the other better domestic airlines. Bharat Airways was not experienced in the domestic Air Travel business when it started. Although it recruited almost 50% of its – important employees out of 800 employees from other competitor airlines, there was no useful training to any group of employees. Employees had log of grievances and there was no procedure, system methods to ventilate the grievances. The top management and the operating managers were following autocratic style of management. Communication at levels were poor. There was absence of mutual trust, absence of responsibility, accountability, Senior staff often complained of coordination and in case of problem the ‘buck’ was passed to someone else conveniently. This resulted in lack of responsibility at all levels. Sometimes chaotic situations arose because of lack of communication. You are as HR manager asked by the Managing Director to prepare a comprehensive action plan to improve the situation and conditions.

Questions:

- a) What plan of action will you suggest?
- b) Would you like to make a short survey to understand the situation? How will you conduct such a survey interviews, questionnaire method?
- c) How will you analyse and formulate the areas of action plan to be made and implemented?
- d) Do you think as HR Manager, you would consult, communicate, interact with managers and other employees before formulating your plan? Give reasons for such consultation.
- e) What are different methods you would like to use to open the communication channels? Mention briefly the reasons for your suggestion.

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**(DEMBC2)**

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

**[Total No. of Pages : 03**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017**

**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 × 5 = 15)**

**Answer Three questions**

- Q1)** a) Group development.  
b) Work redesign model.  
c) Delegation.  
d) Strategic alliances.  
e) Learning organizations.  
f) Organisational values.

**SECTION-B**

**(3 × 15 = 45)**

**Answer Three questions.**

- Q2)** Describe manager as agent of change.
- Q3)** Explain the diagnostic methods of an organization.
- Q4)** What is meant by resistance to change? Explain its management.
- Q5)** Listout various social responsibilities of organisations.
- Q6)** Discuss about need for and benefits with decentralisation.
- Q7)** Write a note on role dynamics.

**SECTION-C**

**(10)**

**Compulsory**

**Q8)** Case study

Analyse the following case and answer the questions:

Martin Star, president and founder of Star Valve Co. knows his little company has a problem. Star Valve designs and manufactures sophisticated valves used to control the flow of liquids and gases through pollution control systems in chemical plants. While many of Star's products are real innovations, the company hasn't grown appreciably in the five years prior to 2002.

It was not for lack of trying. Star had replaced the head of his accounting, manufacturing, and sales departments in the prior five years, and had recently begun a search for a new sales manager for Europe. And yet by almost any criterion – productivity, sales growth, profit margins, or profits, for instance – the company had either not made headway in the five year period or was actually somewhat behind.

The company is highly labour intensive. Star Valve is basically an engineering firm. Of its 100 or so employees, about 15 are engineers involved in designing valves in response to customers' requests, about 35 work in the plant in various semiskilled or skilled machining-type jobs, and the rest are managers or office employees.

Of particular concern to Mr. Star, aside from the financial results, is the fact that quality is beginning to diminish, as measured by complaints from several long-term customers. Employees also seem to be increasingly ignoring the administrative structure of the firm, such as the network of policies, procedures, and checklists that the company traditionally uses to ensure, for instance, that when a request for a proposal comes in the engineers ask all the required questions.

Mr. Star recently met with several members of his board of directors, seeking their advice. "I don't know what the problem is," he said. "All I know is that we're getting nowhere fast."

Questions:

- a) Which organizational change and development techniques would you recommend Mr. Star use to try to determine what exactly the problems are at the company? Please be specific.
- b) Given the admittedly limited information in the case description, would you recommend that Star implement a team-based organisation? Why? Why not?
- c) Do you think it would be helpful for Star to implement a total quality management program? Be prepared to tell Mr. Star what the pros and cons of implementing such a program in his company might be.

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**(DEMBC3)**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017**

**First and Second Years**

**C-HUMAN RESOURCE MANAGEMENT**

**Labour Legislation & IR**

**Time : 3 Hours**

**Maximum Marks: 70**

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**SECTION-A**

**(3 × 5 = 15)**

**Answer Three questions**

- Q1)** a) Industrial relations.  
b) Lockouts.  
c) Collective bargaining.  
d) Second NCL.  
e) Modern labour legislation.  
f) Social security.

**SECTION-B**

**(3 × 15 = 45)**

**Answer Three questions.**

**Q2)** Define industrial relations. State the reasons for industrial disputes.

**Q3)** Explain about settlement of strikes with and without intervention of state.

**Q4)** Examine the growth and importance of collective bargaining.

**Q5)** Listout the features and working of works committees.

**Q6)** Bringout the factors influencing social and labour legislation in India.

**Q7)** State the salient features of minimum wages Act. 1948.

**SECTION-C**

**(10)**

**Compulsory**

**Q8)** Case study

The workmen demanded 1<sup>st</sup> November, 1948 to be declared as a holiday in connection with solar eclipse. Employer did not agree to this. Then as a protest, some workmen left the work at about 4.30 P.M. Some by 5.00 P.M., but all of them resumed work by 8.00 P.M., there by stopping the work for a period of 3 to 3½ hours. It was contended by the workmen that since they joined the work with in three and half hours, short duration of conation of work can not be treated as a strike.

Question:

Is that short duration of conation of work can be treated as strike as per Industrial Dispute Act. 1947. Highlight the relevant provisions to substantiate your answer.

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**(DEMBC4)**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017**

**First and Second Years**

**C-HUMAN RESOURCE MANAGEMENT**

**Organisational Behaviour**

**Time : 3 Hours**

**Maximum Marks: 70**

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**SECTION-A**

***(3 × 5 = 15)***

**Answer Three questions**

- Q1)** a) Concept of Ego.  
b) Non-hygiene factors.  
c) Job enrichment.  
d) Behaviouralism.  
e) Organisational culture.  
f) Johari window.

**SECTION-B**

***(3 × 15 = 45)***

**Answer Three questions**

- Q2)** Define organisational behaviour. Describe its elements.
- Q3)** Describe the process of group formation.
- Q4)** Discuss in detail about transactional analysis.
- Q5)** Critically examine Mc. Gregor's theory of motivation.
- Q6)** Briefly explain about classical studies on leadership.
- Q7)** Bringout the determinants of organisational climate.

**SECTION-C**  
**Compulsory**

(10)

**Q8)** Case study:

Promotion refused

Harish and Pawan joined a Multinational Engineering Company along with four others as Engineers on probation for a period of one year. After the completion of this period, all the six persons were confirmed on their positions. The company has a very objective performance appraisal system. Appraisal of an employee will be done on the basis of achievement of his annual performance, job related skills developed over a specific period, and his behavior in a group.

After two years of probation, all the six employees were appraised for promotion as executive engineers. While four engineers were promoted, Harish and Pawan were refused for promotion as they were not up to the mark according to appraisal criteria. It was a setback for both. Harish reacted to this setback strongly and left the office on the same day without informing anyone in the company. Next day, he came to the office timely but did not involve himself in the work. Rather, he started complaining everyone by saying; 'Boss has spoiled my life, it seems that my career is over'. Also with some close friends, he expressed that he would like to ruin his boss, his friend consoled him that there will be no positive result with it. He went on a drinking binge. At office, he started avoiding his boss, lowering down his head every time when they crossed each other. Further, this kind of behavior subsequently lowered down his morale. Also, he started abusing the other four promoted engineers.

On the other hand, Pawan took promotion refusal in a different way and did not offer comment on this issue in the office. He started thinking about where he was lacking. At home, he discussed the matter with his wife, both resolved that he should talk to his boss about where he was lacking. After two days, he met his boss and was able to know his weaknesses in the light of the requirements of the next Higher position. During this meeting the boss made a comment to Pawan about Harish that, "your colleague is very upset over the promotion matter. I do not like to call him officially as I feel that it may pinch him, advise him to meet me on his own initiative and I will explain him why he was refused for promotion". Pawan conveyed this message to Harish but he declined to meet the boss.

Questions:

- a) Describe the nature of emotional status of Harish. Comment on his reaction over the promotion episode.
- b) What are the alternatives left to Harish and boss? Discuss and justify on the basis of emotional intelligence.

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**(DEMBC5)**

**EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2017**

**First and Second Years**

**C-HUMAN RESOURCE MANAGEMENT**

**Employee Compensation Management**

**Time : 3 Hours**

**Maximum Marks: 70**

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**SECTION-A**

**(3 × 5 = 15)**

**Answer Three questions**

- Q1)** a) Fair wage.  
b) Pay commission.  
c) Piece rate system.  
d) Wage incentives.  
e) Managerial compensation.  
f) Wage differentials.

**SECTION-B**

**(3 × 15 = 45)**

**Answer Three questions**

- Q2)** Explain the concept and significance of employee compensation management.
- Q3)** Discuss about wage fixation by law and wage boards.
- Q4)** State the principles of wage fixation.
- Q5)** Describe the procedure for installing incentive system.
- Q6)** Enumerate the recent trends in managerial compensation in Indian organisations.
- Q7)** Write about various methods of wage determination.

**SECTION-C**

**(10)**

**Compulsory**

**Q8)** Case study:

An employee of a factory met with an accident and died when he was on his way to a house under construction. His actual residence was in the opposite direction and at a far off place from place of accident. The employee adopted a route which was not normal. It was held by the management of the factory that the accident occurred, while the workman was on his way back from the place of work to his residence by taking a different route. Hence they are not liable to pay the compensation.

Questions:

- a) Do you think that dependants are not liable entitled to the compensation?
- b) Support your answer with a case law.
- c) Highlight the provisions under which your judgment on the above case gains significance.

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