

(DEMB11)

Total No. of Questions : 08]

[Total No. of Pages : 02

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Years

BUSINESS POLICY & STRATEGIC MANAGEMENT

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) Corporate policy.
b) Shareholders.
c) Internal corporate analysis.
d) Display matrices.
e) Diversification.
f) Turn-around management.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

- Q2)** Discuss how shareholders and board of directors become strategists.
- Q3)** Discuss the role and skills of top management.
- Q4)** How do you assess competitive strength of an organization?
- Q5)** How do you evaluate the strategic alternatives using the BCG criteria?
- Q6)** What is a merger? Explain the circumstances under which the mergers are appropriate?
- Q7)** Discuss the process of strategic control in detail.

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

Mr. Southern, the managing director of a company manufacturing office machines, was for the last few months toying with the idea of embarking on the production of computers. One consideration that had deterred him from going ahead was that, given the present lack of interest for computers among business houses, there was no immediate prospect of sizable increase in the demand for the new product.

Another consideration was an enormous investment involved in the manufacture of computers. Not that the company lacked funds, but he feared that his idea might not attract many members of the board. He could also guess the reasons.

The company was doing extremely well, both sales-wise and profit-wise. The research department, on which the company spent a bare five per cent of its turnover, had been successfully designing new models of the existing line of products to serve consumer need and desires. Then, as some directors with socialistic leaning might say, in a country affected with massive unemployment, a company ought not to product computers that would render thousands of workers jobless.

Questions:

- a) As a director of the company, would you go along with Mr. Southern?
- b) Are the constraints visualized by Mr. Southern really formidable?



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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Years

INTERNATIONAL BUSINESS

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) International trade.
b) MNC
c) Logistics.
d) Trade barriers.
e) Letter of credit.
f) Custodian.

SECTION - B

Answer any three of the following questions. **(3 x 15 = 45)**

- Q2)** Explain the various theories of international trade in brief.
Q3) How is strategic planning done in multinational companies? Explain.
Q4) Explain about multinational culture in corporations.
Q5) What are the negotiations in international business? Explain.
Q6) Explain the human resource management in MNC's.
Q7) Describe the role of international organizations.

SECTION - C
(Compulsory)

(10 Marks)

- Q8)** Case Study:

The Star Corporation is a Hong Kong manufacturing firm that is going to do business in mainland China. The company's contract with the Chinese government calls for it to supply technical know-how and machinery for producing consumer electronics. These products are not state of the art, but they

will be more than adequate for the needs of the Chinese consumers. Star has agreed to sell the Chinese its plant, which was being closed because it was no longer competitive.

The Chinese will pay to move all the machinery and equipment to their country and install it in a factory that is currently being modified for this purpose. The two will then become partners in the venture. Star will provide the management and technical expertise to run the plant, and the Chinese will provide the workers and will be responsible for paying for all the output. Star will receive an annual fee of \$3 million and 5 percent of all sales.

The Star management is very pleased with the arrangement although they are of Chinese descent, they have lived in Hong Kong all their lives and know relatively little about doing business either with or in China. To provide Star with the necessary information and assistance, a native of China, educated there but living in Hong Kong the past 5 years, was brought in. The individual told the company the following facts about China:

Chinese managers do not plan. They are usually told what to do and they do it. Planning is handled by others and simply passed on to them.

Chinese managers are not concerned with profit or loss. They simply do their jobs and let the government worry about whether the operation is making money. No rewards are given to workers who perform well; everyone is treated the same. If there is no work, the workers are still paid, although they may not be required to come to the factory.

There is a basic aversion to individual decision making; most decisions are collective efforts.

The current government of China would like its managers to learn how to run a profit oriented operation and eventually eliminate the need for foreign managerial assistance.

When outsiders tell Chinese how to do things, they have to be careful not to insult or offend the Chinese who are often sensitive about the way they are treated.

Questions:

- a) What selection criteria would you recommend to Star when deciding whom to send to China?
- b) What procedures should the company use in making the final selection? and
- c) What type of repatriation agreement would you recommend the firm use?



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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Years

MANAGEMENT INFORMATION SYSTEMS

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) Information resource management.
b) Systems design.
c) Accounting software.
d) Expert systems.
e) Structured decisions.
f) File management.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

- Q2)** Explain the pace of computerization in IFFCO.
- Q3)** Describe the organization of relational database management system.
- Q4)** What are the various considerations in the design of operating system?
- Q5)** What are the various functions of data communication software?
- Q6)** Describe H.A. Simons decision making process.
- Q7)** State the impact of nationalization on database storage and performance.

SECTION - C

(Compulsory)

(10)

Q8) Case Study:

Sandal, shoe, and bootmaker Deckers Outdoor Corporation recently switched to an Internet networking technology called Virtual Private Networks to interconnect their global company.

Virtual Private Networks (VPNs) use the power of the Internet instead of using private telecommunications lines or other network links. A virtual private network is a secure and encrypted connection between two points across the Internet. It transfers information by encrypting and encapsulating telecommunications traffic into packets and sending the packets over the Internet. Most VPNs are built and run by Internet service providers. Companies that go with a VPN from an Internet service provider essentially outsource their networks to save money on having to acquire and manage their own wide area network equipment and bandwidth requirements.

Deckers is a \$100 million company whose 20-person office in Hoek Van Holland, the Netherlands, collaborates on product development with its staff in Goleta, California. The VPN cost roughly \$31,000 to implement and saves Deckers \$10,000 per month compared with leasing their previous high-speed network connections.

“We needed a network that would serve as the foundation for our international expansion,” says Steve Miley, MIS director at Deckers. “It will be critical... because our offices will use it to make sure projects are done on time”.

Employees at the two sites use the VPN to update the status of product development projects through Lotus Notes groupware databases. The VPN supports Notes’ ability to replicate databases of project information at each work site, which is crucial to groupware support of project team collaboration.

VPN performance “is slow but workable for interactive Notes database access”, Miley says. And as the quality of Internet service improves, VPN performance can only improve, he adds.

Security, a reported shortcoming of virtual private networks, is improved with NetFortress software from Fortress Technologies. It automatically changes encryption keys every 24 hours. “We feel very secure with their products on our network”, he says.

Offices for production management in Hong Kong, Mexico, and Macao will be added to the VPN this year, Miley says. Those sites currently use expensive international telephone calls to access servers in Goleta. Desktop videoconferencing over the VPN, to cut international travel costs, is also planned.

Deckers doesn’t mind being among the first to implement a virtual private network. “VPNs are here to stay”, Miley says. “And we’re on the leading edge, not the bleeding edge”.

Questions:

- d) What are the business benefits of Deckers' switch to a virtual private network?
- e) What can be done to overcome several limitations of virtual private networks?
- f) Does it make business sense for any company to use the internet as their private telecommunications network? Why or why not?



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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Years

C-HUMAN RESOURCE MANAGEMENT

Human Resource Planning & Development

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

Q1) a) Macro level scenario of human resource planning.

- b) Human resource development.
- c) Task analysis.
- d) HRD in public system.
- e) HRD culture.
- f) HRD in police.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

Q2) Explain various methods and techniques of demand forecasting in HR.

Q3) Discuss the role of line managers in HRD.

Q4) Give an overview on HRD practices in service sector.

Q5) Explain HRD approach to IR.

Q6) Give an overview on HRD.

Q7) Make a comparison between Indian and International HRD practices.

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

Cathay Pacific Airways is an International airline based in Hong Kong that serves over eighty five destinations on five continents. An early survey revealed that the travelers felt that the Cathay Pacific service was good, but not as warm and friendly as customer desired. Some even described the service as “robotic”. This led to reexamination of how the company recruited, trained and managed its employees.

To increase customer retention, especially business travelers, Cathay Pacific decided that something more was needed. Assume you are HRD professional responsible for organizational changes.

Questions:

- c) How do you go about designing a need assessment for the Airline?
- d) What methods would you use to design training that emphasizes customer service?
- e) What type(s) of training would you recommend for ‘Flight attendants’.



(DEMBC2)

Total No. of Questions : 08]

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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First & Second Years

C-HUMAN RESOURCE MANAGEMENT

Organisation Dynamics & Change Management

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

Q1) a) Group cohesion.

- b) Role analysis.
- c) Stress.
- d) Decentralisation.
- e) Coalition formation.
- f) Organisational culture.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

Q2) Explain in detail the phases of group development.

Q3) Explain with example the organisational stress and burnout.

Q4) Describe the process of empowerment.

Q5) Describe the social responsibilities of organisations.

Q6) Explain the process of learning organizations.

Q7) What do you understand by cross cultural dynamics?

(DEMBC2)

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

Emily who has the reputation of being an excellent worker, is a machine operator in a furniture manufacturing plant that has been growing at a rate of between 15 percent and 20 percent each year for the past decade. New additions have been built onto the plant, new plants opened in the region, workers hired, new product lines developed, lots of expansion, but no significant changes have occurred in overall approach to operations, plant layout, ways of managing workers, or the design processes. Plant operations as well as organizational culture are rooted in traditional Western management practices and logic, based largely on the notion of mass production and economies of scale. Over the past four years, the company has been growing in number and variety of products produced and in market penetration; however, profitability has been flattening and showing signs of decline. Therefore, in developing their strategic plans, management is beginning to focus on production operations (internal focus) rather than mainly focusing on new market strategies, new products, and new market segments (external focus). They hope to get manufacturing costs down and improve consistency of quality and ability to meet delivery times while decreasing inventory and increasing flexibility.

One of several new programs initiated by management in this effort to improve flexibility and lower costs was to cross-train workers. However, when a representative from Human Resources explained this program to Emily's supervisor, Jim, he reluctantly agreed to cross-train most of his workers, but not Emily.

Jim explained to the Human Resources person that Emily works on a machine that is very complex and not easy to effectively operate. She has to "babysit" it much of the time. He has tried many workers on it, tried to train them, but Emily is the only one who can consistently get product through the machine within specification and still meet production schedules. When anyone else tries to operate the machine, which performs a key function in the manufacturing process, it ends up either being a big bottleneck or producing excessive waste, which creates a lot of trouble for Jim.

Jim goes on to explain that Emily knows this sophisticated and complicated machine inside and out after running it for five years. She likes the challenge, she says it makes the day go by faster, too. She is meticulous in her work, a very skilled employee who really cares about the quality of her work. Jim told the HR person that he wished all of his workers were like Emily. Inspite of the difficulty of running this machine, Emily can run it so well that product piles up at the next workstation downstream in the production process – no one can keep up with her!

(DEMBC2)

Jim was adamant about keeping Emily on this machine and not cross-training her. The HR person was frustrated. He could see Jim's point but he had to follow executive orders. "Get these people cross-trained".

Around the same period, a university student was doing a field study in the section of the plant where Emily worked. In her interview, Emily told the student that, inspite of the fact that the plant had some problems with employee morale and excessive employee turnover, she really liked working there. She liked the piece rate pay system very much and hoped that she did not have to participate in the recent "Program of the Month", which was having operators learn each other's jobs. She told the student that it would just create more waste if they tried to have other employees run her machine. She told him that other employees had tried to learn how to operate her machine but couldn't do it as well as she could. Emily seemed to take a special liking for the student and began to open up to him. She told him that her machine really didn't need to be so difficult and touchy to operate with a couple of rather minor design changes in the machine and better maintenance, virtually anyone could run it. She had tried to explain this to her supervisor a couple of years ago, but he just told her to "do her work and leave operations to the manufacturing engineers." She also said that if workers upstream in the process would spend a little more time and care to keep the raw material in slightly tighter specifications, it would go through her machine much more easily and trouble-free, but they were too focused on going fast and making more piece rate pay. Emily expressed a lack of respect for the managers, who couldn't see this, and even joked about how "managers didn't know anything".

Questions:

- a) Identify the sources of resistance to change in this case.
- b) Discuss whether this resistance is justified or could be overcome.
- c) Recommend ways to minimize resistance to change in this incident or in future incidents.



(DEMBC3)

Total No. of Questions : 08]

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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Year

C-HUMAN RESOURCE MANAGEMENT

Labour Legislation & IR

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

Q1) a) Industrial relations.

- b) Collective bargaining.
- c) Colour legislation.
- d) Remuneration.
- e) Works committees.
- f) Minimum wage.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

Q2) What are the dominant aspects of industrial relations?

Q3) Explain different methods of dispute settlement in India.

Q4) Brief out the schemes of workers participation in management.

Q5) What forces influence the labour legislation in India?

Q6) State the provisions of Industrial Disputes Act, 1947.

Q7) Explain the various types of labour legislation.

(DEMBC3)

SECTION - C

(Compulsory)

(10)

Q8) Case Study:

Manidra & Manidra Limited (MAML) is a Punjab based company in private sector with employee strength of around 1,800. The managerial recruitment policy of the company emphasized that one has to join the company as management trainees and after completion of their training, they are suitably absorbed at the lowest intake of the managerial level. The company always stressed upon that the higher posts in the company are to be filled by promotions transfers. Therefore, direct recruitment to higher positions is avoided in the company. In case of any urgency to fill a higher post and right candidates are not available/eligible from within the company, then only open advertisements are placed in various newspapers to advertise the vacancies to potential job seekers.

In the year 1992, the company was badly in need of assistant Manager (Marketing) due to sudden resignation of the person occupying the position. There were six Assistant managers in the department who had together joined the company as management trainee in the year 1991. They were promoted to the present position because of their excellent performance, who in turn reported to the Manager (Marketing). The company released an advertisement for the post in two national newspapers. The job specification specified that the person interested for the post must have atleast 2 years' experience in the field of marketing and preference will be given to the person having previous experience of marketing in any organisation. Mr. Satish Madhavan, who had just completed 3 years' service in a FMCG concern applied and was selected. He found the terms of appointment interesting, so joined the company in June, 1992. As six assistant managers were already working in the company, Madhavan became the junior-most assistant manager in their department. As per the promotion policy of the company the six assistant marketing managers would become eligible for promotion to the post of manager Marketing in the year 2001 (on completion of 10 years service) and Mr. Madhavan in 2002.

In July 2000, the post of Manager Marketing was vacant because of the resignation.

The Company decided to fill the vacancy by direct recruitment. In the advertisement it was stipulated that the applicants should have a minimum of 10 years' experience. Mr. Madhavan met the specification since he had 3 years' of

(DEMBC3)

previous experience plus eight years in the present company; he applied for the post through proper channel. The company decided to call all the eligible candidates for interview. But, Mr. Madhavan was not called along with the external candidates. The argument put forth by the management is that Mr. Madhavan is an internal candidate and he has to complete 10 years of service to meet the experience requirement of the company to become eligible for the post. Mr. Madhavan, however, could not understand the logic of the company. He represented his case before the Board and the board has also rejected his representation. Out of frustration, he resigned from MAML and joined another company promoted by a competitor's firm.

Questions:

- d) What is the problem in this case?
- e) Is it right on the part of the company not to call Mr. Madhavan for the interview?
- f) Is Madhavan's grievance genuine?



(DEMBC4)

Total No. of Questions : 08]

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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First and Second Year

C-HUMAN RESOURCE MANAGEMENT

Organisational Behaviour

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) Personality.
b) Behaviouralism.
c) Conflicts.
d) Job enlargement.
e) Leadership.
f) Johari window.

SECTION - B

Answer any three questions.

(3 x 15 = 45)

- Q2)** Explain the elements of organizational behaviour.
- Q3)** What is learning? Explain the advantages of learning.
- Q4)** What is group? Explain in detail the process of group formation.
- Q5)** Explain the Maslow theory of the hierarchy of needs.
- Q6)** What is leadership? Explain the styles of leadership.
- Q7)** Explain in detail the determinants of organizational culture.

SECTION - C
(Compulsory)

(10)

Q8) Case Study

“I almost wish Martin weren’t such a nice guy”, thought Pat Boyce, supervisor of a data analysis group for a large petroleum company. There was no doubt about it-Martin Stein was a nice guy. He had fit into the unit from the time he had arrived as a new hire and had done well in training. In fact, Boyce had thought at that time that Stein might have management potential.

“That surely hasn’t worked out,” Boyce concluded sadly.

Unfortunately, Stein wasn’t anywhere near to living up to his potential. He hadn’t been out of training long when he started running into problems with tardiness. When Boyce talked to him about it, Stein was extremely apologetic and said that he was having car trouble but would have things straightened out soon. Infact, the tardiness improved, and things went along fine for a while. It wasn’t long, however, until Stein’s work performance started downhill. Boyce discussed the problem with Stein again. This time, Stein seemed upset and told Boyce that he was having family problems and couldn’t keep his mind on his work. Again, things improved for a while. Recently, Stein started having attendance problems. This time, when Boyce questioned him, he said that his wife had left him and he was trying to raise his two young daughters alone. One of them had health problems, and Stein had to stay home with her. Again, he “felt terrible” and promised to do better.

Most recently, the office rumor mill had it that Stein had started to have drinking problems not during the week, though. Apparently, Stein had taken to starting his drinking on Friday evening and continuing through the weekend. Several of the female employees have told Boyce that they fear for the safety of Stein’s young daughters during such times. Worse yet, Boyce has recently begun to wonder whether Stein is taking uppers of some kind to get him through the week.

“If only Stein weren’t such a nice guy.” Pat thought again. “I really believe that his story is true-but where does that leave me?” I’ve got a unit to run and work to get out. I’m not sure I can count on Stein”.

Case Questions:

- g) From a managerial perspective, what are the problems in this case?
- h) If you were a co-worker rather than Stein’s boss, how (if any) would your perception of the problems differ?
- i) What should Pat Boyce do? What are his options?



(DEMBC5)

Total No. of Questions : 08]

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EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2018

First & Second Years

C-HUMAN RESOURCE MANAGEMENT

Employee Compensation Management

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

$(3 \times 5 = 15)$

- Q1)** a) Fair wage.
b) Adjudication.
c) Productivity.
d) Wage board.
e) Pay commissions.
f) Compensation.

SECTION - B

Answer any three questions.

$(3 \times 15 = 45)$

- Q2)** Explain in detail the wage policy in India.
Q3) Describe the procedure for statutory wage fixation.
Q4) Explain the methods of wage payment.
Q5) Explain the procedure for installing incentive system.
Q6) Explain the recent trends in managerial compensation.
Q7) Discuss the role of H.R. department in compensation management.

SECTION - C
(Compulsory)

(10 Marks)

Q8) Case Study

Last year, and in three of the five preceding years.NPC India incurred heavy losses. Although a large conglomerate, NPC has found these losses hard to accept and has sought to place a freeze on wage increases for its executives. However, after conferring with the Directors, CEO has decided to offer non financial incentives. His reasoning was that the competition was headhunting, and to make such a blatant no-increase statement might cause the more promising executives to leave the organisation. This, he felt, would be extremely detrimental. He believed that when times were tough, as they had been, that is when excellent managers are needed. Losing them now could only snowball the decline. Accordingly, the Board of Directors has voted to provide each executive with a membership in the local health club. While considered a permanent perk and in lieu of a raise this year, the board rationalized that managing the corporation in the months ahead would be extremely stressful and that this membership would be a means of reducing the stress while enabling the executives to become healthier.

Unfortunately, however, the perk was not enough. Grumbling about the chain of events, two executives jumped ship. The ones that stayed did so because of their time invested in the company's pension. However, they too were upset over the board's decision.

Questions:

- j) How could this perk have been offered or marketed better to these executives?
- k) What do you believe is the reason why most of the executives did not find the perk rewarding?
- l) Faced with a similar dilemma, what would you have done if you had been the chairman of the Board? What would you do now that the executives are upset?

