

(DEMB 11)

Total No. of Questions : 8]

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EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018

First and Second Years

BUSINESS POLICY & STRATEGIC MANAGEMENT

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer any three questions

- Q1)** a) Role of Top Management.
b) Vision.
c) Internal Corporate Analysis.
d) Types of Mergers.
e) Diversification.
f) Operating Analysis.

Section - B

(3 x 15 = 45)

Answer any three questions

- Q2)** Discuss role and functions of Board of Directors.
- Q3)** Explain how organisations respond to environmental uncertainty, complexity and dynamism.
- Q4)** Explain the method of constructing BCG matrix. What are its uses and limitations?
- Q5)** Explain the Shell's directional policy matrix. Is it different from GE business screen?
- Q6)** "Evaluation of strategy is a difficult exercise". Do you agree with this statement? Give reasons.

Q7) Why are Joint Ventures promoted? What are the problems associated with Joint Venture Projects?

Section – C

(10)

(Compulsory)

Q8) Case Study :

SR Limited (SR) is a producer of health foods. The company was set up in 2006 by Suman Raj who was formerly a Production Executive with one of the larger producers of packaged foods in India. Mr. Banarjee always wanted to own and operate his own business. He welcomed the change to breakaway from what he termed a giant bureaucracy. In 2007, SR was earning a return on investment of 20 percent. The company sale in that year was Rs. 260 lakh. Mr. Banarjee felt that the firm was very successful but his objective was to increase sales and profits. In his own opinion as a marketer, this could be accomplished without continually adding new products.

The company produced several items like salt free nuts, roasted nuts, dehydrated fruits, and almond and cream biscuits. The other items like packed teas, coffee, vitamins and ice creams produced from other producers and used the SR brand on them. Mr. Banarjee has targeted on middle and upper middle class living in urban areas. Some of his competitors aimed upper middle and luxury class while some others oriented their marketing mix primarily on health conscious people.

SR distributed its products throughout the country using wholesalers. Four Regional managers of the company supervised these. 24 Area managers reported to these Regional managers. In 2009, some of the company operating personnel came up with a new cereal product they felt could be profitably sold by the firm. The product resembled corn flakes in structure, but had a nutty flavour. Further, it contained most of the vitamins recommended by the physicians plus folic acid, minerals, iron and calcium. The feedback upon testing was encouraging; Mr. Banarjee decided to introduce it to the mass consumer market. In his opinion, the major super market chain would be invited to carry this product. He branded the product as X.

Questions :

- a) What are the new product launching strategies available for X? Explain.
- b) Do you think Mr. Banarjee is following the right distribution strategy?
- c) Develop a marketing mix strategy for X.



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EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018

First & Second Years

INTERNATIONAL BUSINESS

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer three questions

- Q1)** a) International Trade.
b) Free Trade Vs. Protection.
c) MNCs.
d) Business Negotiations.
e) LDC's.
f) International Logistics.

Section - B

(3 x 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.

Section – C

(10)

(Compulsory)

Q8) Case Study :

Mr. Pratap Mehta went to Saudi Arabia for the first time on a business visit in 1998. During his sojourn at Riyadh, he purchased a match box for one Riyal. He was surprised at the price of the match box as one Riyal is equal to Rs.10 (nearly) and the match box in India costs Re.0.50. The price of a match box in Riyadh was ringing in his mind that night. At one point of time he got a wonderful idea. The idea included :

- Preparing a feasibility report for establishing a match box factory in Saudi Arabia.
- Importing necessary machinery from India.
- Obtaining necessary permissions from the Government of Saudi Arabia.
- Selecting the market intermediaries in Saudi Arabia.
- Finally establishing the match box factory in Riyadh or Jeddah.

Mr. Pratap conducted a survey and concluded that the idea was commercially feasible and financially profitable. Immediately, he approached a consultant in Jeddah and finalized the deal for getting the necessary permissions from the Government of Saudi Arabia. The consultant arranged to get all the permissions. Mr. Pratap got all the permissions to establish the factory in Jeddah. Then he arranged to import the machinery and equipment from India. After importing the machinery and equipment, Mr. Mehta established the factory and started producing the match boxes on a commercial scale in January, 2000.

Mr. Mehta conducted another market survey, and fixed the price of each match box at Riyal 0.50 as the competitor's match boxes were price at Riyal 1.00 in order to hit all the competing firms and get as much market share as possible.

Mr. Mehta released the first batch of match boxes into the market in March 2000. The first batch of the match boxes were sold like hot cakes and Mr. Pratap was very much thrilled of the success of his project. He released the second batch of match boxes into the market. But, unfortunately, he could not sell even a single match box of the second batch. The same was the case of the subsequent batches. Ultimately, Mr. Pratap was forced to close the factory.

Questions :

- a) What were the reasons for the highly positive response for the first batch of products?
- b) What was the reason for very poor response for second batch of products?
- c) Why did Mr. Pratap Mehta fail in his project?

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EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018

First and Second Years

MANAGEMENT INFORMATION SYSTEMS

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer any three questions

- Q1)** a) Information System.
b) Real time System.
c) DBMS
d) Transmission.
e) Rational Operations.
f) Query Language.

Section - B

(3 x 15 = 45)

Answer any three questions

- Q2)** Bring out the evolution of MIS and describe information resource assessment process.
- Q3)** Give an overview on the phases in the system analysis and design.
- Q4)** Explain in detail the trends in information technology.
- Q5)** What is RDBMS? Explain its application in the industry.
- Q6)** Explain query processing with suitable examples. Describe database in a distributed processing environment.
- Q7)** Explain about computer applications in steel industry.

Section – C

(10)

(Compulsory)

Q8) Case Study :

ABC Company manufactures 10 cosmetic products through its 24 sales offices throughout India with an average of 5 sales representatives per office. Every week sales reports in each office are tabulated by a clerk to sales representative, product and customers. The reports are mailed to headquarters 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 for the next six months. Unfortunately, by the time the management receives the reports, they are from three to six weeks old.

A new system has been devised in which daily sales by salesperson, product and customer are sent over a data communication line from each office to headquarters. A new computer is to be installed to compile and analyse 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 fee or floor space is available at present for the computer centre. The kind of data transmission equipment and computer has not yet been specified.

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



(DEMBC1)

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EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018

First & Second Years

C – HUMAN RESOURCE MANAGEMENT

Human Resource Planning & Development

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer any three questions

- Q1)** a) Demand forecasting of HR.
b) Selection tests.
c) Line Managers.
d) HRD Culture.
e) Counselling.
f) HRD in police.

Section - B

(3 x 15 = 45)

Answer any three questions

- Q2)** Explain methods and techniques of demand forecasting of HR.
Q3) Discuss HRD experiences in detail.
Q4) Enumerate the role of line managers in HR development.
Q5) Describe macro level scenario of human resource planning.
Q6) Differentiate between Indian and International HRD practices.
Q7) Explain HRD for workers.

Section – C

(10)

(Compulsory)

Q8) Case Study :

The personnel office of Prashant Chemicals Limited informed the middle managers through a circular that a group of consultants would be calling on them later in the week to provide training on team building. The consultants would be emphasizing on how to develop team work and to build inter group relationships throughout the company. The information also contained the approach to be adopted by the consultants and explained the five steps process of team buildings: problem sensing, examining differences, giving and receiving feedback, developing interactive skills, and follow up actions. The circular also included a note on the utility of team building in organizational effectiveness.

On receiving the circular, middle managers felt tense as they thought teambuilding as an exercise involving a lot of hocus-pocus as they thought team sensitivity training exercises in which participants used to attack each other and let out their aggression by heaping abuse on those disliked. Therefore, the managers felt that the consultants were not needed for team building. One of the managers commented, “now that we understand what is involved in team building, we can go ahead and conduct session ourselves. All we have to do is to choose a manager who is liked by everyone and put him in the role of change agent/consultant. After all, you really do not need high-priced consultants to do this team building stuff. You just have to have a good feel for human factor”.

The other managers generally agreed. However, the corporate personnel director turned down their suggestions and proceeded with his original programmed of hiring consultants.

Questions :

- a) Why did middle managers show resistance to team building approach of organization development?
- b) Do you think the managers had accurate view of team building concept and role of external consultant in that?
- c) Did corporate personnel office sell the concept of team building and its usefulness properly to middle managers? What actions that the department has taken?

(DEMBC2)

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EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018

First & Second Years

C - HUMAN RESOURCE MANAGEMENT

Organisation Dynamics & Change Management

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer three questions

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

Section - B

(3 x 15 = 45)

Answer three questions

- Q2)** Describe Manager as agent of change.
- Q3)** Explain the diagnostic methods of organisations.
- Q4)** What do you mean by resistance to change? Explain its Management.
- Q5)** List out 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 :

Columbia Broadcasting System (CBS) is one of the three major communication networks in America and is involved in television, radio, records, books and magazine publishing. All major corporate decisions are made by the board of directors which decides the fate of millions of dollars and thousands of jobs, careers and reputations. With so much at stake, corporate politics plays a very important role in making decisions. Such political play is indicated by a major top level shake-up in the company in 1986. The story of this shake down began earlier. In 1980, the founder and chairman of CBS, William Paley Hired Thomas Wyman as Chief Operating Officer (CEO) of the company. Three years later in 1983, because of some economic setbacks and personality conflicts, the board of directors forced Paley out of the Chairman's position and appointed Wyman as the Chairman. This was a big blow to Paley who had started the company and had brought it up to be one of the major media leaders in the country. Unfortunately he could not anticipate the political play played by Wyman and his supporters in the board.

From 1983 to 1986, when the big shake up occurred, CBS went through a number of significant events affecting its operations and its future. For example, in 1985, a group of entrepreneurs showed its interest in buying the company. On that speculation, the company stock share value rose and a number of financial investors made bids for the company, Among these bidders was Ted Turner, who currently owns CNN, the news channel. Turner expressed his desire to focus purely on broadcasting business and sell off other entities such as records, books, and magazine publishing. None of these bids materialized and CBS started slipping in its stock price and doing poorly financially.

Another bidder Laurence Tisch bought about 25 per cent of the company stock in 1985 and by virtue of his portfolio, he was appointed to be a member of the board of directors. On the fateful day of September 10, 1986, in a board meeting, William Paley, who was still a member of the board, tried unsuccessfully to remove Wyman as Chairman of the company. Wyman had appointed some board members who supported him along with some others. However, Wyman was afraid that either Tisch or some other group unfriendly to him might make an offer to CBS that would be acceptable and he might find himself in a hostile environment. With that fear in mind, Wyman played his card. He announced that Coca Cola company was willing to buy CBS.

This statement stunned the entire board as none of the members knew anything about it. The company had been fighting to remain independent since the first bid and now Wyman was asking the board to consider selling the company to Coca Cola whose leaders were known to be friendly with Wyman. Since none of the board members

knew of this offer prior to the announcement by Wyman, this made them suspicious that Wyman was negotiating with Coca Cola behind their backs. They could not know whether this offer was real or simply a political ploy by Wyman, since he did not bring any concrete evidence to support his claim, or any other paper suggesting a solid commitment by Coca Cola, at the meeting.

The move cost Wyman his credibility and integrity and the board became highly suspicious of his motives. Both Tisch and Paley refused to consider the offer and many other board members joined them. Wyman was forced to resign and the board asked Tisch to act as CEO and Paley returned to his position as Chairman. Soon after, CBS started selling its records, books and magazine publishing business, which interestingly enough was the focus of Ted Turner who was one of the original-bidders but failed to buy the company. As a post script to this meeting, it may be noted that Tisch consolidated his position as CEO of the company and was in solid and total control of CBS within two years of the shake upon September 10, 1986.

Questions :

- a) What type of power and politics you think both Paley and Wyman in play in the final shake up at CBS; and
- b) Do you think the various bids to buy CBS in 1985 were real or could they have been manipulated by vested interests to raise the stock share price of the company: and
- c) Given the later information that Tisch came in firm control of the company within two years of this shake up, do you think that Tisch was playing silent politics all along.



(DEMBC3)

Total No. of Questions : 8]

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EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018

First & Second Years

C - HUMAN RESOURCE MANAGEMENT

Labour Legislation & IR

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer three questions

- Q1)** a) Industrial disputes.
b) Collective bargaining.
c) Strikes .
d) Industrial conflict.
e) Arbitration.
f) Social security.

Section - B

(3 x 15 = 45)

Answer three questions

- Q2)** Explain dominant aspects of Industrial Relations.
- Q3)** Describe the settlement of Industrial disputes in India.
- Q4)** State the schemes of worker's participation in management in India.
- Q5)** What are the forces influencing Labour Legislation? Explain.
- Q6)** Discuss the evolution and growth of Social Security Legislation in India.
- Q7)** State the enactment of Industrial Disputes Act, 1947.

Section – C

(10)

(Compulsory)

Q8) Case Study :

Mr. Kishore, a mechanic has been working in a light engineering company for the last 20 years. The company is manufacturing balls and bearings to be used for automobile firms. He has a firm belief in unionism and joined a union in 2006. He was having a strong hold over the workers. He was also the representative of his department and most of the time was involved with union activities. In the year 2007, he had some serious differences with his fellow workers on certain ideological ground. In a dispute with his workers, he was badly injured and hospitalised for many days. Because of this development, the management suspended Kishore for a year. In the meantime, there was a thorough investigation by the management. After thorough investigation, management was able to find out the real cause of the clash. There was tremendous pressure from the union to reinstate him. So Kishore was reinstated in the company in January 2008. In the middle of 2008, a second union came into existence in the company and this become the most powerful union by the end of September 2008. However, Kishore continued with his old union. Though Kishore joined his duty but could not have the same level of performance as he used to have before his suspension. When he was asked by his supervisor, Mr. Vora to explain as to why his performance has been declining, Kishore said, “that he is unable to sit for long time because of backache”. Mr. Vora tried to motivate him to improve his performance but of no use. Since Kishore was appointed on the recommendation of Mr. R.K. Gupta, a very senior officer of the department, Mr. Vora told him the whole story. Then they sat together and decided to transfer Mr. Kishore to the sales department. It had no effect on Kishore’s performance. Gradually, he was becoming obstinate and it was as if he was planning to have a war with the organisation. However, the head of sales department reported his unusual behaviour with the customers and frequent absence from the counter to the top management. Now top management is considering to transfer him back to his original department.

Questions :

- a) What is problem in the case?
- b) How would you justify Kishore’s transfer?
- c) Wha is to be done to get the best out of the person?



(DEMBC4)

Total No. of Questions : 8]

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EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018

First & Second Years

C – HUMAN RESOURCE MANAGEMENT

Organisational Behaviour

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer three questions

- Q1)** a) Learning.
b) Perception.
c) Power.
d) Reactive change.
e) Conflicts.
f) Group dynamics.

Section - B

(3 x 15 = 45)

Answer three questions

- Q2)** Explain the importance and scope of Organizational behaviour.
- Q3)** Evaluate the contribution of Trait theories of personality to the study of Organizational behaviour.
- Q4)** Explain Maslow's theory of Motivation.
- Q5)** Explain about the path-goal leadership theory.
- Q6)** Discuss the primary characteristics of Organisational culture.

- Q7)** How are Group decisions made? How can Group decisions be made more effective? Explain.

Section – C

(10)

(Compulsory)

- Q8)** Case Study :

In 2000, Sanjay Kataria a chartered accountant, was elected as the chairman of Promising Life Insurance Company, which was at the time, the third largest life insurance company in the country. During the next 5 years, however, while its business increased, it did not grow as fast as its major competitors and promising company dropped from third to sixth place. This naturally perturbed Sanjay Kataria as it did to the board of directors of the company. Finally, after deliberations, the board of directors concluded that the lack of leadership in the sales of both ordinary life policies and group life insurance was the major cause of company's comparative slow progress. It was also generally concluded that the two directors incharge of sales in these two major areas of business were competent executives and leaders, but the regional and district managers working under them were not very competent leaders. Sanjay Kataria called these two directors and asked them to ensure strong leadership at the regional and district level or else quit their jobs. As these directors left the meeting with the chairman, one director told other, "Now just how do we make people leaders? How can we be sure whether or not a person is a leader? You know this is tough job".

Questions :

- a) If you were one of the directors, how would you answer the questions that the other director has raised?; and
- b) What should you do to develop strong leaders?



(DEMBC5)

Total No. of Questions : 8]

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EXECUTIVE M.B.A. DEGREE EXAMINATION, DEC. - 2018

First & Second Years

C – HUMAN RESOURCE MANAGEMENT

Employee Compensation Management

Time : 3 Hours

Maximum Marks : 70

Section - A

(3 x 5 = 15)

Answer any three questions

- Q1)** a) Minimum Wage.
b) Productivity.
c) Wage Boards.
d) Collective bargaining.
e) Dearness Allowance.
f) Fair wage.
g) Piece rate.
h) Compensation.

Section - B

(3 x 15 = 45)

Answer three questions

- Q2)** Explain the significance of Employee Compensation Management.
- Q3)** Explain the wage determinant methods in detail.
- Q4)** State the principles and norms of Wage fixation.
- Q5)** Describe the procedure for installing incentive system.
- Q6)** What is the role of H.R. Department in Compensation Management?

Q7) Explain the significance and evolution of D.A.

Section – C

(10)

(Compulsory)

Q8) Case Study :

Of all its HR programs, those relating to pay for performance and incentives are LearnlnMotion.com's most fully developed. For one thing, the venture capital firm that funded it was very explicit about reserving at least 10% of the company's stock for employee incentives. The agreement with the venture capital firm also included very explicit terms and conditions regarding LearnlnMotions stock option plan. The venture fund agreement included among its 500 or so pages the specific written agreement that LearnlnMotion.com would have to send to each of its employees, laying out the details of the company's stock option plan. While there was some flexibility the stock option plan details came down, in a nutshell, to this (1) Employees would get stock options (the right to buy shares of LearnlnMotion.com stock) at a price equal to 15% less than the venture capital fund paid for those shares when it funded LearnlnMotion.com; (2) the shares will have a vesting schedule of 36 months, with one-third of the shares vesting once the employee has completed 12 full months of employment with the company, and one-third vesting upon successful completion of each of the following two full 12 months of employment (3) If an employee leaves the company for any reason prior to his or her first full 12 months with the firm, the person is eligible for no stock options (4) if the person has stock options and leaves the firm for any reason, he or she must exercise the options within 90 days of the date of leaving the firm, or lose the right to exercise them. The actual number of options an employee gets depends on the person's bargaining power and on how much Jennifer and Mel think the person brings to the company: The options granted generally ranged from options to buy 10,000 shares for some employees, up to 50,000 shares for other employees, but this has not raised any questions to date, when a new employee signs on, he or she receives a letter of offer. This provides minimal details regarding the option plan; after the person has completed the 90 day introductory period, he or she receives the five-page document describing the stock option plan, which Jennifer or Mel, as well as the employee, signs. Beyond that, the only incentive plan is the one for the two salespeople. In addition to their respective salaries, both salespeople receive about 20% of any sales they bring in whether those sales are from advertising banners or course listing fees. It's not clear to Jennifer and Mel whether this incentive is effective. Each salesperson gets a base regardless of what he or she sells (one gets about \$ 50,000, the other about \$ 35,000). However, sales have simply not come up to the levels anticipated. Jennifer and Mel are not sure why. It could be that Internet advertising dried up after March 2000. It could be that their own business model is no good, and

there's not enough demand for their company's services. They may be charging too much or too little. It could be that the salespeople can't do the job due to inadequate skills or inadequate training. Or, of course, it could be the incentive plan. ("Or it could be all of the above," as Mel somewhat dejectedly said late one Friday evening.) They want to try to figure out what the problem is. They want you, their management consultants, to help them figure out what to do. Here's what they want you to do for them.

Questions :

- a) Up to this point, we've awarded only a tiny fraction of the total stock options available for distribution. Should we give anyone or everyone additional options?
- b) Should we put other employees on a pay-for-performance plan that somehow links their monthly or yearly pay to sales?

