

(DEMB11)

EXECUTIVE M.B.A. DEGREE EXAMINATION,
DECEMBER 2019.

FIRST AND SECOND YEAR

Second year

BUSINESS POLICY AND STRATEGIC MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

1. Answer any THREE questions
 - (a) Strategy
 - (b) Corporate policy
 - (c) Swot analysis
 - (d) Portfolio analysis
 - (e) Strategic choice
 - (f) Turn around Management

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following

2. What is a corporate strategy? Explain its significance.
3. Discuss the functions of Board of Directors.
4. Explain the steps in competitive analysis.
5. Examine steps in Mergers and Acquisitions.
6. Outline the steps involved in strategy evaluation.
7. What is diversification? Write the advantages and disadvantages of diversification.

SECTION B — (10 marks)

8. Case Study (Separate Sheet enclosed)

In a market dominated by behemoths like SAIL and TISCO, finding a niche is of crucial importance for a small player. What could a Lloyds do with a meagre annual capacity of making six lakh tonnes of HR coils while SAIL sold over 1,600 lakh tonnes in the same time? Should Lloyds follow the market leader or adopt its own unique approach to its business strategy? It is in the context of such questions that Lloyds' attention came to rest on the manufacturing process.

Almost all steel producers adopt the blast furnace technology. In this, the process starts with a clear differentiation among the ultimate products to be manufactured. So, manufacturing batch size has to be large enough to take up customized orders. The raw material, iron ore, has to pass through several complex stages of manufacturing.

Lloyds looked for an alternative technology that could suit its requirements. The solution lay in the Electric Arc Furnace technology where the unique feature was that initial manufacturing stages need not differentiate among different products. Such a differentiation came at a much later stage. Translated into a business proposition, what it meant was that Lloyds could operate with a much smaller size lot, say 100 tonnes and deliver quickly. For instance, a 1,000-tonnes small order of specialised product custommade to buyer(s) specification could be delivered in as little as 15 days. Such a quick delivery schedule would not be possible for a large, integrated steel manufacturer. In this manner, analogous to small gunboats that could effectively torpedo a large, slow-moving ship, Lloyds carved out a niche in the highly competitive steel market.

Question: Comment on the nature of the business strategy of Lloyds. What are the conditions in which such a strategy would succeed? Could fail?

(DEMB 12)

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, DECEMBER 2019.

Second Year

INTERNATIONAL BUSINESS

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) F.D.I.
- (b) MNC
- (c) Role of International Business
- (d) Corporate culture
- (e) LDCs
- (f) Multilateral agreements.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss the factors influencing International Business.
3. Explain the role of Technology in International Business.
4. Write the structure of strategic management of an MNC.
5. What is performance? How do you evaluate performance of an MNC? Explain.
6. Discuss the significance of negotiations in International Business.
7. Explain the role of IMF in International business.

SECTION C — (10 marks)

8. Case study :

Lately many companies have planned for significant investment in organised retailing in India. Several factors have prompted their decisions in this regard.

Customer income is rising. People have developed a taste for better quality products even though they may have to pay more. The aspiration levels have increased. The government has also liberalised its economic policies in this regard and permitted even cent percent foreign direct investment in some sectors of retailing.

- (a) Identify changes in business environment under different heads — economic, social, technological, political and legal that have facilitated the companies' decisions to plan significant investments in organised retailing.
 - (b) What has been the impact of these changes with regard to globalisation and privatisation?
-

(DEMB 13)

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, DECEMBER 2019.

Second Year

MANAGEMENT INFORMATION SYSTEMS

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE of the questions.

1. (a) Importance of MIS.
- (b) System design
- (c) Computer Networks
- (d) Software
- (e) DBMS
- (f) Query Language

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2. Write and discuss the conceptual frame work of MIS.
3. What is Information Resource Management? Explain.
4. Discuss the steps in system development life cycle.
5. Write the future trends of DBMS.
6. Explain the concept of data communication.
7. What is system analysis? Explain.

SECTION C — (1 × 10 = 10 marks)

(Compulsory)

8. Case study

In a manufacturing company of 2000 employees a new systems group of our professionals started work on a complete marketing, forecasting, production and personnel MIS. They worked closely with the managers for nearly a year on the design of the MIS. The change over to the new computerized system was carried out over a two week period so that workers could be shifted to their new jobs and trained for the new operations. With in a month confusion was rampant. Sales orders were misplaced, production was Jammed up, and the personnel update file was a mixture of obsolete and new update cards. Both the systems designers and managers felt that the MIS design was an efficient one, well within the capabilities of the employees to implement.

- (a) Define the problem and its cause as you see it.
 - (b) Suggest several alternative solutions.
-

(DEMBC 1)

EXECUTIVE M.B.A. (2 Year) DEGREE EXAMINATION, DECEMBER 2019.

Second Year

HUMAN RESOURCE PLANNING AND DEVELOPMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)Answer any **THREE** of the following.

1. (a) H.R. planning
- (b) HR Manager
- (c) Task analysis
- (d) Supply forecasting
- (e) HRD experiences
- (f) HRD Climate.

SECTION B — (3 × 15 = 45 marks)Answer any **THREE** of the following.

2. What is the significance of Human resource planning? Explain.
3. Explain the methods of human resource planning.
4. Discuss the strategies of HRD.
5. Explain the motivational aspects of HRD.
6. Explain the role of HRD in panchayati Raj institutions.
7. Discuss the emerging trends in HRD.

SECTION C — (1 × 10 = 10 marks)**(Compulsory)**

8. Case study

Toyota, valued at US \$188 billion or \$ 98 billion, is the world's second biggest car maker, just behind General Motors of the US, but is expected to claim the top spot in 2009. The potential key competitors of the future are likely to be from South Korea, China and India where companies such as Hyundai, Kia and Tata are making cheap cars of a good quality. Toyota has been able to combine product quality and reliability with low pricing, fuel efficiency, and good design. It has been successful at aligning its operational activities with strategic goals. The company is driven by what it terms to 'Toyota Way' rather than by cost reduction (which characterizes many Asian and Far East manufacturing companies). The "Toyota Way" has been evolving since the company was originally found in 1926. It is all about the culture of the company and emphasizes mutual trust and respect for everyone involved in an with the business.

Toyota is regarded as one of the most efficient companies in the world because of the Toyota Production System (TPS) based on lean production and *kaizen* (continuous improvement) principles. These are at the heart of its approach to business strategy. The approach adopted by Toyota has resulted in the institutionalization of lean manufacturing skills and *kaizen*. Over 20 million suggestions in 40 years have been generated by the company's suggestion system which is only one aspect of its approach to continuous improvement. The company places great emphasis on teamwork that reflects to culture characterized by collaboration, cooperation, and trust. The company believes that teams are better at solving problems and that people learn from each other.

In terms of its approach to HRD the principal emphasis is on training. The HR function itself is viewed as playing a key leadership approach in the company's improvement processes and has a coordination role when it comes to training. The training and development team is a part of a broader 'Human System' which focuses on development, recruitment, and retention. Ht aim of the 'Human System' model is to make everyone a member of the Toyota culture. In the US a Corporate University (University of Toyota) has been created to provide training and consultancy on Toyota's business practices, particularly lean manufacturing. The principal strength of the company has always been its approach to on-the-job training although this has become increasingly supplemented with classroom training (although the latter was not greatly appreciated in the past). The company prefers the term on-the-job development because it is felt to be broader than training. This approach includes methods such as job rotation which reflects this broader development. Team leaders are trained as facilitators and instructors and do most of this classroom training. It is a requirement that anyone in this role has production experience. The increase in classroom training reflects the influence of globalization on the company. Employees are able to identify personal training opportunities which are referred to as 'self-initiated development'. The training of general managers involves learning about business planning and policy. Toyota Business Practices and several other related issues. Most of this handled by the Toyota Institute in Japan although job rotation is also a characteristic of this level.

Toyota has always stressed the importance of recruiting people who not only have the capacity to learn but also posses the motivation and desire to do so. The company is always trying to find ways to improve the training methods it uses

because people are trained without slowing down the line. This is a challenging situation for anyone new to the job. This is because the TPS is so interconnected that to slow down one part affects the whole system. Standardized instruction methods are used across the company. Recently, the company has been trying to drive down costs and there are concerns that this is harming its long standing reputation for quality. In the past it has found ways of realigning its strategy and operations to cope with issues such as environmental concerns without resorting to a cost reduction strategy. It will be interesting to see how the next few years turn out.

Questions:

- (a) How would you describe Toyota's approach to HRD?
 - (b) To what extent do HRD activities appear to be vertically and horizontally aligned?
 - (c) What are the advantages and disadvantages of Toyota's approach to HRD?
-

(DEMBC 2)

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, DECEMBER 2019.

Second Year

ORGANISATION DYNAMICS AND CHANGE MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)Answer any **THREE** of the following.

1. (a) Change management
- (b) Group cohesion
- (c) Role analysis
- (d) Bases of power
- (e) Organisational ethics
- (f) Cross cultural dynamics.

SECTION B — (3 × 15 = 45 marks)Answer any **THREE** of the following.

2. What is role efficiency? Explain in detail.
3. Explain the phases of group development.
4. Explain the determinants of power dynamics.
5. Discuss the process of empowerment
6. What is organisational culture? Explain the factors which influence organisational culture.
7. Define strategic alliances. Determine the factors of strategic alliances.

SECTION C — (1 × 10 = 10 marks)**(Compulsory)**

8. 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 problems 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 buildings in organizational effectiveness.

On receiving the circular, middle managers felt tense as they thought team building 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 consultant to do this team building stuff. You just have to have a good feel for human factors". The other managers generally agreed. However the corporate personnel director turned down their suggestions and proceeded with his original programmed to hiring consultants.

Questions:

- (a) Why did middle managers show resistance to team buildings 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 personal office sell the concept of team building and its usefulness property to middle managers? What actions that the department has taken?

(DEMBC 3)EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION,
DECEMBER 2019.

Second Year

LABOUR LEGISLATION AND IR

Time : Three hours

Maximum : 70 marks

SECTION - A

Answer any THREE of the following

(3 x 5 = 15)

1. (a) Need for Industrial relations
- (b) Industrial conflicts
- (c) Forms of strike
- (d) Collective Bargaining
- (e) Joint management councils
- (f) Labour legislation

SECTION – B

Answer any THREE of the following

(3 × 15 = 45)

2. Discuss the need and importance of workers' participation in management.
3. Discuss the causes of strikes and lockouts.
4. Explain various methods of dispute settlement in India.
5. Write the recommendations of the second NCL(2002).
6. Explain the principles of modern Labour Legislation.
7. Discuss the features of enactment of industrial disputes Act, 1947.

SECTION - C (1 × 10= 10)

(Compulsory)

Case Study:

8. Ms. Deepika was being harassed by one her colleagues for the past several weeks through his indecent behavior. She was in a dilemma. Whether to report to the management? or deal the issue with the colleague on her own or resign from the company and search for alternative employment After lot of thinking, she decided to share the information with her another trusted colleague Ms. Sandhya When both were sharing the information. Mr. Dharma. boss of Ms. Deepika overhead the conversation.

Mr. Dharma thought about the conversation and was in dilemma whether to take action against the erring colleague or wait till formal complaint received from Ms. Deepika. Knowing the problem if he kept quite. It would amount to negligence and the company may get a bad name. Finally he decided to call Ms. Deepika and volunteer his help. Ms. Deepika was furious with him for being indecent enough to hear personal conversations of Female subordinates. She shouted at him and others in the office overheard, which made Mr. Dharma to contemplate disciplinary action. Ms. Deepika warned him that if he dared to take action, she would sue him. She said she will deal the indecent behavior of the colleague on her own.

Questions:

- (a) Is this case is related to a grievance or indiscipline?
 - (b) Mr. Dharma Superior to Ms. Deepika should ignore the problem till it formally presented to him?
 - (c) Is there a justification of Ms. Deepika's argument or outburst against Mr. Dharma?
 - (d) What are the long term implication of this kind of incidents in Management of Grievances?
-

(DEMBC 4)

EXECUTIVE M.B.A. (2 YEAR) DEGREE EXAMINATION, DECEMBER 2019.

Second Year

ORGANISATIONAL BEHAVIOUR

Time : Three hours
: 70 marks

Maximum

SECTION A – (3 × 5 = 15 marks)

Answer any THREE of the following.

1. (a) Job stress
- (b) Behaviouralism
- (c) Group Behaviour
- (d) Force field analysis
- (e) Morale
- (f) Organisational culture

SECTION B – (3 × 15 = 45 marks)

Answer any THREE of the following.

2. Explain the need and importance of study of organisational behaviour.
3. Define personality. Discuss the determinant of personality.
4. Explain the concept of Johari window.
5. Discuss the features of Herzberg theory.
6. Explain various types of Leadership styles.
7. Examine the determinants of organisational climate.

SECTION C – (1 × 10 = 10 marks)

Compulsory

8. Case study :

Read the case and answer the questions given at the end of case :

Sundar steel limited was a medium – sized steel company manufacturing special steels of various types and grades. It employed 5,000 workers and 450 executives. Under the General Manager (Production), there were operation, maintenance, and service groups, each headed by a chief. The Chief of Maintenance was Shukla and under him Mukherjee was working as the Maintenance Engineer. The total strength of Maintenance was 500 workers, 25 executives, and 50 supervisors. Chatterjee was working in Maintenance as a worker for three years. He was efficient. He had initiative and drive. He performed his duties in a near perfect manner. He was a man of proven technical ability with utmost drive and dash. He was promoted as Supervisor.

Chatterjee, now a Supervisor, was one day passing through the Maintenance Shop on his routine inspection. He found a certain worker-sitting idle. He pulled him up for this.

The worker retaliated by abusing him with filthy words. With a grim face and utter frustration Chatterjee -reported the matter to Mukherjee. The worker who insulted Chatterjee was a “notorious character”, and no supervisor dared to confront him. Mukherjee took a serious view of the incident and served a strong warning letter to the worker. Nothing very particular about Chatterjee or from him came to the knowledge of Mukherjee. Things were moving smoothly. Chatterjee was getting along well with others. But after about three years, another serious incident took place. A worker came drunk to duty, began playing cards, and using very filthy language. When Chatterjee strongly objected to this, the worker got up and slapped Chatterjee. Later, the worker went to his union and reported that Chatterjee had assaulted him while he was performing his duties. Chatterjee had no idea that the situation would take such a turn. He, therefore, never bothered to report the matter to his boss or collect evidence in support of his case.

The union took the case to Shukla and prevailed over him to take stern action against Chatterjee. Shukla instructed Mukherjee to demote Chatterjee to the rank of a worker. Mukherjee expressed his apprehension that in such a case Chatterjee will be of no use to the department, and the demotion would adversely affect the morale of all sincere and efficient supervisors. But Chatterjee was demoted. Chatterjee continued working in the organisation with all his efficiency, competence, and ability for two months. Then he resigned stating that he had secured better employment elsewhere. Mukherjee was perturbed at this turn of events. While placing Chatterjee’s resignation letter before Shukla. he expressed deep concern at this development. Shukla called Chief of Personnel for advice on this delicate issue. The Chief of Personnel said, “I think the incident should help us to appreciate the essential qualification required for a successful supervisor.

An honest and hard working man need not necessarily prove to be an effective supervisor. Something more is required for this as he has to get things done rather than do himself. Mukherjee said, "I have a high opinion of Chatterjee. He proved his technical competence and was sincere at his work, Given some guidance on how to deal with the type of persons he had to work with, the sad situation could have been avoided". Shukla said, "I am really sorry to lose Chatterjee. He was very honest and painstaking in his work. But I do not know how I could have helped him. I wonder how he always managed to get into trouble with workers. We know they are illiterates and some of them are tough. But a supervisor must have the ability and presence of mind to deal with such men. I have numerous supervisors, but I never had to teach anybody how to supervise his men".

Questions:

- (a) Identity the problems in this case.
 - (b) Do you think the decision taken by Shukla is in keeping with the faith, trust and creating developmental climate in the organisation? Critically evaluate.
 - (c) How would you help in improving behaviour of employees?
-

(DEMBC 5)

EXECUTIVE M.B.A. (2 years) DEGREE EXAMINATION, DECEMBER 2019.

Second Year

EMPLOYEE COMPENSATION MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)Answer any **THREE** questions.

1. (a) Fair wage
- (b) Wage policy
- (c) Wage boards
- (d) Piece Rate method
- (e) Linking wages
- (f) Wage differentials

SECTION B — (3 × 15 = 45 marks)Answer any **THREE** of the following

2. Write the significance of compensation management.
3. Discuss the theories of wage in brief.
4. Examine the determinants of wage.
5. Explain the principles of wage fixation.
6. Discuss the procedure for installing incentive system.
7. Write the role of H.R. department in compensation management.

SECTION C — (1 × 10 = 10 marks)

(Compulsory)

8. Case study:
Milan Khanna (Khanna). Hr manager of the GK Group of industries, found himself in a pensive mood after studying the annual HR report. The report has serious implications not only for his job but for the company well. The annual attrition rate had grown by 18% during the preceding year, taking the present employee turnover to a glaring 33%. Most of the talented workforce was leaving the organization for better offers in the industry. Some of them were leaving even when the new pay was not as good as that in this company. This was the trend despite the GK Group being considered one of the best pay-masters in the industry. Moreover, during the previous financial year, the company had given liberal incentives in the form of bonuses to its exceptional performers. The GK Group began as a software firm and later diversified its operations into biotechnology and bio informatics. Its employees were highly talented knowledge workers and were motivated by their jobs and the various opportunities that their

job promised to offer. However, a review of the exit interviews conducted during the past three years revealed a striking fact about employee motivation—“ Merely increasing the pay and doling out incentives have only a marginal value as there are many other companies to match your offer. “The exit interviews also revealed that efficient employees left the organization seeking greater responsibilities, accountability and empowerment. Lack of personal and professional growth opportunities in the organization prompted people to quit and search for greener pastures. The lack of opportunities for learning and growth in the organization along with little or no attempts towards employee empowerment proved to be some of the prime reasons for the high attrition rate at the GK Group.

In the light of these facts, Khanna came up with a new strategy to contain the rate of attrition in the company. His strategy was aimed at understanding the complexity of employee needs and evaluating them. The management charted out a career growth plan for each of its employees for an average period of three years, with the objective of developing the overall personality of every organizational member. The plan also included defining performance benchmarks so as to establish a correlation between expected and actual employee performance. The employees were to be appraised of their performance at the end of every six months in relation to these benchmarks so that they could correct any deviation from the established standards. The strategy proposed by Khanna aimed at creating a win-win situation for both the individual members as well as the organization. Therefore, attempts were made to correlate individual goals and organizational objectives. Recognizing the importance of skill upgradation and employee empowerment the management decided to promote personality development and learning of employees through well established training facilities. These measures aimed to empower and retain within the organization, the human capital and talent, which form the most crucial factors in the success of any knowledge enterprise.

When the GK Group implemented this strategy in the years that followed, it received wide acceptance and also brought in the desired results of motivating, empowering and retaining the workforce in the organization.

Questions.

- (a) “Merely increasing the pay and doling out incentives have only a marginal value as there are many other companies to match your offer.” Substantiate this statement by describing the various other means of motivating and retaining the workforce in an organization.
 - (b) Discuss the various challenges faced by HR managers in modern organizations and outline the measures they can initiate to cater to the ever-changing needs of employees.
-