

**ASSIGNMENT - 1**

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, MARCH 2023

Second Year

**BUSINESS POLICY AND STRATEGIC MANAGEMENT**  
**MAXIMUM : 30 MARKS**

**ANSWER ALL QUESTIONS**

1.
  - (a) Corporate strategy.
  - (b) Competitive analysis.
  - (c) Display matrices.
  - (d) Portfolio analysis.
  - (e) Turn-around strategy.
  - (f) Core Competency.
2. Discuss in brief about Corporate Policy and Planning in India.
3. Discuss the role of Board of Directors in an organization.
4. What are the financial plans involved in strategy implementation? Explain.

**ASSIGNMENT - 2**

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, MARCH 2023

Second Year

**BUSINESS POLICY AND STRATEGIC MANAGEMENT**  
**MAXIMUM : 30 MARKS**

**ANSWER ALL QUESTIONS**

1. Explain the merits and demerits of Mergers.
2. Discuss about Environmental analysis and Internal corporate analysis.
3. Explain the steps involved in Turn-around management.
4. Case study.

Chocolate Makers 'Hershey's Inc. USA and Ferrero SpA, Italy are considering a joint bid to buy out' Cadbury Plc. which could help the British confectioner fend off a hostile take over by Kraft Foods Inc, USA this move is the strongest sign of a possible real bid to Kraft's \$ 16.7 Billion offer which Cadbury rejected and said was "derisory".

Parallely Ferrero could join financial investors and private equity players considered friendly to Cadbury, for a possible alliance. With this proposal, the advantage for Cadbury shareholders is that they would continue to hold shares in a high growth confectionery group having UK listing rather than being paid around 50% equity in a low growth US listed conglomerate having a turnover of \$ 11.7 billion a year. Ferrero, has an annual sale of \$ 9.3 billion with 18 factories and 21600 employees worldwide. It is also known for its Kinder 'Chocolates' and 'Tic - Tic' candy.

Questions:

- (a) Explain 'intensive' and 'integrated growth strategies' adopted by these conglomerates.
- (b) Explain the five types of competitive advantages pursued by Hershey's and Ferrero, while formulating their strategic plans; and
- (c) Why do companies resort to hostile bidding?

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EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, MARCH 2023

Second Year

**INTERNATIONAL BUSINESS  
MAXIMUM : 30 MARKS**

**ANSWER ALL QUESTIONS**

1.
  - (a) Globalisation.
  - (b) Free trade.
  - (c) Multi National Companies.
  - (d) Business negotiations.
  - (e) LDCs.
  - (f) International logistics.
2. What is international business? Enumerate the modes of operations in international business.
3. Critically examine different theories of international trade in brief.
4. What are the various types of strategies in international business?

**ASSIGNMENT - 2**

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, MARCH 2023

Second Year

INTERNATIONAL BUSINESS  
**MAXIMUM : 30 MARKS**

**ANSWER ALL QUESTIONS**

1. Describe the role of WTO in strengthening business relations between countries.
2. What is HRM? What are the factors influencing HRM in international business?
3. State the factors influencing the culture of multinational corporates.
4. Case study.

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

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

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

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

Director of R & D had specific – projects that needed approval from the President. The success in these projects would result in 10 to 30% cost reduction in key products. The President was reluctant to approve these projects, because it would mean drastic changes to the original

process developed by the President himself. President believed that his process was still the best and could-not be improved upon.

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

Questions:

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

**ASSIGNMENT - 1**

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, MARCH 2023

Second Year

**MANAGEMENT INFORMATION SYSTEMS  
MAXIMUM : 30 MARKS**

**ANSWER ALL QUESTIONS**

1.
  - (a) Role of MIS in decision making.
  - (b) Topologies
  - (c) MIS Design
  - (d) Systems Engineering
  - (e) RDHMS
  - (f) ERP
  - (g) Mobile Computing
  - (h) IT Services
2.
  - (a) What is Management information system? Explain the types of information systems used in tactical level.
  - (b) Discuss the structure of information system.
3.
  - (a) Explain the contemporary approaches in acquiring information system.
  - (b) Discuss the steps in MIS planning procedure.
4.
  - (a) Discuss the scope and significance of decision support systems.
  - (b) What is artificial intelligence? Write the scope and features of A.I.

**ASSIGNMENT - 2**

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, MARCH 2023

Second Year

MANAGEMENT INFORMATION SYSTEMS  
**MAXIMUM : 30 MARKS**

**ANSWER ALL QUESTIONS**

1. (a) Discuss the role of MIS in Human resource management.  
(b) Discuss the importance of international information system.
2. (a) Explain the intellectual rights of IT services.  
(b) Explain the ethical issues of a digital firm.
3. Case Analysis.

Xenon publication is developing a subscription system. They need to create and delete records of subscribers. Also records must be updated when there is an address change, name change or change in the expiration data (i.e. after a subscription is renewed). All issues sent are recorded on the individual record. One function of the system will be to print mailing labels. These should be printed in Zipcode in order to facilitate bulk mailings. Management is also concerned that the Zipcode was recently expanded by the postal service.

There are 15 million subscribers some of these people telephone the subscription dept. for a variety of reasons an issue has not been received, their payment check for subscription renewal has not been cleared, there is a change in their personal information etc. mail inquiries are also received.

Questions:

- (a) What type of file organization would you select? Why?
- (b) Within a record how would you compensate for the Zipcode.

**ASSIGNMENT - 1**

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, MARCH 2023

Second Year

HUMAN RESOURCE PLANNING AND DEVELOPMENT

**MAXIMUM : 30 MARKS**

**ANSWER ALL QUESTIONS**

1.
  - (a) Concept of HR planning
  - (b) Task analysis
  - (c) HRD in voluntary organisations
  - (d) HRD climate
  - (e) Family welfare.
  - (f) Supply forecasting
2. Explain the process of HR planning.
3. Discuss the methods of demand forecasting HR.
4. Trace out the HRD experiences of Indian industry.



**ASSIGNMENT - 2**

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, MARCH 2023

Second Year

HUMAN RESOURCE PLANNING AND DEVELOPMENT

**MAXIMUM : 30 MARKS**

**ANSWER ALL QUESTIONS**

1. Describe HRD in service sector.
2. Give an account of motivational aspect of HRD.
3. What are the recent trends and perspectives of HRD?

As a result of economic reforms initiated in the recent past, the Indian economy has been globalised. The regulations and controls have been relaxed. Many more multinational corporations have been inclined to make their entry in India. Consequently, market dynamics, especially nature of competition has been drastically changed. Indian organizations are finding it difficult with their counterparts coming from outside. suppose you are a manager in one of the well established pharmaceutical company already working in India for the last 25 years. To compete with multinational corporations you Personally felt that production is as well as distribution systems are to distributed at reasonable cost. For improving cost-effectiveness of the system you carry opinion that your organization is overstaffed. You are bringing this fact to the knowledge of the Managing Director. She is discussing; her problem with you in the light of human resource planning and development. The Managing Director of the company is asking you; he following questions:

- (a) How to proceed for making manpower planning? Discuss various steps involved in it.
- (b) How wills you convince your Managing Director that manpower planning and development would help in making production and distribution systems cost effective?

**ASSIGNMENT - 1**

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, MARCH 2023

Second Years

ORGANISATIONAL DYNAMICS AND CHANGE MANAGEMENT

**MAXIMUM : 30 MARKS**

**ANSWER ALL QUESTIONS**

1.   (a)   Define change.  
     (b)   Organisational dynamics  
     (c)   Interventions in Organisational change  
     (d)   Causes for resistance to change  
     (e)   Management of diversity  
     (f)   Group formation
2.   Differentiate between formal groups and informal groups.
3.   How does responsibility become a source of stress? Explain
4.   How does organizational culture differ from social culture? Explain

**ASSIGNMENT - 2**

**EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, MARCH 2023**

**Second Years**

**ORGANISATIONAL DYNAMICS AND CHANGE MANAGEMENT**

**MAXIMUM : 30 MARKS**

**ANSWER ALL QUESTIONS**

1. Discuss the process of managing resistance to change.
2. How to you evaluate the organizational change programme? Describe.
3. Bring out some modes of organizational change.
8. 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 ploy 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 on 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 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 the 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 up on 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?
- (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.

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EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, MARCH 2023

Second Year

LABOUR LEGISLATION AND IR

**MAXIMUM : 30 MARKS**

**ANSWER ALL QUESTIONS**

1.
  - (a) Duties of conciliation officer
  - (b) Working hours of adults
  - (c) Occupational disease
  - (d) Standing disputes
  - (e) Authorized deductions
  - (f) Principles of natural justice
2. Explain the significance and relevance of labour legislation to HRM.
3. State the salient features of Equal Remuneration Act, 1976.
4. Discuss the process of workers participation in management.

**ASSIGNMENT - 2**

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, MARCH 2023

Second Year

LABOUR LEGISLATION AND IR

**MAXIMUM : 30 MARKS**

**ANSWER ALL QUESTIONS**

1. Describe the machinery available for prevention and settlement of industrial disputes.
2. Assess the success of collective bargaining in India.
3. State the causes for the rise modern social legislation.
4. Mr. Kamble was a fitter in a workshop drawing a wage of Rs. 890/- p.m. His duty hours were from 10.00 am. to 5.00 p.m. He was provided with company accommodation – about 30 minutes walk through regular road, but no transport was provided.

A railway line and siding divided the workplace belonging to the residences provided by the company. There was a bridge over the rail track also, but it was hardly ever used as it was at a distance from the residences and one had to walk a long way. (Customarily the workers, after finishing their work, go to the washing place, wash up and then proceed to their quarters in colony through the kutchra road since this was a shortcut and also saved time).

On the fateful day, Mr. Kamble after completion of his work at 5.20 p.m. (some workers used to work beyond shift hours to complete the given work but never claimed OT for the same) went to the work place, washed and then proceeded towards his residence. At 5.34 p.m. just outside the workshop gate on the Railway Siding Railway line which he was crossing to get into the kutchra road leading to his house, he met with an accident by a moving engine coming out for trial and died on the spot.

The Administration arranged for funeral at their CO St. since Mr. Kamble was very young and also recently married, hardly about six months ago, the management gave an ex-gratia payment of

Rs. 5,000/- and a tailoring machine so that she could rehabilitate herself in her future.

The family claimed compensation under Workman's Compensation Act. While the Welfare Officer supported and forwarded the claim stating that the accident arose out of and in the course of employment, the Accounts raised an objection stating that compensation is not payable since the accident took place outside the workspot, not even on the regular road to the employees house and the whole thing can be attributed to sheer negligence of the employee, not arising out of nor in the course of the employment.

Questions :

- (a) With whom do you agree? Why?
- (b) How will you dispose of the case as a Manager of the Company?

**ASSIGNMENT - 1**

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, MARCH 2023

Second Year

ORGANISATIONAL BEHAVIOUR

**MAXIMUM : 30 MARKS**

**ANSWER ALL QUESTIONS**

1.
  - (a) Causes for stress.
  - (b) Concept of OB.
  - (c) Learning organisation.
  - (d) Johari Window.
  - (e) Job enlargement
  - (f) Leadership traits.
2. Explain various approaches to the study of OB.
3. What are the sources of formation of attitudes?
4. State the causes and consequences of organisation conflicts.

**ASSIGNMENT - 2**

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, MARCH 2023

Second Year

ORGANISATIONAL BEHAVIOUR

**MAXIMUM : 30 MARKS**

**ANSWER ALL QUESTIONS**

1. Critically-examine Two Factor Theory of motivation.
2. Enumerate the determinants of organisational climate.
3. Which style of leadership is best suited to India? Why.
4. "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 any where 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. In fact, 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 employes 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 am not sure I can count on Stein".

Case questions:

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



**ASSIGNMENT - 1**

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, MARCH 2023

First and Second Year

EMPLOYEE COMPENSATION MANAGEMENT

**MAXIMUM : 30 MARKS**

**ANSWER ALL QUESTIONS**

1.
  - (a) Livingwage.
  - (b) Adjudication.
  - (c) Incremental time scale.
  - (d) Incentive.
  - (e) Compensation in MNCs.
  - (f) Job evaluation.
2. State the recent trend in compensation management.
3. Explain different methods of Job Evaluation.
4. State the procedure of installing incentive system of Wage Payment.

**ASSIGNMENT - 2**

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, MARCH 2023

First and Second Year

EMPLOYEE COMPENSATION MANAGEMENT

**MAXIMUM : 30 MARKS**

**ANSWER ALL QUESTIONS**

1. Examine the working of Wage Boards.
2. How is wage determined in India? Explain.
3. Describe the evolution of DA.
4. 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 organization. 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**

- (a) How could this perk have been offered or marketed better to these executives?
- (b) What do you believe is the reason why most of the executives did not find the perk rewarding?
- (c) 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?