

**(DEMB 11)**

EXECUTIVE M.B.A. (2 Year) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

BUSINESS POLICY AND STRATEGIC MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Business policy
- (b) Strategy
- (c) Diversification
- (d) Display Matrices
- (e) Operating Analysis
- (f) Financial Analysis.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss the concept of corporate strategy? Explain the corporate Policy and planning in India.
3. Discuss the Role and skills of Corporate Management.
4. Differentiate between the Portfolio analysis and Display Matrices.
5. State the strategic alternatives in the organizational development and change.
6. Explain the process of turnaround management.
7. How does the Financial and operational analysis impact on the organization?

SECTION C — (10 marks)

Compulsory.

8. Case study:

Bajaj auto is India's biggest scooter and motor cycle manufacturer. Yet it faces intense completion form some of the world's leading scooter and motor cycle manufactures.

In 1998, Bajaj Auto India's biggest scooter and motorcycle manufacturer was struggling to shake off a strong challenge from Honda, Suzuki and Piaggio in its home market. The family-owned company, which lacks the technological resources of its competitors, had to compensate by watching its expenses. Its aim to remain the lowest cost producer in the world.

Bajaj tries to control costs and improve productivity at its plants near pune, in West India, the incremental savings were meager. This is because most of the costs are incurred before the components enter Bajaj's factory gates. In house cost make up only about 10 to 12% of the sale price. Advertising and distribution cost account for a further 3 to 4%, By contrast, about 65% of the sales price comes from costs outside Bajaj's direct control. This can rise to 75% for new models. Bajaj has recently realized that further big cost savings are more likely to come from its suppliers than from the manufacturing process.

#### Questions

- (a) What are the main problems facing Bajaj Auto? To what extent are they related to operations issues?
  - (b) What lessons can companies draw from the experience of Bajaj on the application of the strategic issues?
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**(DEMB 12)**

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

INTERNATIONAL BUSINESS

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) International Business
- (b) Multinational Corporate Culture
- (c) International Logistics
- (d) Regional Trade Blocks
- (e) Exports
- (f) International Production.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Describe the Role and Process of International Business.
3. Briefly Explain the Appropriate structure of strategic management considerations.
4. Give brief note on control system in Multinational companies.
5. Describe the International Business in LDCs.
6. Explain the regional trade blocks in multilateral agreements.
7. How do you assess the Measurement and Evaluation of Performance in MNC'S?

SECTION C (10 Marks)

Compulsory

8. Case Study:

The case deals with the restructuring initiatives Dabur took in the early 2000s. In order to cater to a wider audience, Dabur decided to reposition itself as an FMCG company with a herbal plank, moving away from its earlier image of an Ayurvedic medicine manufacturer. In order to convey a new vibrancy, the company has adopted new product offerings and new packaging. Dabur's promotional campaigns includes leading Bollywood actors and sportstars. Dabur moved away from an umbrella branding strategy and went in for individual branding. It pruned products which were not aligned with its brand architecture. It also took concerted steps towards geographical expansion to international markets, and within India,

focused on regions like southern India, which it had earlier neglected. The company's revenues in 2004-05 reveal that the changes undertaken by the company' have started showing results.

#### Questions

- (a) Analyze the reasons that impelled Dabur to refine its Ayurvedic image to that of a herbal FMCG company?
  - (b) What were the action plans Dabur undertook as part of its restructuring? How did they help close the chinks in its marketing armor?
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(DEMB 13)

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

MANAGEMENT OF INFORMATION SYSTEMS

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Decision Making
- (b) Design Consideration
- (c) Data communication
- (d) Design consideration
- (e) Caribbean community
- (f) Computerization at IFFCO

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Describe the Conceptual foundations of Information Technology.
3. Discuss the Designing the line and Distributed environment.
4. State the Trends in Information Technology.
5. Discuss the DBMS implementation in future trends.
6. Explain the aspects of Information Technology and policy making in Caribbean community.
7. How do computerization at IFFCO?

SECTION C — (10 marks)

(Compulsory)

8. Case Study :

In 2000, PC Quest, a leading IT magazine, chose Fabmart for its Editors' Choice Award as the 'best-focused e-commerce shop', on the basis of a survey of 66 e-commerce sites. In the same year, the readers of Chip magazine chose Fabmart as the 'Most popular online shopping site. Fabmart was one of the first online stores in India. Launched as a music store, it gradually expanded to include a wide range of products. It

gained a reputation for the huge number of brands it showcased and for its unique promotional campaigns. When it began in 1999, Fabmart tried to do everything right to develop its online shopping site. "It chose the right categories, set up a foolproof fulfilment mechanism and kept its costs down," said V. Ravi, Executive Director, India Research.

All its initiatives paid off, with Febmart's customer database increasing to 1,60,000 shoppers worldwide by early 2002. By early 2003, Fabmart widened its field of operations, concentrating on three main areas. Its first area of focus was electronic retailing; the site had a variety of stores in different categories. Secondly, it focused on web services by offering corporate services like payment gateways and web-based Business Process Outsourcing (BPO) solutions. Thirdly, it concentrated on its physical chain of grocery supermarkets in Bangalore and planned to expand it to different cities with a mixture of physical retailing formats.

Fabmart's e-tailing model had its share of bottlenecks too. It took a long time to download items from the site. The entire process of making an order seemed cumbersome and complicated. There were also complaints that the site did not contain some famous books and CDs. Occasionally customers complained that goods were not delivered on time and that there was no feedback on the status of the order made. Nevertheless, Fabmart put up a tough fight to its competitors like indiatimes.com, sifymall.com and rediff.com. It strove hard to remain loyal to its customers and emerged as a strong and credible brand.

- (a) Discuss the e-tailing strategy adopted by Fabmart and discuss the primary reasons for its success.
  - (b) How did you justify this case?
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(DEMBC 1)

EXECUTIVE M.B.A (Two Years) DEGREE EXAMINATION, NOVEMBER 2021.

First And Second Years

C-Human Resource Management

HUMAN RESOURCE PLANNING AND DEVELOPMENT

Time : Three hours

Maximum : 70 marks

SECTION A – (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) HRP.
- (b) Demand Forecasting.
- (c) HRD culture.
- (d) Task Analysis.
- (e) Organizational Development.
- (f) Monitoring.

SECTION B – (3 × 15 = 45 marks)

Answer any THREE questions.

2. Discuss the concept of HRP? Explain the Methods and Techniques of Demand Forecasting?
3. Explain the Methods and Techniques of Supply forecasting?
4. Discuss the Motivational Aspects of HRD?
5. Examine the HRD in defense, police, voluntary organization?
6. Compare the Experience of HRD in National and International Perspective.
7. Discuss the Approaches of HRD/OD approach to IR?

SECTION C – (10 marks)

Compulsory

8. Case Study:

This case is about the performance appraisal process at Larsen & Toubro Construction. L & T Construction was India's largest construction organization and also ranked among the world's top 30 contractors. The case describes the

appraisal process and recounts the predicament faced by an intern, Sheel, who was given an assignment to propose improvements in the new performance appraisal system. Armed with the information she had collected about the ongoing and the previous performance appraisal process, Sheel was required to identify areas for improvement and also propose changes to the performance appraisal process that would overcome concerns, if any, with the current system.

#### Questions

- (a) How to appraise the nuances of a strategic alliance.
  - (b) Evaluate the social impact of a public-private business partnership.
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(DEMBC 2)

EXECUTIVE M.B.A (Two Year) DEGREE EXAMINATION, NOVEMBER 2021.

First And Second Years

C-Human Resource Management

ORGANISATION DYNAMICS AND CHANGE MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A – (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Group Cohesion.
- (b) Organizational change.
- (c) Organizational Development.
- (d) Stress.
- (e) Role Efficiency.
- (f) Delegation.

SECTION B – (3 × 15 = 45 marks)

Answer any THREE Questions.

2. Discuss the process of Organizational change.
3. Differentiate between the stress and Burnout and Coping with stress and Burnout.
4. State the process of learning organizations.
5. Explain the interventions and Evaluation of organizational change programme.
6. Briefly Discuss the Internal and External change agent in the organization.
7. Examine the concept and issues of Organizational Diagnosis.

SECTION C – (10 marks)

Compulsory

8. Case Study:

Several small communities in the same area to decide to hire one private ambulance company to serve their population. A state environmental protection agency hires an independent contractor to clean up a hazardous waste site. A town hires civilians instead of police officers to direct traffic around local road

construction sites. All of these examples of privatization or contracting public services to the private sector.

Forces of change bring together two different types of organizational culture – public and private-sometimes, these culture clash on shared assumptions and espoused values as well as artifacts. They may also clash in the way managers decide what to measure and control, how they allocate scarce resources and how they set criteria for employee selection and promotion. Indeed, the shift from public to private service can be painful for many involved, and managers must make decisions carefully.

The biggest fear that privatization raises is loss of public jobs. “you need to make sure that privatization doesn’t mean that hundreds of employees are suddenly without the jobs”. Says Chris Goodman, a contract coordinator for Los Angeles County. Los Angeles county has been on the frontier of privatization since the mid – 1980s and tries to counter the problem of layoffs by offering displaced employees jobs in related department.

But the big payoff to the country and others that follow suit is savings. Los Angeles county saves about 50 million each year by contracting out services such as security and training. In addition, the county offers opportunities to small entrepreneurs, particularly women and minorities.

In a tight economy with an increasingly complex society, even the public sector is forced to change.” Change comes slowly in government”. Notes Chris Goodman” People are generally inclined to go with the old tools, and the old tools are to reduce services to raise taxes. But as their problems increase, local and state governments are becoming more open to new ways to dealing with their problems”. Managers at all levels-both public and private must be willing to accept and implement changes that will affect their organizations culture.

- (a) How might the manager of a state agency work a private contractor to blend organization’s change successfully?
  - (b) How might the same manager use Levin’s model for change to help state employee adjust to the change?
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(DEMBC 3)

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Year

C- HUMAN RESOURCE MANAGEMENT

LABOUR LEGISLATION AND INDUSTRIAL RELATIONS

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions

1. (a) Industrial Disputes.
- (b) Structure of trade unions.
- (c) Need for Collective bargaining
- (d) Arbitration
- (e) National tribunals
- (f) Objectives of Factories Act, 1948.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions

2. Define industrial relations. Explain the nature and scope of industrial relations.
3. Discuss the functions and types of Trade Unions.
4. Discuss the Principles of Modern Labor Legislation and Types of Labor Legislation.
5. Explain the process of Collective Bargaining. Discuss different methods of dispute settlement Mechanism in India.
6. What is the procedure for granting a factory registered under Factories Act, 1948?
7. What are the benefits payable to female employees under maternity benefits act 1961?

SECTION C — (10 marks)

(Compulsory)

8. Case Study:

Mr. Kamble was a fitter in a workshop drawing a wage of Rs 890/- pm. 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 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 Manager of the Company?
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(DEMBC 4)

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Years

C — Human Resource Management

ORGANISATIONAL BEHAVIOUR

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions

1. (a) Define Organizational behavior.
- (b) What do you understand by personality?
- (c) Explain the attribution theory of perception.
- (d) Differentiate between teams and groups.
- (e) What is inter organizational conflict?
- (f) Johari Window.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions

2. What is OB what are the factors that influence OB discuss in the content of culturally Diverse organization in a globalized set up?
3. What is learning organization? Outline its pre-requisites and importance for a creative and Innovative organizational culture?
4. What is group? Explain in detail the types of groups and process of group formation.
5. Define motivation and Explain in detail Maslow theory of the hierarchy of needs.
6. Differentiate between transactional and transformational leadership styles.
7. Explain the factors which are responsible for creating and sustaining organizational culture?

SECTION C — (10 marks)

(Compulsory)

8. Case Study.

This case focuses on the organizational culture of Well-Mart. Primary emphasis is placed on how Well-Mart's culture developed and how it has been maintained. The roots of well – Mart's culture date back to Sameer, who instilled the now famous "Saturday Morning Meeting". During these meetings, he encouraged his employees to offer suggestions for improvement and empowered them to follow through on those suggestions that he thought were worth pursuing. The Saturday Morning Meeting has continued at Well-Mart despite its growth into one of the largest corporations in the world. Discussions could focus on how Well-Mart's culture has been maintained over the years, with special emphasis on the importance of the Saturday Morning Meeting. In addition to the Saturday Morning serving as a company ritual, discussion could also focus on how the company chant serves as a cultural maintenance tool. A discussion of the strength of Well-Mart's culture relates to the notion of core values, which have been instrumental in sustaining its culture over the years. Perhaps as a partial result of this sharing of core values, Well — Mart is able to respond quickly to changes in the market place, as evidenced by the anecdote about the poker sets. In addition, the attraction-selection-attrition model could be applied to Well-Mart, as it may explain some of the similarities among Well-Mart's managers thus leading to a tight-knit culture. Finally, although Well-Marts culture undoubtedly has been strength, discussion could also focus on how it could be a weakness. The original practices and ideas of Sameer may not fit in today's business environment, so maintaining Well-Mart's culture may be detrimental to its growth. Moreover, increased public scrutiny may be pressuring Well-Mart to change its old practices.

Questions:

- (a) How would you describe Well-Mart's culture characteristics?
- (b) Based on this case. Would you characterize Well-Mart's culture as strong or weak? Why?
- (c) As an upper manager of Well-Mart, what steps could you take to either maintain or enhance the culture of Well-Mart?
- (d) How might Well-Mart's negative press affect employee morale, job satisfaction and organizational commitment? As a manager, what steps would you take to improve employee attitudes?

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(DEMBC 5)

EXECUTIVE M.B.A. (2 Years) DEGREE EXAMINATION, NOVEMBER 2021.

First and Second Year

EMPLOYEE COMPENSATION MANAGEMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions

1. (a) Compensation Management.
- (b) Fair Wage
- (c) Job Evaluation
- (d) Difference between Wage and Salary.
- (e) Fringe Benefits.
- (f) Explain various types of Incentives.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions

2. Discuss briefly about the Wage Concepts and Wage Theories.
3. Explain the Seven Pay Commissions and their recommendations by Government of India.
4. What is Collective Bargaining? Explain the process and methods of Collective Bargaining.
5. How Wage fixed in India? Explain the Principles and Norms of Wage Fixation.
6. Explain the Principles, Procedure for installing Incentive system in India.
7. Explain the Recent trends in Managerial Compensation in Indian Organizations and MNCs.

SECTION C — (1 × 10 = 10 marks)

(Compulsory)

8. Case Study:

Upton Electronics Ltd is a pioneering and internationally reputed firm in the Electronics industry. It is one of the largest firms in the country. It attracted employees from internationally reputed institutes and industries by offering high salaries, perks etc. It had advertised for the position of an Electronics Engineer recently. Nearly 150 candidates working in various electronics firms applied for the \_\_\_\_\_ job. Mr. Sashidhar, an Electronics Engineering Graduate from Indian Institute of

Technology with 5 years working experience in a small electronics firm was selected from among the 130 candidates who took the tests and interview. The interview board recommended an enhancement in his salary by Rs 500 more than his present salary at his request. Mr. Sashidhar was very happy to achieve this and he was congratulated by number of people including his previous employer for his brilliant interview performance and good luck.

Mr. Sashidhar joined Uptron Electronics Ltd on 21<sup>st</sup> January, 1996 with great enthusiasm. He also found his job to be quite comfortable and a challenging one and he felt it was highly prestigious to work with this company during the formative years of his career. He found his superiors as well as subordinates to be friendly and cooperative. But this climate did not live long. After one year of his service, he slowly learnt about a number of unpleasant stories about the company, management, the superior-subordinate relations, rate of employee turnover, especially at higher level. But he decided to stay on as he promised several things to the management in the interview. He wanted to please and change the attitude of the management through his diligent performance, firm commitment and dedication. He started maximizing his contributions and the management got the impression that Mr. Sashidhar has settled down and will remain in the company. After some time, the superiors started riding over Mr. Sashidhar. He was overloaded with multifarious jobs. His freedom in deciding and executing was cut down to size. He was ill-treated on a number of occasions before his subordinates. His colleagues also started assigning their responsibilities to him. Consequently, there were imbalances in his family life, social life and organization life. But he seemed to be calm and contented. The management felt that Mr. Sashidhar had the potential to bear many more organizational responsibilities.

It was quite surprising for the General Manager to see the resignation letter of Mr. Sashidhar along with a cheque equivalent to a month's salary one fine morning on 18<sup>th</sup> January 1998. The General Manager failed to convince Mr. Sashidhar to withdraw his resignation. The General Manager wanted to appoint a committee to go into the matter immediately, but dropped the idea later.

Questions:

- (a) What prevented the General Manager from appointing a Committee?
  - (b) What is wrong with the recruitment policy of the company?
  - (c) Why did Mr. Sashidhar's resignation surprise the General Manager?
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