

Total No. of Questions : 8]

DEMB11

**EXECUTIVE M.B.A. DEGREE EXAMINATION, JUNE/JULY - 2019
(Second Year)**

BUSINESS POLICY & STRATEGIC MANAGEMENT

Time : 3 Hours

Maximum Marks : 70

SECTION - A

Answer any THREE questions. (3X5 = 15)

- Q1)**a) Strategy.
b) Top Management.
c) SWOT analysis.
d) Mergers.
e) Strategic Choice.
f) Cost analysis.

SECTION - B

Answer any THREE questions. (3X15 = 45)

- Q2)** Explain the 7-S framework in detail.
Q3) What is a corporate strategy? Discuss its significance.
Q4) Discuss the functions of Top Management.
Q5) Define competitive analysis. Also discuss its procedure.
Q6) What is diversification? Write the advantages of diversification.
Q7) Discuss the procedure of implementation of a strategy.

SECTION - C

(Compulsory)

(10)

Q8) Case Study :

Birsa Mining Ltd. (BML), has said in its mission statement that it will endeavour to make the maximum possible profit for its shareholders, whilst recognising its wider responsibility to society. BML has an opportunity to mine for gold at Nilachal Plateau, a remote and sparsely populated area. The mining process proposed, in this instance,

means that all vegetation will be removed from the land concerned; after mining has finished, there will remain substantial lagoons full of poisonous water for at least a century. This mining process is a profitable one given the current price of gold. However, if the company were to reinstate the mined land, the process would be extremely unprofitable. The company has received permission from the Government to carry out the mining. The few local residents are opposed to the mining.

In view of the above -

Discuss the extent to which BML's mission statement is contradictory.

- a) Discuss how BML could establish a procedure whereby its wider responsibilities to society could be routinely considered when making strategic decisions.
- b) Advise BML how it could deal with strategies that present a conflict of objectives.
- c) Discuss the ethical dimensions of the decision to mine for gold.

x x x

Total No. of Questions : 8]

DEMB12

EXECUTIVE M.B.A. DEGREE EXAMINATION, JUNE/JULY - 2019

(Second Year)

INTERNATIONAL BUSINESS

Time : 3 Hours

Maximum Marks : 70

SECTION - A

Answer any THREE questions (3x5 = 15)

- Q1)** a) International trade.
b) MNC.
c) Negotiation.
d) Logistics.
e) Regional trade.
f) Multilateral Agreement.

SECTION - B

Answer any THREE questions (3x15 = 45)

- Q2)** Discuss the theories of International Business in brief.
Q3) Discuss the problems in international trade.
Q4) Explain the steps in strategic planning procedure.
Q5) Discuss the methods in Evaluation of performance of an MNC.
Q6) Explain the determinants of Negotiation in international Business.
Q7) Write the significance of Negotiated Agreements.

SECTION - C

(Compulsory) (10)

- Q8)** Case Study
Indian leather exports, an important foreign exchange earner for the country has been reportedly hit hard by the decision of some major US retail chains like Eddie Bauer, LL Bean, Timberland and Casual Corner, and a German company Bader to Boycott leather goods from Indian in protest against the ill-treatment of animals here. This move came

shortly after a decision by global retail chains Gap, Marks and L.Spencer, Liz Claiborne and J. Crew not to buy Indian leather goods. This development has a lot to do with the lobbying by the US-based animal rights group People for Ethical Treatment of Animals (PETA) for a ban on leather goods from India by documenting evidence of “Cruelty to animals” killed for making leather. It has been reported that the overseas firms have officially communicated to the Indian outfit of PETA that they will not be sourcing leather products from India until there is strict enforcement of animal protection laws. Following this, the Mumbai-based Teja industries, the official supplier of leather goods for Marks and Spencer in India, started out-sourcing leather from other countries to manufacture products for the global chain.

Questions :

- a) In the light of the above, discuss the implications of social activist groups for business.
- b) With reference to this case, discuss the failure of the Governments, council for leather exports and the leather industry and the lessons of this case.
- c) What should the Governments, council for leather exports and the leather industry do to overcome the problem?

x x x

Total No. of Questions : 8]

DEMB13

EXECUTIVE M.B.A. DEGREE EXAMINATION, JUNE/JULY - 2019

(Second Year)

MANAGEMENT INFORMATION SYSTEMS

Time : 3 Hours

Maximum Marks : 70

SECTION - A (3 x 5 = 15)

Answer any three of the following

- Q1)** a) Concept of MIS.
b) Personal Computer.
c) Data Communications.
d) Computer Networks.
e) Software Technology.
f) IRM.

SECTION - B (3 x 15 = 45)

Answer any three of the following

- Q2)** Discuss the role of MIS in decision making in detail.
Q3) Explain the conceptual frame work of information systems.
Q4) What is S.A.D.? Explain in detail.
Q5) Discuss the steps in System Development life cycle.
Q6) Write the major trends in Information Technology.
Q7) What is a query language? Discuss in brief.

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

At present, the Snocan Company which manufactures 25 products has 103 sales offices throughout the United States with an average of 10 sales representatives per office. Every week, the sales reports in each office are tabulated by a clerk on a rotary calculating machine. The reports divide sales according to sales representative, product and customer. The reports are mailed to headquarters where 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 to the next six months. Unfortunately, by the time 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 electronic computer is to be installed to compile and analyze 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 square feet of floor space is available at present for the computer centre. The kind of data transmission equipment and the computer have not yet been specified.

Provide the Snocan Company with a through set of plans for implementing their new MIS.



Total No. of Questions : 8]

DEMBC1

EXECUTIVE M.B.A. DEGREE EXAMINATION, JUNE/JULY - 2019

(Second Year)

HUMAN RESOURCE PLANNING & DEVELOPMENT

Time : 3 Hours

Maximum Marks : 70

SECTION - A (3 x 5 = 15)

Answer any three questions

- Q1)** a) Human Resource Planning.
b) Supply Forecasting.
c) HR Manager.
d) Task Analysis.
e) Counselling.
f) HRD Culture.

SECTION - B (3 x 15 = 45)

Answer any three questions

- Q2)** Discuss the steps in human resource planning.
Q3) With about concept of HRD in Defence Sector.
Q4) Explain the strategies of human resource development.
Q5) Discuss the motivational aspects of HRD.
Q6) Discuss the applications of HRD in health and family welfare.
Q7) Discuss the HRD approach in industrial relations.

SECTION - C

(Compulsory)

(10)

- Q8)** Case Study:

Mr. Avinash was appointed as General Manager, administration in Phoenix Industries Limited. He joined the company only about two years back. Prior to joining this company, he served another company for two years. He did his M.B.A. from a reputed institution. He considered himself as a high flier. After getting promotion as general manager, administration, he felt quite excited and was quite enthusiastic about his new job. The post of general manager was sufficiently at high level. However, because of young age and lack of adequate experience, Mr. Avinash was considered as junior executive by most of his subordinates.

The administration department of the company had four major subunits: purchasing, record maintenance, printing and secretarial services. Each subunit was headed by a manager. These four managers were directly reporting to Mr. Avinash. They had combined experience of over 80 years with an average age of 45 years. Most of them had been with the company for a fairly long period of time and that too with their present units. Since Mr. Avinash was quite less experienced and young, these four managers viewed his appointment with hesitancy and suspicion. Also they had liking for the previous general manager and were sorry to see him leave the company.

The new general manager, Avinash started holding weekly meetings of the department. However, he noticed that managers were hesitant to speak in the meetings; he was only one to speak. He made some changes in the operating procedures that he felt would increase efficiency and announced them in weekly departmental meetings. There were no reactions to the changes, but later he noticed that the managers continued to follow the old procedures. He talked to them individually but felt that they were not opening to him. The problem continued.

After about two months, Avinash started receiving complaints from other departments about the services they received from the administration department. These complaints mostly related to printing and purchasing. Avinash believed that his department should provide the best possible services and, therefore, admonished his managers in a weekly departmental meeting. He still received little response from them. He continued to receive complaints and was becoming increasingly frustrated. On one day, he became very upset at the third complaint that week over jobs done in the printing unit. He stormed out of his office down to the printing unit. The manager of the printing unit was out. Avinash called over the chief print operator, chewed him out, and told him to redo the job on the same day. When printing unit manager returned and learned what happened, he immediately called a meeting with the three other managers and described events to them. On this, commented the manager-purchasing unit. "We have to do something. Avinash is too young, incompetent, and is a tyrant." I agree, he dictates to us in departmental meetings, and now he goes behind our backs to our employees. He shows no confidence in us. I am fed up with this situation," said manager-secretarial services. Finally the manager-maintenance chimed in, "I don't think we have much choice. Avinash is regarded high by top level management. We can't talk to him and higher up, and if we continue doing things this way, our careers will be ruined. Therefore, I think that we should look for some other job opportunities." They all reluctantly agreed with this statement and the meeting ended.

Questions:

- a) Describe the nature of problem in the case.
- b) Outline the means you would propose to solve the problems.



Total No. of Questions : 8]

DEMBC2

EXECUTIVE M.B.A. DEGREE EXAMINATION, JUNE/JULY - 2019

(Second Year)

ORGANISATION DYNAMICS & CHANGE MANAGEMENT

Time : 3 Hours

Maximum Marks : 70

SECTION - A (3 × 5 = 15)

Answer any three questions

- Q1)** a) Organisational Ethics.
b) Cross Cultural Dynamics.
c) Role Efficiency.
d) Organisational Culture.
e) Culture Dynamics.
f) Coalition Formatics.

SECTION - B (3 × 15 = 45)

Answer any three questions

- Q2)** Discuss the phases of Group Development.
Q3) Explain the steps in role analysis.
Q4) What is stress? Explain the reasons for stress in the organisation.
Q5) Explain the concept of transformational leadership.
Q6) Discuss the social responsibilities of organisation.
Q7) What is the management of diversity? Explain.

SECTION - C

(10 Marks)

(Compulsory)

- Q8)** Case Study:

For 32 years, Southwest Airlines has used the same formula maintain its position as the most profitable airline in the U.S. It offers low fares, high-frequency flights and good service, it flies only Boeing 737s; it doesn't offer connecting flights, reserve seating; or free meals; it often relies on less expensive secondary airports; and it prides itself on having the hardest-working and most productive employees in the industry. The company believes its true competitive advantage is its workforce.

Most of the major airlines' cost per seat-mile is nearly 100 percent higher than Southwest. The Company gets this cost advantage by paying its pilots and flight attendants considerably less than the competition and having them fly more hours. It has made up for the lower pay with generous profit sharing and stock option plans. In addition because of Southwest's rapid growth, it has provided its employees with something rare in the airline industry; job security. Because a large portion of a Southwest employees compensation comes in the form of stock options, they have worked harder and more flexibly than their peers at other airlines. For instance, pilots will often help ground crew move luggage and

work extra hard to turn planes around fast. Of course, many Southwest employees originally joined the company and have stayed because of its spirit of fun. The company has always encouraged employees to work hard but to also have a good time. A sense of humor, for instance, has long been a basic criterion in the selection of new employees.

In the last couple of years, the environment has been changing for Southwest. First, it faces a number of new, upstart airlines in many of its markets. Jet Blue, Frontier, Air Trans, Song, and Ted are matching Southwest's low prices but offering benefits like reserved seating and free live-satellite TV. They're able to do this because they have newer, more fuel-efficient planes and have young, lower-paid workforces. In many markets, Southwest's planes and service look dated. Second, the declining stock market of 2001-02 took much of the air out of Southwest's stock. The company's stock option plan no longer looked so attractive to employees. Third, Southwest has to deal with the reality that it is no longer the underdog. For decades, employees enjoyed the challenge of competing against United, American, Delta, and other major airlines. They loved the role of being the underdogs and having to work harder to survive. Southwest's employees are increasingly vocal and aggressive in demanding higher wages and shorter hours. In the past, workers were willing to go beyond the call of duty to help the airline thrive. It's harder for management to motivate employees now by portraying the airline as the underdog. Finally, as the company has grown and matured, management has become more remote from the rank and file. When the company had a few hundred employees, it was easy for management to communicate its messages. Now, with 35,000 workers it's much tougher. Southwest's management realizes that times have changed. Now they face the question of whether they need to make changes in their basic strategy and, if they do, the effect it will have on the company's culture. For instance, in the fall of 2003, the company was considering adding in-flight entertainment although it would cost millions to install and many more millions, to maintain; and purchasing smaller jets to maintain competitiveness in smaller markets. The operating costs of these smaller jets would be 15 to 25 percent higher than those of its current fleet.

Questions:

- a) What has sustained Southwest's culture?
- b) Do you think upstart airlines can successfully duplicate this culture?
- c) No longer the underdog, what can Southwest's management do to retain its high-productivity culture?
- d) What does this case imply about sustaining culture in a changing environment?



Total No. of Questions : 8]

DEMBC3

EXECUTIVE M.B.A. DEGREE EXAMINATION, JUNE/JULY - 2019

(Second Year)

LABOUR LEGISLATION & IR

Time : 3 Hours

Maximum Marks : 70

SECTION - A (3 x 5 = 15)

Answer any THREE of the following

- Q1)** a) Industrial Disputes
b) Collective Bargaining
c) Social Legislation
d) Labour Legislation
e) Social Security
f) Compensation

SECTION - B (3 x 15 = 45)

Answer any THREE of the following

- Q2)** Explain the dominant aspects of industrial relations.
Q3) Write the consequences of industrial conflicts.
Q4) Discuss the features of collective bargaining.
Q5) Discuss the types of labour legislation.
Q6) Explain the features of minimum wages Act, 1948.
Q7) Write the evolution and growth of social security legislation in India.

SECTION - C (1x10=10)

(Compulsory)

Q8) Case Study:

In one Public Sector undertaking with a chequered post, a line manager was appointed as the Chief of personnel. Within a year after taking up the assignment, he had to sign a wage agreement with the worker's union. The union at that time was dominated by non-technical staff. The union's charter of demands favoured the interests of the dominant member's groups. It asked for a significant revision in gardeners' pay, but was not equally vocal in

pressing for the increase in the pay scales of the workers in certain technical grades. The management conceded these demands because the union cooperated with them in keeping the burden of the pay revisions well within the guidelines of Bureau of Public Enterprises (BPE).

Once the agreement was signed and communicated to the employees/members by the management and the union respectively, there was commotion among the technical employees. They walked out of the union and formed a separate Technical Staff Union. They marched round the company premises holding the placards which read, "Here gross cutters get more than the gas cutters". In the engineering assembly unit till the pay revision occurred, welding was highly rated job. But not any longer.

Questions:

- a) Was the action of union management justified and why?
- b) Forming a separate union was both right and wrong. Explain.
- c) What are the legal implications of forming a separate union?
- d) If you were in place of management, what factors would you like to consider before finalizing the wages.



Total No. of Questions : 8]

DEMBC4

EXECUTIVE M.B.A. DEGREE EXAMINATION, JUNE/JULY - 2019

(Second Year)

ORGANISATIONAL BEHAVIOUR

Time : 3 Hours

Maximum Marks : 70

SECTION - A (3 × 5 = 15)

Answer any THREE of the following

- Q1)** a) Behaviouralism
b) Morale
c) Attitudes
d) Johari Window
e) Motivation
f) Job Enlargement

SECTION - B (3 × 15 = 45)

Answer any THREE of the following

- Q2)** Explain different approaches of Organisational Behaviour.
Q3) Explain the concept of Transactional Analysis.
Q4) Explain the needs hierarchy theory of maslow.
Q5) Explain various types of motives.
Q6) Discuss the theories of Leadership in brief.
Q7) Explain the determinants of Organisational culture.

SECTION - C (1×10=10)
(Compulsory)

- Q8)** Case Study:

Analyse the following case.

Case on Employee Motivation

On his first day back after his training, the plant manager noticed a Technical Service Executive in the lab having a discussion with an external contractor. While she was wearing safety glasses, the contractor was not. The manager has a no tolerance policy as

far as safety is concerned and his normal response would be to call the technician to his office and in his words, “read her the riot act”.

According to the manager’s self-assessment” “I am known to blow a fuse (or two) when safety rules are flouted, however, I managed to keep my cool and decided to test my training”.

He asked the technician to his office and could see that she was worried about his reaction. But instead of leading with his dismay and disappointment, he started by explaining that he had just received some training on motivation. He shared key concepts with her. He then asked her if she thought that the rule to wear safety glasses, even when there was no experiment on, was “Stupid” as there is no danger to the eyes. Did she feel imposed upon to wear safety glasses as she had no choice?

Since the technician was invited to have a discussion rather than “dressing down,” she was open and candid. She explained that she had a two-year old child and she was extremely concerned about lab safety as she wanted to reach home safe every evening. To the manager’s great surprise, she also shared that in certain areas, she would prefer even more, not less, stringent safety measures. For example, she suggested that safety shoes should be required for lab experiments that are conducted at elevated temperatures.

But when it came to wearing safety glasses when no experiments were being conducted, she just could not understand the rationale and did, indeed, resent the imposed rule. As a result, she didn’t feel compelled to enforce it, especially with an external contractor. The manager said he understood her feelings and went on to provide the rationale that the intention was that wearing glasses would become a force of habit, just like wearing a safety belt in the car.

Questions for discussion:

How do you think employees can be motivated at the work place?



Total No. of Questions : 8]

DEMBC5

EXECUTIVE M.B.A. DEGREE EXAMINATION, JUNE/JULY - 2019

(Second Year)

EMPLOYEE COMPENSATION MANAGEMENT

Time : 3 Hours

Maximum Marks : 70

SECTION - A (3 × 5 = 15)

Answer any THREE questions

- Q1)** a) Living Wage.
b) Wage Policy in India.
c) Job Evaluation.
d) Adjudication.
e) Linking Wages.
f) Compensation.

SECTION - B (3 × 15 = 45)

Answer any THREE questions

- Q2)** Discuss the features of minimum wage policy.
Q3) What is collective Bargaining? Discuss the features of collective bargaining.
Q4) Explain the determinants of wage.
Q5) Examine the methods of wage payment.
Q6) Explain different types of incentives.
Q7) Discuss the recent trends in managerial compensation of MNC's.

SECTION - C (10 Marks)

(Compulsory)

Q8) Case Study:

Crystal Hindustan Limited has to retrench 120 surplus workers at its Nasik Factory. Among them 60 workers belong to the age group of 50-58, 40 belong to the 40-50 age groups and the remaining belongs to the 30-40 age groups. Interestingly, most of the workers in the first two groups get the same average monthly salary of Rs.10,000. The company's consultant has offered two parameters for computing the VRS compensation viz.

Parameter 1:15 days salary for every full year of service completed and two months salary for every full year of service left.

Parameter 2:8 weeks salary for each year completed and 3 weeks salary for each year left.

A worker will get whichever is less among the two. Further he/she must have served the company for at least 10 years.

As per provisions of the Income Tax Act, a worker is eligible for maximum nontaxable VRS amount of Rs.5 lakhs.

The company is thinking to club the VRS with a comfortable 'Crystal VRS pension' for a maximum period of 10 years. It expects that each employee would expect lump sum compensation up to the nontaxable limit and the taxable portion through a comfortable pension scheme. It is also rightly assumed that an annual 5% growth in compensation would be otherwise expected by each employee.

The company can always think of a cost-natural approach in designing the VRS, to get rid of these extra employees. Yet, it should search for a profitable solution while implementing the VRS. It is a well-known fact that employees prefer a risk-free rate of return of 12% p.a., whereas the company's average cost of capital is at 17% p.a.

Questions:

- a) What are the salient features of a good wage policy, for handling a VRS strategically?
- b) How would you retain the "wanted" employee, as you attempt to get rid of the "unwanted" employees?
- c) What is your strategic advice for crystal?

