

(DEMB 11)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY - 2015

First and Second Years

Paper-XI : BUSINESS POLICY AND STRATEGIC MANAGEMENT

Time : 03 Hours

Maximum Marks : 75

SECTION-A

(3 x 5 = 15)

Answer Any Three of the following

- 1) a) Concept of strategic management.
b) Competitive advantages.
c) Cost leadership.
d) Strategic process.
e) Marketing strategy.
f) Diversification.

SECTION-B

(3 x 15 = 45)

Answer Any Three of the following

- 2) Give an account 7 – s framework.
3) What are the functions of Board of Directors.
4) State the kind of steps that should be undertaken to implement turn around strategy.
5) Explain strategic issues in declining firms.
6) Elucidate the issues involved in the implementation of strategy.
7) Enumerate the significance of environmental analysis.

SECTION-C

(15)

(Compulsory)

8) Akim, a high school teacher, wanted to earn some extra money to help provide better care for himself, his wife, and their expected baby. After studying the lawn care business in the local area, he decided there was a place for him to operate a part-time business. His niche would be cutting and caring for private lawns and doing contract work on common ground in prosperous neighborhoods.

Using his credit cards, Akim bought the equipment he needed. Then he used his home computer and printer to make up business cards and circulars to be distributed in the neighborhoods he had selected as his niche.

Akim priced his service by stating a low figure based on the time he thought it would take to finish the job. Then, based on that experience, he'd set a price to do the yard in the future.

Things went well until summer vacation. Then business improved so much that he couldn't handle it all by himself, but he had difficulty finding capable and dependable help. Also, many of his customers wouldn't pay when billed. Finally, unable to find a quick and reasonable source of repairs for his equipment – which he could ill afford, anyway – he called it quits after two years. He was unable to sell his equipment.

Questions:

- a) What did Akim do right in starting his business?
- b) Was there anything he should have done that he didn't do?; and
- c) What marketing concepts apply to a small business of this nature?

EEE

(DEMB 12)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY - 2015

First and Second Years

Paper – XII : INTERNATIONAL BUSINESS

Time : 03 Hours

Maximum Marks : 75

SECTION-A

(3 x 5 = 15)

Answer Any Three of the following

- 1) a) IPRS
- b) Genesis of WTO.
- c) SAARC.
- d) Quality circles.
- e) Performance indicators.
- f) Seven tigers of Asia.

SECTION-B

(3 x 15 = 45)

Answer Any Three of the following

- 2) State the environment faced by a business unit in internationalisation.
- 3) Critically examine comparative cost theory of international trade.
- 4) How are foreign markets identified for IB?
- 5) Elucidate the role of WTO.
- 6) Enumerate the factors that should be considered while designing international channel of distribution.
- 7) Examine the strategic planning in MNCs.

(Compulsory)

8) It takes more than the establishment of a reliable auction process to make Internet exchanges work.

What were they thinking, those punters who bid up business-to-business (B2B) e-commerce stocks so high before the markets crashed earlier this year? Or, for that matter, the hundreds of B2B exchanges that launched into that bubble, only quietly to scale back or shut down in the past six months? Entrepreneurs have hunched more than 700 B2B marketplaces, many of them based upon auctions, hoping to create commodity-like markets for everything from chemicals to steel. Most have been guilty of thinking that business transactions are lot simpler than they really are.

The problem is that commodities that can be auctioned this way represent only a tiny fraction of all transactions. An estimated 80-90% of all business goods and services are actually traded through extended-term contracts, often lasting for a year or more; the public “spot” markets, which quote up-to-the-minute prices, are just the tiny tip of a huge private market of one-to-one contract deals, which are hard to bring on to Internet.

Too many B2B exchanges focused on the spot markets in their industries (or imagined that such markets existed), and are now paying the price. By focusing on the exception, rather than the rule, they were bound to remain fringe players, starved of liquidity and ignored by most of the big firms in their industry, which continued negotiating contracts with each other as before. A report earlier this year by AMR Research, a consultancy, found that not a single one of the 600 B2B exchangers studies had reached even 1% of the overall trading volume in its industry.

Now the survivors are turning to the harder, but more lucrative, game contracts. One of the earliest to do this was FreeMarkets , which designs and runs “reverse auctions” (in which the price falls over time instead of rising) for many industries. This is a tricky process involving codifying all the elements of a contract, from the specifications of the product to performance guarantees, so that bidders can compete

fairly in an auction. *In fact*, so tricky is the work that, despite FreeMarkets' early start, its share price is down 90% from its peak. Others, such as Perfect .com and Commerce One, are trying to write software that will help, automate bidding across industries, but the sheer complexity of the task is slowing their progress.

The more manageable option is to work with a single industry. But even here, few B2B exchanges have had the money, industry knowledge and resources to succeed. One of the exceptions is GoCargo, an exchange for the container-shipping industry, which is expanding from a relatively small spot market to far larger contract market- and learning just how complex that is.

Bulky Task

At first blush, containers look as commodity-like as airline seats. After all, the containers themselves are standard-sized, sealed units. Nobody cares much about how the boxes get from here to there; just how much it costs to send them. Even better, American prohibitions on private-rate negotiations for container space were lifted last year, opening the market to deal-by-deal auctions. No wonder Eyal Goldwerger, a consultant with Boston Consulting Group scouting for a B2B idea in 1998, settled on containers and founded GoCargo. If ever there was product perfect for online trading, this seemed to be the one.

Even so, the exchange faced an uphill struggle. Around three-quarters of the world's \$50-billion container business is still done under service contracts, most of them negotiated the old-fashioned way, through relationships, brokers, sales calls and the like. This is partly because the industry, like its shops, is slow to turn. But other problems to deeper. For one, the sea is usually only part of the journey for a container. It will also probably go on a truck and a train, and typically passes through customs twice. shippers usually want an end-to-end solution; although paying a logistics firm or freight forwarder to provide it may cost them a bit more than they would pay in an open auction, the overall savings on hassle often make it worthwhile.

Nor are all freight carriers as alike as they might seem. Some have better reliability records than others and some can handle bigger shipments, for instance. Where carriers are alike is in their suspicion of any market place that might cut their prices by treating their service as an undifferentiated commodity. And on the shipper's side, long service-contracts have the additional advantage of locking in availability and price over a set period.

Although GoCargo started by auctioning spot capacity, Mr Goldwenger quickly saw that old-style service contracts were not about to disappear. So he built a staff of 60 multilingual industry specialists and traders, based in New York, who could codify terms, certify shippers and carriers, and otherwise make this handshake business safe for Internet trading. (To respond to the carrier's concerns about becoming commoditised GoCargo include ways to help them stand out from the crowd by including in the auction criteria such elements as rated quality of service.) As GoCargo got better at this, it started to turn into a real business: contracts now amount to nearly a third of the exchange's total volume and should reach half by the end of the year. The site now has 12,000 members and has conducted more than 5,000 live auctions over the past year, providing it with enough liquidity to start compiling real-time market trends and indices.

Another example is Logistics.com, which auctions transport contracts of all kinds, from trucking to air and sea. Yossi Sheffi, its boss, reckons such contracts are among the hardest to bring online. One of the biggest problems is "conditional deals" a carrier will agree to move containers in one direction only if it can find someone who will pay it to bring them back again. Unless online auctions accommodate this kind of problem, they will be ignored.

In a few other industries, such as steel, B2B exchanges are also starting to make some headway in trading contracts, having realised that spot markets, though easy to enter, are usually too small.

The hope is that contracts will gradually become more standardized, allowing them to be traded like commodities themselves. But if the industry has shown

anything in its first, dismal couple of years, it is that this will take far longer than those early, breathless business plans suggested.

Questions:

- a) What are neural networks? ;
- b) How do you reengineer the international business process based on the new technologies? ;
- c) What is meant by E -Business? ;
- d) What is E-Commerce? What are its advantages and disadvantages?

EEE

(DEMB 13)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY - 2015

First and Second Years

Paper – XIII : MANAGEMENT INFORMATION SYSTEMS

Time : 03 Hours

Maximum Marks : 75

SECTION-A

(3 x 5 = 15)

Answer Any Three of the following

- 1) a) Decision making with the help of data.
b) Design of system.
c) Control of projects.
d) Computer networks.
e) Query language.
f) Caribbean community.

SECTION-B

(3 x 15 = 45)

Answer Any Three of the following

- 2) Bring out the significance of information resource management.
3) What are the stages in system development life cycle?
4) Distinguish between hardware and software.
5) Enumerate the future trend of DBMS.
6) Explain the computerisation at IFFCO.
7) Give an account of relational data base management systems.

(Compulsory)

8) We reach Nock in San Francisco's lower Haight after dark. Once inside, our pupils madly dilate as we try to catch the dynamics of this small, dark Cenozoic cave trimmed in airplane fuselage and grunge-clad patronage. Most don't take any notice; except a Medusalike young man sporting the stubby remnants of the recently shorn dreadlocks who rises from a floor cushion and extends his hand for a shake. He is Sirdystic, a hacker with whom I'd had only E-mail contact until now.

"Cool place," I offer.

"Yup." He gives a wry smile. "Cyber-Flintstones."

Soon, seven of us are slugging down room-temperature Guinnesses, which I'm buying. They all belong to the Cult of the Dead Cow, a 13-year-old, in-your-face hacking group whose members are young, rebellious, brilliant, and fed up with a mountain of perceived persecutions. They're misunderstood "white hat" good guys. Clueless federal agents are dogging them for no good reason, Privacy, Free speech. You get the picture.

But what they really hate is Microsoft Corporation, which, in the past year, has become the greatest of hacking targets. "We bring all these huge, gaping holes to their attention, and they don't listen," bellows Deth Veggie, a mammoth 24-year-old with rock-star looks.

Microsoft, they say, is more interested in marketing new systems than in securing them. Microsoft is breeding "dumbed-up" systems administrators who are so reliant on friendly, point-and-click interfaces that they fail to set basic security settings. Microsoft they say, hasn't learned from past mistakes made-and patched-in the Unix operating system.

"When we find a hole, we share that exploit with the rest of the world-and it takes Microsoft a long, long time to respond," says 22-year-old Tweetfish.

Hackers have posted the source code and techniques of myriad attacks against Microsoft products on World Wide Web sites and bullets in boards. They've got the

tools to crack passwords on NT and Windows 95 operating systems. And the techniques to grab those passwords from LAN Manager. Hackers know how to drop an Active X security level from high to none, essentially helping themselves to anything on the machine and the network it's connected to.

And the list goes on.

Why Microsoft? \ Why NT? First Microsoft is the biggest dog on the porch. Run, no less, by the richest guy on the planet. That's irresistible to many hackers. Also, compared with Unix which has been hacked and patched ad nauseam, NT makes for an exciting new playground.

In addition, Windows NT is quickly infiltrating the enterprise. Microsoft is shipping more than 100,000 units of NT Version 4.0 every month. According to The Sentry Group, 85 percent of businesses and government agencies in the United States will use Windows NT as a desktop platform by next year.

In NT 5.0, Microsoft will introduce a three-tiered security architecture. MIT-developed RCF Kerberos authentication will replace the LAN Manager setup that hackers find so inviting. In addition, crypto-key infrastructure will be included to support digital certificates that authenticate users who access the system remotely. Moreover, in NT 5.0 data encryption will be supported, and administrators will have a central point from which to issue certificates and access controls.

Microsoft also maintains an electronic-mail address (secure@microsoft.com) to which anybody can send information about vulnerabilities. In addition, the company employs about 300 engineers who work only on security. And they listen to both hackers and customers, according to Ed Muth, NT product manager. "We have demanding customers like banks and defense agencies who are not shy about telling us their security desires," he says.

"That's a bunch of marketing crock" Veggie says. "We try to contact Microsoft, and we always get the brush".

In any event, the bottom line is that the security problems most hackers ferret out aren't having a serious effect on Microsoft's ability to do business. Corporate America doesn't seem too spooked about Microsoft security, given the speed at

which they are deploying Windows NT. And that just keeps the hackers hacking away.

Questions:

- a) Why are hackers like the Cult of the Dead cow hacking into Windows NT?
- b) What is Microsoft doing about hacking and the security of Windows NT?
- c) Is hacking by the cult of the dead cow and other “white hat” hackers ethical? Why or why not?

EEE

(DEMB C1)

Executive M.B.A. DEGREE EXAMINATION, MAY – 2015

First and Second Years

Group C- Human Resource Management

Paper - I : HUMAN RESOURCE PLANNING & DEVELOPMENT

Time : 3 Hours

Maximum Marks: 75

SECTION - A

(3×5 =15)

Answer any Three of the following

- 1) a) HR planning at micro level.
b) Supply of HR.
c) Counselling.
d) HRD in defence.
e) HRD approach to IR.
f) Task analysis.

SECTION - B

(3×15 =45)

Answer any Three of the following

- 2) Explain the steps involved in HR planning.
3) State the methods employed in forecasting demand for HR.
4) What are the motivational aspects of HRD?
5) Review the HRD programe in Govt sector.
6) Enumerate the progress of HRD in service sector.
7) Elucidate the perspectives of HRD.

Compulsory

8) Mark Colvard, a United Parcel Manager in San Ramon, California, recently faced in difficult decision. One of his drivers asked for two weeks off to help an ailing family member. But company rules said this driver wasn't eligible. If Colvard went by the book, the driver would probably take the days off any way and be fired. On the other hand, Colvard was likely to be criticized by other drivers if he bent the rules. Colvard chose to give the driver time off. While he took some heat for the decision, he also kept a valuable employee. Had Colvard been faced with this decision six months earlier, he says he would have gone the other way. What changed his thinking was a month he spent living in McAllen, Texas. It was part of a UPS management training experience called the Community Internship Program (CIP). During his month in McAllen, Colvard built house for the poor, collected clothing for the Salvation Army and worked in a drug rehab centre. Colvard gives the program credit for helping him empathize with employees facing crises back home. And he says that CIP has made him a better manager. "My goal was to make the numbers, and in some cases that meant not looking at the individual but looking at the bottom line. After that one-month stay, I immediately started reaching out to people in a different way".

CIP was established by UPS in the late 1990s to help open the eyes of the company's Predominantly white managers to the poverty and inequality in many cities. Today, the program takes 50 of the company's most promising executive each summer and brings them to cities around the country. There they deal with a variety of problems- from transportation to housing, education, and health care. The company's goal is to awaken these managers to challenges that many of their employees face, bridging the cultural divide that separates a white manager from an African-American driver or an upper - income suburbanite from a worker raised in the rural South.

Question:

Do you think individuals can learn empathy from something like a one-month CIP experience?



(DEMB C2)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY - 2015

First and Second Years

Group C – HUMAN RESOURCE MANAGEMENT

Paper - II : Organisational Dynamics & Change Management

Time : 03 Hours

Maximum Marks : 75

SECTION-A

(3 x 5 = 15)

Answer Any three of the following

- 1) a) Group formation.
b) Role efficiency.
c) Concept of organisational change.
d) Transnational leadership.
e) Strategic alliance.
f) Qualitative diagnostic method?

SECTION-B

(3 x 15 = 45)

Answer Any Three of the following

- 2) What are the phases in group formation?
3) Elucidate strategies to cope up with burn out.
4) How does decentralization lead to empowerment?
5) Bring out the effective management of change.
6) What are the features of learning organisation?
7) Explain model of organizational change.

SECTION-C

(15)

(Compulsory)

8) Future bank has a large number of branches spread across India. One of its branches is located at Aliganj in Lucknow. The branch was in a very difficult situation. The reputation of the branch was going down. So the local controlling office decided, to transfer the existing branch manager and post a new manager Mr. Shankar Nanda. Mr. Nanda had good knowledge in banking. His background in training was also more than expected. But one major gap in his career was that he had never worked in any branch and had only worked in the controlling offices. His communication skills were also not good. He had a reputation of using rough language while talking to his subordinates. However, the staff of the Aliganj branch was very delighted when they heard about the new manager and started expecting that the branch would again gain its lost reputation under his leadership.

When Mr. Nanda took charge of the branch, everybody was excited. He called a meeting and got himself introduced to each and every staff. In his address to the staff one of his sentences was “either you do the work or leave it to me”. He did not try to make the employees realize, what their lacunae were and how to do the work properly. He even interfered in the affairs of different departments without consulting the departmental heads. Due to this policy, most of the staff started leaving their work or not taking responsibility. The sincere officers overworked. One of the departmental heads even suffered from major heart problem and went on leave.

One young officer Mr. Mahoni, who had just completed his probation, had also joined the branch just before two months.

He was very sincere and had learnt a lot during his probation period. He was also very good and perfect in his work.

When such an uncontrollable situation arose in the branch, Mr. Nanda started putting pressure on Mr. Mahoni. He had this idea that as Mahoni was new to the bank and the junior-most officer in his branch, he would do whatever he would be

asked to do. Mr. Mahoni had also got an interview call for the next senior position from another leading bank. Mr. Nanda deliberately handed over the open letter to Mr. Mahoni just on the day of the interview with an excuse that it had reached the same day.

Mr. Nanda asked Mr. Mahoni to take charge of the advance department. At that time, the head of that department was on leave for an indefinite period due to his heart problem. He had requested for transfer to Mumbai as he was a patient on the TATA Hospitals and his family was also residing there. The other two officers were not sincerely working-neither did they know the work nor wanted to take any responsibility. Mr. Mahoni took charge of that department. But after two days, he felt suffocated. There was no document available in that department of the old loans. He did not also get any help from his peers regarding the matter. Then he went to the manager and requested him to shift him to another department. The manager did not agree and started abusing him and both of them got into an argument.

Mr. Nanda: You have to do the work, because I have asked you to.

Mr. Mahoni: I am working for the bank. If the bank wants me, then I will definitely do. I am sorry, I cannot do it just because you are asking me to and that also, when I am not able to work there properly up to my satisfaction. You post me in some other department.

Mr. Nanda: That I will not do.

Mr. Mahoni: I don't think it is necessary.

Mr. Karmakar: You do not know anything. You have joined the bank recently. You should learn to tackle these persons. You should tell us everything.

Mr. Mahoni: No Sir, I don't need your help this time. If ever I need your help, I will tell you. Thank you for your concern.

When Mr. Mahoni did not listen to the association, they called a meeting in which they went against Mr. Mahoni. They decided, "How he could tell anything to Mr. Nanda who is such a senior officer? We should ask Mr. Nanda to issue a memo against him. Then only he would understand the value of officer's association".

And Mr. Nanda agreed to issue a memo and ordered the personnel department accordingly. Next day morning, when Mr. Mahoni came to office, he found the memo on his table.

Questions:

- a) Do you feel that the role played by Mr. Nanda is justified keeping in view the empowerment process?
- b) Who is right – Mr. Nanda or Mr. Mahoni in terms of functioning in the organization? ;
- c) Why did Mr. Nanda fail in empowering his subordinates? ;
- d) If you would have been in the position of the personnel officer, what would you have done? ; and
- e) What should Mr. Mahoni do after receiving the memo?

EEE

(DEMB C3)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2015

First and Second Years

GROUP C - HUMAN RESOURCE MANAGEMENT

Paper - III : Labour Legislation & IR

Time : 3 Hours

Maximum Marks: 75

SECTION - A

(3×5 =15)

Answer any Three of the following

- 1) a) Concept of industrial relations.
b) Causes of strike.
c) JMC.
d) Social legislation.
e) Equal remuneration.
f) Adjudication.

SECTION - B

(3×15 =45)

Answer any Three of the following

- 2) State the results of industrial conflict.
3) Describe the evolution of industrial relations.
4) Elucidate different methods of industrial disputes settlement in India.
5) Discuss the importance of collective bargaining.
6) Enumerate the principles of modern labour legislation.
7) What are the provisions of payment wages Act?

Compulsory

8) Manidra & Manidra Limited (MAML) is a Punjab based company in private sector with employee strength of around 1,800. The managerial recruitment policy of the company emphasized that one has to join the company as management trainees and after completion of their training, they are suitably absorbed at the lowest intake of the managerial level. The company always stressed upon that the higher posts in the company are to be filled by promotions transfers. Therefore, direct recruitment to higher positions is avoided in the company. In case of any urgency to fill a higher post and right candidates are not available/eligible from within the company, then only open advertisements are placed in various newspapers to advertise the vacancies to potential job seekers.

In the year 1992, the company was badly in need of Assistant Manager (Marketing) due to sudden resignation of the person occupying the position. There were six Assistant Managers in the department who had together joined the company as management trainee in the year 1991. They were promoted to the present position because of their excellent performance, who in turn reported to the Manager (Marketing). The company released an advertisement for the post in two national newspapers. The job specification specified that the person interested for the post must have atleast 2 years' experience in the field of marketing and preference will be given to the person having previous experience of marketing in any organisation. Mr. Satish Madhavan, who had just completed 3 years' service in a FMCG concern applied and was selected. He found the terms of appointment interesting, so joined the company in June, 1992. As six assistant managers were already working in the company, Madhavan became the junior-most assistant manager in their department. As per the promotion policy of the company the six assistant marketing managers would become eligible for promotion to the post of Manager in the year 2001 (on completion of 10 years service) and Mr. Madhavan in 2002.

In July 2000, the post of Manager Marketing was vacant because of the resignation. The Company decided to fill the vacancy by direct recruitment. In the advertisement it was stipulated that the applicants should have a minimum of 10 years' experience. Mr. Madhavan met the specification since he had 3 years' of previous experience plus eight years in the present company; he applied for the post through proper channel. The company decided to call all the eligible candidates for interview. But, Mr.

Madhavan was not called along with the external candidates. The argument put forth by the management is that Mr. Madhavan is an internal candidate and he has to complete 10 years of service to meet the experience requirement of the company to become eligible for the post.

Mr. Mdhavan, however, could not understand the logic of the company. He represented his case before the Board and the board has also rejected his representation. Out of frustration, he resigned from MAML and joined another company promoted by a competitor's firm.

Questions:

- i) What is the problem in this case?;
- ii) Is it right on the part of the company not to call Mr. Madhavan for the interview?;
- iii) Is Madhavan's grievance genuine?



(DEMB C4)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY – 2015

First and Second Years

GROUP C- HUMAN RESOURCE MANAGEMENT

Paper - IV : Organisational Behaviour

Time : 3 Hours

Maximum Marks: 75

SECTION - A

(3×5 =15)

Answer any Three of the following

- 1) a) Structuralism.
b) Perception.
c) Group formation.
d) Traits.
e) Organisational culture.
f) Need Hierarchy.

SECTION - B

(3×15 =45)

Answer any Three questions

- 2) What are the approaches to the study of OB?
3) Explain the foundations of group behaviour.
4) Suggest measures to resolve conflicts.
5) Critically examine Two factor theory of motivation.
6) Elucidate different kinds of leadership skills.
7) State the determinants of organisational climate.

SECTION - C

(15)

(Compulsory)

8) Aditya Mohan, 40, previously working in a reputed MNC as assistant marketing controller, took charge as the marketing controller of EBA Home Appliances Ltd. In his career, he had worked in many reputed companies dealing with national and international trade. Wherever he worked, he applied his own new or different method of working. It was his belief that the new system should be ideologically as well as practically sound. It must be fit in all significant regards and must be objectively and impersonally selected and implemented.

He firmly believe that only fit' could function, effectively in turbulent business environment. His approach to work had yielded satisfactory outcomes each time. On the very first day, her reviewed marketing policies and practices. He discussed relevant issues with the former controller. He arranged separate meetings with senior executives, followed junior executives. Then he met the chairmen and other top position holders. He also shared his views with regular clients and customers at the end of a month, he evoked a new control system. In the meeting, he highlighted key points of the proposed control system.

- New control system will be implemented from 1st October 2011.
- Team containing one member from every department will be constituted to review performance in unbiased manner.
- Members of review committee will be appointed on rotation basis. They are to be rotated after every two years.
- Profits, sales, customer satisfaction, new customers, competitiveness, relations with outsiders, and growth rate will be used as criteria to evaluate departmental and individual performance.
- Pay Packages, incentives, promotions and transfer, leaves, authority, and other rewards will be strictly linked with performance.
- Outcomes of every quarter performance will be communicated to relevant employees.
- Employees will be given a chance to express their views.
- Control system is to be treated as preventive measures, it is not meant for punishment.

Top management and all executives were satisfied with new control system. The meeting ended with smile on everybody's face.

Questions:

- i) Which criteria have been considered in proposed controlling system? What is your opinion?;
- ii) Write four key features of the proposed controlling mechanism.; and
- iii) Mr. Aditya Mohan's new controlling system is integrative; it considers all areas of management.



(DEMB C5)

EXECUTIVE M.B.A. DEGREE EXAMINATION, MAY - 2015

First and Second Years

C-Human Resource Management

Paper - V : EMPLOYEE COMPENSATION MANAGEMENT

Time : 03 Hours

Maximum Marks : 75

SECTION-A

(3 x 5 = 15)

Answer Any Three of the following

- 1) a) Fair wage.
b) Objects of wage board.
c) Piece rate system.
d) Functions of HR Dept in wage fixation.
e) Concept of DA.
f) Productivity.

SECTION-B

(3 x 15 = 45)

Answer Any Three questions

- 2) Review wage policy of India.
3) State the significance of employee compensation management.
4) Examine the working of pay commissions.
5) What are the principles followed in fixing wage?
6) Enumerate the installation of incentive system.
7) Bring out the recent trend in compensation management.

(Compulsory)

8) During a Sunday morning in the golf club of the company, while playing golf with his friend Mahesh Mundra, Harish Kumar discovered that his department had hired a fresh university computer graduate (BCA) for the post of a system analyst – with a starting salary almost as high as of Harish. Although Harish was of good nature, he was totally shocked and upset. It had taken him five years to become senior systems analyst and attain his current salary level in the Digital Info Systems Ltd. He had been generally pleased with the company for its pleasant work environment and professional culture. He has been thoroughly enjoying his job in the company.

The following Monday morning, Harish met the Chief of the HR department. He enquired about what he had heard from his friend whether that was true. Mr. Yogesh Sathe, the HR chief apologetically admitted that it was true and tried to explain the company's situation. He told Harish that the market for the system analyst is very tough these days and it is difficult to find a right person after so many advertisements. In order to attract qualified prospects to the company, he was to offer a premium on starting salary. We desperately needed another analyst and this was the only way we could get one. Since you are too much overloaded, we wanted to reduce your burden.

Harish asked Mr. Sathe whether his salary would be adjusted accordingly now. Mr. Sathe replied that your salary would be revalued at the regular time with others. You are doing a great job, and I am sure that your boss will definitely recommend a raise for you. Harish thanked Mr. Sathe but left the office shaking his head and wondering about his future in the company. He is seriously thinking to quit the company and has to examine various lucrative standing offers he has with him.

Questions:

- i) What is the problem in this case?;
- ii) Was it wrong on the part of Mr. Sathe to give a different package to the new system analyst? Why? Why not?;
- iii) Do you think Mr. Sathe's explanation was satisfactory; and
- iv) How can you motivate Harish?

