

MASTER OF BUSINESS ADMINISTRATION
(With Effect from the Academic Year 2018-19)

SEMESTER – I

Code No.	Title of the Paper	Internal Marks	Semester End Marks	Exam Duration	Maximum Marks
10911A	Management and Organization Theory	30	70	3 Hrs	100
10912A	Managerial Communication	30	70	3 Hrs	100
10913A	Managerial Economics	30	70	3 Hrs	100
10914A	Accounting for Managers	30	70	3 Hrs	100
10915A	Statistics for Managers	30	70	3 Hrs	100
10916A	IT For Managers	30	70	3 Hrs	100
10917AP	Personality Development	50	-----	-----	50
10918AP	Office Automation Lab	-----	100	-----	100
11111	HVPE_I	30	70	3 Hrs	100
	TOTAL				850

I SEMESTER

10911A-MANAGEMENT AND ORGANIZATION THEORY

UNIT-I: Introduction to management – Principles of Management-Functions of management- Planning and Types of plans- Planning process- Decision making process / Social Responsibility of Management –Ethics in Management-Objectives of business- Theories of Management

UNIT-II: Introduction to OB –Individual Differences–Personality-Perception-Attribution-Learning.

UNIT-III: Motivation –Communication-Leadership-Group dynamics-Power, Politics, and Conflict- Coordination and Control.

UNIT-IV: Organization Culture-Organization change and development – Organization structure and Organization design- Managing change.

UNIT-V: Emergence of International management –Interpersonal processes in international context- International organizational design- Challenges of International management and Leadership.

References:

1. John Pierce: Management and Organizational Behavior (Cengage)
2. JIT S Chador: Organization Behavior (Vikas)
3. Fred Luthans: Organization Behavior (Mc Graw Hill)
4. Stephen P Robbins: Organization Behavior (Pearson)
5. Paul Hersey and Ken Blanchard: Management of Organization Behavior(Prentice Hall)
6. Hellriegel, Slocum and Woodman: Organization Behavior (South Western)
7. Weihrich, Cannice & Koontz: Management (Tata Mc Graw Hill)
8. Gregory Moorhead and Ricky W. Griffin: Organizational Behavior (Jaico)
9. Robin Finchan and Peter Rhodes: Organizational Behavior (Oxford)
10. J. Prakash Reddy: Management and Organizational Behavior (Himalaya)

NOTE TO THE PAPER SETTER:

- (i) The questions shall cover all the units of the syllabus.
- (ii) In regard to the question paper part-A, one question with internal choice from each unit of the syllabus shall be set.
- iii)In part-B, Case Analysis(Mandatory) related to subject

10912A: MANAGERIAL COMMUNICATION

UNIT-I: Communication –Meaning –Communication cycle-Process-Theories and Models of Communication –Characteristics of successful communication-Barriers to communication.

UNIT-II: Organizational Communication-Principles for effective organizational communication -formal Vs Informal Communication-vertical and lateral channels- Interpersonal and intrapersonal communication –Communication technology.

UNIT-III: Oral Communication-Non verbal communication-Listening -Feedback-Presentation skills-conducting meeting and conferences-Telephone talk.

UNIT-IV: Written communication-Reports-Effective report writing-Memos-Circulars-Minutes- e-mails. Employment correspondence proposals.

UNIT-V: Leadership Communication-Transactional Analysis-Johari Window-Group Communication –Communication audit - Communication styles.

References:

1. Shirley Taylor: Communication for Business (Pearson)
2. Piyus Dhar Chaturvedi and Mukesh Chaturved : Business Communication (Pearson)
3. Krizan : Effetive Business Communication(Cengage)
4. M. Ashraf Rizvi: Effective Technical Communication (Mc Graw Hill)

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- (i) The questions shall cover all the units of the syllabus.
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- iii)In part-B, Case Analysis(Mandatory) related to subject

10913A: MANAGERIAL ECONOMICS

UNIT-I: Introduction- The concept-nature and scope of managerial economics-Role and Responsibilities of Managerial Economist- The concepts of plant, firm and industry-Objectives of the firm.

UNIT-II: Demand analysis- The concept of Demand, Demand schedule, demand Curve, Demand Function, Demand Determines-Law of Demand Price. Income Cross and Promotional elasticity of demand and their managerial uses-Demand Distinctions-Demand Forecasting. Sources of Data and Methods of Forecasting demand for established and new products or services.

UNIT-III: Production- cost ,volume and profit analysis- Production Function>Returns to scale-Cost concepts and classification –Cost function-Break-Even Analysis.

UNIT-IV: Pricing decisions- Objectives of Pricing –Basic factors in pricing –Pricing under perfect, monopoly, Oligopoly and monopolistic competitions price Discrimination Multiple product pricing price control by Government – Pricing of new products-pricing methods.

UNIT-V: Macroeconomic environment- National Income-Population –Business cycles-inflation.

Reference:

1. H.Criag Peterson, W. Cris Lewis: Managerial Economics (Pearson)
2. Paul G.Keat and Philit Y. Yound : Managerial Economics (Pearson)
3. D.M. Mithani : Managerial Economics (Himalaya)
4. Suma Damodaran: Managerial Economics (Himalaya)
5. D.N.Dwived: Managerial Economics (Vikas)
6. P.L.Mehta: Managerial Economics (Sultan Chand)
7. Samuel C. Wabb: Managerial Economics(Cengage)

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- iii)In part-B, Case Analysis(Mandatory) related to subject

10914A: ACCOUNTING FOR MANAGERS

UNIT-I: Accounting –Scope-Nature-Objective-Principles-Concepts-Users of Accounting Information- Classification of accounts-Journal Ledger Trial Balance.

UNIT-II: Financial statements- Capital and Revenue items-Construction of Trading and Profit and Loss Account and Balance Sheet- Accounting for intangible assets.

UNIT-III: Elements of cost –Classification of costs-Marginal costing –Activity Based Costing.

UNIT-IV: Functional and Activity based budgeting-standard costing and variance analysis.

UNIT-V: Computerization of Accounts : Advantages-Disadvantages-Accounting information system use of Tally packages. GST Tally-Computerisation of journal entries.

References:

1. Gupta R.L. and Radhaswamy M : Advanced Accountancy (Sultan Chand)
2. James A. Hall: Accounting Information Systems (Cengage)
3. Maheswari S.N.: Advanced Accountancy (Vikas)
4. Rama Chandran N and Ram Kumar K: Financial Accounting for Management (McGraw Hill)
5. Ambrish Gupta: Financial Accounting for Management (Pearson)
6. Don R.Husan and Maryanne M. Mowen: Management Accounting (Cengage)
7. Paresh Shah, Basic: Financial Accounting for Management (Oxford)

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10915A: STATISTICS FOR MANAGERS

(*Scientific calculators are permitted for examination.)

UNIT-I: Meaning, Nature, Scope of Statistics- Sources of Data- Types of data- Methods of data collection- Classification and tabulation of data- Types of classification and tables- Rules of classification and tabulation- Frequency distribution –different types of graphs and diagrams- Sampling techniques and sources.

UNIT-II: Measures of central tendency- Arithmetic- weighted mean- Median, mode- Geometric mean and Harmonic mean- Measures of dispersion, range, Quartile deviation, Mean deviation, Standard deviation, Coefficient of variation- Application of measures of central tendency and dispersion for business decision making.

UNIT-III: Correlation- Introduction- Significance and Types of correlation- Methods of calculating Correlation- Co efficiency of correlation

UNIT-IV: Regression analysis- Meaning an utility of regression analysis- Comparison between correlation and regression- Interpretation of regression coefficients.

UNIT-V: Probability- Meaning and definition of probability- Significance probability in business application- Theories of probability- Addition and Multiplication – Conditional laws of probability- Binominal- Poisson- Uniform- Normal and Exponential distribution.

References:

1. Rechar I. Levin, David S. Rubin, Statistics for management, Pearson 2008
2. Guptha SC, Fundamentals of Statistics, Himalaya Publishing House
3. Amir D, Aezel, Jayavel, Complete business statistics, TMH 2008
4. Black Ken, Business statistics for contemporary decision making, New age publishers, New Delhi.

NOTE TO THE PAPER SETTER:

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- iii)In part-B, Case Analysis(Mandatory) related to subject

10916A: INFORMATION TECHNOLOGY FOR MANAGERS

UNIT-I: Computer -Generations-Types of Computers-Hardware and Software-Types of Software-Storage Devices-Data Representation for Computers-Computer applications for management

UNIT-II: Computer networks: Types of Net Works –LAN-WAN-MAN-Network Topologies. Introduction to Internet-E-Commerce-E-Business –ERP Evolution and growth.

UNIT-III: Word Processing-Basics-Common tools-Page setup-editing and formatting –Tables Charts-Macros-Mail Merge-Index –Printing. (Practicals)

UNIT-IV: Power Point: Features-Slides-Slide Layouts-Design templates-Slide Master-Animation Timings Action Buttons. (Practicals)

UNIT-V: Excel: Basics-Formulate-Moving-Editing-Formatting-Charts-Naming of Charts-Hyperlink-Databases Forms Sort Filter Goal Seek Scenarios Solver Function Pivot Table and Chart. (Practicals)

Reference :

1. Effy OZ : Management Information Systems (Cengage)
2. Deepak Bharihoke : Fundamentals of Information Technology (Excel)
3. Microsoft Corporation : Micro Soft Office Resource Kit (Prentice Hall)
4. Sanjay Saxena : Ms Office 2000 for Every one (Vikas)
5. Alexis Leon and Mathews Leon : Introduction to Computers with Ms Office 2000 (Mc Graw Hill)

NOTE TO THE PAPER SETTER:

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- iii)In part-B, Case Analysis(Mandatory) related to subject

10917AP – Personality Development

UNIT-I

Personality- Meaning-Sigmund Freud's Psycho-analytical theory-Structure-Dynamics and development of Personality

UNIT-II

Self-Esteem – Self-Improvement – Self-confidence – Assertiveness –Importance of attitude – Winning Attitude-Building a Positive attitude – Building a pleasing Personality – 25 steps to build a personality .

UNIT-III

Motivation – Self-motivation and motivating others everyday – Time Management-Effective utilization of time-Do it now-Speed reading-Managing meetings-Not searching for 100% perfection-Stress Management-Success Management.

References

1. Robert M. Sherfield, Rhonda J. Montgomery and Patricia G.Moody B: **Developing Soft Skills** (Pearson)
2. Harold R. Wallace and L. Ann Masters : **Personality Development** (Cengage Learning India)
3. Seema Sanghi : **Towards Personal Excellence, Psychometric Tests and Self-improvement Techniques for Managers** (Response)
4. Shiv Khera: **You Can Win** (Mac millan)
5. Stephen R. Covey : **The 7 Habits of Highly Effective People** (Simon & Schuster)
6. Stephen R. Covey : **The 8th Habit** (Simon & Schuster)
7. Dale Carnegie : **How to Win Friends & Influence People** (Pocket Books)
8. Dale Carnegie : **How to Stop Worrying and Start Living** (Pocket Books)
9. Dharni, P. Sinha : **Learning From Life** (Excel)
10. Biswajit Das Ipseeta Satpathy : **Business Communication & Personality Development** (Excel)

10918AP- Office Automation Lab

1. Design Identity card for a student as per the following specifications
 - (a) . Size of the card is 3 1/2 “X 2”.
 - (b) .Name of the college with a Big Font using water mark.
 - (c) .Address of the College with appropriate symbols
2. Create a table of the following columns and display the results in the separate cells for the following .

EMPLOYEE DETAILS

Emp Name	Basic	DA	H R A	Total Salary

- (a) Sort all Employees in ascending order with the as the key
 - (b) Calculate total salary of each Employee
 - (c) Total salary of all employees
 - (d) Find who is highest salary and lowest salary
 - (e) If Basic is Rs 8000 then DA is 0.2 & hra is 0.5 , Basic is 5000 , DA is 0.1 & hra is 0.05 and Basic is >Rs 8000 then DA is 0.3 & hra is 0.1

List all Employees whose salary is . Rs 5000 and DA < Rs 500/-.
3. Prepare an Advertisement to our college requiring faculty with the following specifications.
 - (a). Attractive page boarder.
 - (b) .Design name of the college using” MS- Word Art”.
 - (c). Use at least of the college in brief
 - (d). Mention number of vacancies in each categories(
Principal,Professor,Associateprofessor,Lab-
Assistant,Librarian,Placement officer,Attender,qualifications required).
4. Create a Letter Head of our college with the following.
 - (a). Name of the college on top of the page with using font and good style.
 - (b).Phone number, Fax,e-mail,Address with appropriate symbols.
 - (c).The Courses offered to be described at the bottom.
 - (d).Solgan if any should be specified in belt at the bottom.
5. Create two pages of Curriculum Vitae of an M.C.A graduate with the following specifications.
 - (a). table to show qualifications with proper headings.
 - (b).Appropriate left and right margins.
 - (c). Form at the half page using two column approach about yourself.
 - (d). Name on each page at the top right side.
 - (e).Page number at the footer on the right side.
6. Create Progress Card using Mail merge.

Reg. No	Name	Paper 1	Paper 2	Paper 3	Paper 4	Paper 5	Paper 6	Lab-1	Lab-2	Total	Result	Division

7. Calculate the Net-pay of the employees following conditions.

Empno	Empname	Basic pay	DA	HRA	GPF	Gross pay	Income tax	Net pay

Conditions:

D A : 56% of the Basic pay, if Basic < 8000 else 44%

H R A : 12.5% of the Basic pay subject to a Maximum of Rs.1000.

G P F : 10% of the Basic pay

Income Tax : If Net pay > Rs 1.2 lakh then IT = 20% or Take the rates prevailing at present.

Find who is getting highest and lowest salary.

8. Create a bar Graph and Pie Chart for the following

S NO	YEAR	PRODUCT 1	PRODUCT 2	PRODUCT 3	PRODUCT 4
1	1989	1000	800	900	1000
2	1990	800	80	500	900
3	1991	1200	190	400	800
4	1992	400	200	300	1000
5	1993	1800	400	400	1200

9. Create a suitable Student Examination database and find the sum of the marks of each student and

respective class secured by the students. Rules

a) Pass : if marks in each subject ≥ 40

b) Distinction : if $AVG \geq 60$ and $AVG < 70$

c) First class : if $AVG \geq 50$ and $AVG < 60$

d) Second class : if $AVG \geq 40$ and $AVG < 50$

e) Failed : if mark in any subject < 40

f) Display AVG marks of the class, subject wise and pass percentages.

10. Create the pivot table and pivot chart in the following data

ABC COMPANY LIMITED

Salesman	Item	Branch	Cost	Units	Amount
Suresh	Rexona	Nellore	12	10	120
Penchal	Colgate	Tirupati	25	20	500
Siva	Closeup	Nellore	35	10	350
Suresh	Closeup	Nellore	35	15	525
Madhu	CD	Chennai	12	15	180
Siva	Rexona	Nellore	12	12	144
Penchal	CD	Tirupati	12	20	240
Siva	Colgate	Nellore	25	20	500
Madh	Closeup	Chennai	35	5	175
Suresh	CD	Nellore	12	40	480
Vara	Floppy	Tirupati	15	50	750
Siva	Floppy	Nellore	15	10	150
Vara	Rexona	Tirupati	12	20	240
Suresh	CD	Chennai	12	25	300
Madh	Colgate	Nellore	25	30	750
Vara	Closeup	Nellore	34	23	782
Penchal	Floppy	Tirupati	15	120	1800

11. Presentation of Organization-Management.

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SEMESTER – II

Code No.	Title of the Paper	Internal Marks	Semester End Marks	Exam Duration	Maximum Marks
20911A	Human Resource Management	30	70	3 Hrs	100
20912A	Business Environment	30	70	3 Hrs	100
20913A	Financial Management	30	70	3 Hrs	100
20914A	Production Management	30	70	3 Hrs	100
20915A	Marketing Management	30	70	3 Hrs	100
20916A	Business Research Methods	30	70	3 Hrs	100
20917AP	Presentation Skills	50	-----	-----	50
22222	ICT-I	30	70	3 Hrs	100
	TOTAL				750

Semester - II

20911A :: HUMAN RESOURCE MANAGEMENT

UNIT-I: Evolution of HRM – HRM Functions- HR Planning –Job analysis and Job design – Recruitment- and selection strategic –Retention.

UNIT-II: Concept of HRD- Goals of HRD- Training and Development- Career Development- Managing diversity Separation Downsizing Out Placement.

UNIT-III: Performance Appraisal : Performance Dimensions and Measurements tools- Reward System- Compensation Management.

UNIT-IV: Motivating Human Resources and Theories – Leadership – Participative Management Empowerment- Quality Circles- Managing Human relations.

UNIT-V: Organization Development- Knowledge Management – Learning Organization- International HRM HR Accounting Audit - HR Information Systems.

References:

1. R. Wayne Mondy : Human Resource Management (Pearson)
2. P. Jyothi and D.N. Venkatesh : Human Resource Management (Oxford)
3. John M. Ivancevich : Human Resource Management (Mc Graw Hill)
4. Biswajeet Pattanayak : Human Resource Management (Prentice Hall)
5. P. Subba Rao: Personnel and Human Resource Management (Himalaya)
6. Snell/ Bohlander : Human Resource Management (Cengage)
7. Rao VSP : Human Resource Management Text & Cases (Excel)

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- (ii) In regard to the question paper part-A, one question with internal choice from each unit of the syllabus shall be set.
- (iii) In part-B, Case Analysis (Mandatory) related to subject

20912A :: BUSINESS ENVIRONMENT

UNIT-I: Concept of Business Environment- Environmental Scanning- Economic Environment Responsibility of Business Professionalism in India Ethics.

UNIT-II: Non Economic Environment –Political, Legal, Demographic, Technological, Natural Environment –Pollution-Trade Unions.

UNIT-III: Social Change- Wave front analysis-Third Wave Practices and implications in Organization- Cultural dynamics Cultural Process and lags Secular Outlook Community Development Consumerism.

UNIT-IV: Economic System-the Role of Government in Economic Development – Indian Economic Planning Five year Plans in brief Current Plan Industrial Policy Liberalization, Privatization and Globalization –Public, Private Joint Sectors- Industrial Development & Regulation.

UNIT-V: Monetary and Fiscal Policies –Budget-Money and Capital markets-Stock Exchanges and Regulation –Industrial Financing- Industrial Sickness-Exim Policy-Multinational Corporations- FDI.

Reference:

1. Francis Cherunilam : Business Environment (Himalaya)
2. Aswathappa : Essentials of Business Environment(Himalaya)
3. Sk. Misra and Puri VK. : Indian Economy (Himalaya)
4. Alvin Toffler : Third Wave.
5. R.P. Maheswari & A.N.Gupta : Business Government and Society – A Study of Business Environment (Vani Educational)
6. Paul Justin : Business Environment (Tata Mc Graw Hill)
7. Sk. Misra and Puri VK: Economic Environment of Business(Himalaya)
8. B.A. Prakash : Indian Economy Since 1991 (Pearson)
9. Shakh Saleem : Business Environment(Pearson)

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- iii) In part-B, Case Analysis (Mandatory) related to subject

20913A :: FINANCIAL MANAGEMENT

UNIT-I : Foundation of Finance: finance functions- Role of Financial Manager – Financial Goals- Agency Problem-Concepts of Value and Return.

UNIT-II: Financial Analysis : Importance –ratio Analysis-Breakeven Analysis-Funds flow Analysis- Financial Planning.-Financial Forecasting.

UNIT-III: Working Capital Management: Principles of working Capital-Receivable Management-Inventory Management-Cash Management –Trade Credit Management.

UNIT-IV: Capital Structure Decisions : Financial and Operating Leverage-Capital Structure Theories- Capital structure Planning. Dividend Theories. Dividend Policy.

UNIT-V: Capital Budgeting Decisions : Cost of Capital-Capital Budgeting Methods-Risk Analysis in Capital Budgeting Concept of real Options- Security analysis.

Reference:

1. I.M. Pandey : Financial Management(Vikas)
2. M.Y.Khan and P.K.Jain : financial Management (Mc Graw Hill)
3. Prasanna Chandra : Financial Management (Mc Graw Hill)
4. James C.Van Horne : Financial Management Policy (Pearson)
5. Rajiv Srivatsava and Anil Misra : Financial Management (Oxford)

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- iii) In part-B, Case Analysis (Mandatory) related to subject

20914A: PRODUCTION MANAGEMENT

UNIT-I: Production Management: Concepts- productivity- scope of production Management Production System -Work study- Steps in method study-Time study-different time study techniques

UNIT-II: Plant Location- Different Location, merits demerits-Plant Layout-Types of Layouts-Plant Maintenance -Preventive and Break down Maintenance.

UNIT-III: Production Planning and control –Scheduling Job shop, Flow shop-Line Balancing.

UNIT-IV: Materials Management –classification-Codification, Inventory models (Determinative models only)

UNIT-V: Quality Control –Control charts-Acceptance Sampling –occurve.

Reference:

1. Adam E Bert : Production of Operations Management (Prentice Hall)
2. S.N.Chary : Production and Operations Management (Mc Graw Hill)
3. R. Panneer Selvam : Production and Operations Management(Prentice Hall)
4. Chunnawala and Patel : Production and Operations Management (Himalaya)
5. Kanishka Bedi : Production and Operations Management (Oxford)
6. James R.Evans : Operations Management (Cengage)
7. B. Mahadevan : Operations Management (Pearson)

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- iii) In part-B, Case Analysis (Mandatory) related to subject

20915A :: MARKETING MANAGEMENT

UNIT-I: Definition of marketing – Marketing Concepts- Concepts of customer value- Marketing environment -Marketing Strategy.

UNIT-II: Consumer Behavior- Factors Influencing Consumer Behavior –Market Segmentation- Customer Relationship Management.

UNIT-III: Product Management : Types of products – Products mix Product line – Introducing new Products- Product Life Cycle Positioning Packaging Branding.

UNIT-IV: Pricing methods- Marketing Communications- Advertising Management – Sales Promotion and Personnel Selling- Marketing Information System.

UNIT-V: Distribution Management : Marketing Channels- Retailing- Distribution Logistics and supply chain Management –Direct and On-Line Marketing.

References:

1. V.S. Ramaswamy and S. Ramakumar : Marketing Management (Macmillan)
2. Philip Kotler : Marketing Management (Prentice Hall)
3. RajivLal, Joh A: Emelch and Kasturi Rangan : Marketing Management (Mc Graw Hill)
4. M.J. Kavier : Marketing in the New Millennium (Vikas)

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- iii) In part-B, Case Analysis (Mandatory) related to subject

20916A: BUSINESS RESEARCH METHODS

UNIT-I: Meaning and importance of Business research: Research design Introduction to design of experiments -Exploratory, causative, conclusive and experimental designs.

UNIT-II: Business research process: Sources and methods of gathering business information - Respondents, Experiments, Simulation(as a source of Data Generation) and Panels. Sampling design and Sample size determination. Measurement and scaling - Concept of measurement and scaling – Types of Scales – Nominal ,Ordinal, Interval and Ratio Scales - Attitude scales Thurstone's, Likert's, Guttman's, Semantic differential, Reliability and validity of a scales. Design of questionnaire.

UNIT- III: Decision Making Tools: Decision Theory-Decision making under certainty, Risk, uncertainty, Criteria of Decision making- Pessimism, Realism, Optimism, Regret, Equiprobable, EMV, EOL, Cost and value of information, Determination of EVPI utility as a concept of decision making. Decision tree analysis – Decision Tree- Sequential decision making.

UNIT-IV: Non-Parametric Statistics in Research: McNemar, Sign Test –One and Two samples, Run test, Wilcoxon Matched pairs test, Mann-Whitney test, Kolmogorov – Simronov D test, Kruskal –Wallis tests.

UNIT-V: Multi-Variate analysis: Factor analysis, Cluster analysis, Discriminate analysis, Conjoint analysis, Multi Dimensional Scaling. Research report - preparation - and presentation - Oral and written presentation.

Suggested Books:

1. Green E. Paul, Tull S.Donald & Albaum, Gerald: “Research for Marketing Decisions”, 2006, 6th Ed, PHI.
2. Tull and Hawckins, “Marketing Research”, 2000, 4th Ed. Tata McGraw Hill.
3. Luck and Rubbin, “Marketing Research”, 2004, 4th Ed. PHI.
4. Zikmund, “Essentials of Marketing Research”, 2009, CENGAGE Publishers.
5. Martin callingam, “Market intelligence”, 2009, Kogan Page Publishers.
6. G.C. Beri, “Marketing Research”, 2008, 8th Ed, Tata McGraw Hill.
7. Malhotra, K. Naresh, “Marketing Research- And applied orientation”, 2005, 4th Edition.
8. Alan Bryman and Emma Bell, “Business Research Methods”, 2009, 2nd Ed. Oxford Press.
9. O.R. Krishna Swamy “Methodology of Research in Social Sciences”, 2008, HPH.
10. S L Gupta, “Marketing Research”, 2009, Excel Books, New Delhi.

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- iii) In part-B, Case Analysis (Mandatory) related to subject

20917AP - Presentation Skills

UNIT-I

Presentations-Need for making presentations-benefits-Types of Presentations-Planning a presentation-Structuring a Presentation-Memory- Memory improvement Techniques.

UNIT-II

Creating Visual Aids-Delivering a Presentation-Body Language.

UNIT-III

Informative Presentation: Contemporary issues from the News Papers and Magazines

Persuasive Presentation: New Product Presentations.

(Each Candidate has to make two presentations in this Course: One Presentation on the Contemporary Issues and another on the Company Products.)

References

1. Asha Kaul: **The Effective Presentation, Talk Your way to Success** (Response)
2. Brian Tracy Speak to Win: **How to Present with Power in any Situation** (American Management)
3. Dale Carnegie : **How to Develop Self-Confidence & Influence People by Public Speaking** (Pocket)
4. Allen Pease : **Body Language** (Sheldon Press)
5. Hedwig Lewis: **Body Language A Guide for Professionals** (Response)
6. Robert M. Sherfield, Rhonda J. Montgomery and Patricia G. Moody : **Developing Soft Skills** (Pearson)

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SEMESTER – III

Code No.	Title of the Paper	Internal Marks	Semester End Marks	Exam Duration	Maximum Marks
30911A	Management Information Systems	30	70	3 Hrs	100
30912A	Business Laws & Ethics	30	70	3 Hrs	100
30913A	Operation Research	30	70	3 Hrs	100
30914AP	Project Report Evaluation	30	70	---	100
30915AP	Inter Personal Skills & Team building	50	---	---	50
30916AP	Project Viva	---	---	---	100
30917A	Financial Markets and Services	30	70	3 Hrs	100
30918A	Management of Employee Relations	30	70	3 Hrs	100
30919A	Human Resource Development	30	70	3 Hrs	100
	TOTAL				850

THIRD SEMESTER
30911A : MANAGEMENT INFORMATION SYSTEMS

UNIT-I: Concepts of systems and organization – Meaning of MIS –Decision making process- Role of MIS in decision making process- Strategic use of Information technology.

UNIT-II: Levels of Management and Their information requirements- Determining information requirements of managers- MIS structures Approaches to MIS design and development.

UNIT-III: Transaction Processing System- Office Automation System – Decision Support System Expert System. Concepts of Data Mining Data ware Housing and OLAP.

UNIT-IV: An outline of Database Management System- Data Base Models- Distributed Processing Computer Networks.

UNIT-V: Functional Information Systems : Marketing Manufacturing Financial and Human Resource Information Systems.

Reference:

1. Robert Schulthesis and Mary Summer : Management Information Systems (MC Graw Hill)
2. Kenneth C. Lauadon and Jane P. Lauadon : Management Information Systems (Pearson)
3. James AO ,, Brien : Management Information Systems (MC Graw Hill)
4. Murthy CSV : Management Information Systems (Himalaya)
5. Mahavev Jaisial and Monika Mital : Management Information Systems (Oxford)

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- (ii) In regard to the question paper part-A, one question with internal choice from each unit of the syllabus shall be set.
- iii)In part-B, Case Analysis(Mandatory) related to subject

30912A. BUSINESS LAWS AND ETHICS

UNIT-I: Social responsibility of business - importance of business law and regulatory practices - Consume Protection Act - Consumer councils - Redressals.

UNIT- II: Law of contracts : Essentials of valid contract - void and unlawful contracts - performance of contracts - special contracts : contingent contracts - indemnity, guarantee, bailment, agency contract.

UNIT- III: Sale of Goods Act: Sale and agreement to sell, conditions and warranties, ownership transfer. Negotiable Instrument Act - Negotiable instruments types - important features - negotiations - dishonour.

UNIT-IV: Companies Act : Classification of companies - incorporation process - Memorandum, Articles, Prospectus, Shares and Debentures, Board of Directors - Role, Functions, winding up.

UNIT-V: Ethics in business- Ethical models for decision making- Ethical issues in information technology- Corporate governance and Corporate social responsibility.

References:

1. Kapoor ND : Mercantile Law (Sultan Chand & Co.)
2. Bulchandani RR : Business Law (Himalaya Publishing House)
3. SC Kuchal : Business Law (Vika)
4. Agarwal UK : Consumer Protection in India (Deep & Deep Publishers)

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- (ii) In regard to the question paper part-A, one question with internal choice from each unit of the syllabus shall be set.
- iii) In part-B, Case Analysis(Mandatory) related to subject

30913A:: OPERATIONS RESEARCH

UNIT-I: Introduction to Operations Research –Linear Programming. Graphical method and simplex method.

UNIT-II: Transportation Problem, Travelling Salesman problem, Assignment Problem.

UNIT-III: Sequencing problems-Business Applications – Game theory.

UNIT-IV: Network Analysis: PERT/CPM – Project Crashing, Time – Cost trade off.

UNIT-V: Queuing Model (M/M/I only): Concepts, assumptions, business application- Simulation and its application.

References:

1. R. Panneerselvam : Operations Research (Prentice Hall)
2. Kanti Swarup, P.K.Gupta & Man Mohan : Operations Research (Sultan Chand)
3. Handy A. Taha : Operations Research (Pearson)
4. Wayne L. Winston : Operations Research (Cengage Learning)

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- (ii) In regard to the question paper part-A, one question with internal choice from each unit of the syllabus shall be set.
- iii)In part-B, Case Analysis(Mandatory) related to subject

30914AP-PROJECT REPORT EVALUATION

30915AP-INTER PERSONAL SKILLS & TEAM BUILDING

Unit 1 Prepare for Independent Living

- Personal Growth
- Character Building
- Responsible Citizenship
- Lifespan Development

Unit 2 Interpersonal Skills

- Communication Skills
- Teamwork and Leadership Skills
- Peer Pressure and Refusal Skills
- Conflict Resolution Skills

Unit 3 Relationships

- Understanding Relationships
- Your Family
- Your Friends
- Marriage Relationship
- Workplace Relationships

REFERENCES:

1. Shirley Taylor: Communication for Business (Pearson)
2. M. Ashraf Rizvi: Effective Technical Communication (Mc Graw Hill)
3. Biswajeet Pattanayak : Human Resource Management (Prentice Hall)
4. P. Subba Rao: Personnel and Human Resource Management (Himalaya)
5. Dharni, P. Sinha : Learning From Life (Excel)
6. Robert M. Sherfield, Rhonda J. Montgomery and Patricia G.Moody B: Developing Soft Skills (Pearson)
7. Harold R. Wallace and L. Ann Masters : Personality Development (Cengage Learning India)
8. Seema Sanghi : Towards Personal Excellence, Psychometric Tests and Self - improvement Techniques for Managers (Response)
9. Dale Carnegie : How to Win Friends & Influence People (Pocket Books)
10. Dale Carnegie : How to Stop Worrying and Start Living (Pocket Books)

30916AP-PROJECT VIVA

30917A:: FINANCIAL MARKETS AND SERVICES

UNIT – I: Indian financial system – Structure of financial market in India – Financial Services - Role of financial market in the development of Indian economy,

UNIT – II: Securities market in India – New issue market (primary market) – Money market - Stock markets in India –Securities & Exchange Board of India – SEBI guidelines on primary market, secondary market and foreign institutional investors – Protection of investors interests.

UNIT- III: Depository system – Depository Process – National Securities Depository Limited – Credit rating – Credit rating agencies in India.

UNIT- IV: Insurance companies – Unit Trust of India – Reserve Bank of India - Commercial Banks Specialized financial Institutions – NBFCs.

UNIT – V: Foreign exchange market – Determination of foreign exchange rate. Participants in the foreign exchange market.

References:

1. Frederic S Mishkin & Stanley Y. Eakins: **Financial Markets and Institutions** (Pearson Education)
2. Gordon & Natarajan : **Financial Markets and Services** (Himalaya)
3. MY Khan : **Indian Financial System** (Tata McGraw-Hill)
4. Vasant Desai : **The Indian Financial Systems and Development** (Himalaya)
5. Viswanath S R : **Corporate Finance** (Response)
6. Srivatsava , RM Divya Nigam : **Management of Financial Institutions** (Himalaya)

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- iii)In part-B, Case Analysis(Mandatory) related to subject

30918A. MANAGEMENT OF EMPLOYEE RELATIONS

UNIT-I: Employee Relations – Concept – Significance and the emerging socio economic scenario. Government and Machinery for labour administration.

UNIT-II: Industrial Conflict – Causes, Types, Consequences, Prevention and Settlement – Collective Bargaining – Role, Methods, Degree of success, problems and issues – Negotiation, Conciliation, Arbitration, Adjudication

UNIT-III: Trade Unions: Role – Position in India, Trade Union types and Employee Federations –Strategies to Develop trade unions.

UNIT-IV: Discipline & Grievance Management – Causes of grievances and disputes, Machinery for Redressal of grievances – Discipline – code of conduct, process of domestic enquiry- Participative management: methods and techniques of workers involvement and participation.

UNIT-V: Empowerment and quality management, Employee relations and technological change- Strategies for employee retention.

References:

1. P N Singh: **Employee Relations Management** (Pearson education)
2. Arun Monappa : **Industrial Relations** (McGraw Hill)
3. Varma Pramod : **Management of Industrial Relations** (Oxford and IBH)
4. Niand J,R, etc: **The Future of Industrial Relations** (Sage)
5. Cowling & Jones : **The Essence of Personnel Management and Industrial Relations** (Pentice Hall)
6. B.D. Singh : **Industrial Relations** (Excel)
7. Monal Arora : **Industrial Relations** (Excel)

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- iii)In part-B, Case Analysis(Mandatory) related to subject

30919A. HUMAN RESOURCE DEVELOPMENT

UNIT-I: Human resource development concept, evolution, HRM and HRD function, HRD Challenges, Role of HRD professional.

UNIT-II: HRD need assessment- Designing HRD programme- Implementing the programme- Evaluation.

UNIT-III: HRD programme- Employee orientation- Socialization process, Realistic job previews, Performance management coaching- JIT job rotation- Experiential methods.

UNIT-IV: Employee development- Formal education, Assessment, Job experience, Interpersonal relationship- Career management- Development- Leadership development- Behaviour modeling- Mentoring- Counselling services.

UNIT-V: Indian Experiences- HRD programme for culturally diversified employees.

References:

1. Desimone, Werner and Harris, **Human Resource Development**, Thomson
2. Raymond A Noe, **Employee Trainee Development**, TMH
3. R. Krishnaveni, **Human Resource Development**, Excel
4. Tripathi PC, **Human Resource Development**, Sulthan Chand and Sons.
5. Uday Kumar Haldar, **Human Resource Development**, Oxford.ss

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MASTER OF BUSINESS ADMINISTRATION
(With Effect from the Academic Year 2018-19)

SEMESTER – IV

Code No.	Title of the Paper	Internal Marks	Semester End Marks	Exam Duration	Maximum Marks
40911A	International Business Management	30	70	3 Hrs	100
40912A	Strategic Management	30	70	3 Hrs	100
40913A	Entrepreneurship Development	30	70	3 Hrs	100
40914AP	Career Planning & Development	50	---	---	50
40915A	International Financial Management	30	70	3 Hrs	100
40916A	International Human Resource Management	30	70	3 Hrs	100
40917A	Performance and Reward Management	30	70	3 Hrs	100
	TOTAL				650

FOURTH SEMESTER
40911A – INTERNATIONAL BUSINESS MANAGEMENT

UNIT-I: Concept of international business – Stages of internationalization – International economic, political, legal, competitive, social demographic and cultural frame work- International trade theories.

UNIT-II: International trade regulatory frame work – Trade barriers – Regional trade organisations and their impact on international business. Role of world Trade Organisation (W.T.O)

UNIT-III: International financial frame work. Balance of payment – Foreign exchange market mechanism – Import substitution and export financing – International liquidity. Role of IMF in International business.

UNIT-IV: Market selection and entry strategies- Country risk analysis: International rating agencies; sovereign and currency ratings, their influence on FDI and FIIs. FDI policy, benefits.

UNIT-V: Organizing for international business – Strategies and issues in international human resource management and development – Designing global organization structure – Developing global competitiveness.

References:

1. John D. Daniel and Radebangh Lee H: **International Business** (Addison Wesley)
2. V.K. Bhalla: **International Business Environment and Management** (Anmol publications)
3. Anant K. Sundaram & Stewart black: **International Business Environment** (Prentice Hall)
4. Subbarao.P: **International Business** (Himalaya)
5. Ajitabh: **Global Competitiveness** (Excel)

NOTE TO THE PAPER SETTER:

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- (ii) In regard to the question paper part-A, one question with internal choice from each unit of the syllabus shall be set.
- iii)In part-B, Case Analysis(Mandatory) related to subject

40912A - STRATEGIC MANAGEMENT

UNIT – I: Strategic Management – The Strategic management Process – Components of Strategic Management Model.

UNIT – II: Strategy Formulation – Defining the Company Mission – Assessing the External Environment – Industry Analysis – Internal Analysis of the firm.

UNIT-III: Formulating Long-Term Objectives and Grand Strategies: Strategic Analysis and Choice – BCG, GE, SWOT Analysis – Mc Kinsey's 7s frame work.

UNIT-IV: Strategy Implementation – Operationalising the Strategy through Short Term Objectives, Functional tactics, Reward System and Employee Empowerment – Institutionalizing the Strategy: Structure- Leadership- Culture

UNIT-V: Strategic Control Processes: Guiding and Evaluating the Strategy.

References:

1. J A Pearce II and R B Robinson Jr: **Strategic Management Formulation, Implementation and Control** (Tata McGraw Hill)
2. Arthur Sharplin: **Strategic Management** (McGraw Hill)
3. Michael E Porter: **Competitive Strategy** (Harvard University)
4. Michael E. Porter: **Competitive Advantage** (Harvard University)
5. Rao VSP & Harikrishna: **Strategic Management Text & Cases** (Excel)

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- iii) In part-B, Case Analysis (Mandatory) related to subject

40913A –ENTREPRENEURSHIP DEVELOPMENT

UNIT – I: Entrepreneurship: Concept and importance – Characteristics, Ethics and social responsibility of entrepreneurs – The Entrepreneurial and Intrapreneurial mind – EDPs in India.

UNIT-II: SME Sector: Its role in Indian economy – Problems faced by SME sector – Growth prospects – Incentives offered by state and central governments- Institutions supporting SME – Setting up a SME– Various steps involved .

UNIT-III: Creativity and innovation in business – Creative problem solving methods – International Entrepreneurship opportunities – SWOT Analysis.

UNIT-IV: Market and Demand analysis – Technical Analysis – Social cost benefit analysis – Financial analysis.

UNIT-V: Project Management – Financial, Marketing and HR Planning – Project Report Preparation – Negotiation with support organisations.

References:

1. Poornima M. Charantimath: **Entrepreneurship Development in Small Business Enterprises** (Pearson Education)
2. Hisrich Peters shepherd: **Entrepreneurship** (Tata McGraw Hill)
3. Prasanna Chandra: **Projects Planning Analysis, Reductions implementation & Review** (Tata McGraw Hill)
4. Sahey and Nirjar: **Entrepreneurship** (Excel)

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- (ii) In regard to the question paper part-A, one question with internal choice from each unit of the syllabus shall be set.
- iii)In part-B, Case Analysis(Mandatory) related to subject

40914AP- CAREER PLANNING AND DEVELOPMENT

UNIT – I

Career – Concept, Planning, Management, Development – Life Stages and Career Development. Individual and Organizational approaches – Roles in Career management.

UNIT – II

Self Analysis – Skill inventory - Career Anchors – Life Scripts – Inventory of Career Development Practices – Career Discussion – Counselling – Mentoring.

UNIT – III

Resume – Objectives – Spade work – Drafting – Physical setting – Transmission – guide lines for effective writing – Job interviews – Types – Self analysis – Pre Interview Preparation – Physical Personality – Interview Process – Issues – Interview ending Phase – Tips for effective interview.

References:

1. Desimone, Werner & Haris : **Human Resource Development** (Thomson)
2. Paul Singh: **Writing Effective Resume** (Excel)
3. French and Bell : **Organization Development** (Prentice Hall)

40915A. INTERNATIONAL FINANCIAL MANAGEMENT

UNIT-I: Foreign exchange market – Demand and supply of foreign exchange – Spot rate and forward rate – Fixed exchange rate and floating exchange rate – Implications of depreciation/ devaluation and appreciation / revaluation of currency.

UNIT-II: International parity: Purchasing power parity – Interest rate parity – Covered interest arbitrage – Forward rate parity – Fisher effect – Interrelationship of parity conditions.

UNIT-III: Management of foreign exchange exposure and risk: Economic exposure – Transaction exposure – Operating exposure – Translation exposure – Currency options – Currency futures/forwards – Currency swaps.

UNIT-IV: Cross – border investments: Cash flows of foreign projects – Cost of capital – Approaches to project evaluation – Adjusted present value method – Risks in foreign Projects – Financing foreign projects- Foreign direct investments.

UNIT-V: Eurocurrency market: Growth of Eurocurrency market – Euro issues – External commercial – borrowings – International bond market – Indian Euro issues. RBI guidelines on ECBs, and foreign investments.

References:

1. PG Apte : **International Financial Management** (Tata McGraw Hill)
2. Marrice D Levi : **International Finance** (McGraw Hill)
3. Alan C. Shapiro : **Multinational Financial Management** (Wiley India)
4. Jeff Madura : **International Corporate Finance** (Thomson)
5. Cheols Eun and Bruce G Resnick : **International Financial Management** (McGraw Hill)
6. Ephraim Clark : **International Finance** (Thomson)
7. Mihir A.Desai : **International Finance** (Wiley India)

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- iii) In part-B, Case Analysis (Mandatory) related to subject

40916A. INTERNATIONAL HUMAN RESOURCE MANAGEMENT

UNIT –I: International Human Resource Management concept, expanding role – Global issues and challenges – Cultural determinants, cross cultural implications

UNIT – II: Structural dynamics – structural evolution – Global and product division – Strategic frame work.

UNIT –III: International staffing – Nature, Sources, Policies – Training Expatriation –Repatriation.

UNIT – IV: Training and development – Need, cross cultural training, learning – Performance management and HR process – Competency appraisal – Cultural Issues.

UNIT – V: People Management – USA – Asia: Japan and China – Europe: British, French, Dutch, German, Spanish and Swedish – African – Indian.

References:

1. Dowling P.J : **International Dimension of Human Resource Management**
2. Adler N.J: **International Dimensions of Organizational Behaviour** (Kent Publishing)
3. Rao P.L : **Internal Human Resource Management** (Excel)

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40917A. PERFORMANCE AND REWARD MANAGEMENT

UNIT-I: Reward, compensation and non compensation systems – Concept – Compensation issues – Economic theories – wage level, differentials.

UNIT-II: Technical determinants – Job analysis, job description, job evaluation, job pricing market survey pay structure architecture

UNIT-III: Individual pay determinants – Components of pay – Fringe benefits.

UNIT-IV: Performance pay – Incentives, individual , group, short and long term- Compensation of special groups, supervisors, Executives, Directors. Sales force, Technical professionals, Women executive.

UNIT-V: Statutory provisions-Wage boards pay commission –Pay budget management-International pay system.

References :

1. Narain, Laxmi : Managerial Compensation and Motivation in Public Enterprises. (Oxford)
2. Stbson : wages and salaries (American Management Association)
3. Michael Armstrong : Reward Management (Kogan)
4. Milkovich & newman : Compression (Tata Mc Graw Hill)
5. Barryt Gerhart & Sara L Rynes : Compensation (Sage)
6. Joe Martocchio : Strategic Compensation : A Human Resource (Pearson)
7. BD Singh : Compensation Reward Management (Excel)
8. Dipak Kumar Bhatta Charya : Compensation Management(Oxford)

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MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

FIRST SEMESTER

Paper 10911A– MANAGEMENT AND ORGANIZATIONAL THEORY

Time: 3Hours

Max. Marks: 70

Part-A

Answer the following.

(Marks : 5x10=50)

1. a) What is mean by management? Explain the functions of management .
(OR)
b) Explain the steps involved in Decision making process.
2. a) What are the various characteristics of the perceiver, of the perceived and of the situation that affect the perceptual process?
(OR)
b) Explain Organizational behavior in brief.
3. a) Explain the importance of motivation and motivation theories.
(OR)
b) Explain leadership styles.
4. a) How would you design the structure of the organization in order to ensure better coordination among all services.
(OR)
b) Can you identify the change agents that were at work in changing the behavior of the organizational members.
5. a) Explain the interpersonal process of organization. Define the challenges of international management.
(OR)
b) Explain the Emergence of International Management.

Part-B

Case Analysis (Compulsory) (1X20=20 Marks)

Ramakrishna is an MBA completed from reputed B-school and joined as assistant manager in a large marketing organization. He hails from a poor family, but a disciplined and rural background. During his studies he worked as a part-timer with the principle of “Earn while you learn”, and got good degree with a marketing management as specialization.

Rama Krishna basically an intelligent, capable and hard worker. But the negative side of his is he won't take any risk. He hesitates to make decision by self and often brings petty and routine problems to his boss or to peers for decision. Whenever he does job, he brings it to his boss for approval before finalizing it. Since Ramakrishna is a capable person, his boss wants to motivate him to be more independent at his work. The boss believes that this approach will improves ramakrishna's performance, relieves the boss from extra routine, and give him more self-confidence. However the boss is not sure how to go about motivating Mr. Rama Krishna to take initiative in his work.

Questions:

1. If you are the position of boss, how you will motivate Mr.Ramakrishna? Give your reasons for each motivating factors.
2. If you are in the stage of Ramakrishna, how you motivate yourself by come out of the situation?

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

FIRST SEMESTER

Paper 10912A – MANAGERIAL COMMUNICATION

Time : 3 Hours

Part-A

Max. Marks: 70

Answer the following. (Marks : 5x10=50)

1. a) Give distinct features of Communication. Explain the elements of communication process.

(OR)

- b) What are the main barriers to organizational communication? Explain.

2. a) Discuss the general principles of effective organizational communication.

(OR)

- b) Distinguish between the formal and informal channels of communication. Why is it necessary for an organization to have an informal channel of communication?

3. a) Explain the types of non-verbal communication. Discuss in detail the advantages and disadvantages of each type.

(OR)

- b) What are the different forms of oral communication? How can oral communication be made effective?

4. a) Distinguish between routine and special reports. Discuss briefly the principles that should be applied in preparing special reports.

(OR)

- b) Draft a circular letter announcing the retirement of a partner of your firm.

5. a) Discuss briefly about group communication.

(OR)

- b) Explain communication Audit?

Part-B

Case Analysis (Compulsory) (1X20=20 Marks)

1. Explain the Theories and models of Communication.

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

FIRST SEMESTER

Paper 10913A –MANAGERIAL ECONOMICS

Time : 3 Hours

Max. Marks: 70

Part-A

Answer the following. (Marks : 5x10=50)

1. a) Discuss the scope and significance of managerial economics.
(OR)
b) Critically evaluate objectives of a firm.
2. a) What are the different methods of forecasting demand for a new product?
(OR)
b) Discuss the empirical estimates of relationship between production and cost.
3. a) What is elasticity of demand? State its managerial applications?
(OR)
b) What is Break-Even analysis? Discuss its managerial uses
4. a) What are the characteristics features of monopolistic competition? Explain how the price is determined in monopolistic competition.
(OR)
b) Discuss about advantages and disadvantages of various pricing methods.
5. a) Discuss about the methods of measuring national income.
(OR)
b) What are the phases of business cycle? What steps do you suggest to arrest the depression in economics?

Part-B

Case Analysis (Compulsory) (1X20=20 Marks)

In January 2017, Donald Trump was sworn in as the 45th President of the US and soon after taking the office, he repealed some of the policies launched by previous Presidents of the country besides freezing all pending regulations due to be signed by him. Among Trump's decisions, banning immigrants and refugees from Muslim dominated countries, building a concrete southern wall between the US and Mexico, and withdrawal from the Trans-Pacific Partnership were the most debated and criticized. Further, Trump ordered replacement of the Patient Protection and Affordable Care Act, (Obamacare). He also proposed to modify the H1-B visa program to add a strict screening process while temporarily suspending premium processing for H-1B visas.

The case explores the impact of the policies launched by Trump. Various analysts and economists opined that his policies would lead to making the US a protectionist nation. Many feared that Trump's policies would isolate the country from the rest of the world, which could be harmful for the US and for the world as a whole.

Questions:

1. What you are Understand the developments in the U.S. economy and its changing role in the global economy.
2. Analyze the policies of the U.S. government under President Obama and the plank on which Trump came to power.

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

FIRST SEMESTER

Paper 10914A – ACCOUNTING FOR MANAGERS

Time: 3 Hours

Max. Marks:

70

Part-A

Answer the following.

(Marks : 5x10=50)

1. a) Discuss about Accounting ,and who are the users of Accounting?

(OR)

- b) From the following transactions Prepare Journal , Ledger and trial balance in the books of Murugan.

2002	<u>Rs</u>
Mar. 1. Started business with	10,000
2. Sold goods to Muttu on Credit	4300
6. Sold goods to Anand for Cash	5000
8. Commission received	50
14. Goods returned by Muttu	100
16. Purchased goods from Murali on Credit	2000
19. Purchased goods from Mohan for Cash	2400
20. Stationery Purchased	75
21. Goods returned to Murali	300
21. Paid cash to murali	1700
22. Purchased goods for Cash	600
31. Salaries Paid	300
31. Wages	200
31. Electricity Expenses	100

2. a) Define intangible assets, how to account intangible assets?

(OR)

b) Prepare Trading, Profit & Loss A/C and Balance sheet from the following Trial balance of M/S Jai Bharat Publishers.

Trial balance of Jai Bharat Publishers

As on 31st December , 2001

	<u>Debit</u> <u>(Rs)</u>	<u>Credit</u> <u>(Rs)</u>
Capital	-----	1,00,000
Machinery	30,000	-----
Stock (1-1-2001)	16,000	-----
Wages	50,000	-----
Carriage inwards	500	-----
Salaries	5000	-----
Factory rent	2400	-----
Repairs	400	-----
Fuel and Power	2500	-----
Furniture	5500	-----
Buildings	40,000	-----
Sundry debtors	20,000	-----
Sales	-----	2,03,600
Purchases	1,22,000	-----
Sundry Creditors	-----	12,500
Returns outwards	-----	2000
Return in words	3600	-----
Drawings	2000	-----
Discount allowed	750	-----
Discount Received	-----	250

Office expenses	1000	-----
Manufacturing expenses	600	-----
Bills Payables	-----	8500
Bills Receivables	5000	-----
Cash in hand	2400	-----
Cash at Bank	15400	-----
Office Rent	1800	-----
	<hr/>	<hr/>
	<u>3,26,850</u>	<u>3,26,850</u>

*Closing Stock was Valued at Rs.20,000

3. a) Explain about “Classification of Costs” and what the “element of Costs” Explain in brief.

(OR)

b) The sales and profits during two periods as under

Period I: Sales Rs. 20 Lakhs; Profit Rs. 2 Lakhs

Period II: Sales Rs. 30 Lakhs; Profit Rs. 4 Lakhs

Calculate:

- P/V Ratio
- B.E.P
- Sales require to earn a profit of Rs. 5 Lakhs
- Profit when sales are Rs. 50 lakhs and
- Margin of safety at a profit of Rs. 2.5 lakhs.

4. a) The Standard cost of a chemical mixture is as under

40% of material A at Rs. 20 per Kg.

60% of material B at Rs. 30 per Kg.

Standard loss is 10%

Cost records showed the following:

90 Kg. of Material A at a cost of Rs. 18 per kg.

110 kg. of material B at a cost of Rs. 34 per kg.
The output produced was 182 kg.
Calculate material Variances.

(OR)

b) Explain about functional and activity based budgeting.

5. a) What are the advantages and disadvantages of computerization of accounts?

(OR)

b) Explain about tally and advantages.

Part-B

Case Analysis (Compulsory) (1X20=20 Marks)

1. From the following, compute material and labour variances. An input of 100 kg of raw materials yields to a standard output of 10,000 units:

Standard price per Kg of material - ₹.20

Actual quantity of materials issued and used by production department - 10,000 Kg.

Actual price per Kg of material - ₹.21 per Kg

Actual output – 9,00,000 units

No. of employees – 200

Standard wage rate per employee per day- ₹.40

Standard daily output per employee-100 units

Total number of days worked – 50days

(Idle time paid for and include in above half day for each employee)

Actual wage rate per day - ₹.45.

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

FIRST SEMESTER

Paper 10915A --- STATISTICS FOR MANAGERS

Time: 3Hours

Max. Marks: 70

Part-A

Answer the following.

(Marks : 5x10=50)

1. a) "Science without statistics bear no fruit, Statistics without science have no roots".
Explain the significance of this statement.
(or)
b) What are the uses of tabulation? Describe main parts of a statistical table?
2. a) The mean annual salary of employees of a company is Rs. 3000. The mean annual salaries of male and female employees are Rs.35,000 and Rs.23,000 respectively. Find the percentage of male and female employees working in the company.
(or)
b) Write a brief note on Deviation
3. a) Calculate the co-efficient of correlation for the following data:
X 2 3 4 5 6
Y 7 9 10 14 15
(or)
b) Explain the methods of correlation.
4. a) The following table gives the security prices and the amount of annual dividend, calculate the regression of Y on X

Annual dividend (Rs) X	4-8	8-12	12-16	16-20	Total
Security prices (Rs) Y					
120-140	-	-	2	4	6

100-120	-	1	2	3	6
80-100	-	2	3	-	5
60-80					
40-60					
	2	2	2	-	6
TOTAL					
	4	2	1	-	7
	6	7	10	7	30

(or)

b) Compute the two regression equations on the basis of the following information.

	X	Y
Mean	40	45
S.D.	10	9

Karl Pearson's correlation coefficient = 0.5. Also estimate the value of Y for X=48. Using the appropriate regression equation.

5. a) A, B & C bidding for a contract, it is believed that A has exactly half a chance that B has ; B, in turn, has $\frac{4}{5}$ as likely as C has to gain the contract. What is the probability for each to win the contract?

(or)

b) A subcommittee of six members is to be formed out of a group consisting of 7 men and 4 women .calculate the probability that the subcommittee will consist of

(a) Exactly 2 women

(b) At least 2 women.

Part-B

Case Analysis (Compulsory) (1X20=20 Marks)

Calculate M.D and coefficient of M.D about A.M , Median & Mode from the following data.

C.I	30-40	40-50	50-60	60-70	70-80	80-90	90-100
f	4	6	9	16	12	5	2

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

FIRST SEMESTER

Paper 10916 A–INFORMATION TECHNOLOGY FOR MANAGERS

Time : 3 Hours
70

Part-A

Max. Marks:

Answer the following.

(Marks : 5x10=50)

1. a) Explain the Generations of Computers in detail?
(OR)
b) Explain Storage Devices?
2. a) Explain Network Topologies in detail?
(OR)
b) What is Internet. Write about different Services of Internet ?
3. a) Explain in detail about mail merge.
(OR)
b) Define macro? Explain the process of macros.
4. a) Explain different Custom Animation Processes in PowerPoint Slides?
(OR)
b) Write about design templates?
5. a) Explain the process of different Chart Design in MS Excel?
(OR)
b) Explain:

- Pivot Table & Pivot Chart
- Hyper link
- Goal seek.

Part-B

Case Analysis (Compulsory) (1X20=20 Marks)

1. (a) Explain the use of a 'chart options with a suitable example in MS-EXCEL
- (b) Send a letter to 5 people inviting them for your College Anniversary using Mail Merge

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

SECOND SEMESTER

Paper 20911A – HUMAN RESOURCE MANAGEMENT

Time: 3Hours

Part-A

Max. Marks: 70

Answer the following.

(Marks: 5x10=50)

1. a) Explain the significance of HRM.

(OR)

- b) Discuss various selection methods and their importance.

2. a) What is HRD? In the changing scenario, what is the importance of HRD Approach?

(OR)

- b) What is the difference between Training and Development?

Explain various training methods.

3. a) Discuss various Performance Appraisal methods.

(OR)

- b) Discuss the changing trends in compensation methods.

4. a) Leadership is the key for employee development. Discuss.

(OR)

- b) Define Motivation and explain the theories of Motivation.

5. a) Discuss the ways to create a learning organization.

(OR)

b) What is IHRM? Explain the different activities of IHRM?

Part-B

Case Analysis (Compulsory) (1X20=20 Marks)

The open source nature of the industry spills over to the work environment and company culture at Red Fort inc., where communication channels are kept free and open. “We have email lists where everybody can freely communicate their thoughts and ideas without consequence. There are very lively discussions going on there. It gives people a platform to feel that they are really part of the success of an organization”. Says Peter Drucker

A typical day for Peter Drucker starts on the plane, as he travels regularly to meet his regional teams and to join customer meetings. “When you get information from the food chain up, it is always the information the people believe you and want to hear. As one of my past bosses once said : ‘ I want to know the good, the bad and the ugly, and therefore, I want to hear the ugly first’”.

QUESTIONS:

1. How the Peter Drucker plan for hunting the new talent to the company? Give your comment.
2. After reading the case, Find the major issues that related to the hunting of the new talent?

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

SECOND SEMESTER

Paper 20912 A – BUSINESS ENVIRONMENT

Time : 3 Hours

Part-A

Max. Marks: 70

Answer the following.

(Marks : 5x10=50)

1. a) What do you mean by business environment and explain its importance?

(OR)

- b) What do you by ethics and discuss its relevance in business environment?

2. a) Explain various non-economic environmental factors.

(OR)

- b) Explain the importance of the trade unions in changing environment.

3. a) What is the emerging consensus in the changed role of government?

(OR)

- b) What is communism and explain its pitfalls?

4. a) Discuss briefly regarding various economic systems.

(OR)

- b) What are the salient features of Industrial Policy?

5. a) What is the role of Multinational Corporations in the context of Foreign Investments in Indian industry?

(OR)

- b) Explain the present Exim policy.

Part-B

Case Analysis (Compulsory) (1X20=20 Marks)

1. Persistent pressure from the disinvestment commission and left parties had obviously forced the government into providing more operational autonomy to nine 'select' public sector enterprises-Navaratnas

Almost as though to cover up the fact that none of the five reports by the commission have even begun to be implemented, the industry ministry had diverted attention by granting freedom to the Navaratnas.

A quick memorandum, with the laudable objective of turning these Navaratnas into global giants capable of withstanding international competition was issued on July 22, 2005. The freedom granted by it includes, among others to enter into strategic alliances or technology and financial joint venture with equity investment up to Rs.200 crores in a single project, incur capital expenditure of purchasing technology or new items open offices in India and Abroad, crate or wind-up to director and raise debt from the domestic market.

Questions:

- (1) What does this new freedom actually mean to the Navaratnas?
- (2) Name the nine public enterprises, which are provided the operational autonomy under Navaratnam policy?
- (3) Examine the role of public sector in the light privatization movement under way.

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

SECOND SEMESTER

Paper 20913A – FINANCIAL MANAGEMENT

Time : 3 Hours

Max. Marks: 70

Part-A

Answer the following.

(Marks : 5x10=50)

1. a) Define Finance Function and discuss some of the most important financial problems that face a decision-maker today.
- b) What are the main functions of the modern Finance Manager?
2. a) “Ratio analysis is only a technique, for making judgments and not a substitute for judgements”. Explain.

(OR)

- b) The following figures relate to a company manufacturing a varied range of products:

	<u>Total Sales</u>	<u>Total Cost</u>
31 st March, 2008 ...	22,23,000	19,83,000
31 st March, 2009 ...	24,51,000	21,43,000

Assuming stability in price, with variable costs carefully controlled to reflect predetermined relationships, and an unvarying figure costs, Break-even point, Margin of safety for 2007-08 and 2008-09.

3. a) Explain the importance of working capital in attaining the profit objective of an organization. Explain how working capital needs are assessed.

(OR)

b) Ramprasad Ltd. Currently has sales of Rs.6,00,000 with an average period of two months. At present no discounts are offered to the customers. The management of the company is thinking to allow a discount of 2% on cash sales which result in :

- (i) The average collection period would reduce to one month.
- (ii) 50% of customers would take advantage of 2% discount.
- (iii) The company normally requires a 25% return on its investment.

Advise the management, whether to extend discount on sales or not.

4.a) Explain the factors that determine the capital structure of a firm.

(OR)

b) Write the Dividend Theories?

5. a) Write the components of Cost of Capital?

(OR)

b) A company has to select one of the following two projects :

	<i>Project A</i>	<i>Project B</i>
<i>Cost</i>	<i>Rs.</i>	<i>Rs.</i>
<i>Cash inflows</i>	22,000	20,000
Year 1	12,000	2,000
Year 2	4,000	2,000
Year 3	2,000	4,000

Year 4

10,000

20,000

Using the IRR method suggest which method is preferable.

Part-B

Case Analysis (Compulsory) (1X20=20 Marks)

In March 2017, Hindustan Zinc Limited (HZL), a subsidiary of multinational mining company Vedanta Limited, announced a special one-time interim dividend of Rs.27.50 per share with a face value of Rs.2 each share.

The total dividend of Rs.271,570.00 million paid during the year 2016-17 was the highest dividend paid ever paid by an Indian company in a financial year. However, things started changing after the announcement of the special interim dividend – the price of the company's shares started declining from March 2017.

According to an independent investment advisory organization, HZL was one of the top 73 BSE S&P 500 companies with a potential to pay a higher dividend than it had been paying due to its strong fundamentals in terms of operating margins and financial position. Despite all these positive factors, the declining trend in the share price remained a cause for concern for the shareholders as well as for the company. The management of HZL needed to look into the issue to understand the main reasons for the drop in share prices.

Issues:

- Identify the factors determining the dividend policy of a firm.
- Apply MM-hypothesis to a company.
- Analyse HZL's Dividend Policy using MM-hypothesis.

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

SECOND SEMESTER

Paper 20914A - PRODUCTION MANAGEMENT

Time: 3 Hours

Part-A

Max. Marks: 70

Answer the following.

(Marks : 5x10=50)

1.a) Define 'Production Management' and elucidate the subject matter of Production Management.

(or)

b) Enumerate the various steps involved in method study. List out the factors that indicate the need for method study.

2. a) Discuss various factors involved in the location of a plant, with an emphasis on a cement plant.

(or)

b) "Plant layout involves besides grouping of machinery, an arrangement of other facilities also" -- Discuss.

3. a) Define Production Planning and Control. Why PPC has assumed so much importance and recognition in a manufacturing organization?

(or)

b) What is scheduling decisions must production managers resolve in product-focused factories?

4. a) Define Materials Management. Discuss its scope and importance.

(or)

b) Explain different Inventory models.

5. a) What is Quality circle? Discuss the formation and working of Quality circles in an engineering industry.

(or)

b) Explain Acceptance Sampling and OC-Curve.

Part-B

Case Analysis (Compulsory) (1X20=20 Marks)

1. Explain the steps involved in Time Study and Method Study.

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

SECOND SEMESTER

Paper 20915 A--- MARKETING MANAGEMENT

Time: 3Hours

Max. Marks: 70

Part-A

Answer the following.

(Marks : 5x10=50)

1. a) Define Marketing and discuss the evolution of Marketing.
(or)
b) Discuss various Marketing strategies for a new product.
2. a) Discuss the importance of consumer behaviour in Marketing.
(or)
b) What do you mean by Market segmentation?
3. a) Explain Product Mix and Product Line.
(or)
b) Explain the role of packaging in attracting customers.
4. a) Analyze the Advertising and Sales Promotion.
(or)
b) Discuss various promotional strategies in Marketing.
5. a) Explain Direct and On-Line Marketing.
(or)
b) Discuss the importance of supply chain management.

Part-B

Case Analysis (Compulsory) (1X20=20 Marks)

Japanese Manufacturer dominate the world motor cycle market. They have models in every part of the market and the continually bringing out new versions; Indeed, some critics think that the rate of new model introduction has become counterproductive, since the market will not be able to absorb them all.

Harley- Davidson, the American manufacturer, has supervised and is successfully selling it nostalgically styled models at high prices in major western markets. The British industry, which once lead the world disappeared completely. All leading Indian motor cycles are being manufactured in joint venture with Japanese companies. There are some manufacturers in Europe who tend to specialize in high powered sports models or small mopeds.

Questions:

- 1.How would you go about segmenting the market for Motor cycle?
2. What segment would you recommended an Indian manufacturer to tackle I i) India ii) Europe?

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

SECOND SEMESTER

Paper 20916A –BUSINESS RESEARCH METHODS

Time : 3 Hours

Max. Marks: 70

Part-A

Answer the following. (Marks : 5x10=50)

1. a) Explain different formal and informal research designs.
(or)
b) Discuss about the advantages and limitations of experimental design.
2. a) What is Primary data? Explain different methods for collecting primary data.
(or)
b) What are Scaling technique? Briefly explain with the support of some numerical figures.
3. a) Critically evaluate about the decision making tools to be used under risk.
(or)
b) How is EVPI determine ? Explain EVPI utility as a concept of decision making.
4. a) Explain Sign test and Run test.
(or)
b) What is Kolmogorov- Simronov D test. Explain its application.
5. a) What is Scaling? Explain various scaling techniques?
(or)
b) What is meant by research report? What precautions do you observe in the preparation of a research report?

Part-B

Case Analysis (Compulsory) (1X20=20 Marks)

Two independent samples of 8 & 7 items respectively for the following values using U- test

S-I	9	11	13	11	15	9	12	14
S-II	10	12	10	14	9	8	10	

If the difference between the means of samples are significant.

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

Third Semester

Paper 30911A-MANAGEMENT INFORMATION SYSTEMS

Time: Three Hours

Maximum: 70 Marks

PART – A

Answer the following.

(Marks: 5x10=50)

1. (a) What is the difference between Organisational System and MIS? What are the strategic uses of Information Technology?

(Or)

(b) What is a MIS? Explain the role and relevance of MIS for an effective decision - making.

2. (a) What are the different stages of the system development life-cycle? Explain.

(Or)

(b) Explain the physical and conceptual structures of MIS. Explain the information requirements of the subcomponents of MIS.

3. (a) Explain the steps in designing DSS. Compare DSS and EIS.

(Or)

(b) What new tools and technologies can make databases more accessible and useful?

4. (a) Explain the logical models that existing database management systems follow.

(Or)

(b) What is a network? Explain various network topologies.

5. (a) Explain the structure of manufacturing information system and steps in developing it. What are its benefits?

(Or)

(b) Explain the basic functions of financial information systems. Explain the procedures involved in updating the general ledger accounts.

PART – B

Case Study (Compulsory)

(Marks: 1x20=20)

CBI Communication Ltd., is a leader in communication technology has more than 300 knowledge workers and has developed advanced software for many business organizations. CBI has been recognized as a specialist in providing information system services especially in HRM.

Recently, CBI communication developed a HRIS for SKD Computers Company. The MIS was functioning commendably in that company and CBI communications also thought of utilizing the same systems in its offices. However, when the HR department was asked to utilize this software, the HR manager cautioned the management against the interchangeable use of system as the environment and climate of the both organizations are different.

Questions:

1. Is CBI communication Ltd., right in its decision to utilize the same software?
2. What are the technical issues involved in this case?
3. Is the hr manager of CBI communications right in his caution?

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

Third Semester

Paper 30912A -BUSINESS LAWS AND ETHICS

Time: Three Hours

Maximum: 70 Marks

PART – A

Answer the following.

(Marks: 5x10=50)

1. (a) Explain role of Consumer Protection Act in consumer redressals.
(Or)
(b) Discuss the importance of Business Law?
2. (a) Explain the essentials of Valid Contract?
(Or)
(b) Briefly explain-
 - a. Contract of Indemnity
 - b. Bailment
3. (a) What is Negotiable instrument? Explain types of negotiable instruments?
(Or)
(b) Differentiate between Sale and Agreement to sale.
4. (a) Write the procedure for winding up of a company?
(Or)
(b) Mr. X wants to start a new company? Write the incorporation process to be followed by Mr. X to start the company?
5. (a) What is Corporate Social Responsibility?
(Or)
(b) What are the ethical issues involved In information technology?

PART – B

Case Study (Compulsory)

(Marks: 1x20=20)

A meeting of a company only 15 share holders was presented. 9 voted for a special resolution and two against, 4 did not vote at all. No poll was demanded and the chairman declared resolution to carry. Is this a valid resolution?

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

Third Semester

Paper 30913A- OPERATIONS RESEARCH

Time: Three Hours

Maximum: 70 Marks

PART – A

Answer the following.

(Marks: 5x10=50)

1. (a) Define Operation Research. Discuss the significance and scope of Operations Research in modern management.

(Or)

- (b) Solve the following Linear Programming Problem (LPP) :

$$\text{Max } Z = 5x_1 - 2x_2 + 3x_3$$

$$\text{Subject to } 2x_1 + 2x_2 - x_3 \geq 2$$

$$3x_1 - 4x_2 \leq 3$$

$$x_2 + 3x_3 \leq 5$$

$$\text{and } x_1, x_2, x_3 \geq 0$$

2. (a) Obtain the optimal solution to the following transportation problem :

	D ₁	D ₂	D ₃	D ₄	Supply
O ₁	3	4	2	1	100
O ₂	8	7	2	6	50
O ₃	5	3	4	2	75
O ₄	1	6	10	9	25
Demand	75	125	30	20	

(Or)

(b) Explain a transshipment problem. Explain, how a transshipment problem can be formulated and solved as a transportation problem :

Solve the following assignment problem :

		<i>Employees</i>				
		I	II	III	IV	V
Jobs	A	10	5	13	15	16
	B	3	9	18	13	6
	C	10	7	2	2	2
	D	7	11	9	7	12
	E	7	9	10	4	12

3. (a) Use graphical method to minimize the time added to process the following jobs on the total time elapsed to complete both the jobs.

Sequence	A	B	C	D	E
Job 1					
Time	3	4	2	6	2
Sequence	B	C	A	D	E
Job 2					
Time	5	4	3	2	6

(Or)

(b) A company has five salesman, who have to be allocated to four marketing zones. The return (or profit) from each zone depends upon the number of salesmen working in that zone. The expected returns for different number of salesmen in different zones, as estimated from the past records are given below. Determine the optimal allocation policy.

<i>No. of</i> Salesmen	<i>Marketing Zones</i>		
	1	2	3
0	45	30	35
1	58	45	45

2	70	60	52
3	82	70	64
4	93	79	72
5	101	90	82

4. (a) A Project has the following activities and other characteristics :

Activity	Preceding Activity	Time estimates (in weeks)		
		Optimistic	Most likely	Pessimistic
A	-	4	7	16
B	-	1	5	15
C	A	6	12	30
D	A	2	5	8
E	C	5	11	17
F	D	3	6	15
G	B	3	9	27
H	E,F	1	4	7
I	G	4	19	2

- (i) Draw the network diagram and find the critical path.
- (ii) Find the probability that the project is completed in 36 weeks.

(Or)

(b) The time cost estimates for the various activities of a project are given below :

Activity	Preceding activity	Time (in weeks)		Cost (in rupees)	
		Normal	Crash	Normal	Crash
A	-	8	6	8000	10000
B	-	7	5	6000	8400
C	A	5	4	7000	8500
D	B	4	3	3000	3800
E	A	3	2	2000	2600
F	D,E	5	3	5000	6600
G	C	4	3	6000	7000

5. (a) Explain the characteristics of the queuing system. Discuss the fields of application for queuing theory. What are the advantages of simulation?

(Or)

(b). Consider a self-service store with one cashier. Assume Poisson arrivals and exponential service times. Suppose that nine customers arrive on the average every 5 minutes and the cashier can serve 10 in 5 minutes. Find (i) Average number of customers

queuing for service, (ii) Probability of having more than 10 customers in the system and (iii) Probability that a customer has to queue for more than 2 minutes. If the service can be speed up to 12 in 5 minutes by using a different cash register, what will be the effect on the quantities (i), (ii) and (iii)?

PART – B

Case Study (Compulsory) **(Marks:1x20=20)**

1. Write the graphical method and explain the example problem.

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

Third Semester

Paper 30917A- FINANCIAL MARKETS AND SERVICES

Time: Three Hours

Maximum: 70 Marks

PART – A

Answer the following.

(Marks: 5x10=50)

1. a) Explain about structure of financial market in India.
(Or)
(b) Role of financial market in the development of Indian economy.
2. (a) Discuss about Stock Markets in India.
(Or)
(b) What are the SEBI guide lines for Primary market and Secondary market?
3. (a) What is the process of Depository system?
(Or)
(b) What are the Credit Rating Agencies in India?
4. (a) Explain the functions of RBI.
(Or)
(b) What is the role of Specialized Financial Institutions in India?
5. (a) How do you determine Foreign Exchange Rates?
(Or)
(b) Who are the participants in Foreign Exchange Market?

PART – B

Case Study (Compulsory)

(Marks:1x20=20)

Supriya's Grandmother who was unwell, called her and gave away a gift packet. Supriya opened the packet and saw many crumpled share certificates inside. Her grandmother told her that they had been left behind by her late grandfather. As now no trading is done in physical form, Supriya wants to know the process by adopting which she is in a position to deal with these certificates.

1. Identify and state the process?
2. Also give two reasons to Supriya why dealing with shares in physical form had been stopped?

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

Third Semester

Paper 30918A -MANAGEMENT OF EMPLOYEE RELATIONS

Time: Three Hours

Maximum: 70 Marks

PART – A

Answer the following.

(Marks: 5x10=50)

1. (a) Describe the importance of employee relations in modern business world?
(Or)
(b) Explain Industrial Relations in Socio Economic Scenario?
2. (a) Explain the consequences and prevention of Industrial Disputes?
(Or)
(b) Explain the following concepts:-
a) Collective Bargaining b) Arbitration
3. (a) Explain the role of Trade Unions in India?
(Or)
(b) Explain Innovative Trade Union Strategies?
4. (a) What are the causes of Grievances and how to Redressed those Grievances?
(Or)
(b) What are the methods and techniques for employee participation?
5. (a) “Employee Empowerment leads to Quality” – your comment?
(Or)
(b) What are the strategies for employee retention?

PART – B

Case Study (Compulsory) (Marks: 1x20=20)

Mr. Ramesh and Mr. Ganesh both are working as Assistant Professors in the department of EEE of an institution, and also both are seated in one chamber. One day, Mr. Ramesh has dropped some trash near the table of Ganesh, and it was noticed by him, and asked Mr. Ramesh to pick up the trash that had fallen near to Mr. Ganesh. However, Mr. Ramesh replied, “I won’t do the janitor’s work”.

Mr. Ganesh replied “when u drop it, you pick it up”, Ramesh became angry and abusive, calling Ganesh a number of names in a loud voice and refusing to pick up the trash. All employees in the department heard Ramesh’s comments and indisciplined behavior.

At the outset Mr. Ramesh has hurt Ganesh badly, this matter has reached to the table of principal through the HOD- EEE department. HOD and Principal decided to suspend Mr. Ramesh for one day for indisciplined behavior and abusive language used in the campus. This discipline was within organization policy, and similar behavior had been punished in other departments. With this reference principal sent a suspension order copy to file of Mr. Ramesh.

Questions:

1. If u were the HR Manager, what comments would you make on whole episode happened in the institution?
2. If the same incident happens in your organization what action you would take on Mr. Ramesh?
3. What type of training programme you as HR manager plan to avoid this kind of situation?

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

Third Semester

Paper 30919A –HUMAN RESOURCE DEVELOPMENT

Time: Three Hours

Maximum: 70 Marks

PART – A

Answer the following.

(Marks: 5x10=50)

1. (a) Write about HRM and HRD functions?
(Or)
(b) What is the role of HRD Professionals?
2. (a) How do you design HRD Programme?
(Or)
(b) Explain implementing and evaluating HRD programme.
3. (a) What is Performance Management Coaching?
(Or)
(b) Discuss briefly about JIT job rotation.
4. (a) Explain Mentoring and Counseling services.
(Or)
(b) What is Career Management?
5. (a) What is Indian experience in HRD Programme?
(Or)
(b) “HRD programme for culturally divorced employees”- Discuss.

PART – B

Case Study (Compulsory)

(Marks:

1x20=20)

Chethan Chary of Mysore, India has incorporated Rs.45 Crore company by caring about his customer and employees. He started the business organization ABC Ltd., which he laughingly says ABC stands for Always Better Care, in 2007 in the basement of his home with one telephone and call – waiting. What does ABC Ltd., do? The company overseas the national

association of independent truckers. ABC Ltd., offers cost- effective insurance coverage, retirement benefit plans, low investment credit cards, and other benefits to thousands of independent truck drivers , who belongs to this association. In addition, many large motor carriers who hire independent drivers also are customers.

Chethan's customers are a unique breed: indeed, independent truck drivers "Move the world" as they haul across the country, the products we use every day. Independent truck drivers also are business people and must run their business efficiently and effectively, otherwise they won't survive in this intensely competitive industry. How does ABC show that it cares about its customers, these independent truckers? It provides an answer to a problem that many of them face: where to find cost effective insurance coverage that other insurance companies refused to carry. Chethan subscribes to the belief that if you can help to solve a customer's problems, you will be successful. He and his employees have been successful at solving their customer's problem and caring about them by providing outstanding customer services. But Chethan's caring management doesn't stop with customers. It extended to his employees, as well.

His statement about his management philosophy is that " anything I do here is designed to cultivate and grow employees", from the beautifully designed offices to the formal dinner and travel experiences, he provides. Chetan seeks his role as a mentor for employees, not as a boss. He wants his employees to not only do their job to recreate, redesign, and expand them. Employees can earn Re. 10,000 for proposing suggestions that help them do the job better. ABC Ltd., also has a profit – sharing plan that gives employees stake in the company's ability to make a profit. Chethan also recognizes that employees need more financial caring to that end, he implemented on-site day- care for employee's children and employees entertainment expensive, delicious home cooked meals at the office prepared by an employee who started at ABC in customer service. In the existence of such benefit he credit that he cares about his employees and wants them to be committed and productive at their job.

Questions:

1. Which of the management functions that Chethan carry seem to be particularly strong ?
2. What you can learn about being a manager from Chethan, be specify?
3. What do you think it means to be a mentor, not a boss?

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

Fourth Semester

Paper 40911A-INTERNATIONAL BUSINESS MANAGEMENT

Time: Three Hours

Maximum: 70 Marks

PART – A

Answer the following.

(Marks: 5x10=50)

1. (a) Explain the Stages of internationalization.
(or)
(b) Explain briefly Competitive, Social demographic and Cultural frame work in International business.
2. (a) Explain International trade regulatory frame work.
(or)
(b) Describe Regional trade organizations and their impact on international business.
3. (a) Explain Balance of payment and Foreign exchange market mechanism.
(or)
(b) What is the Role of IMF in International business?
4. (a) What are International rating agencies?
(or)
(b) Explain Market selection and entry strategies.
5. (a) Describe “Strategies and issues in international human resource management and development?”
(or)
(b) How do you Develop global competitiveness?

PART – B

Case Study (Compulsory)

(Marks:

1x20=20)

SONY:THE SOUND OF ENTERTAINMENT

The name sony, derived from the Latin word sonus for sound and combined with the English word sony ,was adapted for Japanese tongues. It is the most recognized brand in the USA, outranking McDonald's and Coke. Sony corp. has \$60 billion in worldwide sales, with 80 % from overseas and 30% alone from the USA (more than sales in japan). Sony's stock is traded on twenty-three exchanges around the world and foreigners own 23% of the stock.

According to the UNCTAD'S world investment Report 2002:Transnational corporations and Export Competitiveness in terms of value added sales Sony is ranked No.80.In other words,Sony is larger than such economies as Uruguay, the Dominican Republic, Tunisia, Slovakia, Croatia, Guatemala and Luxembourg. In addition in terms of foreign assets, sony is No:22 out of its total assets of \$68,129 million it has \$30,214 million in foreign assets. It also derives \$42,768 million from foreign sales out of its total sales of \$63,664 million.

Some years ago, the company made an early move into local (overseas) manufacturing and 35% of the firm's manufacturing is done overseas. For instance, Sony makes TV sets in wales and the USA thus enabling the company to earn revenues and pay its bills in the same currency. Sony has recently ceased its production of video products in Taiwan and has moved the operation to Malaysia and China in order to employ cheaper labour. But sony will establish a technology center in Taiwan for product design, engineering and procurement.

Sony has some 181,800 employees worldwide, 109,080 of whom are non-japanese in the USA 150 out of its 7100 employees are Japanese. Virtually alone among Japanese companies, sony has a policy of giving the top position in its foreign operations to a local national.

Sony was also the first major Japanese firm to have a foreigner as a director. Sony's late co-founder, Kio Mortia, even talked about moving the company's headquarters to the USA but concluded that the effort would be too complicated.

QUESTION: 1. How a Sony company manages the international business?

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

Fourth Semester

Paper 40912A-STRATEGIC MANAGEMENT

Time: Three Hours

Maximum: 70 Marks

PART – A

Answer the following.

(Marks: 5x10=50)

1. (a) Explain the Strategic management Process.
(or)
(b) What are the components of Strategic management model?
2. (a) Define Company Mission and Internal Analysis of the firm.
(or)
(b) How do you assess the External environment?
3. (a) Explain BCG and GE matrices.
(or)
(b) How do you formulate Long-term objectives?
4. (a) Explain Reward System and Employee Empowerment.
(or)
(b) How do you institutionalize the strategy through structure and Leadership?
5. (a) Explain the process of Strategic Control.
(or)
(b) How do you Guide and evaluate the strategy?

PART – B

Case Study (Compulsory)

(Marks:

1x20=20)

“Amazon.com began a new era in July 1995 when it offered a new proposition to the consumer: Easy access to convenient ordering with seemingly endless selection. No longer did people need to drive to a local book store to search for and buy a book or CD. Amazon simplified the selection process through its search engines and huge databases. This internet advantage was undermined, however, by and advantage only a bricks and mortar retailer like Barnes & Noble

could offer: the ability for the customer to take home the book as soon as it is paid for. In the united states ,55% of internet deliveries are currently made by UPS,32% by the postal service and 10%by FedEx .The remaining 3%is composed of a new type of internet service company-the internet delivery firm. Entrepreneurial ventures like Webvan ,Kozmo.com , Urbanfetch and Pink Dot offer same-day delivery in certain locations. By combining the convenience of online ordering with nearly instant gratification, they offer a superior value proposition to those firms shipping by conventional means Most of the internet retailers offering same day delivery typically focus on a mix of two broad product categories, impulse items such as videos ,books , snacks ,and routine necessities like grocery and household items. All offer delivery 24 hours a day, 7 days a week. Although most offer free delivery, some price offerings to discourage small orders .The trade off with this type of business is speed of delivery versus variety of offerings .To achieve fast response,the local deliverer must hold product locally ,rather than in large national distribution centers ,like mass merchandisers and large catalogue companies .The speed advantage from being local means a decrease in variety.

Questions:

1. Are there any internet same-day local delivery firms in your city or town? How successful are they?
2. Evaluate the growth potential of the internet same-day delivery company. Is this the type of business you would like to start? If you were a venture capitalist, would you invest in this type of firm?

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

Fourth Semester

Paper 40913A -ENTREPRENEURSHIP DEVELOPMENT

Time: Three Hours

Maximum: 70 Marks

PART – A

Answer the following (Marks: 5x10=50)

1. (a) Explain Ethics and social responsibility of entrepreneurs.
(or)
(b) Describe the Entrepreneurial and Intrapreneurial mind?
2. (a) What is SME Sector and explain its role in Indian economy?
(or)
(b) What are the steps involved to set up a SME?
3. (a) Describe Creativity and innovation in business.
(or)
(b) Explain opportunities in International Entrepreneurship.
4. (a) Write a short note on Market and Demand analysis?
(or)
(b) Explain Technical analysis and Financial analysis.
5. (a) What are the steps involved in Project Report Preparation?
(or)
(b) How do you negotiate with Support organizations?

Part B (Case Study-Compulsory)

(1X20=20 marks)

The “Success” story.

A distribution house was handing a number of consumer products of reputed companies, acting as their – selling agent. The products were marketed by the company under the brand names of their respective manufacturing concerns. The company lost a profitable agency since the distribution of the products was taken over by the manufacture himself. Based on its past experience on similar lines, the company introduced a toothpaste in the market manufactured by itself, under the brand name of ‘success’. At this point of time, ‘C’ was the brand leader in the toothpaste market followed

by ‘B’ and ‘F’. when ‘success’ in large size’ was launched initially, the distribution was fantastic, in both rural and urban markets. The coverage was extensive and consumer

response was very encouraging the product was much in demand in all the retail outlets, including pan shop, However, after some time, the company started getting a number of complaints related to packaging. The caps used were unable to withstand the transportation, due to which the contents from the tubes were leaking out. Without fully rectifying the defects the company came out in the market with bigger sizes of toothpastes like “Giant” and “Economy” under the same brand name “Success”. Simultaneously, the company introduced a new range of products like talcum powder, hair cream, tooth brush and shaving cream. All these products were manufactured by the company itself. At the time of launching these products, the company was already marketing shaving cream and tooth brush under different brand names with regular trade schemes, But the company did not operate any attractive dealer scheme for the “success” range of products and the sudden spurt in the number of products handled did not have the requisite advertising back up.

The company began to notice a sudden decline in the sales of the newly introduced products. At this stage, the company also introduced the “success” tooth powder in two different sizes. During this period the supplies of the brand leader ‘C’ were irregular and restricted. The other two tooth paste manufacturers, viz., ‘B’ and ‘F’ did not have tooth powder .Therefore the “Success” tooth powder started moving well in the market.

The company again launched a new series of similar products except tooth paste under a new brand name “Victory”. This turned out to be an utter failure due to poor marketing strategies, which adversely affected Company’s image.

The company appointed a new professional marketing chief, who decided to go in for yet another range of cosmetic products grounding the “Success” series of products, out of the market. The new Venture also proved to be futile exercise, and the “Victory” range of products also had to be abandoned finally.

Questions :

- (a).How do you correlate the failure of the “Success” range of products ?
- (b). Is the company justified in introducing “Victory” range ?
- (c). What is your reaction to the decisions of new marketing chief ?
- (d). Do you find any organizational weakness in the functioning of the company ?

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

Fourth Semester

Paper 40915A-INTERNATIONAL FINANCIAL MANAGEMENT

Time: Three Hours

Maximum: 70 Marks

PART – A

Answer the following

(Marks: 5x10=50)

1. (a) Explain about Foreign Exchange Markets.
(or)
(b) Explain the types of Exchange Rates?
2. (a) Explain PPP and IRP.
(or)
(b) Explain Interrelationship Parity conditions.
3. (a) What is Transaction Exposure?
(or)
(b) Discuss about Currency Future and Currency Option.
4. (a) What are the approaches to project evaluation?
(or)
(b) Explain about Adjusted Present Value method.
5. (a) Discuss about RBI guidelines on Foreign Investment.
(or)
(b) Explain the growth of Euro market?

PART-B

CASE STUDY(Compulsory)

1*20=20M

Premier Computers, Inc. of USA is considering a project for manufacturing computers in India. It plans to sell 20,000 units of desktop computers in first year and the company expects volume growth at 10 percent per annum. If premier USA makes the investment in India, it will operate the plant for five years and then sell the plant to Indian investors at the depreciated value at the time of sale plus working capital. The Indian government will allow premier to repatriate all net cash flows to the USA each year.

Premier will have to invest \$10 million in plant and \$5 million in plant and \$5 million for the initial working capital. Working capital is expected to remain constant through the life of the project. Plant will be depreciated over five years on a straight-line basis for tax purpose. Over the

next five years, the selling price of computers will remain at \$500 per computer converted into Indian rupees at the prevailing exchange rate each year. Similarly, operating expenses in India are expected to be rupees equivalent of \$250 per computer. Premier USA will finance the project with a debt equity ratio of 0.50. The debt will be raised in rupees and the company will pay interest at market borrowing rate of 10 per cent for five years; principal is repayable in four equal installments starting from year two. Premier USA uses CAPM to calculate cost of capital. The market risk premium is 8 percent and the asset beta for computer manufacturers is 1.25. The corporate tax rate is 35% in India and because of a double taxation treaty no further taxes will be payable in the US. Assume that investment is made now, and cash flows occur from year one through five. The current exchange rate is Rs.45/\$1. The risk free rates of interest in the USA and India, respectively, are 6 per cent and 9 percent.

Questions:

1. Calculate the rupees cash flows of the projects.
2. Calculate the India rupee cost of capital and the US dollar cost of capital. State your assumptions.
3. What is its NPV in rupees? (Round the discount rate to the nearest percent for calculating NPV).

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

Fourth Semester

Paper 40916A-INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Time: Three Hours

Maximum: 70 Marks

PART – A

Answer the following

(Marks:

5x10=50)

1. (a) Explain the importance of IHRM in modern business.
(or)
(b) Discuss the Global issues and challenges of IHRM?
2. (a) Describe the strategic frame work for IHRM?
(or)
(b) Explain product division in IHRM?
3. (a) Who is an Expatriate? What are the reasons for the failure of Expatriates?
(or)
(b) Write International staffing policies?
4. (a) Explain cross-cultural training?
(or)
(b) Competency Appraisal in MNC?
5. (a) Differentiate people management skills in USA, CHINA, JAPAN
(or)
(b) Managing people in India is difficult? Your comment!

PART-B

CASE STUDY (Compulsory)

1*20=20M

Maria Liese, a senior business manager in the Munich office of a German MNC, was given a three year assignment in the Mohali (India) operations of the company. The MNC started its Indian operations in 2013. Maria was unmarried and had no liabilities back home. As such, she thought that it was a good career opportunity for her. She felt that getting some international management experience would improve her prospects for a promotion after her return from this foreign assignment. However, after she arrived, she found that she was not fully prepared for the

many challenges she faced and wondered how best to deal with the situation. Initially she felt overwhelmed because her company's Munich and Mohali offices had not assisted her much during the process of transition. As an expatriate woman relocating all by herself, Maria was very concerned about her personal safety in India, especially because of some prominent incidents of crimes against women in New Delhi and Mumbai, widely reported in the international media. She knew that as part of her contract, there would be no problem with housing security as her company would arrange for her a suitable house/flat in one of the safest and posh localities in Mohali. However, she was worried about how she should dress at work and during her free time, and especially, how others (including her colleagues) might perceive her. Because she was single, she was also concerned about her social life, leisure activities and making new friends in India. In the professional context, Maria felt that the business culture was highly gender biased, and communication was not easy when working with subordinates and other managers as most of them were men. Some of Maria's colleagues and company clients saw her official behaviour as too fastidious and demanding, while she thought it to be competent and assertive. So, Maria had to really try hard to negotiate what sometimes seemed like a cultural minefield, to make sure that she interacted with local colleagues and clients without any problems.

Questions:

1. What challenges may be faced by German expatriates in India, as in the case of Maria Liese?
2. To what extent did gender issues influence the experiences and challenges that Maria came across on her assignment?
3. What insights about India should expatriate managers, especially women, keep in mind when given an expatriate assignment?
4. What can MNCs do to ensure successful selection, training and adjustment for, and completion of, expatriate assignments in the Indian context?

MASTER OF BUSINESS ADMINISTRATION DEGREE EXAMINATION

Fourth Semester

Paper 40917A-PERFORMANCE AND REWARD MANAGEMENT

Time: Three Hours

Maximum: 70 Marks

PART – A

Answer the following.

(Marks: 5x10=50)

1. (a) What do you mean by “compensation” and “compensation management”? Explain its importance.

(Or)

- (b) What are various issues in compensation planning?

2. (a) How do we use job analysis in measuring employee performance.

(Or)

- (b) Explain Job Pricing.

3. (a) Explain Components of pay.

(or)

- (b) List out what are fringe benefits and explain their importance in employee motivation.

4. (a) Discuss the compensation plan for women executives and men executives.

(or)

- (b) Explain various short-term and long –term incentives for employee development.

5. (a) Explain various international pay systems.

(or)

- (b) What are various statutory pay provisions in Indian organizations?

Part - B

(Case Study-Compulsory)

(1X20=20 Marks)

One of the first things Sandy Caldwell wanted to do in his new position at Hathaway Manufacturing was improve productivity through teamwork at every level of the firm. As the new human resource manager for the suburban plant, Sandy set out to change the

culture to accommodate the team-based approach had become so enthusiastic about in his most recent position.

Sandy started by installing the concept of team management at the highest level, to oversee the operations of the entire plant. The new management team consisted of manufacturing, distribution, planning, technical and human resource executives. Together they developed a new vision for the 500 employee facility, which they expressed in the simple phrase “Excellence Together”. They drafted a new mission statement for the firm that focused on becoming customer driven and team based, and that called upon employees to raise their level commitment and begin acting as “owners” of the firm.

The next step was to convey the team message to employees throughout the company. The communication process went surprisingly well, and Sandy was happy to see his idea surprisingly well, and also Sandy was happy to see his idea of a “workforce of owners” begin to take shape. Teams trained together, developed production plans together, and embraced the technique of 360 degree feed-back, in which an employee’s performance evaluation I obtained from supervisors, subordinates, peers and internal or external customers. Performance and morale improved, and productivity began to tick upward. The company even sponsored occasional celebrations to reward team achievements, and the team structure seemed firmly in place.

Sandy decided to change one more thing. Hathaway’s long-standing policy had been to give all employees the same annual pay increase. But Sandy felt that in the new team environment, outstanding performance should be the criterion for pay raises. After consulting with CEO Regina Cioffi, Sandy sent a memo to all employees announcing the change to team-based pay for performance.

The reaction was immediate and 10% negative. None of the employees was happy with the change, and foremost among their complaints two stood out. First, because the 360 degree feedback system made everyone responsible in part of someone else’s performance evaluation, no one was comfortable with the idea that pay raises would be linked to peer input. Second, there was a widespread perception that the way the change was decided upon, and the way it was announced, put employees felt left out of the decision process.

Sandy and Regina arranged a meeting for early the next morning. Sitting in her office over their coffee, they began a painful debate. Should the new policy be retracted as quickly as it was adopted, or should it be allowed to stand ?

Questions :

- (a). Does the pay-for-performance plan seem like a good idea ? Why or why not ?
- (b). What advice would you give Regina and Sandy as they consider their decision ?