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MBAH 551

IV Semester M.B.A. Degree Examination, July/August 2023
(Regular and Repeater)
BUSINESS ADMINISTRATION
International Business Environment

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

Answer to the question should **not** exceed **6** pages : **(1×15=15)**

1. Explain the term "Multinational Company". State the advantages and disadvantages of multinational companies to the host country and home country.

SECTION – B

Answer **any five** questions. **Each** question carries **8** marks. Answer to **each** question should **not** exceed **5** pages : **(5×8=40)**

2. Write a detailed note on the impact of legal and political environment on International Business.
3. What is WTO ? Explain its objective, structure and functions.
4. Write a note on :
 - a) IDA.
 - b) Agreement on textiles and clothing.
 - c) GSTP.
5. Write a detailed note on counter trade and explain the different types of counter trade with suitable examples.
6. Explain the different modes of entry into International Business with suitable examples.
7. What is outsourcing ? Explain the advantages of outsourcing to India with suitable examples.
8. Why was World Bank established ? Explain in detail the five institutions associated with World Bank.

P.T.O.



SECTION – C
(Compulsory)

Answer to this question should **not** exceed **6** pages : **(1×15=15)**

9. **Case study** – A small Indian firm that has developed valuable new medical products using its unique Biotechnology know-how is trying to decide how best to serve the U.S. market. Its choices are given below :

The cost of investment in manufacturing facilities will be a major one for the Indian firm, but it is not outside its reach. If these are the firm's only options, which one would you advise it to choose ? Why ?

- a) Manufacture the products at home and let foreign sales agents handle marketing.
- b) Manufacture the products at home and set up a wholly owned subsidiary in U.S. to handle marketing.
- c) Enter into an alliance with a large U.S. pharmaceutical firm. The products would be manufactured in U.S. by the 50/50 joint venture and marketed by the U.S. firm.

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MBAS 553

IV Semester M.B.A. Degree Examination, July/August 2023
(Regular and Repeater)

BUSINESS ADMINISTRATION

Behavioural Finance

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any two** questions. **Each** question carries **10** marks. Answer to **each** question should **not** exceed **5** pages. **(2×10=20)**

1. What is behavioral finance and what are its assumptions ? How is it different from traditional finance ?
2. Discuss the evolution of random walk and efficient markets hypothesis.
3. Discuss the implications of overconfidence for investment decisions.

SECTION – B

Answer **any three** questions. **Each** question carries **12** marks. Answer to **each** question should **not** exceed **6** pages. **(3×12=36)**

4. A stock has a beta of 1.2 and the standard deviation of its returns is 25%. The market risk premium is 5% and the risk-free rate is 4%.
What is the expected return for the stock ?
What is the expected return and standard deviation for a portfolio that is equally invested in the stock and the risk-free asset ?
A financial analyst forecasts the return of 12% for the stock. Would you buy it ?
Why or why not ?
5. What do you understand by Expected Utility Theory ?
6. Explain the following with examples.
 - a) Loss aversion
 - b) Risk aversion.
7. 'Home bias in investment has a potential information-based explanation'. Discuss in detail.
8. How do emotions contribute to the enhancement of the decision-making process and what are the key factors that influence the impact of emotions on decision outcomes ?

P.T.O.



SECTION – C
(Compulsory)

Answer to this question should not exceed 6 pages. (1×14=14)

9. Background : Emily is an individual investor who resides in the United States. Despite having a globally diversified investment portfolio, she consistently maintains a significant allocation to U.S. stocks. Even when presented with opportunities to invest in international markets, Emily shows a strong preference for U.S. equities.

- What behavioural bias is Emily exhibiting in this case ?
- What are some potential reasons for home bias in portfolio allocation ?
- What are the potential drawbacks of home bias in portfolio allocation ?

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MBAS 554

Fourth Semester M.B.A. Degree Examination, July/August 2023

(Regular and Repeater)

BUSINESS ADMINISTRATION

International Financial Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any two** questions. **Each** question carries **10** marks. Answer to **each** question should **not** exceed **5** pages. **(2×10=20)**

1. "There is a growing concern about the widening balance of payment deficit". What is BOP deficit ? Explain the components of BOP and respective deficit and surplus.
2. "Foreign exchange market plays a major challenge in the economic growth of an economy". Explain the nature, scope and importance of international financial management.
3. "Finance is the art of passing money from hand to hand until it finally disappears". Explain the role of international finance manager in the MNC.

SECTION – B

Answer **any three** questions. **Each** question carries **12** marks. Answer to **each** question should **not** exceed **6** pages. **(3×12=36)**

4. ABC corporation has following information about UK and USA :
 - a) Inflation rate in USA is 4%
 - b) Current spot rate is 1£ = 2\$
 - c) Risk free rate of interest in UK = 10%
 - d) Risk free rate of interest in USA = 8%

Find the expected future spot rate after 1 year for USA dollars in UK.

5. What is country risk analysis ? Explain the significance and different factors to be considered in country risk analysis.

P.T.O.



6. Write a detailed note on Multinational Tax Management.
7. Why is foreign exchange risk management important for international business ?
Explain the external hedging tools for foreign exchange risk management.
8. What is international cash management ? Explain the importance and advantages of centralized cash management.

SECTION – C

Note : This Section is **compulsory**. It carries **fourteen** marks. Answer to the question should **not** exceed **6** pages.

(1×14=14)

9. A US MNC is considering a European investment opportunity. The European project has initial investment of Euro \$900 million. It provides 30% returns each year in its 7 years life span. The project would get a royalty payment of 9% of return each year which is nontaxable. With a tax rate of 35% and straight line depreciation evaluate the project acceptance. The project would be having operating cost 18% of return. Inflation in US is 4% and that of Euro zone is 2%. The current spot rate is Euro 1 = US \$1.28. Expected opportunity cost for the MNC in dollar term is 15%. Evaluate the project.

What suggestion would you give ? Accept or reject the proposal ?

SECTION – B

Answer any three questions. Each question carries 12 marks. Answer to each question should not exceed 6 pages.
(3×12=36)

4. ABC corporation has following information about UK and USA :

- (a) Inflation rate in USA is 4%
- (b) Current spot rate is £1 = \$2
- (c) Risk free rate of interest in UK = 10%
- (d) Risk free rate of interest in USA = 8%

Find the expected future spot rate after 1 year for USA dollars in UK.

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**MBAS 555**

IV Semester M.B.A. Degree Examination, July/August 2023
(Regular and Repeater)
BUSINESS ADMINISTRATION
Corporate Restructuring

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any two** questions. **Each** question carries **10** marks. Answer to the question should **not** exceed **5** pages. **(2×10=20)**

1. Discuss the synergy theory of mergers.
2. Bring out and explain the funding through various financial instruments.
3. Explain the different anti takeover techniques.

SECTION – B

Answer **any three** questions. **Each** question carries **12** marks. Answer to the question should **not** exceed **6** pages. **(3×12=36)**

4. Explain the different modes of corporate restructuring.
5. Describe the SWOT analysis for reverse merger.
6. Describe the procedure of rehabilitation of sick units in India.
7. XYZ Company is acquiring PQR Company. XYZ will pay 0.6 of its shares to the shareholders of PQR for each share held by them. The data for the two companies are as follows :

	XYZ	PQR
PAT (Rs. in Lakh)	150	30
No. of Shares	25	8
EPS (Rs.)	6	3.75
Market Price per share (Rs.)	78	33.75
P/E ratio	13	9

Calculate the EPS of the surviving firm after merger assuming 20 percent synergetic benefit on combine PAT. What is the maximum exchange ratio XYZ should offer without dilution of EPS with the same synergetic benefit ?

P.T.O.



8. An acquirer has gathered the following information on the target company :

Target Company		Average Multiples of Comparable Transactions	
Total earnings	20 million	P/E Comparable	15 times
Cash flow	30 million	P/CF Comparable	20 times
Book value of Equity	75 million	P/BV Comparable	2 times
Sales	125 million	P/Sales Comparable	2.5 times
Fixed Assets	80 million	P/FA Comparable	3 times

Estimate the value of the target company using the comparable transaction analysis, giving the earnings and cash flow multiple 50% weightage and the other methods 15% weightage each. Do you think value computed in this method is acceptable ? Why or why not ?

SECTION – C (Compulsory)

Answer to the question should **not** exceed **6** pages. **(1×14=14)**

9. Compute the value created/destroyed in the following M and A transaction.
How do you convince the target company to accept the offer ? What parties, if any, share in these gains/loss ?

Details	1 Year	2 Year	3 Year	4 Year	5 Year
Revenue Synergy (Rs. in million)	25	25	30	30	40
Selling General and Administrative Synergy (Rs. in million)	15	20	20	25	25
Total Synergy (Rs. in million)	40	45	50	55	65
Corporate tax rate	30 percent				
Cost of capital	10 percent				
Quoted Acquisition price (Rs.)	200				
Current market price of target Co. (Rs.)	150				
Outstanding shares of target Co. (million)	3				

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MBAS 556

IV Semester M.B.A. Degree Examination, July/August 2023
(Regular and Repeater)
BUSINESS ADMINISTRATION
International Marketing Management

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

Answer to the question should **not** exceed 6 pages : **(1×15=15)**

1. Explain the distinction between distribution logistics and supply chain management in the context of international marketing.

SECTION – B

Answer **any five** questions. **Each** question carries **8** marks. Answer to the question should **not** exceed 5 pages : **(5×8=40)**

2. Bring out the difference between push and pull strategies of promotion.
3. Explain the different types of branding for international marketing.
4. Explain the various methods of export financing.
5. Explain the role of export import bank in export financing.
6. Elucidate the functions of Federation of Indian Export Organisation.
7. Explain the factors affecting channel choice.
8. Explain in detail channel management decisions.

P.T.O.



SECTION – C
(Compulsory)

Answer to this question should **not** exceed **6** pages : **(1×15=15)**

9. In February 2010, Ford India Pvt. Ltd., the wholly-owned subsidiary of Ford Motor Company, launched its first small car, the Ford Figo¹, in India. Within 15 months of its launch, Figo sales had crossed 1,00,000 unit sales. The Ford Figo's rapid market growth saw it joining the club of the top five selling cars in India along with the Maruti Alto, the Hyundai i10, the Maruti Swift, and the Maruti Wagonr. The Ford Figo received many accolades including the best passenger car award (2010). Having successfully launched the company's first best selling car model in India, the challenge before the marketing team was how to maintain the momentum in the long run.

Ford president and CEO, Alan Mulally (Mulally), stated that the new Ford Figo was designed and engineered to compete in the heart of the domestic car market in India. At the September 2009 show at which the Figo was revealed, Mulally said, "Our exciting new Ford Figo shows how serious we are about India. It reflects our commitment to compete with great products in all segments of this car market. We are confident the Ford Figo will be a product that Indian consumers really want and value." The company had conducted a lot of marketing research to understand consumer behavior while developing the Figo. Based on research, Ford found its potential target customer and named him Sandeep. Sandeep was a young, tech-savvy, value seeking buyer. Ford designed and developed the Figo to suit the target customer's needs. The Ford Figo featured a solid stance, an invitingly large interior, and a vibrant, youthful character. From the day of its reveal, Ford started giving final shape to its marketing strategies for the Figo to get ready for the big launch. Keeping the target customer in mind, Ford followed a multi-pronged launch strategy covering many aspects like online social networking, the print media, TV commercials, blogging, and specific website and online advertising. With the initial success behind it, the marketing team faced a challenge in evolving a marketing strategy to build on the company's first major success in India.

Ford Motor Company, a global automotive industry leader based in Dearborn, Michigan, USA, manufactured or distributed automobiles across six continents.



With about 2,01,000 employees and about 90 plants worldwide, the company's automotive brands included Ford, Lincoln, Mercury and Volvo. The company provided financial services through Ford Motor Credit Company established in 1995. Ford India was a wholly owned subsidiary of Ford Motor Company with more than 2,300 employees. Ford started its operations in India in 1995 as a 50/50 joint venture with Mahindra and Mahindra (M and M).

The company launched its first product in India 'The Escort' (C segment sedan) in 1996 from M and M's Nashik Plant. In 1999, the Escort platform was ceased and Ford launched 'Ikon' from its new facility in Chennai. This was followed by the launch of Endeavour SUV in 2003, the Fusion in 2004 and the Fiesta in 2005. In March 2005, Ford bought out M and M's 15% stake in the company. For the period January to December 2006, Ford India posted an overall growth of 87%. In January 2008, Ford announced plans to invest US \$ 500 million to double the capacity, set up an engine plant and launch Figo. Ford India registered a 3% overall annual growth in 2009 on year-on-year sales performance, selling a total of 29,488 units in this year compared to 28,563 units sold during the previous year.

Ford India did not register any significant growth in the passenger vehicle market in India. As of 2009, Ford India sold around 2,000 cars a month while the market leader Maruti Suzuki India Ltd. (Maruti Suzuki) sold over 71,000 cars a month. In India, the largest manufacturer of small cars in the world, small cars accounted for 78% of the total cars sold. According to experts, the main reason for Ford India's low sales volume in the country was its lack of presence in the small car segment in a market which was extremely price-conscious. After doing product and brand-specific market research and tracking shifts in the social, technological, economic, environmental, and political arenas, Ford conducted market research online and in person, refining and creating new data-gathering processes that influenced product development and the marketing campaigns. The Ford Figo was designed based on the survey research.

The Ford Figo was developed to capture the younger generation of customers. As such, it was specifically targeted at the mid-20s age group and the emerging needs of this group. In a reveal sequence as spicy as India itself, the Ford Figo emerged in a lightning surround of colors, lights, Bollywood-inspired music, smoke, and camera flashes during the September 23 event. On September



23, 2009, Mulally revealed two Figo models, one in bright Squeeze green and the other silver.

Ford India followed a unique marketing strategy for the Ford Figo. The launch was supported with a marketing campaign designed to communicate the car's leading features to a number of core audiences namely the press, the car dealerships, and the customers. Ford India sold more than 30,000 units of the Figo in 25 weeks. Hinrichs said, "As we have seen from the spectacular early success of the Ford Figo, more and more Indian consumers appreciate the fuel efficient, economical, high quality, safe, and fun-to-drive vehicles that Ford offers. By the middle of this decade we will introduce eight new vehicles to India from our global platforms, in segments appropriate for this market. This is part of our 'better plan' to bring more and more vehicles from our vast global portfolio to India and other markets in Asia Pacific and Africa." Though Ford had entered the Indian car market in 1997, till it launched the Figo, it had less than 1.8% of the Indian car market. "Figo is a game changer for us and will help us to increase our market share in India," Boneham said. However, he noted that more buyers were opting for diesel models, leading to a mismatch in supply.

Questions :

- a) Analyze Figo's marketing strategies and explore ways in which the marketing should be evolved to keep the brand relevant to the target audience.
- b) Describe the various issues and challenges in target marketing.
- c) Discuss the study of the multi-pronged introduction strategy of Figo.

[illegible]

IV Semester M.B.A. Degree Examination, July/August 2023
(Regular and Repeater)

Services Marketing

Max. Marks : 70

(Compulsory)

1. Explain the GAPS model of Service quality by highlighting all service quality gaps for educational institution. Also suggest strategies for overcoming these GAPS.

Note : Answer **any five** of the following. Answer to **each** question should **not** exceed **five** pages. **(5×8=40)**

2. Explain the characteristics of services.
3. How are services classified ? Bring out any three methods of classifying services.
4. What is credence attribute ? Why it is only associated with services ?
5. "The quality of service depends upon the role played by the customer". Explain this statement with any example of your choice.
6. Explain with examples the role of social media in promoting CRM for service marketers.
7. Explain marketing mix of services with examples.
8. What is zone of tolerance ? Explain.

P.T.O.



SECTION – C
(Compulsory)

Note : Answer to the question should **not** exceed **six** pages.

(1×15=15)

9. Naivedyam opened as a lunch and snack joint in the newly developed office area in Gurgaon, near New Delhi. The area of Gurgaon developed when a number of new businesses made it their home, away from the high property prices of New Delhi. The boom in the medical transcription and call centre businesses enabled a number of new startup companies to prosper. The main investment of these types of companies was in real estate, in the form of offices. These companies prospered using English-speaking college graduates available in adequate numbers at salaries that are not too high. The companies also provided rudimentary computer and phone handling training.

In addition, a number of well-established companies moved away from Delhi to the Gurgaon area to reduce the cost of office accommodation and cost of residential accommodation and living expenses for their employees. A majority of the employees of these companies were unmarried fresh graduates.

About a year after Naivedyam opened, Jagdish Kapoor, the owner, was contemplating on business expansion. During one of the lean periods in the afternoon, he was with his wife, Rekha, and his assistant, Manish. 'We are getting a lot of complaints from the customers about the time it takes to serve the lunch,' said Manish. 'But we are working so hard in the kitchen despite the Delhi heat,' said Rekha. 'We really cannot serve any faster,' she added. 'It's not your fault', said Jagdish. 'Our business has grown by leaps and bounds in a year. However, I have just heard that a new restaurant is going to open in the neighboring building. Therefore we may have to think of expanding and improving our facilities to stay in the competition.'

'We should go in for top class décor, fancy designer furniture, and swanky chairs. That would really push us upmarket', said Manish. Moreover, we will be able to charge much to give us that distinct look, and have a well-dressed cashier with a computerized machine to take care of the money transactions'.



'We can buy some new kitchen equipment with electric tandoor, stainless steel pots and pans and perhaps even the new Italian design smoke extractor. Many a time, customers do tend to complain about the charcoal smoke', added Rekha.

'We can hardly afford to do all these things without borrowings a large sum of money from a financier. Even if we managed to do all that, we would have no choice but to either increase the charges considerably or reduce the food portions and economize in many other ways. We may even have to charge extra for the additional portions of dal or subzi that is currently free of charge for the fixed thali customers', said Jagdish. 'I wonder if the crowd of office-goers who are our main customers will be able to afford all that. I always thought their main need was our food because we serve healthy home-like food at prices that they can afford at their salary level. Deciding how to go about this expansion is a real problem.'

In this background answer the following :

- a) Describe the characteristics of the current clientele vis-à-vis their food needs during the working hours.
- b) What would be the desired and adequate levels of service ? What level of service would you plan to deliver ?
- c) Based on your analysis and given the shortage of the funds, can you suggest what should be the main elements of the planned investment ? Which investments can be avoided and for what reasons ?

[illegible]**MBAS 558**

BUSINESS ADMINISTRATION

Rural Marketing

Max. Marks : 70

(Compulsory)

(1×15=15)

- ## SECTION – B

(5×8=40)

- P.T.O.



SECTION – C
(Compulsory)

Answer to this question should **not** exceed 6 pages.

(1×15=15)

9. A. R. Rao was angry and fed up. He had just delivered a large consignment of packed broilers to the local buyer and understood that the prices he received did not even cover the costs of production. His business friend Kumar who was discussing with Rao sympathized and said "I was in the main market an hour ago and prices of broilers are up". "There is something wrong here", Both Rao and Kumar agreed.

The next day Rao and Kumar met a number of other unhappy and grumbling broiler producers to discuss the problem. In the meeting, one of the members said : "It is the middlemen who creates problems and get large business. They buy low; sell high and pocket out profit". "What can we do about it ?" said Kumar. One member suggested, "we need to eliminate the greedy middlemen from the rural market. We must operate our own marketing facilities and sell direct to customers or end users". "This is the only way we can get 100 percent of consumer's money". Rao interfered and cautioned – "It would cost a lot of money. Are we capable of entering into wholesaling and retailing ?".

Kumar replied, "That is not my cup of tea. I am a chick and broiler producer. I am not a market man".

An elderly villager in the meeting said : "It sounds risky and complicated. Marketing has so many if and buts and the area is vast".

Questions

- What advice will you give to Rao, Kumar and their friends in broiler marketing or on their plan of entering into wholesale and retail business ?
- What are the pros and cons of the proposal to eliminate middlemen from rural marketing ? Discuss with reference to poultry, eggs, broilers and the meat business.

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MBAS 559

**IV Semester M.B.A. Degree Examination, July/August 2023
(Regular and Repeater)**

Business Administration

GLOBAL HUMAN RESOURCES MANAGEMENT

Time : 3 Hours

Max. Marks : 70

**SECTION – A
(Compulsory)**

Note : Answer to the question should **not** exceed **six** pages. **(1×15=15)**

1. In what ways the study of cross cultural management important in global business ? Explain with the relevant cultural theories.

SECTION – B

Note : Answer **any five** of the following. Answer to **each** question should **not** exceed **five** pages. **(5×8=40)**

2. Explain the organization structure and design in global organization.
3. Elaborate the challenges faced by the HR Managers in Expatriates performance management.
4. Discuss the different selection Techniques in foreign employment.
5. Briefly explain the emerging trends in Global training.
6. What are the challenges faced by the repatriates ? Explain the effective way of managing the repatriation process.
7. Explain the importance and trends in compensation management in the context of globalization.
8. Elucidate the ethical issues in global business.

P.T.O.



SECTION – C
(Compulsory)

Note : Answer to the question should **not** exceed **six** pages. **(1×15=15)**

9. Unique Funds Ltd. is a reputed finance company having 10 branches in different parts of the country. Their staffs include 290 operative employees and 70 executives. The company has a performance rating plan under which the staff members are rated at the end of each financial year by a committee of two executives by means of graphic scale. The qualities considered are : responsibilities, initiative, dependability, leadership potential, cooperative attitude and community service. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss and are used to counsel them and arrange further training for them. The ratings are also used for granting or withholding of increments and promoting of meritorious staff.

Recently, two employees working at the Head Office have been denied annual increments due to comparatively low ratings. They have made a representation the Chief Executive of the company expressing their dissatisfaction with the appraisal system and insisting that community service is not a part of their job and it should not influence their ratings. The employees seem to organise a union and demand that annual increments should be granted automatically. The Chief Executives feels that performance appraisal is a dangerous source of friction and it should be discontinued altogether.

Questions :

- a) If you were the Human Resource Manager, how would you defuse the problem ?
- b) How far do you agree with the Chief Executive's view that performance appraisal should be discontinued ?
- c) On what lines would you recommend modifications in the performance appraisal system of the company ?

[illegible]

Fourth Semester M.B.A. Degree Examination, July/August 2023

(Regular and Repeater)

BUSINESS ADMINISTRATION

Compensation Management

: 3 Hours Max. Marks : 70

SECTION – A

(Compulsory)

Answer to the question should **not** exceed **6** pages. (1×15=15)

- Several modern and traditional methods of performance appraisal are used for appraising an employee's performance." Explain the methods of performance appraisal linked with compensation.

SECTION – B

Answer **any five** questions. **Each** question carries **8** marks. Answer to the question should **not** exceed **5** pages. (5×8=40)

- What are the principles of compensation management ? Also identify the main components of compensation package of employee.
- Explain the need for designing of compensation policy. What is the importance of compensation system in business organization ?
- Explain the objectives and schemes of fringe benefits and supplementary compensation.
- What do you mean by wage differentials ? Explain the determinants of inter and intra wage differentials. Give suitable examples.
- What are the various types of qualified retirement plan ? Explain their characteristics in detail.
- Explain new trends in compensation management.
- How does economic theory relate to employee benefits ? Illustrate your answer with example.

P.T.O.



SECTION – C

(Compulsory)

Answer to this question should **not** exceed **6** pages. **(1×15=15)**

9. Sara Tancredi Scofield is a newly promoted human resource supervisor of a big and modern hospital in Metro Manila. The hospital is a medium-sized corporation equipped with modern and state of the art health care facilities. It has a total workforce of 500 employees composed of 15 executives, 10 consultants, 20 managers, 50 supervisors, 25 technicians, 200 nurse and 180 clerical and support staff. Most of these employees are college degree holders specializing un medical, paramedical, business and liberal arts fields.

Sara finished her undergraduate degree in human resource management with high academic distinction from a prestigious university five years ago and entered the hospital as an HR assistant. After two years of employment, she was promoted as an HR specialist in recruitment. She is very excited about the promotion and wants to enroll in the graduate school to take up Master in Business Administration with concentration in Hospital Administration. While working as an HR assistant in the same organization, she encountered several problems and complaints on compensation administration like delayed salary adjustments, salary distortions, uncompetitive pay scale, and poorly designed job analysis and job evaluation programs. She also notices a high turnover rate mostly from the technical and professional ranks which she suspected to be caused by poor salary and benefit packages. She felt helpless and don't know what to do since HR manager was always busy with some labor rotations issues. She also thought that the poor economic conditions in her country coupled by mediocre human resource management system could be the culprits of these problems.

Now that she is in the position to make some recommendations and influence management, she thinks it is necessary for her to develop a plan for establishing a compensation system.

Questions :

- What do you think of Sara's idea? What others things can you suggest to Sara to improve the management ?
- What are the different factors considered by organization in designing a compensation system ?

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MBAS 561

IV Semester M.B.A. Degree Examination, July/August 2023

(Regular and Repeater)

BUSINESS ADMINISTRATION

Performance Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

(Compulsory)

Answer to the question should **not** exceed **6** pages. **(1×15=15)**

1. Explain the rules of Thumb for change agents. Describe the effective performance skills.

SECTION – B

Answer **any five** questions. **Each** question carries **8** marks. Answer to **each** question should **not** exceed **5** pages. **(5×8=40)**

2. Explain Performance Planning. Elucidate the phases of implementing Performance Management in an organization.
3. Describe the components of managers performance and development plan.
4. Explain in detail Automation of Performance Management Process and benefits of Automated Performance Management System.
5. Describe Monitoring and Mentoring. Elucidate the objectives of Monitoring Performance.
6. Define "Competency". Which are the general types of Competencies expected in the present situation ? Explain.

P.T.O.



7. Explain the roles of HR in Performance Appraisal.
8. What do you mean by "High Performing Teams" ? Explain the methods to build and lead high performing teams in an organization.

SECTION – C

(Compulsory)

Answer to the questions should **not** exceed 6 pages.

(1×15=15)

9. Ambuja Cements is a 25-year-old company that has been following the traditional methods of performance appraisal. But with the changing business environment, the CEO, felt that the company should change its performance appraisal system. The Company's employee strength was 5000 plus and implementing an appraisal system that catered to employees across different areas was not a simple task. The company held its monthly review meetings at which all the departmental heads discuss their current problems and future strategies. These meetings provided a forum for the managers in various departments to interact.

During one such meeting, the CEO emphasized the importance of changing the appraisal system to sustain in a highly competitive industry; it needed to appraise its employees effectively so that they would put in their best efforts. He felt that HR department must change its functioning to more strategic functions like resource planning, organization planning etc. apart from the traditional functions like recruitment, selection etc. The new initiative was proposed in a meeting. For the effective implementation of these initiatives HR manager suggested that ;

- The company needs to change the base of its variable pay incentives.
- The processes in their operations had to be standardized and so the HR department had to play a vital role in training incentive plan, etc., The HR goals had to be in congruence with organizational goals so that performance management could be effectively designed.



- The management had to be flattened and a culture of empowerment brought in so that it could change the corporate culture.
- The employees had to be made more competitive and individual goals aligned with organizational goals.
- The HR department had to play an important role in reengineering the firm, as it had to create the base for all the staff and development activities.
- The promotion system had to emphasize on internal hiring so that employees would get the opportunity to apply for the job of their choice. This would also encourage the employees to make themselves marketable and overcome their shortcomings so as to qualify for particular vacant positions.

The CEO asked all the departmental heads to go through the above recommendations and suggest any changes.

Questions :

- a) As a HR manager, suggest the suitable Performance Appraisal system to adopt in the organization and mention the relevance of linking Performance with Organizational Growth.
- b) What are the essential steps to be taken by management, to convince the employees to implement Performance Management System ?