

Executive MBA (Final Year)

Subject Code : 201

STRATEGIC MANAGEMENT

Assignment – I

Answer any THREE questions.

Max. Marks : 15

1. Distinguish between vision, Mission and goals of a firm's strategic intent.
2. Discuss the utility of BCG matrix in selecting an appropriate strategy for the organization.
3. Take an example of a recent merger and analyse the merger motive, merger process and the value addition to the merged unit.
4. Explain why organizational structure is so important in strategy implementation.
5. What is strategy evaluation? Discuss the process of strategy evaluation.

Assignment - II

Case – Analysis - Compulsory

Max. Marks : 5

Who dares wins: L.N. Mittal, the man of steel.

Arcelor Mittal is the world's number one steel company, with 3,30,000 employees in more than 60 countries. The new company, which will be incorporated in 2007 following the successful tender offer, brings together the world's number one and number two steel companies, Mittal Steel and Arcelor.

Arcelor Mittal is the leader in all major global markets, including automotive, construction, household appliances and packaging, with leading R & D and technology, as well as sizeable captive supplies of raw materials and outstanding distribution networks. With an industrial presence in 27 countries across

Europe, the Americas, Asia and Africa, Arcelor Mittal has a balanced geographic diversity within all the key steel markets, both developing and developed.

Arcelor Mittal pro-forma revenue in 2005 showed combined revenues of 62.2 bn euro (77.5 bn\$) and approximate production capacity of 113 million tones, which represents about 10% of the world's crude steel output.

Mittal Steel's acquisition of Arcelor at \$33.2 billion, the biggest acquisition so far and certainly the largest in the steel world, valued Arcelor at 6 times the operating profit. Arcelor-Mittal is up 19 per cent since early October 2006, with its market cap close to a breath-taking \$60 bn. The richest Indian LN Mittal is richer by another \$4 bn.

The saga that lasted for almost six months saw Arcelor initially rejecting Mittal Steel's bid and joining hands with Severstal. Mittal Steel eventually won over Arcelor's shareholders and management, but only after it sweetened its initial bid of \$22.7 billion by 34% to about \$33b.

The price that Lakshmi Mittal paid for Arcelor in June was nearly 40% higher than the initial offer in January, which itself was around 27% higher than the prevailing market price. As the hurdles in the acquisition were negotiated and price was raised, there were questions about the strategy of paying such a high price; but as time has passed and the benefits have become more than evident, the price has become a mere statistic. Today that same acquisition has appreciated by another 10%, defying doomsayers and the frigid logic of data. Analysts will always find some element of high risk in the various deals that take place; but if every risk were considered as insurmountable then there would never be any deals.

Questions :

- (a) With what confidence did Mr. Lakshmi N. Mittal bid for Arcelor, the number two company in the global steel industry? What environmental analysis helped to bid for Arcelor? Make a list of the key factors which helped in deciding that he could succeed in his bid to acquire Arcelor.
- (b) What could have been strategy (ics) of L.N. Mittal for acquiring Arcelor?

Subject Code : 202
INTERNATIONAL BUSINESS

Assignment – I

Answer any THREE questions.

Max. Marks : 15

1. Give an overview of international business environment.
2. What are the cross cultural issues that might affect international business?
3. Give an account of Indian MNEs success in international business.
4. Which kind of trade is suitable to India – free trade or protectionism? Give reasons.
5. Describe the need and importance of corporate governance in global business.

Assignment - II
Case – Analysis - Compulsory

Max. Marks : 5

Tata Motors, India Ltd, has successfully launched NANO a small car with a price tag of Rs. One Lakh for meeting the dreams of the lower middle class and those who reside in class II and III cities in India. The product launch was successful and the company has its order book for the coming 5 five years. NANO not only attracted the clientele of India but also the attention of many countries. It was named as \$2000 wonder car. There are enquiries from different car manufacturing and distribution companies for launching the car either on Licensing mode or import of fully finished products or SKD/CKD kits. Amazed at the encouraging response from different parts of world, TATA Motors Ltd requested ORG and Indian marketing research firm to come out with the estimate of market potential in different parts of the world and how to meet the market potential.

Questions :

- a) Do you think the launch of NANO as a global brand will be successful? Give reasons.
- b) IF TATA decides to launch NANO in global markets what segmentation it has to adopt?
- c) What are the likely changes that can happen in the global environment for small cars?

Subject Code : 203

ORGANIZATION BEHAVIOUR

ASSIGNMENT - I

Answer any THREE questions.

Max. Marks : 15

1. Highlight the different approaches to the study of OB.
2. What are the advantages and disadvantages of employing various personalizes in the organization?
3. What kinds of structural changes can a manager make in order to improve group effectiveness?
4. Highlight and compare Maslow and Herzberg theories of motivation.
5. Suggest the measures to overcome the resistance to change.

Assignment - II

Case - Analysis - Compulsory

Max. Marks : 5

Non - Verbal messages are as important as verbal communication. Can you think of situations where the body language of another person has communicated a message to you - openness, defensiveness, frustration, boredom, impatience, enthusiasm, attentiveness etc? Describe three significant situations where you have received non - verbal messages, explaining how each was transmitted and interpreted.

Executive MBA (Final Year)

Subject Code : 204

Management of Information Systems

Assignment – I

Answer any three questions

Max. Marks: 15

1. Define Management Information systems. Differentiate between physical structure and the conceptual structure of information systems.
2. Describe the major phases in MIS Design. Compare these phase with Research and development projects?
3. What are experts systems? How do they help in decision making? Give examples to illustrate the same.
4. Outline the basic sequence for steps to acquiring a DBMS.
5. "Computer virus is a major threat to computer security." Justify the statement.

Assignment – II

Case – Analysis - Compulsory

Max. Marks: 10

1. Design a MIS related to any organization or related to your job activities. Also justify your stand as to how this MIS can fulfill the organizational information needs?

H R M Elective- Assignments
M.B.A (Executive) Final Year

Code: 205 -- C Human Resource Development

Assignment – I

Answer any **three** of the following (3 x 5 = 15)

1. Explain the Various Systems of Human Resource Development?
2. Explain the Reward System and Self Renewal System?
3. Distinguish the HRD in government and Health Sector?
4. Explain the Role HR Audit in Human Resource Development?
5. Discuss the Impact of Technology on HRD?

Assignment-II

Case – Compulsory (Marks: 5)

The Chief Personnel Manager of XYZ passenger Road Transport Corporation had problems in convincing top management on the desirability of a formal training programme for drivers. The XYZ Passenger Road Transport Corporation is a state owned undertaking. It has depots and workshops in all central places of the state. It runs the buses throughout the state all the 24 hours and 365 days. In case of breakdown of the bus on the road, the driver should not attempt to repair the bus. He should inform the Depot Manager of the nearest depot. The Depot manager arranges the repairers immediately. Meanwhile, the conductor has to arrange to send the passengers by another bus. It takes at least one full day to bring the bus to the normal condition even in case of minor repairs which can normally be done by a driver. Both the driver and the conductor concerned should attend the work during breakdown period. The bus has to go the destiny without any passengers after repair.

The Chief Personnel Manager has an idea that if the drivers are trained in minor repair activities, many of the problems cited above could be avoided, (the casuse of inconvenience to the passengers, the cost of repairs, the cost of breakdown including the opportunity revenue of the bus, cost of conductors and drivers can be minimized.) But the top management has been arguing that if the drivers are asked to do the repair work, they may ask for the wage increase by Rs. 50 per month.

The Chief Personnel Manager supplied the following data to the top management to decide upon providing training to drivers:

- | | | |
|----|--|--------------------------|
| 1. | Average number of breakdowns per bus per month : | Major 0.35
Minor 0.35 |
| 2. | Average number of days lost per bus per month : | Major 1.25
Minor 5.75 |
| 3. | Average number of drivers per bus per moth : | 2 |
| 4. | Average cost of driver per month : | Rs.1,150 |

5.	Proposed wage increase per driver per month (if the drivers are asked to minor repair, work).	Rs.50
6.	Average cost of training per driver during entire service (Including cost of absence of driver on duty during training Period)	Rs.100
7.	Average service of each driver	25 years
8.	Average net profit per bus per day	Rs. 200
9.	Average cost of outstation allowance to driver per day (this should be paid during breakdown period also)	Rs. 15
10.	Average cost of outstation allowance to conductor per day (this should be paid during breakdown period also)	Rs.15
11.	Average number of conductors per bus per month	2
12.	Average cost of conductor per month	Rs.1050

Questions:

1. Do the factors seem to justify the training for drivers?
2. Are there any other matters to be considered in making the decision about training?
3. Calculate the cost-benefit analysis of training based on the data supplied by the Chief Personnel Manager.

Course; 206- C Human Resources Planning

Assignment – I

Answer any **three** of the following (3 × 5 = 15)

1. Explain the Methods and techniques for forecasting the demand for and supply various of labour?
2. Explain the techniques used in job evaluation?
3. Distinguish performance appraisal from potential appraisal?
4. Explain the steps to be followed in setting up an Human Resource Information System?
5. Explain the methods that can be used in Job Analysis?

Assignment-II

Case – Compulsory (Marks: 5)

Bhadrachalam Paper Mills Ltd was started in 1971 with high level technology and with its in Initial capital of Rs. 500 crores. It required candidates with minimum of 10 years experience in the same line to handle the new technology as it found that the candidates with less than 10 years experience normally do not possess the required skills. It found the Andhra Pradesh Paper Mills Ltd Rajamundry and Siripur paper mills as most suitable sources of recruitment. It used all the recruitment techniques and offered high salaries and benefits generously. Consequently it got suitable employees with 15 years and more experience the cost of employees was as high as 65 percent of the total cost of production. But the company did not take it seriously as the rate of return from the employees was 300 percent more than their cost. The Chief Personnel manager was rewarded suitably by the then managing director in 1975 for enlisting personnel in the service of Bhadrachalam paper Mills. In 1988, when a new managing director took over the reins of the company, the chief personnel manager was called in to explain his actions in appointing persons with 15 or more years of experience in the service of company. Since majority of these employees going to retire by 1990 the company is again threatened by dearth of experienced personnel.

1. Was the Managing Director right when he rewarded the Chief Personnel Manager for enlisting the services of experienced persons in the service of Bhadrachalam Paper Mills?
2. Would it have been better to hire raw hands, provide necessary training and allow them to develop their potential in the service of the company then nearly to look around for experienced personnel and booking them through attractive means ?
3. How would you ensure continued success of a company in the face of such crisis.?

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Course: 207-C Labour Laws

Assignment – I

Answer any **three** of the following (3 x 5 = 15)

1. “Labour legislation is basically a Socio- Economic Legislation pertaining to various human problems in an industry” Discuss.
2. Explain the safety and health provisions contained in Factories Act, 1948.
3. Describe the machinery available for the settlement of industrial disputes under industrial disputes act, 1947.
4. Explain the various provisions of payment of wages act, 1936.
5. Discuss the salient features of employee provident fund act, 1952.

Assignment-II

Case – Compulsory (Marks: 5)

In Tata Refractorines Ltd. Workman lost his right eye due on injury caused by a spark flying into his eye at the time of work. In the factory a notice is put up in English near the place of work, to use goggles while at work the work man who suffered injury was however not wearing the goggles. He hand never asked for the goggles; the supervisor too did not supply them on his own accord though goggles were available in the store further the supervisor hand never warned the worker for working without goggles.

The workman raised a claim for compensation on the ground that he does not know English and therefore could not record the notice.

The supervisor says that the workman was well aware of the notice and the accident occurred due to his negligence.

Question:

1. Discuss whether the workm in is entitled for compensation under any law enunciated to ensure social security to wo kers.

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Course: 208-C Social Processes and Behavioral Issues

Assignment – I

Answer any **three** of the following (3 x 5 = 15)

1. Discuss the organizational values and work ethics.
2. Discuss the Human Emotions at work.
3. Explain the various interpersonal issues affecting communication in the organization.
4. What do you mean by group dynamics? Explain characteristics of group personality and Advantages of group formation.
5. Discuss the various cross – cultural issues affections organization culture.

Assignment-II

Case – Compulsory (Marks: 5)

Mr. Murthy, the general manager personnel of Corammdal Cernents Ltd., Mumbai is going to retire within two weeks after rendering his services to the company for 18 years in various capacities. He is assisted by the personnel manager in all the personnel factions. He directly reports to the managing director of the company. The general manager (production) was elevated to the position of managing director just two months ago.

Mr. Murthy has been performing various personnel functions since 2006 as chief personnel manager. He was been given complete freedom and authority including all personnel functions including wage fixation, adjustments revisions, bargaining etc, the employees several times reports their dissatisfaction. About the wage level to the managing director, but the managing director used to convince them about systems and techniques followed by Mr. Murthy in fixing wages.

The employees got a doubt about the information supplied by Mr. Murthy about the wages levels in comparable industries and the living cost index. Consequently they approached Mr. Murthy for clarification. Mr. Murthy did not clarify their doubt immediately and asked them to meet him after 10 days so that we will collect and provide all the facts, data and information. Accordingly they met him after 10 days. Then we simply said that a the information provided in the latest collective bargaining meeting is correct but the information supplied in the earlier meeting was not completely correct. He further added that we was forced by the top management to supply such incorrect information. This situation resulted in industrial unrest in the company for 14 days and the new managing director solved the issue by enhancing the wages by 100 percent.

Question:

1. What is the communication problem involved in this case?

Course: 209-C Strategic Human Resource Management

Assignment – I

Answer any **three** of the following (3 x 5 = 15)

1. Explain the need for strategic Human Resource Activity.
2. Discuss the Strategic issues in Human Resource Planning.
3. Explain the strategically oriented compensation systems?
4. Explain the significance of Strategic Human Resource Development?
5. What is quality of work life? What are techniques used for improving the quality of work life.

Assignment-II

Case – Compulsory (Marks: 5)

South Indian Bank was established in 1950. Most of the employees joined as clerks with matriculation qualification in 1950's and 1960's become the branch managers and regional managers by 1988. Thus most of the managers of the bank are either matriculates or graduates, these managers have been performing various functions including marketing functions of the bank like purchasing of deposits and selling of advances. Top management of the bank decided to appoint candidates with MBA (marketing) qualification as marketing executive in 1986. The managers of the bank protested against the management's decision saying that they could perform with their long experience, the marketing functions more efficiently than MBA's. But the top management ignored the opposition of the managers and appointed MBA (marketing) candidates as marketing executive. The MBA's joined the bank in 1987 and assumed the responsibilities of purchasing deposits selling advances and recovery of advances.

The performance of the bank was poor during 1987 and 1988 especially in areas like deposit mobilization (by 30%) sanctioning of advances (by 20%) and recovery of advances (by 40%). The personnel department besides other departments of the bank was asked to find out the reasons for the declining performance. The newly appointed marketing executive felt that the old managers would not accept new ideas proposed by them where as the old managers opined that the marketing executives, thought very high of them and did not allow themselves to share others, experience and ideas. Both felt that there was special interaction between the two groups.

Questions:

1. Do you think that the performance of the marketing executives was fallen?
2. What is the problem in this case?
3. What do you recommend to solve the problem?

Course: 210-C Management of Organisation Change

Assignment – I

Answer any three of the following (3 x 5 = 15)

1. Explain the various types of changes and factors critical to change.
2. Discuss the various emerging organizational forms and structures.
3. Explain the different intervention in organizational change.
4. Explain the skills required for managing resistance to change in an organization.
5. Discuss the Role Leadership in Managing Change.

Assignment-II

Case – Compulsory (Marks: 5)

Over the last decade there have been dramatic changes in many industries; firms that used to be the leaders have now disappeared or fallen behind while new companies, often unheralded until recently, now lead the way. In the airline business, Eastern Airlines is gone; in computers, IBM is scurrying to catch up; and in retailing, Kmart has been pummeled by the competition. What went wrong? One problem is that senior-level management was not prepared for the new challenges. A change in top management was needed. A second, and accompanying reason is that many companies did not know what to expect, so they forecast that the future would be similar to the past. And they were wrong. A third, and supplemental, reason is that instead of leading change, too many companies chose to wait and then respond. For example, when things were going well, they continued their current actions. When things began to turn sour, they started looking for changes to make. However, as some of the brightest and best thinkers on management have long pointed out, the time to begin planning for new developments is when everything is going well. This is when companies have to start vigorously training their people to learn new skills and methods. Then, when the industry changes, the personnel are prepared to change with it. One way in which some astute firms have managed to avoid slumps in their business is by using scenario forecasting to predict what is likely to happen and to start preparing for the upcoming and inevitable changes.

In carrying out scenario forecasts, organizations typically undertake five steps. The first is that the management team will meet and identify a host of external factors that are likely to influence the company's future. Quite often the list entails as many as 100 to 150 factors that are essentially outside of management's control. Next, these factors are clustered into dimensions or groups for the purpose of analysis. Here is an example:

A dimension into which a number of external environmental drivers might logically fall would be: Developing Countries' Economics Situations. Within each dimension (managers) push things to extremes to define sharply different conditions. For example, in the case of the developing countries, they might well imagine the emergence of a largely industrialized, democratic third

world, the ongoing creation of seat-shop nations, and the increasing impoverishment of underdeveloped countries leading to ruthless exploitation of natural resources, natural disasters that produce famine, mass migration and political instability, and so on.

When the entire dimension such as in the above example are assembled, the result is a unique set of characteristics comprising a "world". Typically there will be no more than three or four worlds, and managers will then create four scenarios for each. These scenarios often encompass the best case, worst case, most likely case, and least likely case. Finally, a strategy is developed for dealing with each, and early indicators are identified so that the organization knows if one of the scenarios is coming to fruition and can get a head start on dealing with this new, emerging environment.

Scenario forecasting cannot guarantee that an organization will not be caught flat footed by changes. But it can help reduce the likelihood of surprises and being unprepared. This is why so many businesses today are beginning to incorporate scenario forecasting into the planning process.

Questions:

1. Why is it difficult to predict the types of organizational changes that need to be implemented.
2. In what way can scenario planning help deal with the problem of predicting needed organizational changes?
3. How can organizations get their personnel to accept and respond to new conditions that are often viewed as threatening to the status quo?

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