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PG-615

IV Semester MBA (DAY) (CBCS) Examination, July - 2019

MANAGEMENT 11926

Paper - 4.1 : International Business Dynamics

Time : 3 Hours Max. Marks : 70

SECTION - A

Answer **any five** questions from the following. Each question carries **five** marks. **5x5=25**

1. Define and explain briefly the meaning of international business.

2. What are the drivers of international business ?

3. Explain the meaning and importance of international strategic alliances.

4. What is meant by technology transfer ? Discuss the underlying issues regarding this.

5. What is meant by international financial management ? Why does an international business require this function ?

6. What are the issues to be tackled by a manager in international marketing management ?

7. Discuss the role of WTO in international trade.

SECTION - B

Answer **any three** questions. Each question carries **ten** marks. **3x10=30**

8. Discuss the international environment an international business has to face in its operations.

9. International HRM is different from HRM in domestic business, explain how.

10. What is FDI ? Why is FDI important for India ?

11. Discuss the country specific and firm specific theories of international trade.

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SECTION - C

Compulsory Case Study **1x15=15**

12. Blue Wire is a Company that sells precious stones in India. Having operations, all over the country, it intends to go overseas and export its products to some foreign countries. It has identified that there is a market for its products in all the countries of the European Union. You have been appointed as the new business development manager of this Company. Decide on the marketing strategy, the logistics and the export documentation required for export.

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No. of Printed Pages : 3

PG-616

IV Semester M.B.A. (CBCS) Examination, July - 2019

MANAGEMENT 10682

4.2.1 : Investment Analysis and Management

Time : 3 Hours Max. Marks : 70

SECTION - A

Answer **any five** of the following questions. Each question carries **five** marks. **5x5=25**

1. 'Risk can be minimized by investing in a portfolio'. Explain.

2. What are the assumptions used in Capital Asset Pricing Model ? Explain briefly.

3. What is Market Efficiency ? Explain the forms of Market Efficiency.

4. Consider the following information on two stocks X and Y :

Year	Return on X(%)	Return on Y(%)
2017	12	10
2018	18	16

You are required to determine :

(i) Expected return on portfolio containing X and Y in the proportion of 60% and 40% respectively.

(ii) The standard deviation of return from each of the two stocks.

(iii) The covariance of returns from two stocks.

5. The returns of Securities A and B are given below :

Probability	Security A	Security B
0.50	4	0
0.40	2	3
0.10	0	3

Give the security of your preference. The security has to be selected on the basis of risk and return.

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6. Pet Airways stock is selling at ₹ 28 and will pay dividends of 10% this year. If expects to hit ₹ 35 in one year and its beta is estimated at 1.95. The market risk premium is 8.6% and the T-bill is yielding 6%. Is Pet Airways a good investment ? Explain. (Face value = ₹ 1)

7. Cindrella Mutual Fund has the following assets in scheme Rudolf at the close of the business on 31st March 2018.

Company	No. of Shares	Market Price Per Share
N Ltd.	25000	₹ 20
D Ltd.	35000	₹ 300
S Ltd.	29000	₹ 380
C Ltd.	40000	₹ 500

The total number of scheme Rudolf is 10 lakhs. The scheme Rudolf has accrued expenses of ₹ 2,50,000 and other liabilities at ₹ 2,00,000. Calculate the NAV per unit of the scheme Rudolf.

SECTION - B

Answer **any three** of the following questions. Each question carries **ten** marks. **3x10=30**

8. "Fundamental Analysis provides an analytical framework for rational investment decision making". Discuss.

9. Discuss the key macro economic variables and their impact on stock markets.

10. An investor has decided to invest ₹ 1,00,000 in the shares of two companies, namely ABC and XYZ. The projections of the returns from the shares of two companies along with their probabilities are as follows :

Probability	ABC (%)	XYZ (%)
0.20	12	16
0.25	14	10
0.25	– 7	28
0.30	28	– 2

You are required to :

(a) Comment on the return and risk of investment in individual securities.

(b) Compare the risk and return of the two shares with a portfolio of these shares in equal proportions.

(c) Find out the proportion of each of the above shares to formulate minimum risk portfolio.

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11. The return and market portfolio for a period of four years are as under :

Year	% of Return of Stock B	% Return of Market Portfolio
1	10	8
2	12	10
3	9	9
4	3	– 1

For Stock B you are required to determine :

(i) Characteristic line.

(ii) The systematic and unsystematic risk.

SECTION - C

Case Study (Compulsory)

12. The following table gives an analyst's expected return on two stocks for a particular market returns : **1x15=15**

Market Return	Aggressive Stock	Defensive Stock
6%	2%	8%
20%	30%	6%

(a) What are the betas of the stocks ?

(b) What is the expected return on each stock if the market return is equally likely to be 6% or 20% ?

(c) If the risk free rate is 7% and market return is equally likely to be 6% or 20%. What is the SML ?

(d) What are the alphas of two stocks ?

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PG-622

IV Semester M.B.A. (Day) (CBCS) Examination, July - 2019

MANAGEMENT 10693

4.2.2/4.6.2 : International Financial Management

Time : 3 Hours Max. Marks : 70

SECTION - A

Answer **any five** of the following, each question carries **5** marks. **5x5=25**

1. Distinguish between a forward and a future contract. Which of the two is more popular ? Why ?

2. Explain the purchasing power parity theory and the rationale behind it.

3. Write a note on the developments in the European Monetary union.

4. If exchange rate at the end of 2016-17 is ₹ 66.21/US $ and if the rate of Inflation in India and USA during 2017-18 is 7% and 4% respectively, find
   (a) Inflation rate differential between the two countries and
   (b) The exchange rate at the end of 2017-18.

5. An exporter has to surrender £ 100.000 to a bank, Rate of £ against ₹ is 97/97.15, the bank charges a commission of 0.25%. If the transit time fixed by RBI is 20 days and the rate of interest charged by the bank is 10%. Find out the net proceeds to be credited to exporters A/c.

6. On August 2nd New York quoted the DM was $ 0.6875/DM and FFr was quoted $ 0.5133/FFr. If on this date Paris was quoting 2.7500 FFr per DM and 5.6875 FFr/$. What are the incentives for Arbitrage ?

7. Grewal U.K., the British subsidiary of strain U.S. has Current Assets of £ 4 million, fixed assets of £ 5 million, the current liabilities of £ 4 million. Grewal has no long term liabilities.
   (a) Calculate Grewal UK's translation exposer under all the four translation methods.
   (b) If the £ is assumed to be the functional currency and it depreciates from $ 1.80 to $ 1.70, calculate the FASB-52 translation gain (loss) that will be reflected in the CTA account.

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(c) Included in current assets in inventory of £ 0.9 million. Assume the historical exchange rates for inventory and fixed assets are $ 1.55 and $ 1.75 respectively and dollar is the functional currency. Calculate Grewal UK's translation gain or loss.

SECTION - B

Answer **any three** of the following, each question carries **10** marks. **3x10=30**

8. Explain the important Foreign exchange Risk hedging strategies.

9. Explain the importance of International Monetary system and its phases.

10. Company A and B have been offered the following rates p.a. on a $ 10 million five year loan :

	Fixed rate	Floating rate
A	13%	LIBOR + 0.2%
B	14.4%	LIBOR + 0.7%

Company A requires a floating rate loan. Company B requires a fixed rate loan. Design a swap that will net a bank acting as an intermediary 0.1% p.a. and will appear equally attractive to both companies.

11. An UK firm purchases £ 5,000 worth of perfume (€ 5,650) from a European firm. The UK Distributor must make the payments in 90 days in Euros. The following quotation and expectations exist for Euros.

Present SR £ 0.7692.

90 days FR £ 0.7892

UK interest rate 15%

Europe interest rate 10%

Your expectation of the SR 90 days hence £ 0.7992.

(a) What is the premium or discount on the Forward Euro's ? What is the IRD between UK and Europe ? Is there an incentive for CIA ?

(b) If there is a CIA, how can an arbitrageur take advantage of the situation ? Assume (i) the arbitrageur is willing to borrow £ 5,000 or € 5,650 (ii) There are no transaction cost.

(c) If transaction costs are £ 50, would an opportunity still exist for CIA ?

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SECTION - C

(Compulsory)

12. Case Study **1x15=15**

An Indian importer imports goods worth $ 42,500. He expects an appreciation of US $, so he goes for hedging the risk. The currency market has the following data :

(a) Spot rate on the date of the contract ₹ 62.00/$

(b) Three-month forward rate ₹ 62.50/$

(c) Strike rate in a three-month call option ₹ 62.60/$ with 5% premium

(d) Strike rate in a three month put option ₹ 62.80/$ with 5% premium

(e) Spot rate on the date of payment/maturity ₹ 62.90/$

(f) Interest rate on borrowings in India and USA is 6% p.a.

(g) Interest rate on deposit/Investment is 5% p.a.

Will he go for a hedge ? If so, which of the options he will select ?

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IV Semester M.B.A. (DAY) (CBCS) Examination, July - 2019

MANAGEMENT

4.3.1 : Strategic Brand Management

11062

Time : 3 Hours Max. Marks : 70

SECTION - A

Answer **any five** questions. Each question carries **five** marks. **5x5=25**

1. What are the components of market attractiveness ?
2. Differentiate Brands vs. Products.
3. What are the different types of Brands ?
4. What is brand leveraging ?
5. Give five examples of celebrity endorsement.
6. What is the significance of brand audit ?
7. How does social media help in building brands ?

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SECTION - B

Answer **any three** questions. Each question carries **ten** marks. **3x10=30**

8. Explain the stages of product life cycle and respective strategies for each stage.
9. Discuss the significance of branding to consumers and firms.
10. Examine the relevance of Aaker Brand equity model in today's business context.
11. Distinguish between over, under and repositioning of branding strategies with examples.

P.T.O.

SECTION - C

12. Compulsory question. **1x15=15**

When BMW first made a strong competitive push into the US market in the early 1980s, it positioned the brand as being the only automobile that, offered both luxury and performance. At that time, US luxury cars like cadillac were seen by many as lacking performance, and US performance cars like the chevy corvette were seen as lacking luxury. By relying on the design of its cars, its German heritage, and other aspects of a well-designed marketing program, BMW was able to simultaneously achieve (i) a point-of-difference on performance and point-of-parity on luxury with respect to luxury cars and (ii) a point-of-difference on luxury and a point-of-parity on performance with respect to performance cars. The clever slogan "The Ultimate Driving Machine", effectively captured the newly created umbrelle category - luxury performance cars.

Questions :

(a) Discuss the brand position used by BMW.

(b) Whether BMW's "Ultimate Driving Machine", slogan captured the proposed brand and its features ?

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IV Semester M.B.A. (DAY) (CBCS) Examination, July - 2019

MANAGEMENT

4.3.3 : Digital Marketing

11104

Time : 3 Hours Max. Marks : 70

SECTION - A

Answer **any five** of the following questions. Each question carries **5** marks. **5x5=25**

1. How is digital marketing classified ?
2. What are the activities used to promote digital marketing ?
3. Explain the digital marketing channels.
4. How social media marketing is suitable for B2C or B2B business ?
5. Describe the main pillars of affiliate marketing.
6. What is the role of SEO in digital marketing ?
7. Explain the salient features of a viral video.

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SECTION - B

Answer **any three** questions. Each question carries **10** marks. **3x10=30**

8. What are the objectives of e-mail marketing ? Discuss the e-mail marketing practices.
9. Is online reputation management important ? Suggest a suitable ORM strategy for a new retail setup.
10. Compare online and offline marketing strategies and write the advantages of combining both.
11. Write notes on following :
    (a) Search advertising
    (b) SEO and SEM

P.T.O.

SECTION - C
(Compulsory)

12. Case Study : **1x15=15**

For the first time, Samsung has dared to take an unconventional step and stirred the emotional quotient of viewers, rather consumers, with its latest ad film 'Samsung Service'. The home appliance major has launched an ad campaign as part of its initiative to take customer service to the door-steps of consumers, in both urban and rural India. (In October last year, the television manufacturer launched 535 service vans to ensure timely service to customers in the remotest corners of the country.)

Speaking about the initiative, Ranjivjit Singh, chief marketing officer, Samsung India, says, "The endeavour for Samsung India has always been to cater to our customers, be it with innovative products or world-class service. We have further strengthened our service outreach and have got the widest reach of service centres with trained service engineers. This team will go to the deepest parts of the country to service the needs of our customers. With this, Samsung's reach will extend to customers in over 6,000 talukas across 29 states and seven union territories."

"The launch of the digital campaign is intended to highlight the uniqueness of the initiative and reiterate that Samsung Service cares. The idea was conceptualised based on understanding our customers and the need to continuously innovate, be it with product innovation or service standards. The new ad campaign is in sync with our brand values and our vision to cater to our customers," he adds.

The four minute long film, which was released on December 30, has clocked in a whopping 18 million views so far just on YouTube. It was also unveiled across 30 television channels as a 90 second spot and was supported by print media across various cities.

Not long ago, Samsung had on its hands a global product failure, which led to the withdrawal of its faulty Smart Phone Galaxy Note 7. Though the product being advertised in this film is Samsung's TV and the after sales service thereof - we couldn't help but think that this was the company's effort at damage control.

It seems to be a trend in the digital space that you add a differently-abled person in the film and you will garner emotion. This format is getting quite predictable. One can make the brand appear 'human' even without the inclusion of the same. On the bright side, the film is well shot and has a good sound track.

Questions :

(a) Explain digital marketing strategy in this case.
(b) How a short film contributes and benefits digital marketing ?
(c) How search advertising helps expansion of consumers' base ?

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IV Semester M.B.A. (Day) (CBCS) Degree Examination, July - 2019
(2014-15 & Onwards)

10674

MANAGEMENT

Paper - 4.2.3 : Risk Management and Derivatives

Time : 3 Hours Max. Marks : 70

SECTION - A

Answer **any five** of the following questions. Each question carries **five** marks.

1. Compare and contrast Forwards and Futures. **5x5=25**

2. "Mitigating any risk is not an easy task, and capital budgeting risk is no exception". List and explain the various tools for mitigating capital budgeting risk.

3. What is 'Risk' ? Explain the various types of risk a business enterprise is exposed to, with examples.

4. Shivam Ltd. is considering two mutually exclusive projects A and B. Project A costs ₹ 36,000 and project B is ₹ 30,000. You have been given below the net present value probability distribution for each project :

Project A		Project B	
NPV estimates ₹	Probability	NPV estimates ₹	Probability
15,000	0.20	15,000	0.1
12,000	0.30	12,000	0.4
6,000	0.30	6,000	0.4
3,000	0.20	3,000	0.1

(i) Compute the expected net present values of projects A and B.

(ii) Compute the risk attached to each project i.e., standard deviation of each probability distribution.

(iii) Which project do you recommend ? State with reasons.

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5. A sold in April, Nifty Futures contract for ₹ 20,20,000. On January 15th. For this he had paid an initial margin of ₹ 2,02,000 to his broker. Each Nifty Futures contract is for the delivery of 200 Nifties. On July 25th, the Index was closed on 10,850. How much profit/loss A has made ?

6. The September Option of RK Ltd., stock at a strike price of ₹ 130 is available at a call option premium of ₹ 10. The contract size is 100 shares. The price of the stock today is ₹ 140. A range of prices beginning from 110 and ending with 160 with intervals of 10 is possible as at the expiry date.
   (a) What is the pay-off for the call holder on expiration ?
   (b) What is the call writer's pay-off on expiration ?

7. Mr. John established the following spread on the TTK Ltd.'s stock :
   (i) Purchased one 3 month put option with a premium of ₹ 15 and an exercise price of ₹ 900.
   (ii) Purchased one 3-month call option with a premium of ₹ 90 and an exercise price of ₹ 1100.

   TTK Ltd.'s stock is currently selling at ₹ 1000. Calculate gain or loss, if the price of stock of TTK Ltd. :
   (i) Remains at ₹ 1000 after 3 months.
   (ii) Falls to ₹ 700 after 3 months.
   (iii) Raises to ₹ 1200 after 3 months.

   Assume the size of option is 200 shares of TTK Ltd.

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SECTION - B

Answer **any three** questions. Each question carries **ten** marks. **3x10=30**

8. Outline briefly the various commodity exchanges of India and list out the major commodities traded in those exchanges.

9. Mr. Patel has to decide whether or not to drill a well on his farm. In his village 40% of the wells drilled were successful at 250 feet of depth. Some of the farmers who did not get water at 250 feet drilled further up to 300 feet, but only 10% struck water at 300 feet. Cost of drilling was ₹ 60 per foot. Mr. Patel estimated that he would pay ₹ 20,000 during a 5-year period in the present value term, if he continues to buy water from the neighbour rather go for the well, which would have a life of 5 years. Mr. Patel has two decisions to make :
   (a) should he drill up to 250 feet ?
   (b) if no water is found at 250 feet, should he drill up to 300 feet ?

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10. On April 1, 2019, Kasi has a portfolio consisting of four securities as shown below :

Security	A	K	S	P
Market Price (₹)	48.50	332.68	13.99	292.82
Number of Shares	673	480	721	358
β Value	0.74	1.28	0.54	0.46

Cost of capital is 16% p.a. compounded continuously. Kasi fears a fall in prices of shares in future. Accordingly, he approaches you for the advice to protect the interest of his portfolio.

You can make use of the following information :

(i) The current NIFTY value is 9380.

(ii) NIFTY Futures can be traded in units of 25 only.

(iii) Futures for September are currently quoted at 9540 and Futures for October are being quoted at 9820.

You are required to calculate :

(a) The Beta of his Portfolio.

(b) Theoretical Value of Futures for contracts expiring in September and October.

Given ($e^{0.067}$ = 1.0691, $e^{0.08}$ = 1.0833, $e^{0.093}$ = 1.0975)

(c) The number of NIFTY contracts that he would have to sell, if he desires to hedge his entire portfolio until October.

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11. A Rice Trader has planned to sell 22000 kgs of Rice after 3 months from now. The spot price of the Rice is ₹ 60 per kg and 3 months future on the same is trading at ₹ 59 per kg. Size of the contract is 1000 kgs. The price is expected to fall as low as ₹ 56 per kg, 3 months hence. What the trader can do to mitigate its risk of reduced profit ?

If he decides to make use of future market, what would be the effective realised price for its sale when after 3 months, spot price is ₹ 57 per kg and future contract price for 3 months is ₹ 58 per kg ?

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SECTION - C

This is a **compulsory** question carrying **fifteen** marks. **1x15=15**

12. Case Study

Airborne Ltd., wants to take advantage of a new government scheme of connecting smaller towns and wants to purchase one-turboprop airplane at a cost of ₹ 5 crores. It has obtained permission to fly on 4 sectors.

The company has provided the following estimates of its costs and revenues. The cost of capital is 16% and the company depreciates its assets over a period of 25 years on a straight-line basis. Currently it is operating in a 30% tax regime and under the new government scheme it enjoys a 100% tax waiver for the first 3 years.

- Passenger capacity of the aircraft : 60 passengers
- Expected operational capacity : 80%
- Per aircraft number of trips on a daily basis : 4

	Amount(₹)
Average realization per passenger	2,000
Annual cost of manpower	2,50,00,000
Airport handling charges - fixed per day	10,000
Annual repairs and maintenance	5,00,00,000
Daily operating costs	75,000

The costs with the exception of Airport handling charges are expected to increase 10% year on year and the operational capacity would go up by 90% from year 3.

The certainty of achieving the projected cash flows in the first five years are 0.8, 0.9, 0.75, 0.7 and 0.7 and Present Value are 0.862, 0.743, 0.641, 0.552 and 0.476 respectively.

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IV Semester M.B.A. (CBCS) Examination, July - 2019

MANAGEMENT

4.3.2 : International Marketing Strategy

11103

Time : 3 Hours Max. Marks : 70

SECTION - A

Answer **any five** questions, each carries **5** marks. **5x5=25**

1. Describe various reasons for a firm to enter International Markets.

2. Explain the concept of EPRG model in the evolution of global marketing with the help of suitable examples.

3. Distinguish between International Licensing and International Franchising with suitable examples.

4. What are the creative challenges in International Advertising ?

5. What are the various forms of International Pricing Strategies ?

6. Write short notes on :
   (a) BRICS
   (b) Dumping

7. As a first time exporter of handicrafts from India, which mode of payment would you prefer ? Justify your answer with reasons.

SECTION - B

Answer **any three** questions, each carries **10** marks. **3x10=30**

8. Explain social and cultural environment of International Marketing. Discuss the social and cultural factors affecting International Marketing Operations.

9. Briefly describe the process of International Marketing Research.

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10. Explain the concept of contract manufacturing. Illustrate with suitable examples how Companies in developing countries can gain access to international markets by way of contract manufacturing.

11. Explain export documentation. What are the different types of export documentation ?

SECTION - C

Compulsory Question **1x15=15**

12. It is a trend now to use disposable plates and glasses for any functions. Thermocol responds very slowly to bacterial decomposition in the soil, thus making the soil infertile. It also releases poisonous gases on burning, which can cause respiratory problems, or even death, when inhaled. Considering the harmful effects, a group of business graduates have started the business of marketing and selling the eco-friendly plates made of areca palm leaves as a viable alternative to thermocol. They have carried out an awareness campaign to generate sufficient demand for the products. Though they have made considerable progress in business, they realised that the ecological sensitivity is not high and the business did not grow very fast. It was at this time, one of their friends advised them to look for European market. The Europeans are very conscious about the environmental protection and adopt a eco-friendly way of living. They have decided to enter the European market by exporting the plates to Europe.

Questions :

(a) What are the criterias to be adopted for conducting the market study to determine the demand? Explain how these strategy help in the European Market.

(b) Suggest few strategies to Brand their products in the European Market.

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IV Semester M.B.A. (Day) (CBCS) Examination, July - 2019

MANAGEMENT

4.4.3 - Talent and Knowledge Management

10667

Time : 3 Hours Max. Marks : 70

SECTION - A

Answer **any five** of the following questions. Each question carries **5** marks. **5x5=25**

1. Differentiate between knowledge and talent.
2. How to optimise investment in talent ? Give example.
3. What are the benefits of KM applications ?
4. What is the significance of talent management information system ?
5. Explain the knowledge acquisition process with a model.
6. Discuss succession management process.
7. What is the role of interviews in knowledge management practices ?

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SECTION - B

Answer **any three** questions. Each question carries **10** marks. **3x10=30**

8. Elaborate the building blocks of talent management.
9. Critically evaluate the emerging trends in talent and knowledge management.
10. Discuss the significance of designing knowledge management strategy in knowledge driven economy.
11. What is the importance of ROT ? Explain Return on Talent measures.

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SECTION - C
(Compulsory)

12. Case Study **1x15=15**

An Investment Services client, who wishes to remain anonymous (Here after named "InvestCo"), has recently opened offices in Switzerland close to Geneva. InvestCo opened in 2015 with 30 employees and rapidly expanded over the course of the first year to reach 60. This rapid growth, while bringing success, brought its challenges : make individual contributors people managers and future leaders of InvestCo!

Besides enhancing managerial competencies and readiness for promotion, our client wanted to focus on the development of team efficiency. A core group of 14 individuals were identified as talents-the future of the company's leadership.

Consequently, the company's CEO reached out to [illegible] Partners to propose a collaboration. A two-year academy was designed for the 14 talents, focusing on leadership, team efficiency and skills enhancement. Working with the individual and the group, with different partners and experts, the talents had the chance to participate in various trainings, team building activities, mentoring and executive coaching programs and had the opportunity to build a personal and professional project.

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Challenges

InvestCo needed to expand managerial competencies depth, ensure strong team efficiency, and focus on the strategic objectives. The objectives :

- Build the future leadership team and retain talents
- Manage the company's growth with efficient teams
- Adapt to market evolutions with on-going knowledge transfer/training

Questions :

(a) What strategy do you suggest for talent management ?

(b) How to manage company's growth with efficient teams ?

(c) Suggest a training programme for improving the man power performance.

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IV Semester M.B.A. (CBCS) Examination, July - 2019

MANAGEMENT 10610

Paper - 4.4.2 : International Human Resource Management

Time : 3 Hours Max. Marks : 70

Instruction : *Answer* ***all*** *the Sections.*

SECTION - A

Answer **any five** questions, each carries **five** marks. **5x5=25**

1. How does International Staffing benefit an Organization ?

2. Explain the components of Cross Cultural Training of Expatriates.

3. Define career management and justify whether career management is a challenge for international performance.

4. Discuss the national cultural characteristic and HR policies of UK and the US.

5. What are the scenarios under which a Corporate Strategy can be linked to HRM strategy ?

6. "International performance appraisal is must for career development". Comment.

7. Explain the purpose of Global Mobility.

SECTION - B

Answer **any three** questions, each carries **ten** marks. **3x10=30**

8. Write short notes of the following :
   (a) The role of HR in Global Mobility
   (b) Laissez-fair approach to leadership

P.T.O.

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9. What are the factors that affect the performance of Non-Expatriates ?

10. What is IMD ? Explain the scope of International Management Development and role of international managers.

11. Write a detailed note on human rights movement in Japan and China.

SECTION - C

12. Case study : Compulsory Question **1x15=15**

"Low Salary for Nationals and High Salary for Expatriates for the same Job = Halting the Wings of the Flights"

Air Nuigini-national carrier of Papua New Guinea used to pay more than double the salaries to expatriate pilots compared to that of national pilots. In fact, national pilots are in no way inferior to expatriate pilots in skills and in performance in safety, regularity and punctuality. The salary discrimination was necessitated to attract foreign pilots due to shortage of national pilots. This practice was along with policies and practices of compensation management in other public and private organization in Papua New Guinea.

These practices resulted in the dissatisfaction among national pilots that prompted them to look for opportunities in other countries. The fast growth of airlines industry in various countries led to shortage of pilots' resulting in higher salaries for pilots across the countries. Majority of the pilots of Papua New Guinea (PNG) who are dissatisfied with the salaries in Air Nuigini based on skill levels and performance records procured jobs in various airline companies particularly in the middle east with triple the salary levels of their previous jobs in Air Nuigini. In fact, one of the former national pilot of Papua New Guinea got the job of the Deputy CEO of one of the middle east airline company.

The migration of PNG pilots reached the peak level in April 2008 and ultimately, Air Nuigini did not have required number of pilots to operate their flights and Air Nuigini had to cancel some of its domestic flights and delay the operation of international flights, resulting in halting the wings of Air Nuigini flights.

Consequently, Air Nuigini modified its compensation policy and offered equal salary levels to its national pilots along with that of expatriate pilots to combat the situation. However, it could not attract those pilots who left the company, but could halt the further migration of pilots to other companies.

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Answer the following questions :

(a) Do you think the compensation discrimination based on the nationality is desirable ?

(b) Why did the management of Air Nuigini failed to foresee the situation ?

(c) Suggest the strategies to prevent such situation in future and in other organizations in various countries that differentiate the salaries of expatriates from that of nationals consequent upon shortage of human resources of certain categories.

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IV Semester MBA (CBCS) Examination, July - 2019

MANAGEMENT

10634

Paper - 4.4.1 : Strategic HRM

Time : 3 Hours Max. Marks : 70

SECTION - A

Answer **any five** of the following questions : **5x5=25**

1. Compare Traditional HRM and Strategic HRM.

2. Explain the framework of Strategic HR Management Process.

3. What is the linkage between HRM and organizational performance ? Highlight the measures of HRM performance.

4. When do companies adopt downsizing and restructuring as a strategic HR decision ?

5. Critically analyze HR Bundles approach.

6. Explain the strategic HR issues in international assignments.

7. Write a note on "Portfolio process as a strategic response to changing environment".

SECTION - B

Answer **any three** of the following questions : **3x10=30**

8. Write short notes on the following with respect to Strategic HR decision :
   (a) Outsourcing and Offshoring
   (b) Mergers and Acquisitions

9. What are the various strategic choices available for staffing, employee and career development ?

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10. How do organizations achieve competitive advantage through HR practices ? Also discuss the challenges in implementing such practices.

11. What do you understand by strategic compensation ? Explain the factors influencing strategic compensation policies of organization.

SECTION - C

(Compulsory)

DEVELOPING A LEADERSHIP STRATEGY : THE CASE OF THE 'TOY RESEARCH SOCIETY'. **1x15=15**

12. The Toy Research Society (TRS), a Non-Profit Organization, has been in existence for more than 70 years. The organization's mission has remained the same during this time, but the uses of the Society by the members and the competitive landscape have changed substantially. Driven primarily by the Board of Directors and Volunteer Leaders, the Society has never had a formal Leadership Development Philosophy. Now, the long-time President has retired, and TRS leaders are reflecting on how to prepare for the future, especially with increased calls for leadership role clarity and more delegation of work to members.

Question :

As a member of TRS you have to develop the needed Leadership Strategy Plan.

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