

MID-WESTERN UNIVERSITY
EXAMINATIONS MANAGEMENT OFFICE
MAKE UP EXAMINATION 2077
MASTER OF BUSINESS ADMINISTRATION (MBA)
SEMESTER – II

R.No.

Subject: Human Resource Management

Course Code: MGT 525

Full Marks: 100

Pass Marks: 50

Time: 4:00 Hours

SECTION A: MULTIPLE CHOICE QUESTIONS (1 × 20 = 20 MARKS) / (TIME: 20 MINUTES)

Tick the best answers.

1. The objective of human resource management is to.....
 - a. restructure the system
 - b. enable appropriate deployment of HR
 - c. minimize medical claims
 - d. hire best person for best position
2. What is human factor?
 - a. Micro and macro issues of socioeconomic factor
 - b. Interrelated physiological, psychological and socio-ethical aspects of human being
 - c. The entire concept of human behavior
 - d. None of the above
3. Job Analysis is a systematic procedure for securing and reporting information defining a
 - a. specific job
 - b. specific product
 - c. specific service
 - d. all of these
4. What are the factors responsible for the growth of HRM?
 - a. Development of scientific management and awakened sense of social responsibility
 - b. The problem of how the available human resource could effectively minimize the cost and maximize the production
 - c. Technical factors, awakening amongst workers, attitude of the government, cultural and social system
 - d. All the above
5. Which among the following describes the skills that are available within a company?
 - a. Human Resource inventory
 - b. HRIS
 - c. Skills inventory
 - d. Management inventories
6. Resources and capabilities that serve as a source of competitive advantage for a firm over its rivals are called.....
 - a. core competency
 - b. core competence
 - c. competitive advantage
 - d. competency
7. Human Resource planning is compulsory for.....
 - a. effective employee development program
 - b. base for recruitment
 - c. base for selection policy
 - d. all of these
8. Job analysis, HR planning, recruitment, selection, placement, inductions and internal mobility are a few important functions which come under the heading of.....of HRM.
 - a. integration function
 - b. development
 - c. maintenance
 - d. procurement function
9. Directing is one of the important functions of HRM which comes under.....
 - a. managerial function
 - b. operative function
 - c. technical function
 - d. behavioral function

10. What does human relation approach refer to?
- Worker, who should be given humanly treatment at work
 - Mutual cooperation between employer and employee in solving the common problems
 - Integration of people into a work situation that motivates them to work together to achieve productivity ensuring economic, psychological and social satisfaction of the people
 - None of the above
11. Which one of the followings is a method of collection of information for job analysis?
- Questionnaire method
 - Ratio analysis
 - Optimization models
 - Trend analysis
12. provides information on the human attributes in terms of education, skills, aptitudes, and experience necessary to perform a job effectively.
- Job description
 - Job specification
 - Job analysis
 - Job evaluation
13. Who laid the foundation of HRM practice?
- Elton Mayo
 - Roethlisberger and Dickinson
 - Peter Drucker and Douglas McGregor
 - David C. McClelland
14. Which factor rendered HRM as a highly specialized function?
- It is concerned with obtaining and maintaining a satisfied work force
 - It maximizes the output and satisfaction of the employees
 - It promotes group satisfaction and individual development
 - It ensures optimum utilization of man-power by motivation and improving the efficiency
15. Job specification includes.....
- physical characteristics
 - psychological characteristics
 - personal characteristics
 - all of these
16. Ability to perform exceptionally well and increase the stock of targeted resources within a firm is called.....
- productivity
 - efficient
 - effective
 - competency
17. What is the scope of HRM?
- Training and development of employees for their growth
 - Maintenance of good industrial relations and workers' high morale for higher productivity
 - Further researches in behavioral science, new ideas in man, management and advances in the field of training and development
 - None of the above
18. Which one statement signifies the importance of controlling?
- Ensuring that activities are in accordance with the terms of the plan
 - An important mental process on the part of a manager
 - Power to influence people's behavior
 - Process of regulating the activities
19. To calculate the need for manpower on the basis of the average loss of manpower due to leave, retirement, death, transfer, discharge, etc. is known as.....
- work load analysis
 - workforce analysis
 - job analysis
 - forecasting
20. MPDQ stands for.....
- Management Position Description Questionnaire
 - Management Process Descriptive Questions
 - Methods for Personality Development Questions
 - Modern Positions Developed Qualitatively

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SECTION B: SHORT ANSWER QUESTIONS (5X6 = 30 MARKS)

Answer any five questions.

1. Highlight the changing role of a human resource manager in modern organizations. (6)
2. Define recruitment. Explain advantages and disadvantages of internal source of recruitment. (1+5)
3. What is compensation? Explain the different factors affecting compensation determination. (2+4)
4. Explain the role of employee motivation. (6)
5. Explain any one HR model and link with HR function. (6)
6. Why do managers need to be concerned about occupational safety and health? Give reasons with justification. (4+2)
7. What does HR environment refers to? State different environmental factors affecting human resource management. (2+4)

SECTION C: LONG ANSWER QUESTIONS (2X15 = 30 MARKS)

Answer any two questions.

8. Identify the different functions of Human Resource Management in an organization and explain each of them clearly. (3+12)
9. Prepare a Job Description and Job Specification for a post of Marketing Manager in a star rated hotel based in Pokhara. (7.5+7.5)
10. Why is performance appraisal much important in organization? Explain one of the most popular methods of performance appraisal. (7+8)

SECTION D: CASE STUDY (20 MARKS)

11. *Read a case given below and answer the following questions.*

Recently, Sattendra has been hired as director of human resources for a trading company established 5 years back in Kathmandu. Sattendra had previously served as assistant personnel director for three years for a large 'blue-chip' corporation in southern California after completing his MBA. He accepted his present position because of an increase in pay and responsibility.

Sattendra has been on the job for four months and has been assessing the situation to determine more significant human resource problems. One problem seems to have been the high turnover among the marketing representatives who worked in research and development. The result is that most employees have decided to stay put in the short term, but will be looking to take advantage of more attractive opportunities elsewhere. Sattendra was aware of these intentions and wanted to take steps now to minimize future employee turnover.

Interestingly, it is found that the company was paying 10-12 percent high salary than other organizations in the industry. Unfortunately, there was not practice of exit interview to the employees leaving the organization. Through informal conversations with a large number of individuals, including the managers, he came to know that many of the employees feel unfair practice in working environment and even in performance appraisal.

A very active young lady, Dilasha who joined the company three years back claimed that 'the company doesn't really care about its good people'. Her performance appraisals have been uniformly excellent. She went on to criticize the company for using an appraisal form with no sections for dealing with employee development. She also showed her wish to join the other organization who has offered excellent position in the same industry.

Questions

- a. Describe the nature and causes of the issues and problems faced by the company. (3+4)
- b. If you have to suggest formalized career development system for employees' satisfaction and retaining them, what components or types of system do you suggest? Why? (3+4)
- c. Should the career development activities be integrated with other human resource management activities? Discuss the content of the case. (6)

THE END

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MASTER OF BUSINESS ADMINISTRATION (MBA)
SEMESTER – II

R.No.

Subject: Financial Management
Full Marks: 100 Pass Marks: 50

Course Code: MGT 524
Time: 4:00 Hours

SECTION A: MULTIPLE CHOICE QUESTIONS (1 × 20 = 20 MARKS) / (TIME: 20 MINUTES)

Tick the best answers.

- A profitability index of .85 for a project means that.....
 - the present value of benefits is 85% greater than the project's costs
 - the project's NPV is greater than zero
 - the project returns 85 cents in present value for each current dollar invested
 - the payback period is less than one year
- Which of the following statements is correct?
 - If the NPV of a project is greater than 0, its PI will equal 0
 - If the IRR of a project is 0%, its NPV, using a discount rate, k , greater than 0, will be 0
 - If the PI of a project is less than 1, its NPV should be less than 0
 - If the IRR of a project is greater than the discount rate, k , its PI will be less than 1 and its NPV will be greater than 0
- A project's profitability index is equal to the ratio of the.....of a project's future cash flows to the project's.....
 - present value; initial cash outlay
 - net present value; initial cash outlay
 - present value; depreciable basis
 - net present value; depreciable basis
- The method provides correct rankings of mutually exclusive projects, when the firm is not subject to capital rationing.
 - net present value
 - internal rate of return
 - payback period
 - profitability index
- In proper capital budgeting analysis we evaluate incremental.....
 - accounting income
 - cash flow
 - earnings
 - operating profit
- A capital investment is one that.....
 - has the prospect of long-term benefits
 - has the prospect of short-term benefits
 - is only undertaken by large corporations
 - applies only to investment in fixed assets
- The net present value is the.....
 - future value of a project's cash flows plus its initial cost
 - present value of a project's cash flows plus its initial cost
 - future value of a project's cash flows minus its initial cost
 - present value of a project's cash flows minus its initial cost
- In calculating the proportional amount of equity financing employed by a firm, we should use the.....
 - common stock equity account on the firm's balance sheet
 - sum of common stock and preferred stock on the balance sheet
 - book value of the firm
 - current market price per share of common stock times the number of shares outstanding
- To compute the required rate of return for equity in a company using the CAPM, it is necessary to know all of the followings except.....
 - risk-free rate
 - beta for the firm
 - earnings for the next time period
 - market return expected for the time period
- In calculating the costs of the individual components of a firm's financing, the corporate tax rate is important to which of the following component cost formulas?
 - Common stock
 - Debt
 - Preferred stock
 - None of the above

11. The common stock of a company must provide a higher expected return than the debt of the same company because there is.....
- less demand for stock than for bonds
 - greater demand for stock than for bonds
 - more systematic risk involved for the common stock
 - a market premium required for bonds
12. The Tehotchke Knick-Knaack Company relies on preferred stock, bonds, and common stock for its long-term financing. Rank in ascending order (i.e., 1 = lowest, while 3 = highest) the likely after-tax component costs of the Tehotchke Company's long-term financing.
- 1 = bonds; 2 = common stock; 3 = preferred stock
 - 1 = bonds; 2 = preferred stock; 3 = common stock
 - 1 = common stock; 2 = preferred stock; 3 = bonds
 - 1 = preferred stock; 2 = common stock; 3 = bonds
13. The term "capital structure" refers to:
- Long-term debt, preferred stock, and common stock equity
 - Current assets and current liabilities
 - Total assets minus liabilities
 - Shareholders' equity
14. A critical assumption of the net operating income (NOI) approach to valuation is that.....
- debt and equity levels remain unchanged
 - dividends increase at a constant rate
 - k_0 remains constant regardless of changes in leverage
 - interest expense and taxes are included in the calculation
15. The traditional approach towards the valuation of a company assumes that.....
- the overall capitalization rate holds constant with changes in financial leverage
 - there is an optimum capital structure
 - total risk is not altered by changes in the capital structure
 - markets are perfect
16. You want to buy an ordinary annuity that will pay you \$4,000 a year for the next 20 years. You expect annual interest rates will be 8 percent over that time period. The maximum price you would be willing to pay for the annuity is closest to:
- \$32,000
 - \$39,272
 - \$40,000
 - \$80,000
17. To increase a given present value, the discount rate should be adjusted.....
- upward
 - downward
 - True
 - Fred
18. You are considering borrowing \$10,000 for 3 years at an annual interest rate of 6%. The loan agreement calls for 3 equal payments, to be paid at the end of each of the next 3 years. The annual payment that will fully pay off (amortize) the loan is closest to:
- \$2,674
 - \$2,890
 - \$3,741
 - \$4,020
19. "Shareholder wealth" in a firm is represented by:
- The number of people employed in the firm
 - The book value of the firm's assets less the book value of its liabilities
 - The amount of salary paid to its employees
 - The market price per share of the firm's common stock
20. The focal point of financial management in a firm is.....
- the number and types of products or services provided by the firm
 - the minimization of the amount of taxes paid by the firm
 - the creation of value for shareholders
 - the dollars profits earned by the firm

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You are required to answer in your own words as far as practicable. The figures in the margin indicate full marks.

SECTION B: SHORT ANSWER QUESTIONS (5X6 = 30 MARKS)

Answer any five questions:

1. How does expertise in finance help a company become successful? Explain. (6)
2. What is the difference between stock price maximization and profit maximization? Under what conditions might profit maximization not lead to stock price maximization? (6)
3. Hypothetical Ltd. uses a continuous billing system that results in an average daily receipt of \$4,000,000. It is contemplating the institution of concentration banking, instead of the current system of centralized billing and collection. It is estimated that such a system would reduce the collection period of accounts receivable by 2 days.
Concentration banking would cost \$75,000 annually, and 8 percent can be earned by the firm on its investments. It is also found that a lock-box system could reduce its overall collection period by 4 days and would cost annually \$120,000.
 - (i) How much would cash be released with the concentration banking system? (3)
 - (ii) How much money can be saved due to reduction in the collection period by 2 days? Should the firm institute the concentration banking system? (3)
4. Bank A compounds interest on an annual basis, bank B compounds interest twice each year, and bank C compounds interest each quarter. All three banks have a stated annual interest rate of 4%. What amount would Ms. Martin have at the end of the third year, leaving all interest paid on deposit, in each bank? (6)
5. Greenland Fertilizer Centre sells 294,000 bags of Greenland fertilizer annually. The optimal safety stock (which is on hand initially) is 1,500 bags. Each bag costs \$5, inventory carrying costs are 20 percent, and the cost of placing an order with its suppliers is \$30.
 - a. What is the economic order quantity? (3)
 - b. What is the total inventory cost? (3)
6. Massey-Moss Corporation has earnings before interest and taxes of \$3 million and a 40 percent tax rate. Its required rate of return on equity in the absence of borrowing is 18 percent. In the absence of personal taxes, what is the value of the company in an MM world with \$4 million in debt? (6)
7. The Mallock Company has net operating earnings of \$10 million and \$20 million of debt with a 7 percent interest charge. In all cases, assume no taxes. Using the net operating income approach and an overall capitalization rate of 10 percent, compute the total market value and the stock market value. (6)

SECTION C: LONG ANSWER QUESTIONS (2X15 = 30 MARKS)

Answer any two questions:

8. Explain the concept of optimal structure for a corporate organization. Describe the various factors affecting the capital structure of a firm. Which of these factors are more important in the Nepalese context? (5+10)

9. A pro-forma cost sheet of a company provides the following particulars:

<i>Particulars</i>	<i>Amount per unit</i>
Elements of cost:	\$ 80
Raw materials	30
Direct labor	60
Overhead	\$170
Total cost	30
Profit	\$200
Selling price	

The following further particulars are available:

Raw materials in stock, on average, one month; Materials in process (completion stage, 50 per cent), on average, half a month; Finished goods in stock, on average, one month. Credit allowed by suppliers is one month; Credit allowed to debtors is two months; Average time-lag in payment of wages is 1.5 weeks and one month in overhead expenses; one-fourth of the output is sold against cash; cash in hand and at bank is desired to be maintained at \$365,000.

You are required to prepare a statement showing the working capital needed to finance a level of activity of 1,04,000 units of production. You may assume that production is carried on evenly throughout the year, and wages and overheads accrue similarly. For calculation purposes, 4 weeks may be taken as equivalent to a month. (15)

10. On January 1, the total market value of the TMT Company was \$60 million. During the year, the company plans to raise and invest \$30 million in new projects. The firm's present market value capital structure, shown below, is considered to be optimal. There is no short-term debt.

Debt	50%
Common equity	50%
Total capital	<u>100%</u>

New bonds will have an 8% coupon rate, and they will be sold at par. Common stock is currently selling at \$30 a share. The stockholders' required rate of return is estimated to be 12%, consisting of a dividend yield of 4% and an expected constant growth rate of 8%. (The next expected dividend is \$1.20, so the dividend yield is $\$1.20/\$30 = 4\%$.) The marginal tax rate is 40%.

- What is the amount of capital budget? (2)
- How much should be the equity financing for capital budget to maintain the target capital structure? (2)
- Calculate the component cost of capital. (4)
- Assuming there is sufficient cash flow for TMT Company to maintain its target capital structure without issuing additional shares of equity, what is its WACC? (3)
- Suppose now that there is not enough internal cash flow and the firm must issue new shares of stock. Assuming that the flotation cost of new issue is 5%, what will happen to the WACC? (4)

SECTION D: CASE STUDY (20 MARKS)

11. Read a case given below and answer the following questions:

Aman Limited is a leading manufacturer of automotive components. It supplies to the original equipment manufacturers as well as the replacement market. Its projects typically have a short life as it introduces new models periodically.

You have recently joined Aman Limited as a financial analyst reporting to Ravi Sharma, the CFO of the company. He has provided you the following information about two projects. A and B that are being considered by the Executive Committee of Aman Limited:

- Project A is an extension of an existing line. Its cash flow will decrease over time.
- Project B involves a new product. Its cash flow will constant over time.

The expected net cash flows of the two projects are as follows.

Year	Project A (\$)	Project B(\$)
0	(15,000)	(15,000)
1	11,000	8,000
2	7,000	8,000
3	4,800	8,000

Ravi Sharma believes that two projects have risk characteristics similar to the average risk of the firm and hence the firm's cost of capital, viz. 10 percent, will apply to them.

You have been asked to prepare a report for the executive committee, covering the following:

- What is each Project's NPV? According to NPV, which project or projects should be accepted if they are independent? Mutually exclusive? (6)
- What is each Project's IRR? According to IRR, which project or projects should be accepted if they are independent and mutually exclusive? (8)
- Calculate the profitability index. Which project/s should be selected? If these projects are mutually exclusive, which project should be selected? (6)

THE END

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R.No.

Subject: Managerial Economics

Course Code: MGT 523

Full Marks: 100 Pass Marks: 50

Time: 4:00 Hours

SECTION A: MULTIPLE CHOICE QUESTIONS (1 × 20 = 20 MARKS) / (TIME: 20 MINUTES)

Tick the best answers.

1. Which of the following economic system is used in Nepalese economy?
 - a. Socialism
 - b. Mixed
 - c. Capitalism
 - d. All of the above
2. In which economic system would a person expect the widest selection of consumer goods?
 - a. Communist
 - b. Socialist
 - c. Traditional
 - d. Free Enterprise
3. What is the function of the government in a command economy?
 - a. Trade policies mandated that imports exceed exports
 - b. The success of the agricultural sector controls the manufacturer's goods
 - c. They determine the type and quantity of goods to be produced through Five Year Plans
 - d. They allow the laws of supply and demand to control the economy
4. Which of the answer choices is not a characteristic of a free market economy?
 - a. Private Property
 - b. Profit
 - c. Consumer Sovereignty
 - d. Public Property
5. Managerial economics generally refers to the integration of economic theory with business.....
 - a. ethics
 - b. management
 - c. practice
 - d. all of the above
6. Managerial economics deals with the problem of.....
 - a. global economy
 - b. an economy
 - c. an industry
 - d. an individual firm
7. The demand for a given product will rise if.....
 - a. income rises for a normal good or falls for an inferior good
 - b. the price of a complement falls
 - c. the price of a substitute rises
 - d. all of these
8. According to the Law of Demand, the demand curve for a good will.....
 - a. shift leftward when the price of the good increases.
 - b. shift rightward when the price of the good increases.
 - c. slope downward.
 - d. slope upward.
9. If the price of crackers goes up when the price of cheese goes down, crackers and cheese are.....
 - a. inferior goods
 - b. both substitutes and complements
 - c. substitutes
 - d. complements
10. When the decrease in the price of one good causes the demand for another good to decrease the goods are.....
 - a. normal
 - b. substitutes
 - c. inferior
 - d. complements
11. Cross elasticity of demand between two perfect substitutes will be.....
 - a. very high
 - b. very low
 - c. zero
 - d. infinity
12. The quantity demanded of a product rises from 100 to 150 units when the price falls from \$150 to \$100 per unit. The price elasticity of demand for this product is approximately:
 - a. 1.0
 - b. 2.5
 - c. 16
 - d. 4.0

13. If demand is price elastic, then:
- a rise in price will raise total revenue
 - a fall in price will raise total revenue
 - a fall in price will lower the quantity demanded
 - a rise in price won't have any effect on total revenue
14. In marginal utility theory, marginal utility of money is.....
- rises
 - constant
 - falls
 - rises and then falls
15. Indifference curves are.....
- always parallel
 - may be parallel
 - may not be parallel
 - both b and c
16. The slope of a budget line throughout its length is.....
- the satisfaction level of both the commodities
 - the income level of the consumer
 - the price ratio of both the commodities under consideration
 - price level of a country
17. The least cost combination of factors or producer's equilibrium is explained with the help of curves and iso-cost.
- iso product
 - both a and b
 - iso process
 - None of these
18. Rectangular hyperbolas is the shape of.....
- TFC curve
 - AFC curve
 - MC curve
 - TC curve
19. The cost that firm incurs in hiring or purchasing any factor of production is referred to as:
- Explicit cost
 - Implicit Cost
 - Total cost
 - Fixed Cost
20. A consumer is in equilibrium when:
- The slope of IC = Slope of budget line
 - A and B both
 - IC should be convex to the budget line at the point of tangency
 - None of the above

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SECTION B: SHORT ANSWER QUESTIONS (5X6 = 30 MARKS)

Answer any five questions.

1. What are the factors to be considered in choosing the best economic system? (6)
2. Describe the problems of scarcity and choice. (6)
3. Define Managerial Economics. Explain the scope of managerial economics. (2+4)
4. Explain the concept of consumer's surplus, producer's surplus and Deadweight loss with suitable examples. (2+2+2)
5. Explain Hicksian method of decomposition of price effect into income effect and substitution effect. (6)
6. Define Iso-quant curve. Explain its properties. (2+4)
7. The total cost function of a producer is given as:
 $C = 1000 + 10Q - 0.9Q^2 + 0.004Q^3$.
Find the value of TC, MC, AVC, AFC and AC to produce 5 units of output. (6)

SECTION C: LONG ANSWER QUESTIONS (2X15 = 30 MARKS)

Answer any two questions.

8. Discuss the nature and scope of managerial economics. (15)
9. Explain the uses of indifference curve in tax and subsidy and income leisure choice of a worker. (15)
10. Define production function. Explain the law of returns to scales. (3+12)

SECTION D: CASE STUDY (20 MARKS)

11. *Read a case given below and answer the following questions.*

Excess demand for a commodity is automatically eliminated by a price rise and an excess supply is eliminated by a price decline. Markets clear by quantity responses to price changes resulting from a disequilibrium. Some real-world markets however do not clear and do not seem to move towards clearing. For example, financial market bracket especially, credit markets bracket closed often do not clear. That is, we often observe excessive demand for excessive supply of credit that persists overtime. A non-clearing market can also exist in labour, commodities and other markets.

A non-clearing market arises when economic agents react to both price signals (as in traditional theory) and to quantity signals. In particular, economic agents sometimes deliberately create a disequilibrium situation because of the advantages that they can extract from the persistence of a surplus or a shortage of the commodity or service that they sell or buy. One of the main insights of non-clearing markets theory is that disequilibrium in one market can actually create desirable spillover effects in a related market.

For example, ticket prices for concerts by a superstar, such as Mariah Cary or Jennifer Lopez, are often deliberately set below the equilibrium price so as to create a shortage (i.e., excess demand) for tickets. Long lines form in front of ticket booths long before tickets go on sale, and all available tickets are quickly sold out as soon as they do go on sale. The news media report on the long lines to get tickets and interview some of the people camped outside ticket booths days before the tickets go on sale, fans talk about the hot concert coming up, and aura of anticipation and success is created. Promoters play this price game in the expectation that all the "hype" about the concert and the free publicity that it gets will lead to much greater sales of the star's recordings, and that these spillovers will more than make up for the loss of revenue by pricing concert ticket below the equilibrium level. The same occurs in pricing admission tickets to Disneyland or meals at Mirazur restaurant. Lines in front of the new restaurant and word of mouth are the best and cheapest forms of advertising that the restaurant could have. Most people believe that if it is difficult to get into the restaurant, it must be great.

These and other examples of non-clearing markets do not mean that the traditional theory of clearing market is wrong, but only that the traditional theory is not applicable in some cases where shortages or surpluses are deliberately created and tend to persist over time. The theory of non-clearing market acknowledges this fact and tries to explain it. In the ticket example above, it is clear that excess demand or tickets is fully and voluntarily planned by the price-maker or promoter as a way to increase over-all or combined revenues from the concert and the sales of the star's recordings.

Questions:

- a. Why and how can disequilibrium (excess demand or supply) persist in a market economy? (4)
- b. Why would a firm set a price for the product or service it sells below equilibrium if this means selling a smaller quantity at a lower price (and hence making a lower profit, or even incurring a loss, than by selling the product or service at the equilibrium price)? (4)
- c. What determines if the firm gains (and therefore has an incentives) to set the price below the equilibrium level? (4)
- d. If firms playing this game (i.e., setting the price below the equilibrium level) benefit, why would your firm or any firm also adopt this strategy and also earn a higher profit? (4)
- e. If your firm could set the price of the product or service it sells below the equilibrium price and increase its profit, would you, as the CEO of the firm, adopt this strategy? Should the government introduce legislation to make this practice illegal? (4)

THE END

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SEMESTER – II

R.No.

Subject: Management Information System
Full Marks: 100 Pass Marks: 50

Course Code: MGT 522
Time: 4:00 Hours

SECTION A: MULTIPLE CHOICE QUESTIONS (1 × 20 = 20 MARKS)/ (TIME: 20 MINUTES)

Tick the best answers.

1. What kind of knowledge management is regarding markets, products, technologies and organizations that a business owns or needs to own and that enable its business process?
 - a. Knowledge assets
 - b. Tacit and implicit knowledge
 - c. Best practices
 - d. Knowledge system
2. It supports the processes for acquiring, storing, distributing and applying knowledge as well as processes for creating new knowledge and integrating it into the organization. Which system processes are such activities?
 - a. Enterprise Resource System
 - b. Knowledge Management System
 - c. Customer Relationship Management
 - d. Content provider
3. What kind of knowledge management is regarding markets, products, technologies and organizations that a business owns or needs to own and that enable its business process?
 - a. Knowledge assets
 - b. Tacit and implicit knowledge
 - c. Best practices
 - d. Knowledge system
4. The systems and technologies are transforming firms' relationships with customers, employees, suppliers and logistic partner into digital relationships using network and internet.
 - a. Virtual worlds
 - b. Supply chain
 - c. E-business
 - d. Register
5. It helps firms managing their relationship with their customers to provide information and to coordinate all of the business process that deal with.
 - a. Customer relationship management
 - b. Object-oriented programming language
 - c. Unified Modeling Language
 - d. Informational strategy
6. "Data are extremely valuable organizational asset for both day- to day operations and strategic objectives". Who holds the best definition for this sentence
 - a. Telecommunication specialist
 - b. Database administrator
 - c. Webmaster specialist
 - d. System operation specialist
7. Long term planning decisions, decision making and forecasting are main objective as a whole and the allocation of resources are done to achieve these objectives. Who is responsible for this purpose?
 - a. Operator
 - b. Line manager
 - c. Top management
 - d. Middle manager
8. File organization leads to difficulty in accessing data from different application, what kind of problem leads to it?
 - a. Data inconsistency
 - b. Security
 - c. Data isolation
 - d. Telnet
9. Which one of the following points describes providing a means of extracting previously unknown, predictive information from the base of accessible data in data warehouse?
 - a. Remote data management
 - b. Peer-to-peer processing
 - c. Clustering
 - d. Data mining

10. Computer crime includes:
- Unauthorized use, access, modification, or destruction of hardware, software, data, or network resources
 - Denying an end user access to his/her own hardware, software, data, or network resources
 - Using or conspiring to use computer or network resources illegally to obtain information or tangible property
 - All of the above
11. What kind of exchange refers to where direct materials are traded in environment of long-term relationship known as systematic sourcing?
- Vertical distributor
 - Vertical exchanges
 - Horizontal distributor
 - Functional exchange
12. Which terms best describes about dealing with the buying and selling of goods and services over the internet and provides facilities to its citizens and other government simultaneously?
- E-Merger
 - E-Sewa
 - E-government
 - E-commerce
13. Knowledge management is still developing field, where the result of subjective, experimental learning and is frequently not documented. Which term suits for it?
- Tacit knowledge
 - Explicit knowledge
 - Association
 - sequencing
14. Which database has all related files in one physical location which has files on large, mainframe computers were the main database platform for decades?
- Distributed
 - Centralized
 - Data integrity
 - Data array
15. Which software is also known as partnership management and employee relationship management?
- Supply chain management
 - Human resource management
 - Customer relationship management
 - Restaurant management system
16. If computer system consists of central processing unit, microprocessor and a variety of interconnected peripheral device than what does computer peripheral consist of?
- Input of data and commands
 - Only datum
 - Network resource
 - User interface
17. Who is responsible for the authenticity, fidelity and accuracy of information collected?
- Privacy issue
 - Property issue
 - Accessibility issue
 - Accuracy issues
18. Which type of agility best describes the ability to co-opt customers in the exploitation of innovation opportunities?
- Operational
 - Partnering
 - Customer
 - Survival
19. What term best describes the fundamental of rethinking and radical redesign of business processes to achieve dramatic improvement in cost, quality, speed and service?
- Business process reengineering
 - Business process protocol
 - Business construction
 - Business process reconstruction.
20. Which language also describes as Database Management system for its queries?
- SQL
 - C#
 - Python
 - PHP

MID-WESTERN UNIVERSITY
EXAMINATIONS MANAGEMENT OFFICE
MAKE UP EXAMINATION 2077
MASTER IN BUSINESS ADMINISTRATION (MBA)
SEMESTER – II

Subject: Management Information System
Full Marks: 100 Pass Marks: 50

Course Code: MGT 522
Time: 4:00 Hours

You are required to answer in your own words as far as practicable. The figures in the margin indicate full marks.

SECTION B: SHORT ANSWER QUESTIONS (5X6 = 30 MARKS)

Answer any five questions:

1. "One person's datum is another person's information". Explain this statement with an example differentiating among data, information and knowledge. Describe the characteristic of high-quality data. (3+3)
2. In your opinion, do you think database approach overcomes the problem associated with the traditional file environment? Emphasize your views including merit and demerit of database approach. (1+2.5+2.5)
3. Databases of information about a firm's internal operations were formerly the only databases that considered being important to a business. What other kinds of databases are important for a business today? (6)
4. Why is the software like Electronic Human Resource Management (EHRM) essential to the organization? Distinguish and differentiate the various components of EIS (Executive information system) software into MIS and DSS. Also highlight the characteristic of TPS. (1+3+2)
5. Why do you think that any organization would use Competitive advantage and Strategic advantage? Also distinguish between TPS, DSS and MIS according to the hierarchy of the firm. (2+4)
6. Discuss the importance and activities of B2C market research, advertising and customer service and also highlight some E-commerce application such as E-government and mobile commerce. (6)
7. Customer Relationship Management (CRM) business using IT is to create a cross functional enterprise system that integrates and automates many of the customer-serving processes in sales, marketing, and services that interacts with a company's customer. Explain it with examples. (6)

SECTION C: LONG ANSWER QUESTIONS (2X15 = 30 MARKS)

Answer any two questions:

8. What is the difference between the ability of managers to retrieve information instantly on the demand using MIS and capabilities provided by a DSS? (15)
9. From a business perspective, if you were the CTO for B2C organization where the buyers, sellers and transaction are involved. What would the phases be that you would give services for the customer in addition with facilitating a customer so that you would gain a belief from customer and gain a superb customer service? (15)
10. Development manager who needs to develop large enterprise wide application follows the development methods and tools in order to reduce development time, complexity and cost. Do you think that building an information system in organization is important in accordance with organizational structure? If yes, what are the most important tools and technologies for safeguarding information resources? Also highlight why information systems are vulnerable to destruction, error and abuse. (15)

SECTION D: CASE STUDY (20 MARKS)

11. Read a case given below and answer the following questions:

Information System in Restaurant

A waiter takes an order at a table, and then enters it online via one of the six terminals located in the restaurant dining room. The order is routed to a printer in the appropriate preparation area: the cold item printer if it is a *salad*, the hot-item printer if it is a hot *sandwich* or the bar printer if it is a *drink*. A customer's meal check-listing (bill) the items ordered and the respective prices are automatically generated. This ordering system eliminates the old three-carbon-copy guest check system as well as any problems caused by a waiter's handwriting. When the kitchen runs out of a food item, the cooks send out an 'out of stock' message, which will be displayed on the dining room terminals when waiters try to order that item. This gives the waiters faster feedback, enabling them to give better service to the customers. Other system features aid management in the planning and control of their restaurant business. The system provides up-to-the-minute information on the food items ordered and breaks out percentages showing sales of each item versus total sales. This helps management plan menus according to customers' tastes. The system also compares the weekly sales totals versus food costs, allowing planning for tighter cost controls. In addition, whenever an order is voided, the reasons for the void are keyed in. This may help later in management decisions, especially if the voids consistently related to food or service. Acceptance of the system by the users is exceptionally high since the waiters and waitresses were involved in the selection and design process. All potential users were asked to give their impressions and ideas about the various systems available before one was chosen.

Questions:

- a. In the light of the system, describe the decisions to be made in the area of strategic planning, managerial control and operational control. (7)
- b. What information would you require to make such decisions? (6)
- c. Explain the probable effects that making the system more formal would have on the customers and the management. (7)

THE END

MID-WESTERN UNIVERSITY
EXAMINATIONS MANAGEMENT OFFICE
MAKE UP EXAMINATION 2077
MASTER OF BUSINESS ADMINISTRATION (MBA)
SEMESTER – II

R.No.

Subject: Marketing Management
Full Marks: 100 Pass Marks: 50

Course Code: MGT 521
Time: 4:00 Hours

SECTION A: MULTIPLE CHOICE QUESTIONS (1 × 20 = 20 MARKS) / (TIME: 20 MINUTES)

Tick the best answers.

- Which of the following statements is correct?
 - Marketing is the term used to refer only to the sales function of a firm
 - Marketing managers usually don't get involved in production or distribution decisions
 - Marketing is an activity that considers only the needs of an organization, not the needs of society as a whole
 - Marketing is an activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large
- Which of the following is NOT an element of the marketing mix?
 - Distribution
 - Product
 - Target market
 - Pricing
- Marketing decision makers in a firm must constantly monitor competitors' activities-their products, prices, distribution, and promotional efforts-because:
 - The competitors may be violating the law and can be reported to the authorities
 - The actions of competitors may threaten the monopoly position of a firm in its industry
 - The actions of competitors may create an oligopoly within an industry
 - New product offerings by a competitor with the resulting competitive variations may require adjustments to one or more components of the firm's marketing mix
- Political campaigns are the generally examples of.....
 - cause marketing
 - organization marketing
 - event marketing
 - person marketing
- Strategic marketing planning establishes the.....
 - foundation of resource provided by the firm's strategy
 - economic impact of additional sales
 - tactical plans that must be implemented by the entire organization
 - basis for any marketing strategy
-is the concept under which a company carefully integrates and coordinates its many communication channels to deliver a clear, consistent, and compelling message about the organization and its products.
 - The promotion mix
 - Integrated international affair
 - Integrated marketing communication
 - Integrated demand characteristic
- The term "marketing mix" describes.....
 - a composite analysis of all environmental factors inside and outside the firm
 - a series of business decisions that aid in selling a product
 - the relationship between a firm's marketing strengths and its business weaknesses
 - a blending of four strategic elements to satisfy specific target markets
- Newsletters, catalogues, and invitations to organization-sponsored events are most closely associated with the marketing mix activity of.....
 - pricing
 - distribution
 - product development
 - promotion

9. The process that turns marketing strategies and plans into marketing actions in order to accomplish strategic marketing objectives is called.....
- a. marketing strategy
 - b. marketing control
 - c. marketing analysis
 - d. marketing implementation
10. is a strategy of using a successful brand name to launch a new or modified product in a new category.
- a. Duo-branding
 - b. Line extension
 - c. Brand extension
 - d. Multi-branding
11. Segmentation is a process of.....
- a. dividing a market into homogenous groups
 - b. selecting one group of consumers among several other groups
 - c. creating a unique space in the minds of the target consumers
 - d. none of these
12. Good marketing is no accident, but a result of careful planning and.....
- a. execution
 - b. selling
 - c. research
 - d. strategies
13. Augmented product contains.....
- a. basic needs
 - b. functional characteristics
 - c. additional benefits
 - d. expected features
14. Marketing buzz means.....
- a. viral marketing
 - b. virtual marketing
 - c. de-marketing
 - d. social marketing
15. Demographic segmentation refers to.....
- a. the description of the people and the place in society
 - b. the description of the people's purchasing behavior
 - c. the location where people live
 - d. geographic regions
16. Which one of the followings is not a part of demographic segmentation?
- a. Age
 - b. Income
 - c. Education
 - d. Interest
17. marketing means serving a small market not served by competitors.
- a. Niche
 - b. Mega
 - c. Meta
 - d. None of these
18. The only revenue producing element in the marketing mix is.....
- a. product
 - b. price
 - c. place
 - d. promotion
19. The number of customers exposed to a brand is called.....
- a. brand equity
 - b. brand licensing
 - c. brand awareness
 - d. none of them
20.legally protected indicates ownership of a product.
- a. Label
 - b. Brand
 - c. Trademark
 - d. Package

MID-WESTERN UNIVERSITY
EXAMINATIONS MANAGEMENT OFFICE
MAKE UP EXAMINATION 2077
MASTER IN BUSINESS ADMINISTRATION (MBA)
SEMESTER – II

Subject: Marketing Management
Full Marks: 100 Pass Marks: 50

Course Code: MGT 521
Time: 4:00 Hours

You are required to answer in your own words as far as practicable. The figures in the margin indicate full marks.

SECTION B: SHORT ANSWER QUESTIONS (5X6 = 30 MARKS)

Answer any five questions.

1. Marketing relates to creating, communicating and capturing customer value. Elaborate this statement with suitable examples. (6)
2. How does macro environment influence the organization? Discuss. (6)
3. Share your ideas on psychographic market segmentation. (6)
4. Why does USP matter? How does an organization develop USP? (3+3)
5. Why are impulse buyers important? How does impulse buying take place? (3+3)
6. Briefly explain Sigmund Freud's motivation theory. (6)
7. Describe the psychological factors of consumer buying model in short. (6)

SECTION C: LONG ANSWER QUESTIONS (2X15 = 30 MARKS)

Answer any two questions.

8. Give an introduction to consumer buying process. Explain the eight stage model of customer buying process. (3+12)
9. Briefly explain brand positioning along with the concepts of point of difference & point of parity with relevant examples. (15)
10. Why does service industry require additional three Ps (People, Process, and Physical Environment) on top of 4 Ps (Product, Price, Place & Promotion)? Give reasons with your critical evaluation. (15)

SECTION D: CASE STUDY (20 MARKS)

11. *Read a case given below and answer the following questions.*

Marketing Excellence - IKEA

IKEA was founded in 1943 by a 17 - year - old Swede named Ingvar Kamprad who sold pens, Christmas cards, and seeds out of a shed on his family's farm. The name IKEA was derived from Kamprad's initials (Ik) and the first letters of the Elmtaryd farm and the village of Agunnaryd where he grew up (EA). Over the years, the company grew into a retail titan in home furnishings and a global cultural phenomenon, inspiring Business Week to call it a "one-stop sanctuary for coolness" and "the quintessential cult brand."

IKEA inspires remarkable levels of interest. And devotion from its customers. Each year more than 650 million visitors walk through its stores all over the world. Most need to drive 50 miles round - trip but happily make the effort in order to experience IKEA's unique value proposition: leading - edge design and functional home furnishings at extremely low prices.

IKEA's Scandinavian - designed products are well made and appeal to the masses. To stay relevant and fashionable, the company replaces approximately one - third of its product lines each year. Most have Swedish names, such as HEKTAR lamps, BILLY bookcases, and LACK side tables. Kamprad, who was dyslexic, believed it was easier to remember product names rather than codes or numbers.

Besides featuring fashionable and good - quality products, IKEA stands out in the industry because of its bargain prices. The company's vision is and has always been "to create a better everyday life for the many people." As Kamprad said, "People have very thin wallets. We should take care of their interests." A high percentage of its customers are college students and families with children.

IKEA continuously seeks out new ways to run its businesses more efficiently and pass those cost savings on to the customer. In fact, it reduces prices across its products by 1 percent to 3 percent annually. How can it do so? For starters, IKEA engages the consumer on many levels, including having the customer do all the shopping, shipping, and assembly.

IKEA's floor plan is designed in a winding, one way format featuring different inspirational room settings, so consumers experience the entire store. Next, they can grab a shopping cart, pay for the items, visit the warehouse, and pick up their purchases in flat boxes. Consumers load the items into their car, take them home, and completely assemble the products themselves. This strategy makes storage and transportation easier and cheaper for the store.

IKEA has also implemented several company-wide strategies to keep operational costs low. The company buys in bulk, controls the supply chain, uses lighter packaging materials, and saves on electricity through solar panels, low-wattage light bulbs, and energy from its own wind farms in six different countries. Its stores are located a good distance from most city centers, which helps keep land costs down and taxes low.

When IKEA develops new products, its designers and product developers start with a low price tag first and then work with one of their 1,350 suppliers around the world to develop the product within that price range. Designs are efficient, and waste is kept to a minimum. Most stores resemble a large box with few windows and doors and are painted bright yellow and blue - Sweden's national colors.

Many of IKEA's products are sold uniformly throughout the world, but the company also caters to local and regional tastes. For example, stores in China stock specific items for each New Year. During the Chinese Year of the Rooster, IKEA stocked 250,000 plastic placemats with rooster themes, which quickly sold out. When employees realized U.S. shoppers were buying vases as drinking glasses because they considered IKEA's regular glasses too small, the company developed larger glasses for the U.S. market. After IKEA managers visited European and U.S. consumers in their homes, they learned that Europeans generally hang their clothes, whereas U.S. shoppers prefer to store them folded. As a result, IKEA designed wardrobes for the U.S. market with deeper drawers.

Showrooms in each country or region vary as well. For example, managers learned that many U.S. consumers thought IKEA sold only European size beds. Beds are very important to U.S. consumers, so IKEA quickly changed its U.S. showrooms to feature king beds and a wide range of styles. After visiting Hispanic households in California, IKEA added more seating and dining space to its California stores, as well as brighter color palettes and more picture frames on the showroom walls. In China, IKEA set up its showrooms in small spaces that country to accurately reflect the small size of apartments in that country.

As the company expands globally, it is learning that attitudes towards its core DIY (do it yourself) delivery and assembly business model vary. In China, for example, consumers do not want to assemble products themselves and will pay a significant amount for home delivery and assembly. As a result, IKEA has added these services, and sales in Asia have taken off. The company plans to implement the same strategy in India, where DIY is also less common.

IKEA is known for its quirky marketing campaigns, which help generate excitement and awareness of its stores and brand. It ran a campaign inviting customers to be the "Ambassador of Kul" (Swedish for "fun"), but in order to collect the prize, the contestants had to live in an IKEA store for three full days before it opened, which they happily did.

Thousands of people will line up for a chance to win prizes and IKEA furniture. In Sweden, IKEA launched a Facebook page for the manager of a new store. Anyone who could tag his or her name to an IKEA product on the profile page won that item. The promotion generated thousands of tags.

IKEA has evolved into the largest furniture re-tailer in the world, with approximately 350 stores in 43 countries and revenues topping 27.9 billion, on \$ 36 billion, in 2013. The majority of sales still come from Europe, but the company has aggressive plans to expand the \$ 11 billion brand further into Asia, India, and the United States.

Questions

- a. What are some of the things IKEA is doing well to reach consumers in different markets? (5)
- b. What else could it be doing? (5)
- c. IKEA has essentially changed the way people shop for furniture. Discuss the pros and cons of this strategy, especially as the company plans to continue to expand in places like Asia and India. (5+5)

THE END

MID-WESTERN UNIVERSITY
EXAMINATIONS MANAGEMENT OFFICE
FINAL EXAMINATION: 2020
MASTER OF BUSINESS ADMINISTRATION (MBA)
SEMESTER – II

R.No.....

Subject: Human Resource Management
Full Marks: 100

Course Code: MGT 525
Time: 4:00 Hours

SECTION A: MULTIPLE CHOICE QUESTIONS (1 × 20 = 20 MARKS)/ (TIME: 20 MINUTES)

Tick the best answer.

- Q1. is the process of generating human resources.
a. Recruitment and selection
b. Career development
c. Motivation
d. Maintenance
- Q2. is a human resource management responsibility of line manager.
a. Repair and lubricate machinery
b. Office layout planning
c. Procurement of raw materials
d. Orientation of new employees
- Q3. The four major components of human resource management are.....
a. recruitment, selection, motivation, maintenance.
b. acquisition, training & development, utilization, motivation.
c. acquisition, training & development, motivation, maintenance.
d. recruitment, training & development, maintenance, labor welfare.
- Q4. The matching model of human resource management assumes that firm's.....should have a sort of 'tight fit'.
a. strategy, structure & HRM system
b. strategy, structure and technology
c. strategy, capital and technology
d. structure, capital and HRM system
- Q5.is the external force influencing human resource management environment.
a. Organizational strategy
b. Organizational culture
c. Labour market
d. Organizational structure
- Q6. Which of the following is the goal of an effective recruitment?
a. To communicate in such a way that a large pool of qualified and unqualified applicants apply for the job openings.
b. To communicate in such a way that a large pool of job seekers responds but unqualified applicants can select them out of job candidacy.
c. To communicate in such a way that a large pool of unqualified responds but qualified applicants can select them out of job candidacy.
d. None of the above.
- Q7.measure abilities or skills that have already been acquired by training or experience.
a. Attainment test
b. Intelligence test
c. Aptitude test
d. Personality test
- Q8. The officer at Nepal Oil Corporation has prepared a written statement which includes job title, duties and responsibilities, authority, accountability and job relationship. It is refer as.....
a. job description
b. job specification
c. job performance standards
d. job evaluation

- Q9. The socialization stage which recognizes that individuals arrive in an organization with a set of organizational values, attitudes, and expectations is called:
- Encounter stage
 - Metamorphosis stage
 - Prerival stage
 - Orientation stage
- Q10.is a trainer's detailed description of the course of instruction for an individual lesson.
- Trainee
 - Lesson plan
 - Training materials
 - Trainer
- Q11. Which is the benefit of off-the-job training?
- The employees' exposure on real job.
 - The trainee motivation is high.
 - To transfer training to job is low degree.
 - Trainees develop useful contacts.
- Q12. A method of on-the-job training, in which employees learn by working with those already skilled in their jobs is known as.....
- internship training
 - apprenticeship training
 - job instruction training
 - job rotation
- Q13. A career stage in which the individual is not a learner rather he/she is expected to have moved beyond apprenticeship to journeyman status is called ...
- exploration stage
 - establishment stage
 - mid-career stage
 - late career stage
- Q14. Which of the following is an example of social need?
- Protection against danger
 - Association with others
 - Food
 - Achieving potential within own self
- Q15. The performance appraisal method in which evaluations are made by oneself, supervisors, employees, team members, customers, suppliers and the like stakeholders is called ...
- checklist appraisal
 - critical incident appraisal
 - 360° appraisal
 - objective appraisal
- Q16.include a revolving chair, one's own personal secretary etc.
- Intrinsic rewards
 - Financial rewards
 - Non-financial rewards
 - Membership-based rewards
- Q17.are received by employees as a result of continuing their employment in the organization.
- Incentives
 - Services
 - Indirect compensation
 - Benefits
- Q18. Which of the following is the external factor that has influence in the determination of pay structure?
- Employers' ability to pay
 - Employer's compensation strategy
 - Worth of a job
 - Cost of living
- Q19. Absenteeism is an example of
- job behavior problem
 - attendance problem
 - dishonesty problem
 - outside activities problem
- Q20. Which of the following is a primary reason companies offer their employees vacation benefits?
- To ensure income replacement for employees when a temporary or permanent disability arises from an injury or extended illness.
 - To save food allowance of employees who take vacation benefits.
 - To allow employee a break from work in which they can refresh and reenergize themselves.
 - To reward employees who outperform at work.



MID-WESTERN UNIVERSITY
EXAMINATIONS MANAGEMENT OFFICE
FINAL EXAMINATION: 2020
MASTER OF BUSINESS ADMINISTRATION (MBA)
SEMESTER - II

Subject: Human Resource Management
Full Marks: 100

Course Code: MGT 525
Time: 4:00 Hours

You are required to answer in your own words as far as applicable. The figures in the margin indicate full marks.

SECTION B: SHORT ANSWER QUESTIONS (5X6 = 30 MARKS)

Answer any FIVE questions:

- Q1. Explain the objectives of human resource management with example. [6]
Q2. Discuss briefly the importance of human resource planning in organizations. [6]
Q3. What is job analysis? List out any four methods of collecting job analysis information. Differentiate between job description and job specification. [2+2+2]
Q4. Describe the major steps in performance appraisal process. [6]
Q5. Is there any relationship between job evaluation and pay structure? Explain. [6]
Q6. Why do you think disciplinary problems arise in the organization? What could be your suggestion to solve such problems? [3+3]
Q7. Write short notes on: [2+3=6]
a. Labour relation
b. Collective bargaining

SECTION C: LONG ANSWER QUESTIONS (2X15 = 30 MARKS)

Answer any TWO questions:

- Q8. Explain the emerging challenges related to human resource management faced by managers in the contemporary organizations. What role do the human resource departments play to cope with these challenges? [8+7]
Q9. (a) Describe the signals which warn a manager that employee training may be necessary. [5]
(b) Discuss the different on-the job and off-the job management development methods with their merits and demerits. [10]
Q10. Define employee motivation. Compare and contrast the motivation theories of Maslow and Herzberg. Also discuss the practical application of these theories in modern organizations. [3+8+4]

SECTION D: CASE STUDY (20 MARKS)

Q11. Read a case given below and answer the following questions:

Case-Prejudices in Workplaces: Real or Perceived?

Manjula Srivastav had been head of marketing for the last four years at Blue Chips, a computer products firm. The company's turnover had increased by two-and-a-half times during the period and its market share in a number of products had also moved up marginally. What was creditable was that all this had happened in an environment in which computer prices had been crashing.

Although she had a talent for striking an instant rapport with people- particularly with the company's dealers- Srivastav often found herself battling against odds, as she perceived it, as far as her relationships with her subordinates and peers in the company were concerned. Srivastav had to fight male prejudice all the way. She found it unfair that she had to prove herself regularly at work and she used to make her displeasure on that score quite obvious to everyone.

Six months ago, Blue Chips had been taken over by an industrial group which had a diversity of business interests and was, more importantly, flush with funds. The change of ownership had led to a replacement of the managing director, but it had not affected the existing core management team. Anand Prakash, the new managing director, had his priorities clear. "Blue Chips will go international", he had declared in the first executive committee meeting, "and exports will be our first concern".

Prakash had also brought in Harish Naik as his executive assistant with special responsibility for exports. Naik had been seconded to Srivastav for five weeks as a part of a familiarization programme. Much to her surprise, he had been appointed, within two months, as the vice president (exports), with compensation and perks higher than her own. Srivastav had made a formal protest to Prakash who had assured her that he was aware of her good work in the company and that she would have an appropriate role once the restructuring plan he was already working on would be put into effect. One morning, as she entered the office and switched on her workstation, a message flashed on her screen. It was from Prakash. "Want to see you sometime today regarding restructuring. Will 2:30 be convenient"? It went.

Later at his office, Prakash had come straight to the point. He wanted to create a new post called general manager (public affairs) in the company. "With your excellent background in customer relations and connections with the dealer network, you are the ideal material for the job", he said, "and I am offering it to you". Srivastav was quick to react. "There is very little I can contribute in that kind of job", she said. "I was in fact expecting to be promoted as vice president (home marketing)". Prakash said that the entire gamut of marketing functions would be looked after by Naik who would have boardroom responsibility for both domestic and export sales. If you continue in marketing, you will have to be reporting to Naik which I thought may not be fair to you. In any case, we need someone who is strong in marketing to handle public affairs. Let me assure you that the new post I am offering will in no way diminish your importance in the company. You will in fact be reporting to me directly". "You are being unfair and you are diminishing my importance in the company", reported Srivastav. "You know that I am a hardcore marketing professional and you also know I am the best. Why then am I being deprived of a rightful promotion in marketing? Tell me", she asked pointedly, "would you have done this to a male colleague"?

That is hypothetical question, said Prakash. But I can't think of any other slot for you in the restructuring plan I want to implement except what I am offering. "If the reason why you are asking me to handle this fancy public affairs business of yours", said Srivastav, "is that you can't think of any other slot for me, then I would have second thoughts about continuing to work for this company".

"May I reiterate", said Prakash, "that I value your role and it is precisely because of this that I am delegating to you the work I have been personally handling so far? May I also state that I am upgrading the job not only because it is important but also because it should match your existing stature in the organization"? "I need to think about this. I will let you know tomorrow", said Srivastav and left the office.

Questions:

- a. Why Srivastav have made a formal protest to Prakash? [5]
- b. Is a prejudice at Blue Chip's workplace real or perceived? Justify. [5]
- c. What should Manjula Srivastav do? Why? [5]
- d. If you were the managing director at Blue Chips, how would you overcome the problem? [5]

