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63/2 (SEM-3) MBA B.3,D.3,3.8 (A,B)

2021

(Held in 2022)

MBA

(Theory Paper)

Paper Code : MBA-B.3 (New)

(Performance and Compensation Management)

Full Marks – 70

Time – Three hours

The figures in the margin indicate full marks
for the questions.

SECTION – A

1. Answer any *five* from the following questions :
2×5=10

- (a) What is Performance Appraisal ?
- (b) What is Halo Effect ?
- (c) What is Wage Structure ?
- (d) What is Key Result Areas ?
- (e) What is External Equity ?

[Turn over

- (f) What is WPI ?
- (g) What is Cost of Living Adjustments ?

SECTION - B

2. Answer any *four* from the following questions :
5×4=20

- (a) How do we manage performance within an organization ?
- (b) Discuss the objectives of performance appraisal system.
- (c) Explain the various modes of Compensation.
- (d) Explain the perspectives of Kaplan and Norton on Performance Appraisal.
- (e) Explain the different methods used to calculate dearness allowance.
- (f) How do we calculate CPI ?

SECTION - B

2. Answer any *four* from the following questions :
7×4=28

- (a) Explain the modern methods of performance appraisal.
- (b) Describe the supplementary compensation.

125/63/2 (SEM-3) MBA B.3,D.3,3.8 (A,B) (2)

- (c) How is KPI calculated ? Explain any four methods.
- (d) Explain any four wages differential concept.
- (e) Explain the different kinds of Fringe Benefits.
- (f) How is Executive Compensation designed ?

Case Study

4. Compulsary question :

Industry : Well established, smooth running, multi-crore manufacturing giant, aspiring to be the "No.1" on not only business fronts but political and management horizons too.

You are about to complete tenth year of service in this company. You are happu and expecting a second promotion.

Situation : One fine day, you board the bus in the morning to notice a very special silence. All the chirping, joking, gossiping has come to a stand still. You get to know that your company has accepted the VRS recommendation by the Central Government. Your bus partner enquires about your age and the number of years of service.

125/63/2 (SEM-3) MBA B.3,D.3,3.8 (A,B) (3) [Turn over

Grapevine : The company may shut down this plant possibly in the next fiscal year due to taxation and infrastructure problems. To being with they want to cut down the manpower, beginning with managerial cadre, then the vendors followed by the workers.

Facts : Earlier the Government did not allow job termination so easily. The recently elected Government has a commitment of "job creation" in their electoral "Magna charta" of promises. One brainy idea has come in the form of termination of "old, experienced but sometimes difficult" employees under the disguise of offering "Golden Hand Shake" or "Voluntary Retirement".

Contrast : On one side the country is facing grave shortage of skilled, experienced manpower on the other hand they are promoting schemes like VRS.

Challenge :

1. You have family of five to support.
2. You have to shoulder a housing loan and a car loan.
3. Having spent ten years in a particular industry it may not be easy to find a new job.

4. VRS is for the employees above forty years of age and / or have completed ten years of service.
5. Maximum package of Rs. Five Lacs is for those having completed 15 years and above.
6. You can get a maximum of Rs. 2.90 Lacs. only.
7. Once you accept VRS, getting a new job may not be easy.
8. If you do not opt. for VRS, possibility of transfer to a remote place or you may be asked to resign and go without any compensation being in management cadre.

Question :

- (a) Make the choice and justify your choice with valid reason.

(Theory Paper)

Paper Code : MBA-D.3

(Quality Management)

Full Marks – 70

Time – Three hours

The figures in the margin indicate full marks for the questions.

SECTION – A

Answer any *five* questions :

2×5=10

1. What does customer focus mean? Who is the customer?
2. What do you mean by value of a product? How does it affect the process of development?
3. What are the features of Kaizen?
4. Why is PDCA cycle important?
5. What is meant by balance score card?
6. What is Kano model used for?
7. What are the rules of kanban?

125/63/2 (SEM-3) MBA B.3,D.3,3.8 (A,B) (6)

SECTION – B

Answer any *four* questions :

5×4=20

1. Explain the core concepts of TQM.
2. Discuss customer's perception of quality.
3. Describe the principles of Business Process Re-engineering (BPR)?
4. What is benchmarking? explain the steps involved in benchmarking process.
5. Explain the statistical meaning of six sigma.
6. Explain the barriers to implementing total quality management.

SECTION – C

Answer any *four* questions :

7×4=28

1. Explain Deming's definition of quality and how it leads to quality aspect in all fields of manufacturing.
2. What do you mean by quality circle? Discuss the characteristics and objectives of quality circle.

1+6=7

125/63/2 (SEM-3) MBA B.3,D.3,3.8 (A,B) (7) [Turn over

3. The following table shows the number of defectives found in inspection of 10 lots of 100 items each.

Lot no.	1	2	3	4	5	6	7	8
Number of defectives	6	3	1	4	3	0	11	5
Fraction defective	.06	.03	.01	.04	.03	0	.11	.05

Lot no.	9	10
Number of defectives	2	3
Fraction defective	.02	.03

Determine the controlled limits of P chart and state whether the process is in control, where the total number of defective is 38.

4. Discuss in principle of total productive maintenance.
5. Explain in detail various characteristics and expectations of a customer after sales.
6. Discuss the typical application of quality control tools in quality improvement.

125/63/2 (SEM-3) MBA B.3,D.3,3.8 (A,B) (8)

SECTION - D

Case study : Toyota contract workers while life-time employment has been the norm for a portion of the workers in Japan, recessionary economic systems have made this trend difficult if not impossible for some corporations. In an effort to eliminate the costly life-time employment contract while at the same time avoiding lay-offs, organizations led by Toyota Motor Corporation have created a new category of temporary professionals workers for labour force in Japan.

These temporary workers will have limited of one year contracts. Employees like automotive designers will not be offered customary life-time employment. The company will pay these employees a salary based on individual merit rather than the past pay practice of linking pay to seniority and overall company's performance.

According to Toyota "As business conditions surrounding Japanese Corporations underwent radical change, it was inevitable that the rigid organizational structure of past would impose limits on the corporate growth".

Toyota President, Taisuro Toyota plans to gradually increase the number of white collar

125/63/2 (SEM-3) MBA B.3,D.3,3.8 (A,B) (9) [Turn over

contract workers in Japan. Other Japanese organizations may follow Toyota's trend. The number of white collar employees is increasing and this class of workers is easier to terminate than life-time workers. Contract workers in blue and white collar segments increased from 14 percent in 1989 to 19 percent in 1993. These temporary workers will be the safety valve during the cyclical economic conditions. The practices will reduce the number of white collar workers blamed for many corporate earning declines. According to leading many Japanese organization, executives agree Japan "must thoroughly revise the life-time employment systems".

Questions :

1. What would you think Japanese revising their employment trend ? 4
2. What are the advantages and disadvantages of newly employment practice ? 4
3. Would the former life-time employment system would work for US companies ? Why ? 4

125/63/2 (SEM-3) MBA B.3,D.3,3.8 (A,B) (10)

(Theory Paper)

Paper Code : MBA-3.8 (A) (Old)

(Performance and Compensation Management)

Full Marks – 70

Time – Three hours

The figures in the margin indicate full marks for the questions.

SECTION – A

1. Answer any *five* from the following questions :
2×5=10
 - (a) What is Spill Over Effect ?
 - (b) What is Cost Accounting Method in Performance Appraisal ?
 - (c) What is wage survey ?
 - (d) What is profit sharing ?
 - (e) What is variable pay ?
 - (f) What is CPI ?
 - (g) How is EPP calculated ?

125/63/2 (SEM-3) MBA B.3,D.3,3.8 (A,B) (11) [Turn over

SECTION - B

2. Answer any *five* from the following questions :

4×5=20

- (a) Explain the concept of Retirement Plan.
- (b) Discuss the various types of organizational variable pay.
- (c) Describe positive and negative incentives.
2+2=4
- (d) What are the factors contributing to wage differences among markets ?
- (e) Discuss the various categories of wages.
- (f) Mention the limitations of MBO.
- (g) Discuss the key concerns of a performance management system in an organization.

SECTION - C

3. Answer any *five* from the following questions :

8×5=40

- (a) State the difference between performance appraisal and performance management.
- (b) Why is compensation or reward system important? Explain.

125/63/2 (SEM-3) MBA B.3,D.3,3.8 (A,B) (12)

- (c) What are the factors influencing the wage and salary administration ?
- (d) Describe the various types of fringe benefits.
- (e) How do employees seek balance in the payment of wages and salary ?
- (f) Explain the components of executive compensation.
- (g) What are the methods used for calculation of dearness allowance ?

125/63/2 (SEM-3) MBA B.3,D.3,3.8 (A,B) (13) [Turn over

(Theory Paper)

Paper Code : MBA-3.8 (B) (Old)

(Quality Management)

Full Marks – 70

Time – Three hours

The figures in the margin indicate full marks for the questions.

SECTION – A

All questions are compulsory : $2 \times 5 = 10$

1. What is Kano model of customer satisfaction ?
2. What are the attributes of quality author ?
3. Define process capability.
4. What conditions are necessary for empowerment ?
5. Define the term internal customer and external customer.

125/63/2 (SEM-3) MBA B.3,D.3,3.8 (A,B) (14)

SECTION – B

Answer any *five* questions : $4 \times 5 = 20$

1. Distinguish between quality planning and quality assurance.
2. Explain the main features of quality audit.
3. Discuss 5S concept of quality management.
4. What is the best way to improve market share for a product or service.
5. Discuss customer perception of quality.
6. Explain the term good quality and bad quality.
7. Explain the concepts of Quality Function Deployment (QFD) with an example.

SECTION – C

Answer any *five* questions : $8 \times 5 = 40$

1. Discuss the historical evolution of total quality management.
2. Explain the principles of total productive maintenance.

125/63/2 (SEM-3) MBA B.3,D.3,3.8 (A,B) (15) [Turn over

3. Explain the structure of quality circle.
4. Explain the statistical meaning of six sigma.
5. The number of defects found in each sample of clothes 1 mm² area is noted down as follows. Draw the appropriate control chart and check that the process is in control or not.

Sample No.	1	2	3	4	5	6	7	8	9	10	11	12
No. of defects found	8	9	5	8	5	9	9	11	8	7	6	4

6. Explain Juran's trilogy. How does it help in manufacturing process ? 4+4=8
7. Describe the various steps involved in Business Process Reengineering (BPR).