63/2 (SEM-3) MBA B3, D3

2022

(Held in 2023)

MBA

(Theory Paper)

Paper Code : MBA B3

(Performance and Compensation Management)

Full Marks – 70

Pass Marks – 28

Time – Three hours

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

SECTION – A

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

   (a) What do you understand by 'Performance' ?

   (b) What is a Confidential report ?

   (c) What is salary ?

   (d) What do you mean by 'Key performance indicators' ?

   [Turn over

(e) What is CPI ?

(f) How do you calculate the cost of living allowance ?

(g) What is an Executive compensation ?

SECTION – B

2. Answer any *four* questions from the following :
$$5 \times 4 = 20$$

(a) How is Dearness allowance calculated ?

(b) How is total compensation calculated ?

(c) What are the core KRA ?

(d) Mention the main types of financial compensation with examples.

(e) How is Wage structure designed ?

(f) Mention the objectives of Performance Management.

SECTION – C

3. Answer any *four* questions from the following :
$$7 \times 4 = 28$$

(a) Explain the statutory provisions governing different components of reward systems in India.

(b) What are the limitations of Performance appraisal ?

(c) Describe any four wage theories.

(d) What are the factors influencing the difference in the wages ?

(e) Describe the different components of executive compensation.

(f) Explain the different kinds of Fringe benefits.

SECTION – D

(Case Study)

4. Compulsory question :

Keeping suzanne chalmers Mr. Chan, the Vice President of software engineering at Advanced Photonics Inc. (API) had just spoken to suzanne chalmers, who called to arrange a meeting with Chan later that day. Chalmers is a software engineer in Internet Protocol (IP), the software that directs fiber-optic light through API's routers, It was very specialized work and suzanne was one of API's top talents in that area. Thomas chan had been through this before. A valued employee would arrange a private meeting and announced their intention to leave. Chalmers also arranged the meeting with the same intention. He suggested

that suzanne should take an unpaid leave for two or may be three months, complete with paid benefits, then returned refeshed. Suzanne politely rejected that offer, saying that she needs to get away from work for a while. Thomas then asked Suzanne whether she was unhappy with her work environment – whether she was getting the latest computer technology to do her work and whether there were problems with co-workers. The workplace was fine, Suzanne replied. The job was getting a bit routine but she had a comfortable workplace with excellent co-workers.

Chan even offered her special treatment with larger work space with a better view of the park behind the campus when she returned from her leave. She politely thanked for the offer but it was not what she needed ... Besides, it would be unfair to have large works pace when other team members work in small quarters.

Chan was running out of tactics, so he tried his last hope : money. He asked whether Suzanne had higher offers. Suzanne replied that she regularly received calls from other companies and some of them. offered more money. Chan knew from market surveys that suzanne was already paid well in the industry. He also knew that API could not compete on share option potential like others startup firms whose shares increased by 5 or 10

times of their initial values, whereas shares at API and other large firms increased more slowly. However, chan promised Suzanne that he would recommend that she receives a significant raise may be 25% more and more stock option.

The meeting ended with chalmers promising to consider Chan's offer of higher pay and stock options. Two days later, Chan received her resignation in writing. Five months later, Chan learned that after a few months travelling with her husband, Chalmers joined a startup software firm in the area.

(a) Why did not money motivate Suzanne Chalmers to stay with API ? 6

(b) Do financial rewards have any value in situation such as this, where employees are relatively wealthy ? 6

(Theory Paper)

Paper Code : MBA D3

(Quality Management)

Full Marks – 70

Pass Marks – 28

Time – Three hours

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

SECTION – A

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

(a) Define the terms 'Internal customer' and 'External customer'.

(b) What are the benefits of QFD ?

(c) What is the overall aim of the EMS standard ?

(d) What is a quality procedure manual ?

(e) What would motivate a business to compete for the Malcolm Baldrige National Quality Award ?

(f) What is an Audit checklist ?

(g) What are the objectives of a Supplier development program ?

SECTION – B

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

(a) Discuss the important features of a Performance measurement system based on a TQM approach.

(b) Is there a difference between quality for a manufactured product and quality for a service ? Give some specific examples.

(c) Discuss the advantages of an empowered team.

(d) Describe the four tiers of quality documentation.

(e) Discuss the concept of the PDSA cycle.

(f) Briefly describe the purposes of an ISO 9000 Quality system.

SECTION – C

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

(a) Briefly explain the barriers to quality management implementation.

(b) Discuss Crosby's assertion that 'There is no such thing as a quality problem.'

(c) Explain the difference between Quality Improvement Teams and Quality Circles. What is their role in quality improvement activities ? 4+3=7

(d) Briefly discuss the eight dimensions of quality. Does this improve our understanding of quality? 4+3=7

(e) Discuss the steps that are necessary to implement a Quality management system.

(f) The following are number of defectives found on 24 consecutive production days in daily samples of 200 items. Draw an np chart. Which points fall outside the control limits ? 2+5=7

Production day	1	2	3	4	5	6	7	8	9	10	11	12
No. of defectives	10	5	10	12	11	9	19	4	12	27	25	9
Production day	13	14	15	16	17	18	19	20	21	22	23	24
No. of defectives	12	15	8	14	10	4	11	11	26	3	10	11

SECTION – D

Compulsory question.

4. 'Benchmarking is an important component of many companies' improvement strategies'. What do you understand by Benchmarking ? How does benchmarking link with performance measurement ? Suggest a strategy for integrating benchmarking into a TQM approach. 12