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63/2 (SEM-4) MBA B*5,D*5

2023

MBA

(Theory Paper)

Paper Code : MBA B*5

(Strategic Human Capital 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* from the following questions :

2×5=10

- (a) What is Expert Career Concept ?**
- (b) What is Internal Process Model of Organisational Effectiveness ?**
- (c) What is Changing ?**

[Turn over

- (d) What is Sustainable Human Resource Management ?
- (e) What is Career Development ?
- (f) What is Human Capital ?
- (g) What is the aim of Organisational Transformation ?

SECTION-B

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

- (a) Explain the purpose of SHRM.
- (b) Describe the role of Talent Management in Strategic Human Capital Management.
- (c) Describe the types of Human Capital.
- (d) Discuss the components of Emotional Quotient.
- (e) Discuss the Reward and Compensation Strategies.
- (f) How do we manage diversity in an Organisation ?

SECTION-C

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

- (a) How HRM evolved into SHRM ? Explain.
- (b) Elaborate on the elements of Organisational Transformation.
- (c) Explain the Performance Enhancing Strategies.
- (d) "The true strategic HR management was born when companies introduced programs" "to win hearts and minds of employees". Explain the statement.
- (e) Elaborate on the types of HR strategies.
- (f) Discuss the strategies for Human Resource Development.

SECTION-D

Case Study

4. Compulsory question : 12

Family – Friendly Policies

Over recent months a number of family-friendly policies have been introduced into an organisation. These include parental leave, flexible working arrangements for those with families, and support for parents in the provision of child care.

A new Managing Director has now been appointed to the organisation. He is very sceptical about the value of such policies in an organisation. He sees them as costly, and considers that they actually work against productivity. He argues that those who benefit from the flexibility often abuse it, and those who do not qualify for the benefits are usually so resentful that their productivity suffers.

You have been asked to meet with the Managing Director and present a reasoned argument relating to the policies

Questions :

4×3=12

- (a) Explain, using theoretical perspectives, why keeping the policies is beneficial to the organisations.
- (b) Address the arguments of the Managing Director, presenting a case against the points that he makes.
- (c) Justify the value that such policies have to the strategic direction of the organisation.

(Theory Paper)

Paper Code : MBA D'5

(Purchasing and Inventory 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* from the following questions :
2×5=10

- (a) When should a firm outsource instead of making the items in-house ?
- (b) Why is it important to establish a document explaining the category strategy and share it with others ?
- (c) What is the purpose of low-level coding ?
- (d) What are the components of procurement cycle ?
- (e) What are the objectives of codification ?
- (f) What is an example of forward buying ?
- (g) What are the benefits of Sustainable sourcing ?

SECTION-B

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

$5 \times 4 = 20$

- (a) How can purchasing help to improve the competitive edge of an organization ?
- (b) What impacts will technology have on supply base innovation and risk management, and will technology allow Supply Managers to spend more time on these two areas? $3+2=5$
- (c) Discuss the scope of Materials management.
- (d) Describe centralized and decentralized purchasing. $3+2$
- (e) Discuss the various factors influencing pricing decisions.
- (f) How can vendor evaluation help to identify areas for improvement and facilitate continuous improvement in the supply chain ?

SECTION-C

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

$7 \times 4 = 28$

- (a) Discuss the purchasing procedures. 7
- (b) Describe the e-procurement system and its advantages over the manual system. $4+3=7$
- (c) Why must organizations develop suppliers ? Is supplier development a long-term trend ? or just a fad ? Explain. $4+3=7$

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(d) How does EOQ fit into the broader context of supply chain management, and what other factors should be considered when making inventory decisions ? $4+3=7$

(e) What are the challenges and risks associated with Vendor Managed Inventory, and how can they be mitigated ? $4+3=7$

(f) The Margo Manufacturing Company is performing an annual evaluation of one of its suppliers, the Mimi Company. Bo, Purchasing Manager of the Margo Manufacturing Company, has collected the following information :

PERFORMANCE CRITERIA	SCORE	WEIGHT
Technology	85	0.1
Quality	95	0.25
Responsive	90	0.15
Delivery	80	0.15
Cost	90	0.2
Environment	75	0.05
Business	95	0.1
Total Score		1

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A score based on a scale of 0 (unsatisfactory) to 100 (excellent) has been assigned for each performance category considered critical in assessing the supplier. Different weights are assigned to each of the performance criteria based on its relative importance. How would you evaluate the Mimi Company's performance as a supplier ?

SECTION-D

4. Compulsory :

- (a) Elaborate on types of purchase orders. 6
- (b) Why should management periodically review its purchasing policies and procedures ? What are the potential consequences if management does not review policies and procedures ?

3+3=6