

January - February 2019

Master of Business Administration (MBA) Examination

First Semester (Full Time) MANAGEMENT PRINCIPLES AND PRACTICES

Time 3 Hours

Max. Marks 80

Note: Attempt any four questions from Section A. Each question carries 15 marks. Section B is compulsory and carries 20 marks.

Section A

- "HRM is an imperative process for any organisation for its progress and development." Support the statement mentioning HR functions with suitable examples.
- Differentiate between the process of recruitment and selection with appropriate examples of Indian companies.
- Discuss the relevance of Fayol principles of management in today's scenario.
- "Conflicts promote new ideas for development of organisation and employees." Support the statement with appropriate examples. http://www.davvonline.com
- Write short notes on any two of the following:
 - (a) MBO
- (b) Taylor

(c) Tows Matrix.

Section B

Read the case and answer the questions in the case only: Employees of Jyopaya Pharmaceuticals were a worried lot. With the news that the company was going to merge with Vindhya Pharma, all of them were worried about what would happen to their jobs, and the other benefits as a result of the merger. There were all kinds of rumors regarding layoffs and reduction in pay and benefits. Vindhya Pharma was a leading firm with operations spread across Asia and Europe. SVS Pharmaceuticals had a strong hold in marketing and distribution in India, and so it was considered to be a merger of equals. Amid all the confusion, the employees received a message that the CEO would like to address them regarding the merger.

The next day, the tensed staff assembled in the conference room. The CEO, Sharath Kumar started the proceedings by sharing with the employees the reasons for the decision, and the advantages for the firm, if the merger was completed. He felt that as a result of the merger, the firm would be able to explore various areas of research because Vindhya Pharma had the resources to finance such research and developmental activities. Even as Sharath Kumar was speaking, the employees had just one question in their mind, what would be the impact of this merger on their jobs and their pay packages.

To their relief Sharath made it clear that a benefits team would be formed that would have representatives of both the companies. He requested the employees to be patient as it would take some time to clearly decide and bring in an effective benefit plan. As per Sharath's statement a benefit team was formed. Later in the afternoon, a meeting of the benefits team was called. The team was headed by the VP-HR of the merged company, Vinod Sharma, who stated that since it was a merger of equals, they had to develop something that was the best for the new company, even if it-were time-consuming. The team felt that the best way to go about it was to merge the best of both companies' benefit plans or create a new benefit program that would reflect the culture the new company was trying to nurture. Sharma felt that the latter option would take a longer time. He also stated that their aim was not just to design a new benefits plan, but also to make sure that the employees were knowledgeable and comfortable about the changes in the benefits programs. Before concluding the meeting, the VP made it clear to the team that people were of paramount importance to them and if the benefits program did not help in retaining them, then the merger would serve no purpose. http://www.davvonline.com

Questions for discussion:

- 1. The benefits team has to devise a benefit program that would satisfy the employees of both the firms. Can you suggest some steps for the benefits team to function effectively?
- The head of the benefits team stated that it would take the firm more time to create a new benefits plan that merging the benefits plan of both the companies. Why would creating a new benefit plan take more time? What should be the action plan for the HR team?