

Bangladesh Open University
MBA Program
Semester: 162 (4th Level)

Course: Compensation Management

Due on: October 20, 2017

Instructions

- Answer all the questions in your own handwriting on A4 size white paper.
- The assignment must be submitted on the assigned date to the Coordinator of the study center you are attached with.
- **Spiral binding is strictly prohibited.** Instead, transparent folder or file cover or any other soft binding may be used.

Questions

1. (a) What do you mean by compensation and compensation management?
(b) Explain the process of compensation management.
(c) Discuss the major challenges faced by organizations in managing compensation system.
2. (a) What is internal alignment? What should support an internally consistent pay structure?
(b) Explain the factors that shape a pay structure.
(c) Distinguish between egalitarian pay structure and hierarchical pay structure. State the situations where do they fit best? Explain.

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(Answer all the questions in own handwriting on A4 size white pages)

1. (a) What do you mean by external competitiveness?
 (b) Explain the factors that shape external competitiveness.
 (c) Discuss different options for competitive pay policy. Which one is the best? Explain.
2. (a) What are the major decisions in setting externally competitive pay and designing the corresponding pay structures?
 (b) Why do you conduct job survey? What are the several approaches to selecting jobs for conducting survey? Explain.
 (c) What do you mean by range and broad band? What are reasons for using them? Explain.
3. **Pease go through the case and answer the questions below the case:**

One for the Heart

Since the inception of the Cardiac Surgery Unit (CSU), animosities have been growing between the nurses who exclusively work there and the nurses who work in both the Intensive Care Unit and the Cardiac Surgery Unit. It appears that somewhere along the line pay differentials have been established for the CSU-only nurse, amounting to \$1.80 extra per hour. The nurses in ICU have been complaining bitterly and have asked Judy to review the matter.

After studying the problem. Judy felt that the wage differential was justified. This differential was based on the added shifts necessary to function solely in the CSU. Judy certainly recognized that the ICU nurse who temporarily staffed CSU had many of the same skills. She justified the differential, not on the skill level, but on the working conditions. Full-time CSU nurses worked twelve-to-fourteen-hour shifts and had to be on call for a postoperative patient. Because surgery was scheduled every other day, and because a person's stay in CSU was only three days, these nurses had no set schedule. They would work three days on, two off, three on, and so forth.

On the other hand, ICU nurses worked eight-hour days and were scheduled in accordance with hospital rules. This meant that while their days might fluctuate, each ICU nurse was required to work only one weekend per month. Even then if the nurse worked in CSU, it was done on her regularly scheduled workday.

Additionally, to attract and retain qualified CSU nurses, Judy had to meet what the market required. She sympathized with the ICU nurses but reminded them that each had had an opportunity to work full time in CSU but had opted not to do so.

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Questions:

- (1) If skills are similar in the positions, is it permissible for the hospital to offer the differential to attract and retain qualified personnel?
- (2) What could Judy do to alleviate some of the aggravation shared by the ICU nurses, short of a pay raise?
- (3) What impact do you foresee on performance and productivity regarding ICU nurses working in CSU?

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Bangladesh Open University
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Course: International Human Resource Management

Due on: October 20, 2017

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Questions

1. (a) What is International Human Resource Management (IHRM)?
(b) Explain the three dimensions of IHRM.
(c) Discuss the variables that moderate difference between domestic and international HRM.
2. (a) What are the specific HRM challenges in a networked firm? Describe.
(b) Discuss the development phases of a merger and alliance of HRM in a firm.
3. (a) What is International staffing? Describe the issues of International staff selection.
(b) Discuss the developing staff through international assignment.
(c) Explain the four (4) dimensions for successful expatriate selection.

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Course: International Human Resource Management

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(Answer all the questions in own handwriting on A4 size white pages)

1. (a) What is international compensation? Explain the objectives of international compensation.
(b) Discuss some issues when considering benefits.
2. (a) Explain the four myths related to the concept of a global manager.
(b) Discuss the factors that moderate performance of expatriate.
(c) What are the major reasons why dual career couples reject international assignment?
3. (a) What is re-entry? Explain the repatriation process.
(b) What is international industrial relations? Explain the key issues in international industrial relations program.

4. **Go through the case and answer the question below the case**

WOMAN CEO MANAGES BY THE TEXTBOOK

The demand for managers with an international background is great. Consider Marisa Bellisario, one of the most sought-after executives in Europe in 1984. She was the first woman to head a major industrial firm in Italy, the state-controlled ITALTEL Societa Italiana. This company is the biggest Italian firm making telecommunications equipment. Bellisario's background, however, is international. After receiving her degree in economics and business administration from Turin University, she worked at Olivetti in the electronics division. When Olivetti sold its data processing unit to General Electric, she spent time in Miami working on GE's worldwide marketing strategy for computers. She left GE to head corporate planning at Italtel. As the CEO at ITALTEL, she turned the company around, showing a small profit. (The firm had experienced huge losses in the past). Her managerial approach has been characterized as "straight out of the textbook", and companies such as GTE Corporation, IBM, AT & T, and other European and Japanese firms are interested in recruiting her.

Questions

1. Why was Ms. Bellisario a much-sought after CEO? What was her career path?
2. What special problems may she have encountered as a woman heading a major company in Italy?
3. If she was successful managing by the textbook why do some managers still think that management cannot be taught?

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Course: Career Management

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Questions

1. (a) What do you mean by career management? ‘Career management is an ongoing process.’ Justify the statement.
(b) Why should people be concerned about managing their careers? What can happen if people do not actively plan and manage their careers?
(c) What is the incentive for an organization to help its employees manage their careers? Explain.
2. (a) Define career anchor. What are the career anchors as identified by Edgard Schein which are usually visualized in career management? Explain.
(b) Why is career exploration such a critical component of career management? Discuss in brief the types of career exploration.
(c) Discuss the organization sponsored self-exploration program.
3. (a) What is career goal? Discuss components of career goals.
(b) Why is it dangerous to focus primarily on the operational and instrumental qualities of a career goal? Discuss in brief the implications of goal setting for an organization.
(c) What is career strategy? Discuss the types and guidelines of career strategies.

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(Answer all the questions in own handwriting on A4 size white pages)

1. (a) What do you mean by organizational entry? Explain the role of expectations in organizational entry.
(b) Why do people develop unrealistic expectations about a job? What are the common sources of career shocks? Discuss.
(b) What can you do to develop realistic expectations about a job in which you are interested? Identify as many sources of information as possible.
2. (a) What do you mean by socialization? Explain the contents of organizational socialization.
(b) Discuss the organizational actions during establishment period.
(c) What do you understand by career plateau and obsolescence? Explain the reasons for career plateau.
3. **Go through the case and answer the question below the case.**

ABC is a pharmaceutical company in Bangladesh. Most of the employees were not satisfied with the company's career management system. There occurred much delay in receiving a promotion.

Usually employees received a promotion when a manager retired or died. Even when job vacancies occurred, the HR department hired a replacement from some other companies and so very few employees received a promotion. Employee turnover was low because of lucrative compensation benefits and high job security. Top management was concerned about the negative attitude reflected by the nickname "Stagnant Company" and hired a consulting firm to develop a career planning program.

After several months, the consultants formulated a detailed plan and introduced a special office of career counseling in the HR department. Initially, employees responded positively and made extensive use of the counseling and career service available to them.

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After a few months, the career counselor asked the HR department for a transfer into any other part of the HR department. When asked why, the counselor said that employees were not using the service and the job of counselor had become lonely and boring. The HR manager gave the counselor an assignment to discover why the program had failed and what might be done to revive it.

Questions:

- (1) What explanations can you offer to explain the initial enthusiasm for career planning assistance followed by an almost total avoidance by employees?
- (2) Assuming part of the problem was due to lack of support of middle and first-line management, what recommendations would you make?

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Course: Training & Development

Due on: October 20, 2017

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Questions

1. (a) Describe the forces affecting the workplace and learning. How can training help companies deal with these forces?
(b) What steps are included in the training design model? What step do you think is most important? Why?
2. (a) Discuss how business strategy influences the type and amount of training in a company.
(b) Describe the strategic training and development process.
(c) State the characteristics of the virtual training organization.
3. (a) What do you think is the most important organizational characteristic that influences training? Why?
(b) Which model or combination of models is best for organizing the training function? Why? Explain.

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Course: Training & Development

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(Answer all the questions in own handwriting on A4 size white pages)

1. (a) Needs assessment involves organization, person, and task analysis. Which one of these analyses do you believe is most important? Which is least important? Why?
- (b) Compare and contrast the following learning theories: expectancy theory, social learning theory, reinforcement theory, information processing theory.

2. (a) Consider three time periods (pre-training, during training, and after training) and three parties involved in transfer of training (manager, trainer, and trainee). Construct a matrix showing what each party can do to facilitate transfer of training at each time period.
- (b) What can be done to motivate companies to evaluate training programs?
- (c) Explain each of the following designs with their strengths and weaknesses: posttest-only, pretest/posttest comparison group, pretest/posttest only?

3. **Go through the case and answer the question below the case:**

John Michaels has decided that, in order to ensure a properly staffed Cardiac Surgery Unit, the hospital would have to provide its own training program. Jim and Judy have agreed that the nurses currently assigned to the area should be sent for a retraining of their skills and should then be utilized as in house trainers. These nurses have agreed to assume the new duties and have also persuaded Dr. William Aorta, the chief cardiac surgery doctor, to participate.

Working with Dr. Aorta, Sally Bonnie and Jean were able to establish the procedures that he uses. They have also recently attended another hospital's training program and are ready to begin training of the new nurses. Each incidentally has been certified by the State Board of Examiners as a qualified trainer.

With everything seemingly going as planned, Sally asked Bonnie, "Do you have any idea how we'll set this up? We know what to do and how to do it, but where and using what type of training approach is best?"

Before Bonnie had a chance to answer, Jean chimed in: "I overheard your concerns, Sally and I think I have a solution. You see, my brother is the training director for Bethlehem Steel, and he was given me some advice. He suggests that we consider removing the trainees from the unit initially, for formal education part of session. Then we should provide actual hands-on experience for the nurses, each of us taking the trainee under our wing for six weeks while we perform the actual nursing duties."

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“That sounds great, Jean” said Sally, “but what about the costs? This hospital will not go for six nurses working in a unit where only three are needed.”

“You may be right, Sally, but they have to make the decision.”

Questions:

- (a) What types of training programs have been identified in the case?
- (b) How would you structure the sessions? What types of training do you believe would work best? Why?
- (c) Do you believe that the cost of Jean’s proposed training method would be prohibitive? Discuss.
- (d) Justify your types of training (questions b) with regard to cost benefit.

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Course: Business Research Methods

Due on: October 20, 2017

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Questions

1. (a) What is research? Why should there be any question about the definition of research?
(b) Describe the characteristics of the scientific methods.
2. (a) What is the difference between data, information, and intelligence?
(b) What are the characteristics of useful information?
(c) What is the key question distinguishing relevant data from irrelevant data?
3. A business school at a particular university has 25 full-time faculty. The following table shows the number of faculty grouped by years of teaching experience.

Years of Teaching Experience	Number of Faculty
5 to under 10	11
10 to under 15	7
15 to under 20	5
20 to under 25	2

What is the approximate standard deviation for years of teaching experience for this population?

4. Distinguish among the following sets of items and suggest the significance of each in a research context:
 - (a) Descriptive and Causal
 - (b) Concepts and Construct
 - (c) Concept and variable
 - (d) Hypothesis and proposition
 - (e) Theory and model.

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5. Steve Taylor is the owner of Home Plus, which is a chain of home improvement stores. He would like to investigate the relationship between month advertising and monthly sales. The table below shows the amount spent on advertising, in millions of dollars, over several months along with the corresponding sales, also in millions of dollars.

Month	Advertising (Tk. millions)	Sales (Tk. millions)
1	3	11
2	3	13
3	4	12
4	5	21
5	1	7

- (a) Use the Home Plus data to determine the correlation coefficient for this data and interpret its meaning.
- (b) Use the Home Plus data to perform a hypothesis test to determine if the population correlation coefficient is different than zero using $\alpha = 0.05$.

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Bangladesh Open University MBA Program Semester 162 (4th Level)

Course: MBA: Business Research Methods

Due on: December 15, 2017

(Answer all the questions in your own handwriting on A4 size white pages)

1. (a) Distinguish among response error, interview error and non-response error.
(b) Under what kind of conditions would you recommend:
 - (i) A probability sample? A non-probability sample?
 - (ii) A simple random sample? A cluster sample? A stratified sample?
 - (iii) Using the finite population adjustment factor?

2. Discuss the relative merits and problems with:
 - (a) Rating versus ranking scales.
 - (b) Likert versus differential scales.

3. You conduct a survey of a sample of 25 members of this year's graduating class and find that their average GPA is 3.2. The standard deviation of the sample is 0.4. Over the last 10 years, the average has been 3.0.

Is this year's class significantly different from the long run average? At what alpha level would it be significant?

4. A professor would like to test the hypothesis that the average grade for a student taking a 10 AM statistics class averages five points higher than the average grade from a student in an 8 AM statistics class. The following data shows the sample size and average grades for students in the two class times along with the population standard deviations.

	10 AM	8 AM
Sample mean	87.1	81.4
Sample size	32	30
Population standard deviation	3.4	3.2

Define Population 1 is defined as the 10 AM class and Population 2 the 8 AM class. Construct an 80% confidence interval for the difference in population mean and interpret

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the results.

5. You are curious about whether the Professors and students at your school are of different political persuasions. So you take a sample of 20 professors and 20 students drawn randomly from each population. You find that 10 professors say that they are conservative while 6 students claim that they are conservative.

Is this a statistically significant difference?

6. Gartner, Inc. reported that the market share for Smartphones is as follows:

Smartphone	Market Share
Android	56%
Apple	23%
Nokia	9%
BlackBerry	7%
Other	5%

To test the validity of Gartner's report, a random sample of smartphone users was collected with the following results.

Smartphone	Frequency
Android	62
Apple	25
Nokia	12
BlackBerry	12
Other	9

Using $\alpha = 0.05$, what conclusions can be made about Gartner's report?

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