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Roll No. Total No. of Pages : 02

Total No. of Questions : 15

MBA (2015 to 2017) (Sem.–4)

ENTREPRENEURSHIP & MANAGING SMALL MEDIUM BUSINESS

Subject Code : MBA-402

M.Code : 71379

Time : 3 Hrs. Max. Marks : 60

INSTRUCTION TO CANDIDATES :

1. SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt ANY FOUR questions.
2. SECTION-B consists of FOUR Subsections: Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt ANY ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying EIGHT marks.

SECTION-A

1. What is the scope of entrepreneur?
2. What is sustaining competitiveness?
3. Briefly explain the functions of EDII.
4. Define SME.
5. Write a note on technical feasibility.
6. What are financial schemes offered by SFC?

SECTION-B

UNIT-I

7. '*It is important to develop and evolve entrepreneurship from within at local level, if we would like to have an overall development of a local area.*' What is the relevance of this statement?
8. Discuss the reasons for failure of entrepreneurial ventures. Explain with suitable examples.

UNIT-II

9. Discuss the entrepreneurial ecosystem supporting women entrepreneurs in India.
10. Examine the role of DIC in entrepreneurial development.

UNIT-III

11. Explain the nature and components of SME environment.
12. How SMEs get funding? Discuss various sources of finance for SMEs.

UNIT-IV

13. Write a detailed note on financial schemes offered by various commercial banks.
14. Define Venture capitalist. What is the process followed by venture capitalists?

SECTION-C

15. Mr. Chander was just 27 when he floated Paramount Airways, based out of Madurai, which launched commercial flights on 19 October 2005. This makes Chander the youngest airline CEO in the world. At the moment, Paramount Airways operates only in the south. Next year Chander wants to launch in the west. Two years after that, in 2008, he plans to enter the North and the East. '*We want to dominate the West by 2009 and become a national player by 2011.*' He says. A business management graduate, he entered the family business as a third generation entrepreneur and established his Paramount Mills before starting the aviation business. If the low-profile entrepreneur has donned an aggressive profile, it is because '*we are making the right kind of noise and we are now leaders with 26 percent market share in the South Indian market.*' Chander may have eschewed a less than flamboyant lifestyle in his personal life, but where paramount Airways is concerned, he choose a '*high value carrier business model targeting the premium segment of customers with a business and first class configuration*' using Brazil made Embraer aircraft. More recently, Delhi based MDLR Airlines has chosen to follow the model with an exclusive business class configuration.

Answer the following Questions :

a) What are the typical traits of an entrepreneur that can be observed in Chander?

b) What do you see as the reason for the success of Paramount Airways?

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Roll No. ☐☐☐☐☐☐☐☐☐☐☐☐ Total No. of Pages : 02

Total No. of Questions : 15

MBA (2015 to 2017) (Sem.–4)

SERVICES MARKETING

Subject Code : MBA-906

M.Code : 71380

Time : 3 Hrs. Max. Marks : 60

INSTRUCTION TO CANDIDATES :

1. SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt any FOUR questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying EIGHT marks.

SECTION-A

1. Discuss the growth of service sector economy.
2. What are the challenges of service design?
3. What are the Services marketing communication strategies?
4. How service providers manage the demand and supply of services?
5. How physical evidence is important for service sector?
6. How customer perceptions are different from expectation?

SECTION-B

UNIT-I

7. What are the characteristics of services? How we can classify the services?
8. Describe the service marketing mix. Explain it with suitable example.

UNIT-II

9. What are the marketing strategies for Managing relationship and building loyalty?
10. What is new service development? Discuss the process of new service development.

UNIT-III

11. Highlight the customer citizenship behaviour. Discuss the channels for delivering services through intermediaries and electronic channels.
12. What are the strategies to deliver quality services? Discuss waiting line strategies integrated.

UNIT-IV

13. Describe pricing of services. What are the pricing approaches for service sector?
14. Discuss the service quality and productivity. What are integrated gaps model of service quality?

SECTION-C

15. Case Study :

Keeping pace with economic growth of this country, the housing loan has been becoming a most lucrative and large marketable product of banking and non-banking financial institutions. ICICI, HDFC, SBI, PNB Banks are the leaders of house loans in Andhra region. It is observed that of late there is a mismatch between demand for and supply of house loans in this region with increasing demand for and less of supply of this financial service.

You are required to :

a) List out common causes of this mismatch between demand and supply in India.

b) Explain the strategies to match them.

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Roll No. [ ] Total No. of Pages : 02

Total No. of Questions : 15

MBA (2015 to 2017) (Sem.–4)

INTERNATIONAL FINANCE

Subject Code : MBA-926

M.Code : 71385

Time : 3 Hrs. Max. Marks : 60

INSTRUCTION TO CANDIDATES :

1. SECTION-A contains SIX questions carrying FIVE marks each and students have to attempt any FOUR questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and students have to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY carrying EIGHT marks.

SECTION-A

Q.1 Why do some people demonstrate against globalization when it is supposed to be good for the economic welfare of nations?

Q.2 What are the different factors influencing exchange rates? Explain.

Q.3 Who are the major participants in the foreign exchange market?

Q.4 Hedging is the covering of risk, whereas speculation is the deliberate assumption of risk. Why then is the decision to hedge or not to hedge regarded as a speculative decision?

Q.5 Discuss the monetary/non-monetary method of translation exposure.

Q.6 What are sources of short term external finance?

SECTION-B

UNIT-I

Q.7 Differentiate between domestic and international finance. What are that various challenges of the international finance?

Q.8 What is the international flow of funds? Discuss the various agencies that affect the international flow of funds.

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UNIT-II

Q.9 Briefly explain the interest rate parity theory of exchange rate determination. Illustrate.

Q.10 Explain the implication of PPP for the real exchange rate? What is the rationale for using PPP as a currency trading rule?

UNIT-III

Q.11 Do firms hedge exposure to foreign exchange risk in practice? If so, what instruments/techniques do they use? Explain in detail.

Q.12 Explain how price variation and the currency of invoicing can be used to hedge transaction exposure.

UNIT-IV

Q.13 Distinguish between Eurobonds and foreign bonds. Under what conditions foreign currency bonds are preferred even if they offer a lower rate of return (in foreign currency terms) than domestic bonds?

Q.14 Critically explain the working of World Bank.

SECTION-C

Q.15 You are given the following information :

Spot exchange rate (AUD/EUR)	1.60
One-year forward rate (AUD/EUR)	1.62
One-year interest rate on the Australian dollar	8.5%
One-year interest rate on the euro	6.5%

(a) Is there any violation of CIP?

(b) Calculate the covered margin (going short on the AUD).

(c) Calculate the interest parity forward rate and compare it with the actual forward rate.

(d) Calculate the forward spread and compare it with the interest differential.

(e) What would arbitragers do?

(f) If arbitrage is initiated, suggest some values for the interest and exchange rates after it has stopped and equilibrium has been reached.

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Roll No. [ ] Total No. of Pages : 02

Total No. of Questions : 15

MBA (2015 to 2017) (Sem.–4)

BANKING & INSURANCE OPERATIONS

Subject Code : MBA-927

M.Code : 71386

Time : 3 Hrs. Max. Marks : 60

INSTRUCTION TO CANDIDATES :

1. SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt any FOUR questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying EIGHT marks.

SECTION-A

1. Explain different types of Banks
2. What are KYC norms?
3. What is Money Laundering?
4. What is Life Insurance?
5. What do you mean by NPA's?
6. What is Premium?

SECTION-B

UNIT-I

7. What is the role of RBI as regulator of Banking System in India?
8. What kind of relationship Banker is having with Customer?

UNIT-II

9. Explain different types of Accounts customer can have in Banks.
10. What are the different ways in which exporter can get finance?

UNIT-III

11. Explain some strategies of Asset Liability management used by Banks.
12. What are the prudential norms for Asset classification?

UNIT-IV

13. What is the role and responsibilities of IRDA?
14. Explain in detail Banc assurance.

SECTION-C

15. Case Study :

Twins Emma and Emmett are excited to be starting college next year. Emma is leaving home behind and heading to college in Florida while her brother Emmett is going to live at home and attend a local university. Up until now, they have always used cash or gift cards received for holidays or birthdays to pay for their expenses. Any savings they had was in their piggy banks in their rooms. Now that college is almost here, they realize that cash may not be the best option.

Questions :

1. Why is cash not always a good option?
2. What should Emma consider when picking a bank? What about Emmett? Do they have different needs?

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Total No. of Questions : 15

MBA (2015 to 2017) (Sem.–4)

ORGANISATION DEVELOPMENT

Subject Code : MBA-966

M.Code : 71395

Time : 3 Hrs. Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt any FOUR questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying EIGHT marks.

SECTION-A

Q1 What is sensitivity training?

Q2 What is the relevance of career anchors?

Q3 What are the ethical issues in organization development (OD)?

Q4 What do you understand by parallel learning structure?

Q5 What is whistle blowing?

Q6 What are the similarities between TQM and OD?

SECTION-B

UNIT-I

Q7 What do you understand by planned change? Enumerate the steps involved in planned change.

Q8 Why does HR manager encourages team building? How does team building helps in organization development?

UNIT-II

Q9 How Organization development program starts in an organization? Also explain phases of OD program.

Q10 Explain the Burke litwin model of organizational change.

UNIT-III

Q11 What do you understand by OD interventions? How does OD interventions improve the functioning of business organization?

Q12 "*Power and politics are two important factors that cannot be ignored by managers dealing with organization development*". Discuss the statement.

UNIT-IV

Q13 Briefly discuss various issues in consultant client relations in organization development.

Q14 Enumerate the recent trends that will affect how OD will be practiced in future?

SECTION-C

Q15 Mr. Kabir was working in an Administration Department as officer Administration. He was responsible for keeping account of all the Vehicles of the company apart from other arrangements including the guesthouse of the company. Mr. Kabir has been working in the company for 6 years in the same grade without promotions. He was supposed to be very honest in his job. Once the GM of the factory Mr. Rakesh Gupta, requested for the company car during office time for his personal work. Mr Kabir refused it saying that it cannot be given during the office work as the work would suffer due to its duty to go to bank. Mr Gupta became quite upset and asked his boss Mr. Srivastava to give the car Mr. Sk Srivasatava (Sr Manager Admn) was too happy to oblige Mr Gupta as he wanted one of his relatives to be employed as Officer. Hence he fired Mr. Kabir for his disobedience and threatened to transfer him to stores if he continued to show disrespect to Senior officers Kabir was also active member of staff union. He immediately went to the Union President and informed him about the misuse of the company car for private purpose by GM at the cost of the office work. It was decided that Kabir would send a note in writing to Mr. Srivastava asking him to approve sending the car to the house of Mr. Gupta Mr. Srivastava understood the repercussions and refused to sign the approval. He lent his own car to Mr. Gupta.

Questions :

a) What power was being used by Kabir?

b) What power Mr. Srivastava was using?

c) What game did Kabir played when Srivastava ordered the car?

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Roll No. [| | | | | | | | | | |]

Total No. of Pages : 03

Total No. of Questions : 15

MBA (2015 to 2017) (Sem.–4)

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Subject Code : MBA-967

M.Code : 71396

Time : 3 Hrs. Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains SIX questions carrying FIVE marks each and students have to attempt any FOUR questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying EIGHT marks.

SECTION-A

1. What is the significance of culture for international management?
2. Which characteristics of culture have been identified in Hofstede's study?
3. How does culture act as a factor of response to change?
4. What are the approaches to international recruitment and selection?
5. Differentiate between Transformational and Transactional leadership.
6. How does culture influence Ethics?

SECTION-B

UNIT-I

7. Explain the role of culture in strategic decision making.
8. How do cultural and behavioural differences in different cultures influence Human Resource Management?

UNIT-II

9. Explain various economic factors affecting shifts in national culture.
10. Explain the sources of miscommunication in cross-cultural exchanges.

UNIT-III

11. Explain selection criteria for international assignments.
12. Discuss cross-cultural negotiation process.

UNIT-IV

13. Discuss various ethical issues in International Human Resource Management.
14. Present an overview of cultural diversity among Asian countries.

SECTION-C

15. **Case study :**

Central Steel Door Corporation has been in business for about 20 years, successfully selling a line of steel industrial-grade doors, as well as the hardware and fittings required for them. Focusing mostly in the United States and Canada, the company had gradually increased its presence from the New York City area, first into New England and then down the Atlantic Coast, then through the Midwest and West, and finally into Canada. The company's basic expansion strategy was always the same: Choose an area, open a distribution center, hire a regional sales manager, then let that regional sales manager help staff the distribution center and hire local sales reps.

Unfortunately, the company's traditional success in finding sales help has not extended to its overseas operations. With the introduction of the new European currency in 2002, Mel Fisher, president of Central Steel Door, decided to expand his company abroad, into Europe. However, the expansion has not gone smoothly at all. He tried for three weeks to find a sales manager by advertising in the *International Herald Tribune*, which is read by business people in Europe and by American expatriates living and working in Europe. Although the ads placed in the *Tribune* also run for about a month on the *Tribune's* Web site, Mr. Fisher so far has received only five applications. One came from a possibly viable candidate, whereas four came from candidates whom Mr. Fisher refers to as "lost souls" _ people who seem to have spent most of their time traveling aimlessly from country to country sipping espresso in sidewalk cafés. When asked what he had done for the last three years, one told Mr. Fisher he'd been on a "walkabout."

Other aspects of his international HR activities have been equally problematic. Fisher alienated two of his U.S. sales managers by sending them to Europe to temporarily run the European operations, but neglecting to work out a compensation package that would cover their relatively high living expenses in Germany and Belgium. One ended up staying the better part of the year, and Mr. Fisher was rudely surprised to be informed by the Belgian government that his sales manager owed thousands of dollars in local taxes. The managers had hired about 10 local people to staff each of the two distribution centers. However, without full-time local European sales managers, the level of sales was disappointing, so Fisher decided to fire about half the distribution center employees. That's when he got an emergency phone call from his temporary sales manager in Germany: "I've just been told that all these employees should have had written employment agreements and that in any case we can't fire anyone without at least one year's notice, and the local authorities here are really up in arms. Boss, I think we have a problem."

Questions :

1. Enlist international HR mistakes Mr. Fisher has made so far. 2
2. How would you have gone about hiring a European sales manager? Why? 3
3. What would you do now if you were Mr. Fisher? 3

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Roll No. [ ] Total No. of Pages : 03

Total No. of Questions : 15

MBA (2015 to 2017) (Sem.–4)

INTERNATIONAL MARKETING

Subject Code : MBA-907

M.Code : 71381

Time : 3 Hrs. Max. Marks : 60

INSTRUCTION TO CANDIDATES :

1. SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt any FOUR questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying EIGHT marks.

SECTION-A

1. Distinguish between Domestic marketing and International marketing.
2. Write a note on product adaptation vs. product standardization.
3. What are the major points to be covered in a price quotation?
4. Explain the merits and demerits of MNCs.
5. What is global promotion and explain how global promotion is undertaken?
6. Discuss the marketing strategies for Globalization.

SECTION-B

UNIT-I

7. How would you go about selecting a few possible markets internationally for auto components?

8. What is market segmentation? Discuss the bases of segmentation and how you would position the product in the international market?

UNIT-II

9. Why is it important for an international marketer to study culture? What are the techniques available for undertaking cultural analysis?
10. Explain the various issues that need to be considered by an international business organization while studying the political environment of a country.

UNIT-III

11. Discuss the advantages and limitations of indirect exporting.
12. Describe the Indian export and import policy of India. What are the export promotion policies in India?

UNIT-IV

13. What are the factors that prompt international business concerns to invest in foreign countries? Discuss giving suitable examples.
14. Discuss international Product life cycle. How new product development would take place in international market?

SECTION-C

15. Case Study :

In 1984, the catholic bishops issued statements about catholic social teaching and the U.S. economy. The first draft was debated and criticized as being too negative about the free market economy in the United States. A second draft was then issued that softened the tone, but the message was the same. Some of the key points are the following :

a) Economic decisions must be made with due consideration as to whether they help all people.

b) Government, Corporations and individuals must help to reduce the inequities created by the free market system.

c) More resources should be allocated for helping the poor and the jobless instead of for military uses.

The purpose of the document is to influence governmental and individual decisions in a way that would bring about a more humane society. The poor, the letter suggests, have not adequately shared the economic resources, and the government has a role to play to bring this about. There are the same of the recommendations in the draft.

a) Pursue fiscal and monetary policies that result in full employment.

b) Support job creating programs.

c) Remove employment barriers for women and minorities through affirmative action and job training.

d) Reform the welfare system to provide minimum levels of benefit for the poor.

e) Support international agencies to reduce poverty in third world countries.

(i) What are the implications for managers?

(ii) How does the letter relate to the various managerial functions?

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Roll No. [ ] Total No. of Pages: 04

Total No. of Questions: 15

MBA (2012 & Onwards) (Sem. – 4)

STRATEGIC MANAGEMENT

M Code: 71378

Subject Code: MBA-401

Paper ID: [A2524]

Time: 3 Hrs. Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. SECTION-A contains SIX questions carrying FIVE marks each and student has to attempt any FOUR questions.
2. SECTIONS-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying EIGHT marks.

SECTION A

1. Discuss the nature of Strategic Management.
2. What are the different levels at which Strategy Operates?
3. What are the risks faced under cost Leadership Strategy?
4. What are the rationale behind performing SWOT analysis?
5. What is PEST analysis?
6. Discuss the need for Functional plans and polices.

SECTION B

Unit-I

7. Discuss the characteristics of Business environment and also discuss how business environment appraisal is helpful in SM process.
8. What is the role and characteristics of objectives in Strategic Management?

Unit-II

9. Explain:

   a) VRIO framework.

   b) Value chain analysis.

10. Discuss the balanced Score Card approach in measuring the financial and non financial health of an Organisation.

Unit-III

11. Discuss the various corporate level strategies that can be adopted for Retrenchment.
12. Strategic analysis and choice is very important before closing down any unit. Do you agree? Explain with the help of Shell Directional Policy matrix and BCG matrix.

Unit-IV

13. Discuss various types of Strategic Controls.
14. The importance of values, ethics and corporate social responsibility cannot be underestimated in corporate strategy. Discuss.

SECTION C

15. Case Study:

EXERCISING STRATEGIC AND OPERATIONAL CONTROLS AT iGATE GLOBAL SOLUTIONS

The Bangalore-based iGATE Global Solutions is the flagship company of iGATE Corporation, a NASDAQ-listed US-based corporation. Known earlier as Mascot Systems, it was set up in India in 1993, to offer staffing services. It acquired business process outsourcing (BPO) and contact centre businesses in 2003, making it an end-to-end IT and ITES service provider. Its service portfolio includes consulting, IT services, data analytics, enterprise systems, BPO/BSP, contact centre and infrastructure management services. iGATE has over 100 active clients and centres based in Canada, China, Malaysia, India, the UK and the US. Chairman, Ashok Trivedi and CEO Phaneesh Murthy, an ex-Infosys IT professional and their partners hold a major stake, with some participation by institutional and public investors. The revenues for 2006-2007 are over Rs. 805 crore and net profits, Rs. 49.6 crore.

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The corporate strategies of iGATE are offering integrated IT services and divesting the legacy IT staffing business and possibly making acquisitions in the domain expertise for financial services businesses. The business strategy is focused differentiation based on the

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focal points of testing, infrastructure management and enterprise solutions. The competitive tactic is avoiding head-on competition with the formidable larger players in the industry by carving out a niche. The business definition is serving large customers and staying away from sub-contracting work.

iGATE adopts a differentiation business model based on an integrated technology and operations model which it calls as the iTOPS model. This is advancement over the prevalent model in the ITES industry based on low-cost arbitrage model. iTOPS is based on transaction-based pricing for services and supporting the clients by providing the platform, processes and services.

The strategic evaluation and control has both the elements of strategic as well as operational controls.

The functional and operational implementation is aimed at achieving four sets of objectives:

a) Shifting from small customers to large customers (Fortune 1000 companies).

b) Shifting away from stocking to project-consulting assignments.

c) Working directly with clients rather than with system integrators.

d) Moving from local to international markets.

Some illustrations of the performance indicators that reflect these objectives are:

- On-shore versus off-shore mix of business revenues: In 2004, this ratio was 55:45 and in 2007, it has improved to 27:73, indicating a much higher revenue generation from off-shore business.
- Billing rates: Revenue charged from clients on assignments. With project consulting assignments from off-shore clients, where the revenues are typically higher, with lower costs and higher productivity in India, the realisations from billing have to be higher. The industry norms for ITES are US$ 18-25 per hour for off-shore and US$ 55-65 per hour for on-shore assignments.
- The number of large clients from Fortune 1000 companies: Presently, IGATE has nearly half of its more than 100 clients from Fortune 1000 companies, of which the top 10 account for 70 per cent of its business.
- Controlling employee costs: This is an area where concerted effort is required from the HR and finance functions. Hiring less experienced employees lowers the compensation bill. In the IT and ITES industry, attracting and retaining well-qualified and experienced employees is a critical success factor. The performance indicator for this objective is the cost per employee.
- Human resource metrics such as the hiring and attrition rates: In the IT and ITES industry, the human resource metrics such as hiring and attrition rates are critical indicators. Increasing the number of employees and lowering the attrition rate by retaining the employees is a big challenge. There are presently about 5800 employees,

likely to go up to 8500 in the next two years. The attrition of 20 per cent presently at iGATE is on the higher side. But such attrition is common in the industry where the employee mobility is high and employee pinching a widespread trend.

The human resource management function being critical in an industry where so many challenges exist, needs a strong emphasis on training and development, motivation, autonomy and attractive incentives. iGATE has an integrated people management model focusing on developing technical, behavioural and leadership competencies. The three metrics by which the HR function is assessed are: human capital index, work culture and employee affective commitment. The reward system at iGATE consists of meritorious employees across all levels being granted restricted stock options, thus providing an incentive to remain with the company till they become due. The company, though, is an average paymaster, which disadvantage it tries to trade-off offering a more challenging work environment, quicker promotions and chances for practicing innovation.

Critics say that that iGATE lacks the big-brand appeal of the larger players such as Infosys and Wipro, cannot compete on scale and is still under the shadow of its original business of body-shopping IT personnel.

Questions:

a) Analyse the iGATE case to highlight how it could apply some of the strategic controls such as premise control, implementation control, strategic surveillance and special alert control.

b) Analyse and describe the process of setting of standards at iGATE.

c) Give your opinion on the effectiveness of the role of reward system in exercising HR performance management at iGATE and suggest what improvements are possible, given the environmental conditions in the IT/ITES industry in India at present.