

MBHR 3001

M.B.A DEGREE EXAMINATION, JANUARY 2021.

Third Semester

Human Resource Management

HUMAN RESOURCE DEVELOPMENT

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. Explain factors influencing culture and organizational behaviour?
2. What are different types of learning strategies?
3. What are the effective steps to create successful training und development programs?
4. Why is career management an important element of any organization?
5. How does Socialization Promote Change in Organization.

6. How can employees be helped through counseling?
7. How can expatriates improve success?
8. How does work force diversity affect HRD?

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. What is human resource development and what are the functions of HRD? Explain.
10. Why is it important for an HRD practitioner to understand managerial roles and competencies?
11. Describe the Human Resource Development Process and critically examine how HRD Programmes can help organizations and its employees to remain competitive in their business.
12. What are the different types of evaluation approaches?
13. What are the advantages and disadvantages of organization Wellness Programs?
14. What is the role of human resource management in an organization's strategic plan?
15. Explain the impact globalization has on human resource development.

16. “Performance appraisal should be two-way street Supervisors evaluate their subordinates and subordinates should evaluate their supervisors”. Do you agree or disagree? Discuss.

PART C — (1 × 20 = 20 marks)

Case Study –(Compulsory)

17. Read the case given below and answer the questions given at the end of the case

Training for Whom?

Microelectronics, a California-based electronics defense contractor, has enjoyed a smooth growth curve over the past five years. primarily because of favorable defense funding during the Reagan administrations build-up of U.S. military defenses. Microelectronics has had numerous contacts to design and develop guidance and radar systems for military weaponry.

Although the favorable funding cycle has enabled. Microelectronics to grow at a steady rate, the company is finding it increasingly difficult to keep its really good engineers. Based on extensive turnover analyses conducted by Ned Jackson. the human resources planning manager. Microelectronics problem seems to be its inability to keep engineers beyond the “Critical” five– year

point. Apparently, the probability of turnover drops dramatically after five - years of service. Ned's conclusion is that Microelectronics has been essentially serving as an industry collage. Their staffing strategy has always been to hire the best and brightest engineers from the best engineering schools in the United States.

Ned believes that these engineers often get lost in the shuffle at the time they join the firm. For example most (if not all) of the new hires must work on non-classified projects until cleared by security to join a designated major project. Security clearance usually takes anywhere from six to ten months. In the meantime the major project has started, and these young engineers frequently miss out on its design phase, considered the most creative and challenging segment of the program. Because of the nature of project work, new engineering often have difficulty learning the organizational culture - such as who to ask when you have a problem, What the general dos and don'ts are, and why the organization does things in a certain way.

After heading a task force of human resource professionals within Microelectronics, Ned has been designated to present to top management a proposal designed to reduce turnover among young engineering recruits. The essence of his plan is to create a mentor program, except that in

this plan the mentors will not be the seasoned graybeards of Micro electronics. but rather those engineers in the critical three-to-five-year service window the period of highest turnover, These engineers will be paired with new engineering recruits before the recruits actually report to Microelectronics for work.

According to the task force, the programme is twofold (1) it benefits the newcomer by easing the transition into the company. and (2) it helps the three-to-five – year service engineers by enabling them to serve an important role for the company. By performing the mentor role, these engineers will become more committed and hence less likely to leave. As Ned prepared his fifteen minute presentation for top management, he wondered if he had adequately anticipated the possible objectives to the program in order to make an intelligent defense of it. Only time would tell.

Questions:

- (a) Identify the salient issues from HR point of view for this case.
- (b) If you were to study this turnover problem, how would you conduct a need analysis or evolve counseling programme?

- (c) What are the causes of dissatisfaction and turnover in micro electronics?
 - (d) Do you find the mentoring programme suitable to reduce turnover? Justify our answer
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MBGN 3002/HR 3002

M.B.A. DEGREE EXAMINATION, JANUARY 2021.

Third Semester

General

PERFORMANCE MANAGEMENT

Time : Three hours

Maximum : 100 marks

PART A — ($5 \times 6 = 30$ marks)

Answer any FIVE questions.

1. State the characteristics of performance management.
2. Enlist the types of stress.
3. Elaborate the methods of flexible work.
4. Discuss Industrial restructuring and its scope.
5. Explain 360 degree performance appraisal method.
6. How is standardization defined?
7. Distinguish job specification and job description.
8. What are the major reasons that destroy harmony at workplace?

PART B — ($5 \times 10 = 50$ marks)

Answer any FIVE questions

9. Discuss the Performance Management System models.
10. Explain 5S concepts for workplace improvement.
11. Define 'Quality Circle' and state its advantages.
12. Elucidate the process of performance counseling.
13. Elaborate the ethical issues in performance management.
14. What are the stages of human life? State the duties to each stage of life.
15. State and explain any three theories of motivation.
16. Illustrate recruitment and its sources.

PART C — ($1 \times 20 = 20$ marks)

Compulsory

17. Rohit Narang joined Apex computers (Apex) in November after a successful stint at Zen Computers (Zen), where he has worked as an assistant programmer. Rohit felt that Apex offered better prospects, as it was growing much faster

than Zen, which was a relatively small company. Rohit joined as a Senior Programmer at Apex, with a handsome pay hike. He joined Aparna Mehta's five-member team. While she was efficient at what she did and extremely intelligent, she has neither the time nor the inclination to groom her subordinates. Time and again Rohit found himself thinking of Suresh, his old boss, and of how he had been such a positive influence. Aparna, on the other hand, even without actively doing anything, had managed to significantly lower his motivation levels.

Questions:

- (a) What according to you were the reasons for Rohit's disillusionment? Answer the question using Maslow's hierarchy of needs.
- (b) What should Rohit do to resolve his situation? What can a team leader do to ensure high levels of motivation among his/her team members?

MBHR 3003

M.B.A. DEGREE EXAMINATION, JANUARY 2021.

Second Semester

Human Resource Management

KNOWLEDGE MANAGEMENT

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. What is knowledge management? What are characteristics of knowledge management?
2. List out the categories involved in knowledge society?
3. Explain the concept of Intellectual Capital.
4. Write a short note on Rewarding Knowledge.
5. Briefly explain about the balance score card.
6. Illustrate the steps that are involved in Benchmarking.
7. Describe the concept of an Artificial Intelligence.
8. Discuss the characteristics of a knowledge - based organization in terms of process, place, purpose, and perspective.

PART B — ($5 \times 10 = 50$ marks)

Answer any FIVE questions.

9. Explain about the knowledge and role related issues.
10. Demonstrate the concept of Retention Management.
11. Discuss about the sources of Knowledge Expertise.
12. Write about human resource information system. Explain.
13. Explain about innovation clusters.
14. Describe the performance management in KBO?
15. Suggest the process and methods of managing knowledge for organizational effectiveness.
16. Bring out the steps that are involved in implementing Knowledge Management?

PART C — ($1 \times 20 = 20$ marks)

(Compulsory)

17. It is, of course, not enough to create rich environments where people can share. Xerox provides lot of these environments: online knowledge universe with a catalog of best practices, chat rooms for CoPs, a company Yellow Pages, and a section of the public website.

Knowledge Street, which is devoted to promote knowledge sharing. Also required are good ideas, leadership, and motivated people. A few years ago, Jack Whalen, a sociologist, spent some time in Xerox customer service call Centre outside Dallas studying how people used Eureka.

The trouble was that the employees were not using it. Management therefore decided workers needed an incentive to change. To this end, they held a contest in which workers could win points (convertible into cash) each time they solves a customer problem, by whatever means. The winner was an eight year veteran named Carlos, who had more than 900 points. Carlos really knew his stuff and everyone else knew this too. Carlos never used the software.

The runner-up however was a shock to everyone. Trish had been with the company only a few months, had no previous experience with copiers and did not even have the software on her machine.

Yet her 600 points doubled the score of the third place winner. Her secret was she sat right across from Carlos. She overheard him as he talked and she persuaded him to show her the inner workings of the copiers during the lunch breaks. She asked other colleagues for tips too.

Questions :

- (a) What is the reason for the success of Trish?
- (b) Is really the knowledge sharing the secret of Trish success or both technology and subject matter are also necessary?

MBHR 3004

M.B.A. DEGREE EXAMINATION, JANUARY 2021.

Third Semester

Human Resource Management

INDUSTRIAL RELATIONS MANAGEMENT

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. Mention the causes of industrial dispute.
2. In what ways communication can be made effective?
3. Why do workers organise trade unions?
4. What is Counseling? What are the needs of employee counseling?
5. What are the causes of indiscipline?
6. Write your views on grievance and its characteristics
7. Narrate few lines on ILO and its objectives
8. "Labour administration is important"- Comment

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Give suggestions for improvement of Industrial Relations.
10. Bring out the structure and types of trade unions in India
11. Explain the various stages of employee counseling in detail.
12. Describe the various methods and process in employees counselling.
13. What is arbitration? Give a brief account of the methods of arbitration?
14. Do you think that conciliation and mediation are some methods to solve the industrial dispute? Discuss.
15. Write the procedure for admission as a member in ILO.
16. The “Declaration of Philadelphia” enunciated 10 objectives. List them and explain.

PART C — (20 marks)

Answer the following.

17. In Jay Engineering Works after a three months strike the work had resumed. However on the very first day of resumption of work there was a problem on account of shortage of snacks in the first shift which resulted in a tool down. In the first shift on the day of resumption of work, Samosas were served as snacks for breakfast. The normal rule was that each workman should take only two pieces of snacks. However as the Samosas were tasty, the workmen started consuming more than two Samosas which resulted in shortage of Samosas. Ashok, a workman who was a very reasonable person and who was considered as very close to the management, had come late to the canteen. When he found that the Samosas were not available, he raised a hue and cry and demanded from the Canteen Officer that Samosas should be served to him and that he would not accept any other snacks except Samosas. The Canteen Officer expressed his inability to serve Samosas and instead offered to serve biscuits. Ashok declined to accept the same and once again insisted that he should be served Samosas. When the canteen Officer told Ashok that it was not possible for him to serve Samosas, Ashok got upset and took his grievance to the Union Committee members. The Union Committee members felt that this was an

opportunity for them to win over Ashok to their side. They, therefore took up the cause of Ashok with the Canteen Officer. They threatened the canteen Officer that they resort to a tool down if the grievance of Ashok was not resolved. The Canteen Officer expressed his inability to serve Samosas to Ashok, but offered to serve biscuits instead. Not satisfied with the solution given by the Canteen Officer, the Union Committee members gave a call for a tool down. The activities of Jay Engineering works came to a grinding halt.

As a Personnel Manager of this Company how would you handle this case?

MBHR 3005

M.B.A. DEGREE EXAMINATION, JANUARY 2021.

Third Semester

Human Resource Management

EMPLOYEE LEGISLATION

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. Explain the various dimension of labour and employee legislations in India.
2. What are the functions of a trade union?
3. Explain the objectives of contract labour.
4. What are the objectives of a good wage policy?
5. What are the main roles of human capital?
6. Explain the characteristics of organised labour.
7. State the main role of labour legislation.
8. Briefly explain the various employee's pension schemes available for workers.

PART B — ($5 \times 10 = 50$ marks)

Answer any FIVE questions.

9. Describe about the various principles of labour legislation.
10. Discuss the provisions of health, safety and welfare of workers under the Factories Act.
11. Describe about the benefits of Maternity Act, 1961.
12. Examine the main provision of The Shops and Establishment Act 1947.
13. What are the salient features of payments of Gratuity of act 1972? Explain.
14. Discuss the features of Workmen's Compensation Act.
15. Explain the different measurement of the degree of quality of life of workers.
16. State the features of ESI Act.

PART C — (1 × 20 = 20 marks)

Case Study – (Compulsory)

17. A food processing factory was setup in Bombay at Dadar some 25 years ago. As the factory grew it shifted to a new location at Kandewali. The employee has to travel along distance to reach the factory. Negotiations were held between the union and the management on the compensation to the employees for commuting to and fro to the new location. The management offered Rs.100/- per month as compensation whereas the union was demanding Rs.200/- per month. The management was not prepared to pay anything more than Rs.100/-. The union was flexible and wanted to negotiate on the issue, but the management was reluctant. The union therefore instructed the workmen not to cooperate with the management. The management started taking action on the union leaders for instigating the workers for resorting to non corporation and slow down in work. Two of the union leaders were suspended. The workers therefore resorted to a tool down strike demanding revoking of the suspension order against the two union leaders.

If you are the consultant of the factory what advise would you give to the management to resolve the issue amicably.