

## **MBHR 3001**

M.B.A. DEGREE EXAMINATION, JANUARY 2022.

Third Semester

Human Resource Management

HUMAN RESOURCE DEVELOPMENT

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. What is Organisation Development? Explain various phases of OD with suitable examples.
2. Discuss its concept, goals and challenges of HRD in detail.
3. Elaborate Human Resource Development interventions in detail.
4. Discuss the factors to be considered during the selection of training methods.
5. What are the limitations of career planning and development? Suggest measures to overcome them.

6. Discuss the role of effective counseling in performance of an individual.
7. Enumerate the techniques of management development.
8. Describe the impact of Globalization on HRD.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

All questions carry equal marks.

9. Brief out the role of HRD professionals in textile industries.
10. Discuss the internal and external influence on motivation in HRD.
11. Explain the types of training methods and its merits and demerits.
12. Elucidate the process of assessing human resource development needs.
13. Brief out the methods for evaluating HRD programs.
14. Discuss the characteristics of Effective Employee Counseling Programs.

15. What is meant Workforce reduction and realignment?
16. Describe HRD programs for managing diversity.

PART C — (1 × 20 = 20 marks)

Compulsory.

17. Case study.

Vishal Components Limited manufactures a wide range of automotive components. It has a workforce of 1500 including 250 supervisors and executives. Performance appraisals of these employees are being carried out annually. The parameter used for performance appraisal is sense of responsibility, superiors' dependability on subordinates, initiative, regularity and punctuality, community activity and potential for development to take higher positions. All these factors are given equal weightage. The performance appraisal has three objectives: to grant annual increment, to determine promotability and to assess training needs. In the year 2010-11, some supervisors and executives were not given any increment because as per performance appraisal, their total scores were below standard. The overall low scores were due to community activity and potential for development which were given equal weightage along with other factors. On the stoppage of annual increment, the aggrieved supervisors and

executives represented their case to the managing director of the company and contended that the entire performance appraisal system was faulty. They were very much against the inclusion of community activity and potential for development in the performance appraisal meant for giving pay raise. They argued that all aggrieved supervisors and executives should be given regular annual increments and time-bound promotions. The system would be more objective, fair and free from undue biases.

Questions :

- (a) As human resource manager, how will you defend the existing performance appraisal system of the company? Will you like to incorporate changes, if any? If yes, what would be these changes and why?
- (b) Should there be separate appraisal criteria for appraising supervisors and executives? If yes, where are such differences needed?
- (c) What actions should be taken to the representation made by the aggrieved supervisors and executives?

## **MBHR 3002/GN 3002**

M.B.A. DEGREE EXAMINATION, JANUARY 2022.

Third Semester

General

### PERFORMANCE MANAGEMENT

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. What are the salient steps in development of performance management system?
2. Explain the life cycle of teams.
3. What are the imperative of performance management?
4. Explain briefly the concept of 5S in work place.
5. What is performance monitoring? Describe the essential steps of performance monitoring.
6. Discuss the concept of ethics in performance management. Give examples.
7. What are the concepts and components of reward system?
8. What are the methods of performance appraisal?

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. What is the equity principle and how does it help in management of employees' performance?
10. Discuss the role of performance management in organizational excellence.
11. What is team-based management by objectives? How can team-based goals to be reached?
12. Explain the implication of performance management on the reward system of an organization.
13. What is mentoring? Discuss the process of institutionalizing mentoring programme with a suitable diagram.
14. Define Ethical performance management. Enlist the principles of ethical performance management.
15. Discuss different types of leadership and their suitability to present day organizations.
16. Explain performance management in multi-national corporations. Why is it different from domestic companies?

PART C — (1 × 20 = 20 marks)

Compulsory.

17. Vikas Bhavan is a non-government organization committed to facilitate electrifying all villages in selected districts of Chattisgarh. In the first phase, seven districts of Chattisgarh were indentified for this purpose. About 700 people are expected to work in these districts. These employees are classified into three groups: village level implementers, mandal level coordinators and district level managers. The organization proposed to build leadership for successful implementation of the task in these districts.

Discuss what level of leadership development is required in employees? Why and how?

## **MBHR 3003**

M.B.A. DEGREE EXAMINATION, JANUARY 2022.

Third Semester

Human Resource Management

KNOWLEDGE MANAGEMENT

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. Describe the need and importance of knowledge society.
2. What are the different types of knowledge? Explain
3. Elucidate the significance of intellectual property rights in knowledge management.
4. Explain the drivers of learning orientation in the organisations.
5. Explain how organisational health can be enhanced through effective knowledge management.



6. Briefly explain the role and benefits of repositories in KBOs.
7. State the applicability and usability of digital libraries in KBOs.
8. Describe the advantages of knowledge process outsourcing.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

All questions carry equal marks.

9. Discuss the concept and characteristics of knowledge based organisations.
10. Outline the prospects and challenges faced by the Human Resource managers in the knowledge based organisations.
11. How the knowledge is created in an organization? Explain the steps involved in knowledge creation process.
12. Critically analyse the challenges faced by the HR managers in appraising the performance of the employees in KBOs.
13. Discuss the strategies and techniques employed by the organisations to retain the knowledge workers.

14. Elaborate the concept and mechanism of HRIS in Knowledge Based Organisations.
15. How will you create systems that utilize employees' knowledge more efficiently in organisations? Explain.
16. Illustrate how the regional innovation clusters can benefit the KBOs.

PART C — (1 × 20 = 20 marks)

Compulsory.

17. Knowledge Management (KM) went (KM) has become the key factor for the success of all organizations. ICTs are technologies which facilitate the management to share knowledge and information. In the current business environment, the implementation of Knowledge Management projects has become easier with the help of technological tools. The value of Knowledge Management is more when made available to the right people at the right time.

Why should Organisations focus on knowledge management for effectiveness in the current business environment?

Discuss the role of Various ICT tools for effective knowledge management practices in the organisations with examples.

## **MBHR 3004**

M.B.A. DEGREE EXAMINATION, JANUARY 2022.

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. Give the determinants of industrial relations.
2. Relate Industrial Relations with technology and productivity.
3. Highlight the salient features of trade union legislation.
4. How do the trade unions help in conflict resolutions?
5. Explain the role of bipartite and tripartite consultative bodies in industrial relations.
6. Narrate the process of collective bargaining.

7. Write the purposes and procedure of disciplinary actions.
8. Examine the role of ILO in solving the labour disputes.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Describe the nature of Industrial relations in Indian organizations.
10. Elucidate the role of communication system in industrial relations.
11. Write the purpose, functions and structure of trade unions in India.
12. Enumerate the types, methods and problems in employee counselling.
13. Illustrate the grievance redressal mechanism in Indian organizations.
14. Narrate the major constitutional provisions of India in relation to labour administration.
15. Highlight the process and problems of workers development and participation in management.
16. Discuss the contemporary issues and trends in industrial relations with respect to Indian context.

PART C — (1 × 20 = 20 marks)

Compulsory

17. Ramachandran worked in a public sector organization. He was briefed regarding operation of the pivot lathe in the metro shop and was told to operate it in the Northerly direction. Ramachandran tried to operate it from the Southern direction and was injured. There was safety guard on the machine which workers has been told not to Remove. According to the management, Ravichandran disregarded instructions and removed the safety guard. It was clearly displayed on the notice board that before starting the machine, workmen should satisfy themselves that guards are fixed. In this case Ramachandran met with an accident while performing his duty and injured his hand.

materials rarely on time. This is stopping production line frequently. Back log of orders is increasing with every passing day. Customers are not happy with erratic supplies. Due to inadequate systems, poor visibility and other reasons, inventories are very high for the materials which are not required for the time being. Mr X is appointed Head Purchase & assigned the task for streamlining the purchase operations & ensure uninterrupted supplies of the required materials. Company is looking for reengineering the total

process to take care of above problems. Please help Mr X & suggest ways to improve the following: -

Questions:

- (a) How to ensure uninterrupted supplies of required quality materials on time?
  - (b) How to build a strong base of responsive vendors?
  - (c) How to improve the quality of components?
  - (d) How to generate an effective communication and coordination system among all the three units & vendors for effective working?
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## **MBHR 3005**

M.B.A. DEGREE EXAMINATION, JANUARY 2022.

Third Semester

Human Resource Management

EMPLOYEE LEGISLATION

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. Discuss about historical dimensions of labor.
2. Explain how the constitution of labour helps the labors.
3. Mention the major things which are useful for employees in factories act 1948.
4. Analyze the issues involved in industrial disputed act 1947.
5. Discuss the payment issues involved with the employees in relation with payment of wages act 1936.

6. Explain about the importance and role of human capital.
7. Does the pension scheme of the employees is useful.
8. Excellent Quality of work life in an organization makes an employee to be productive - discuss the context.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

All questions carry equal marks.

9. Discuss about labour and the constitution
10. Explain how the maternity act 1961 helps women in the work life.
11. Mention principles of labour legislation.
12. Analyze the contract labour act 1970 with examples.
13. Discuss the payment of wages act 1936 in detail.



14. Explain about the organized and unorganized labour.
15. Analyze about governance of enterprises.
16. Discuss your views on the role of labor legislation.

PART C — (1 × 20 = 20 marks)

Compulsory.

17. Case Study :

Employment Appeals Tribunal

Appeal(s) of: Case No. PW142/2008

Parties:

Employer - Appellant

against the recommendation of the Rights Commissioner in the case of:

Employee - Respondent

under Payment of Wages Act, 1991

Division of Tribunal:

Chairman: Mr. D. Mac Carthy S C

Members: Mr J. Goulding: Mr J. Moore

Heard This Appeal At Navan On 19th December 2008

Representation:

Appellant(s): Mr. Aaron Shearer BI Instructed  
By Patrick Noonan & Co.,  
Solicitors, Athboy, Co. Meath

Respondent (s): Mr. Vincent Martin BI Instructed  
By Brennan & Company,  
Solicitors, Fitzwilliam Business  
Centre, 26 Upper Pembroke  
Street. Dublin 2

The decision of the Tribunal was as follows:

This case came before the Tribunal by way of an Employer appealing against the recommendation of the Rights Commissioner ref:

(R-060272-PW-07/RG)

Determination:

Under her contract of employment the Employee was entitled to an annual salary of €50,000 and also “an annual bonus of 25% of the annual audited profit” of the Company. On termination of her employment clause 11(B) of the contract provided for an additional payment: “Except in circumstances justifying immediate termination of the employment and provided that your employment continues until at least 1<sup>st</sup> January 2007. in addition you will receive a terminal bonus calculated at 25% of the average audited annual turnover of Raymond Potterton Financial Services for the three years prior to the termination of your employment. For this purpose, turnover is defined as annual gross fee income received.”

The amount due under the above clause was agreed at €111,590.00 and the Company did not dispute that this sum was payable. The Company appealed on the basis that “the Rights Commissioner failed to take into account in reaching her determination additional payments that were made to the Employee.” These additional payments included a fee due on the sale of her house, an advertising bill, a fee for her masters course and study leave. An agreed figure of €22,590 was put on the value of these matters. In addition there was an issue between the parties relating to shares. Counsel for the Employee argued that the bonus payable under clause 11(B) came within the definition of wages set down by section 1(A) of the Act: “wages, in relation to an Employee, means any sums payable to the Employee by the Employer in connection with his employment, including:

- (a) any fee, bonus or commission, or any holiday, sick or maternity pay, or any other emolument, referable to his employment, whether under his contract of employment or otherwise, and
- (b) any sum payable to the Employee upon the termination by the Employer of his contract of employment without his having given to the Employee the appropriate prior notice of the termination, being a sum paid in lieu of the giving of such notice”:

Counsel for the Company relied on the proviso to that definition:

“Provided however that the following payments shall not be regarded as wages for the purposes of this definition:

- (i) any payment in respect of expenses incurred by the Employee in carrying out his employment,
- (ii) any payment by way of a pension, allowance or gratuity in connection with the death, or the retirement or resignation from his employment of the Employee or as compensation for loss of office,
- (iii) any payment referable to the Employee’s redundancy
- (iv) any payment to the Employee otherwise than in his capacity as an Employee,
- (v) any payment in kind or benefit in kind”

Counsel argued that any payment under clause 11(B) would fall within (ii) above as it would be a “gratuity” on her resignation. The Tribunal understands that a “gratuity” in general terms means a payment which is not legally due, but the word is also sometimes used to describe a lump sum payable to certain types of Employees

on their retirement. Counsel for the Company was unable to give any other definition to support his contention in respect of (ii) above.

The Tribunal therefore holds that any payment under clause 11(B) falls within the definition of wages under the Act. As the Company does not dispute that the payment is due we determine that the sum of €111,590.00 is payable by the Company to the Employee

The Tribunal has no jurisdiction to determine the issues relating to shares or on the other matters referred to above. It is possible that on enforcement these other matters may arise by way of Set-Off, but those matters are outside the Tribunals jurisdiction.

The Tribunal upholds the decision of the Rights Commissioner.

Question :

Discuss about the decision of the tribunal.