

charging for sending more than thirty e-mails per month. Customers were angry because they had become accustomed to the all-you can use pricing that had made indya.com popular.

After a change in leadership due to retirement, the new CEO, reaffirmed India strategy to serve the mass electronic consumer. Although it had more than 1.2 million subscribers, more than five times as many as Rediff.com, the really large mass market did not exist in 2000. Satyam and Shoppers Stop considered the venture a money pit and were very concerned. When Rediff.com came out with its windows version and indya.com did not India lost customers and did not pick up as many as rediffmail.com. Almost a year later indya.com came out with a Windows version. It helped, but Rediff.com was already ahead and chasing AOL for number one. They tried to sell it for \$ 500 million, a paltry amount compared to what they had put into it over the years. No takers in May 2002, they finally sold it to Reliance International for \$ 200 million. indya.com now aspires to become the biggest online service in the world under the new management.

Case Questions:

Identify the different decisions indya.com made that eventually led to its problems?

MBHR 4001

M.B.A. DEGREE EXAMINATION,
JUNE 2015.

Fourth Semester

Human Resource Management

ORGANIZATIONAL DEVELOPMENT AND CHANGE

(2012 – 2013 Batch onwards)

Time : Three hours Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions out of Eight.

1. What are the changes effected by the organization to satisfy buyers?
2. State the resistance to changes by the managers.
3. Explain the objectives of O.D.
4. Narrate the merits of O.D.
5. Write short notes on change agent.
6. State reasons for failure of organization development efforts.

7. Explain the effectiveness of an effective team.
8. Write short notes on sensitivity training.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions out of Eight.

9. Enumerate the Internal and External factors influence the organization change.
10. Discuss Lewin's process of organization change.
11. Discuss the reasons for resisting change by the employees.
12. Describe the steps in O.D. Process.
13. Elucidate six phase organization development programme.
14. Describe the benefits and limitations of O.D. Programme.
15. Discuss the evaluation of change management programmes.
16. Discuss the measures that can be adopted to overcome resistance by employees.

PART C — (1 × 20 = 20 marks)

Compulsory.

17. Case Study :

Indya.com's TOUGH DECISIONS:

Indya.com an online internet service was created in June 2000 and in September 2000 it made its global launch with great success, backed by three giant corporate partners Satyam. Economic Times and Shoppers Stop. It seemed that this was the perfect marriage, a giant from each of three key areas: computers, media, and retailing. It was a "can't miss" combination. The partners had a clear vision of what they were creating. They expected that consumers would eventually pay bills, buy stock, arrange their travel, and do a myriad of other things electronically. Within a month, it had more than 50000 subscribers. A one crore national advertising campaign featured celebrities, authors, and futurists. ET dropped out early so it could concentrate on its other businesses and because it was tired of putting so much money into the process. But the others stayed in, convinced of the soundness of the investment. Within one year it had over a million subscribers. But then a series of decisions started to cut into their lead over other services, America online (AOL) and rediff.com. First, when subscribers started using India for e-mail and sending lots of messages to each other, started

valuing its employees, that the concept gained popularity in India. By 2002, HR accounting had been introduced by leading software companies like Satyam Computers and DSQ Software, as well as leading manufacturing firms like Reliance Industries.

Case Questions:

- (a) How HR audit in IT industry improve the retention?
- (b) Suggest your views to introduce HRA in various industries in India.

MBHR 4002/MBLH 4002

M.B.A. DEGREE EXAMINATION, JUNE 2015.

Fourth Semester

Human Resource Management

HUMAN RESOURCE ACCOUNTING

(2012 – 2013 Batch Onwards)

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions out of Eight questions.

1. Explain the prospects of Human Resource Management.
2. What are the features of Human capital management?
3. Explain the basic aspects of HR planning.
4. Explain different phases of Audit process.
5. Narrate the aspects of human resource accounting.
6. How the organization is exercising control over capital expenditure?

7. Explain specific issues in quality work life and HRM.

8. Explain cost of labour turnover.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions out of Eight questions.

9. Discuss the strategies for improvement in quality of work life.
10. Describe the components of HR scorecard.
11. Discuss the activities of Human Resource audit.
12. Elucidate the various costs incurred in Human Resource accounting.
13. Enumerate the advantages and limitations of return on investment in H.R. Accounting.
14. Elucidate the methods of valuation of Human assets.
15. Describe the major techniques of financial control at operative level.
16. Describe the problems in human resource accounting.

PART C — (1 × 20 = 20 marks)

Compulsory

17. Case Study :

In the financial year 1995 - 96, Infosys Technologies (Infosys) became the first software company to value its human resources in India. The company used the Lev and Schwartz Model and valued its human resources assets at Rs.1.86 billion. Infosys had always given utmost importance to the role of employees in contributing to the company's success. Analysts felt that human resources accounting (HRA) was a step further in Infosys' focusing on its employees. Narayana Murthy (Murthy), the then chairman and managing director of Infosys, said: "Comparing this figure over the years will tell us whether the value of our human resources is appreciating or not.

For a knowledge intensive company like ours, that is vital information. The concept of HRA was not new in India. HRA was pioneered public sector companies like Bharat Heavy Electricals Ltd., (BHEL) and Steel Authority of India Ltd. (SAIL) way back in the 1970s.

However, the concept did not gain much popularity and acceptance during that time. It was only in the mid-1990s, after Infosys started

Bangalore plant follows the area or region pattern in the matter of wages and salaries. Considering the fact that the company wishes to do aggressive marketing of its products based on performance of employees you have to suggest the steps the company should take to formulate a revised compensation plan to attract and retain efficient staff both of plant and in marketing department. The company had so far not done any job evaluation, market survey, or practiced any payment by results methods including incentive payments.

Question :

What type of revised compensation plans you will suggest to retain effective staff?

MBHR 4003/MBLH 4003

M.B.A. DEGREE EXAMINATION, JUNE 2015.

Fourth Semester

Human Resource Management

COMPENSATION MANAGEMENT

(2012-2013 Batch Onwards)

Time : Three hours Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions out of Eight questions.

1. Explain the objectives of employee compensation.
2. Narrate the components of an employee's wage.
3. What are the advantages of skill-based pay system?
4. How compensation and rewards retains the employee in the organization?
5. State the legal constraints of wage payment regarding person, period and time.
6. Explain the composition of wage boards.

7. Explain the methods of wage payment.

8. Explain the four methods of wage fixation.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions out of Eight questions.

9. Discuss the guiding principles of employee compensation.

10. Define fringe benefit. Discuss the items to be included in the fringe benefit.

11. Describe the functions of a wage board.

12. Elucidate the factors influencing executive compensation.

13. Discuss the requirements of a sound incentive plan.

14. Describe the characteristics and merits of profit sharing.

15. Discuss the factors influencing wage structure and administration.

16. Elucidate the classification of rewards.

PART C — (1 × 20 = 20 marks)

(Compulsory)

17. Case Study :

Nelson-Mudliars Company :

It is joint venture of foreign company and Mudliars an Indian parting of the company. This company has its plant based in Bangaluru. Its main feature and markets, quality furniture for offices and homes. It has a wide range of products to suit varied needs of customers. It has a wide network of sales, marketing staff of its own. Nelson Mudliars believe in excellence in terms of its product and people and i.e. its employees. They wish to attract the best talents in the area of operation. The plant jobs are stationary and is not transferable but the sales marketing jobs are transferable in different regions of India. There are ten regions for the Marketing department. Mr. Rao, the General Manager of Plant and Mr. Talwar the General Manager of Marketing decide to review the remuneration levels occasionally. They have hired Mr. Shetty as HR Manager. Mr. Shetty is qualified Professional age 30 with 5 years experience in Engineering Company at Mysore. He has worked in the Mysore Company for 5 years before changing his job and Joining Nelson & Mudliars Co. Currently the

MBHR 4004/MBLH 4004

M.B.A. DEGREE EXAMINATION, JUNE 2015.

Fourth Semester

Human Resource Management

HUMAN RESOURCE INFORMATION SYSTEM

(2012-2013 Batch onwards)

Time : Three hours Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. What is HRIS? What are the objectives of HRIS?
2. Explain the components of HRIS.
3. Write about data management.
4. Write the significance of training.
5. Describe the characteristics of HR planning.
6. Write the features of good recruitment policy.
7. Explain the phases of the selection process.
8. Write a note on 'Eastern management thought'.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

All questions carry equal marks.

9. Describe the various types of HRIS.
10. Explain the steps for the implementation of an HRIS.
11. Explain the benefits of an HRIS.
12. Explain the methods of organizational structure.
13. Explain the methods of data processing.
14. Discuss the recent developments in Information Technology.
15. Elaborate the common problems during IT adoption efforts and how to overcome.
16. Write about 'HRIS-Employee Legislation'.

PART C — (1 × 20 = 20 marks)

Compulsory

17. Case Study :

"Human Resource Information System is not a luxury but a necessity for an efficient organization" - Write your comments and views.

In the last few years, Essar has expanded its overseas presence to the US, Canada, Africa, West Asia, the Caribbean and South East Asia and added new lines of business including outsourcing and telecommunications. Mr. Malia said that his groups' employee turnover rate is nearly 9% much below the industry's 13-15%.

Question :

- (a) How far this HR initiative would help Essar Group in its international venture?
- (b) Give suggestions for making it cost effective.

MBHR 4005/MBLH 4005

M.B.A. DEGREE EXAMINATION, JUNE 2015.

Fourth Semester

Human Resource Management

GLOBAL HR PRACTICES

(2012 – 2013 Batch Onwards)

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions out of Eight questions.

1. Explain the scope of Balanced Scorecard.
2. Narrate the steps involved in developing a balanced scorecard.
3. What is international Human Resource Management?
4. Explain employee categories involved in IHRM.
5. Explain types of training in IHRM context.
6. Narrate the components of international compensation.

7. Who is responsible for work force planning?

8. Narrate the career paths of their expatriates sent for international assignments.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions out of Eight questions.

9. Discuss the perspectives of Balanced scorecard.
10. Describe the Morgan's International business environment model of IHRM.
11. Compare IHRM practices with domestic HR practices.
12. Discuss how HR managers operating from a MNC's head quarters?
13. Elucidate the advantages and disadvantages of using expatriate employees to staff international subsidiaries.
14. Discuss the factors moderating the differences between domestic and IHRM.
15. Explain strategic planning in the International HRM perspective.
16. Describe the main functions of the International Labour Office.

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PART C — (1 × 20 = 20 marks)

Compulsory

17. Case Study :

Employee retention and engagement is also another important aspect of international HR practices. MNCs inspite of their thriving profitabilities had encountered the challenge of retaining their employees in their international operations. Indian companies as compared to their foreign counterparts over the few years have been reported to have adopted a more proactive approach towards employee retention keeping in mind their global operations. Let us discuss this issue with respect to a fast growing Indian MNC which had excelled in its IHR practices.

Essar Group, the Mumbai Based Conglomerate with interests in steel, oil, power and shipping has set up an inhouse "Global Talent Acquisition Cell", borrowing the concepts from MNCs lik GE and Coca Cola. The group controlled by the Ruia family, has already recruited 28 executives for the cell and plans to raise the count for 50 this year. "Engaging a search firm for talent acquisition is a costlier alternative as you will end up paying huge fees", said Mr. Adil Malia, group President - HR, Essar Group.

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