

of 25 to 28 and very enthusiastic. They are excellent as individuals but lack the team spirit and work very hard to excel in their respective specialised knowledge. Many problems have come up for lack of communication, coordination, quality management and delivery schedules. The plant maintenance is below average.

#### Delta Products

The inventories high and poor industrial relations as none of the managers had any exposure to this subject.

You are required to make a comprehensive Management Development Programme for Managers and Assistant Manager.

#### Questions :

- (a) Analyse the areas to be concentrated.
- (b) How would you plan a programme for these young managers?
- (c) Do you think it is necessary to invite experienced outside faculty for such programme?
- (d) What methods of developmental training would you like to use and why?

### MBHR 3001/MBLG 4005

M.B.A. DEGREE EXAMINATION,  
DECEMBER 2015/JANUARY 2016.

#### Third Semester

#### Human Resource Management

#### HUMAN RESOURCE DEVELOPMENT

Time : Three hours

Maximum : 100 marks

#### SECTION A — (5 × 6 = 30 marks)

Answer any FIVE questions.

All questions carry equal marks.

Answer not to exceed 100 words.

1. Explain the features of Human Resource Management.
2. Differentiate Human Resource Management from Personnel Management.
3. List out the steps involved in the successful implementation of Human Resource Management.
4. What is meant by Transactional analysis?
5. Analyse the criteria for evaluation of training.

6. Explain the need for management development.

7. What is employee counselling? State its characteristics.

8. Analyse the major challenges of global HRD.

SECTION B — ( $5 \times 10 = 50$  marks)

Answer any FIVE questions.

All questions carry equal marks.

9. Explain how empowerment can be motivator.

10. Discuss the instruments of Human Resource Management.

11. Define career development. Explain the career development initiatives.

12. Define Management development. Explain any four methods of management development.

13. Critically comment the Downsizing plan.

14. Analyse any four methods of training.

15. Why do organisations have a career development program?

16. Briefly explain employee counselling.

SECTION C — ( $1 \times 20 = 20$  marks)

Compulsory

17. "DELTA PRODUCTS"

Delta products is a company manufacturing under one shed number of products requiring for one Housing and Building Construction Industry. The products include, hardware - like door knobs, hinges, locks, tower bolts, sanitary fittings and floor tiles. All requirements of housing and building construction industry are manufactured in different departments at its Bhopal plant. The company wishes to produce and market top grade products. Mr. Chakravarty the Director of operations has been on foreign tour for over three months to see the manufacturing facilities at different plants world over. Mr. Chakravarty's goal is to give to the industry, world class quality product at competitive rates and prices. His ambition is to make DELTA the class one producer in this activity in India. Mr. Chakravarty is a highly qualified technocrat with excellent background of engineering, general and marketing management. He had however limited exposure to Human Resource Management. You are hired as Manager of Human Resources. The supporting team of highly qualified engineers, purchase managers and marketing managers are young and almost all of them are in the age group

employees 15 old employees and his original factory supervisor. He decided to meet with a consultant from the University's Business School, who immediately had the old employees fill out a job questionnaire that listed all their duties. Arguments started almost at once because both the supervisor and the consultant thought that the old employees were exaggerating to make themselves look more important and the old employees insisted that the list faithfully reflected their duties. The conflict continued and the customers waited for their filters.

Questions:

- (a) How would you have conducted the job analysis?
- (b) Should the old employees protests be set aside and the supervisor should write the descriptions, as he sees fit?
- (c) How would you go about resolving the differences?

**MBHR 3002/GN 3002/MBLG 3002**

M.B.A. DEGREE EXAMINATION,  
DECEMBER 2015/JANUARY 2016.

Third Semester

Human Resource Management

PERFORMANCE MANAGEMENT

Time : Three hours

Maximum : 100 marks

SECTION A — (5 × 6 = 30 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. What are the by products of job analysis? State the techniques used for collection of data for job analysis.
2. What do you mean by performance dimensions? State its dimensions.
3. What techniques can be used for effective team building?
4. State warning signs of low morale.

5. What do you understand by motivation techniques? Give a few techniques which are generally used in practice.
6. Analyse the features of performance evaluation.
7. Define productivity. List out the different forms of productivity.
8. Explain the concept of performance ethics.

**SECTION B — (5 × 10 = 50 marks)**

Answer any FIVE questions.

All questions carry equal marks.

9. What is performance management? Analyse the functions of performance management.
10. Discuss the challenges of employee empowerment.
11. Define performance appraisal. Enumerate the essential conditions for effective appraisal.
12. Explain in detail the methods of performance appraisal.
13. Analyse the ethical dilemma in performance management.

14. State and explain the modern management techniques.
15. Write note on :  
(a) Morale and productivity  
(b) Morale and performance.
16. State and explain the benefits of performance based compensation

**SECTION C — (1 × 20 = 20 marks)**

(Compulsory)

**17. PERFECT AIR FILTER COMPANY**

In 2000, hurricane hit North Cardina and the Perfect Air Filter Company. Many employee's homes were destroyed and the firm found that it had to hire almost three completely new crews, one for each of its shifts. The problem was that the old employees had known their jobs so well that no one had ever bothered to draw up job descriptions for them. When about 45 new employees started taking their positions, there was general confusion about what they should do and how they should do it.

The hurricane became stale news very quickly to the firm's out of state customers who wanted filters. The firm's president was at wit's end, not knowing what to do. He had about 45 new

**MBHR 3003/MBLH 3001**

**M.B.A. DEGREE EXAMINATION,  
DECEMBER 2015/JANUARY 2016.**

**Third Semester**

**Human Resource Management  
KNOWLEDGE MANAGEMENT**

**Time : Three hours**

**Maximum : 100 marks**

**SECTION A — (5 × 6 = 30 marks)**

**Answer any FIVE questions.**

**All questions carry equal marks.**

- 1. What is knowledge management?**
- 2. Differentiate information from knowledge.**
- 3. Discuss the areas where organisations can detect future trends.**
- 4. Analyse the core disciplines of a learning organisation.**
- 5. What are intellectual Property Rights?**
- 6. How do you get knowledge employee to contribute greater information?**

7. Define ICT. List out the potential capabilities of ICT.

8. What is digital library? State its challenges.

**SECTION B — (5 × 10 = 50 marks)**

**Answer any FIVE questions.**

**All questions carry equal marks.**

9. What is knowledge? Explain its types. State any four characteristics of knowledge.
10. Discuss the benefits of knowledge management.
11. How to measure intellectual capital efficiency?
12. Analyse the items to be rewarded and not to be rewarded.
13. Explain the principles of retention management.
14. What is HRIS? Why does an organisation need HRIS? Discuss the components of HRIS.
15. What is Unified Communications Technology? Analyse the components of Unified Communications.
16. Define an intelligent agent. State and explain any four types of Intelligent agents.

## Results

TI's 13 semiconductor wafer fabrication plants dramatically reduced cycle times and performance variability. Construction of a new plant was avoided, thus saving \$500 million in direct costs and cumulative savings of \$1.5 billion. Hence the slogan:

"One free fab plant".

Give your comments.

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## SECTION C — (1 × 20 = 20 marks)

(Compulsory)

### 17. Best practices yields one free fab plant.

A classic case study from the 1990s. It demonstrates how by sharing best practices across their world-wide operations Texas Instruments saved of the order of \$500 million.

**Keywords:** benchmarking, best practices, facilitation, sharefair, recognition.

**Description** Jerry Junkins, CEO of Texas Instruments in 1994 proclaimed:

"If only we knew what we knew. We can not tolerate having world-class performance right next to mediocre performance simply because we don't have a method to implement best practices."

This set in motion a programme to share best practices across its 13 semiconductor fabrication plants. It started by benchmarking TI's operations with other manufacturing companies, seeking ways of reducing cycle time. But as trainers went around TI's own plants they often discovered even better practices. This led to the creation of the TI-BEST (TI Business Excellence Standard) Programme by TI's Quality Leadership Team.

## **Overall approach**

The overall approach with each business unit was a 4-stage process, and is not a typical from that emanating from any benchmarking / improvement process:

Define business excellence for your business, i.e. describe a best practice is what is "best for me". The current state is compared against the 'standard' found during benchmarking to indicate areas for improvement.

**Assess progress** - use a quality model such as EFQM (European Foundation for Quality Management).

Identify improvement opportunities - each TU unit lists its best practices and creates a prioritized list of improvements.

**Develop an action plan** - to share its best practices and eliminate weaknesses.

## **Main activities**

Best practices knowledge base - a database was created that held over 500 practices. Team facilitators supported requests. They also encouraged people to talk directly to best practice practitioners.

Facilitator network - world-wide there were 138 facilitators. Their role was to promulgate best practice and support demand from users. Each facilitator spent 10%-50% of their time on these activities.

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MBHR 3003/  
MBLH 3001

**ShareFairs** - one-day events designed to share knowledge across the manufacturing plants. The first ShareFair was held in June 1996 to which 500 people attended. The event comprised of exhibits and seminars, plus of course, informal networking.

**Special recognition** - such as the "not invented here, but I did it anyway" award.

**ICT infrastructure** - Lotus Notes was the main platform. It held the knowledge base, in which each best practice was categorized. But it also provided discussion forums and intelligent agents linking a best practices database to external resources.

Supporting these activities was an Office of Best Practices. This team of 15-people identified, captured and catalogue best practices. They offered the following services: continual supply of best practices and external benchmarking studies; these help business units assess their performance vs. the best tools and techniques for best practice capture and sharing: newsletters, forums, databases, e-mail communication of latest techniques and trends training for facilitators.

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MBLH 3001

Questions:

- (a) What plan of action will you suggest?
- (b) What are different methods you would like to use to open the communication channels? Mention briefly the reasons for your suggestion.

**MBHR 3004/MBLH 4001**

M.B.A. DEGREE EXAMINATION,  
DECEMBER 2015/JANUARY 2016.

Third Semester

Human Resource Management

**INDUSTRIAL RELATIONS MANAGEMENT**

Time : Three hours

Maximum : 100 marks

**SECTION A — (5 × 6 = 30 marks)**

Answer any FIVE questions.

All questions carry equal marks.

1. Who are the parties involved in industrial relations?
2. Analyse the causes for poor industrial relations.
3. Why do employees join a trade union?
4. When can the Registrar withdraw or cancel registration of a Trade union?
5. Briefly explain the different types of employee counselling.
6. State the causes of employee grievances.

7. What are the different types of discipline? Briefly explain them.

8. Enumerate the objectives of ILO.

SECTION B — (5 × 10 = 50 marks)

Answer any FIVE questions.

All questions carry equal marks.

9. Discuss the functional requirements of a successful industrial relations programme.
10. Bring out the provisions of Trade Union Act, 1929.
11. Analyse the reasons for failure of Works Committee.
12. Enumerate the essentials of a successful collective bargaining.
13. Briefly explain the different Labour Administration Machinery functioning in India.
14. Define industrial relations. Explain the factors which influence industrial relations.
15. Analyse the different forms of workers' participation in management.
16. Explain the different steps involved in the operation of the grievance procedure.

SECTION C — (1 × 20 = 20 marks)

(Compulsory)

17. Bharat Airways.

Bharat Airways is 5 years old domestic airline. It was launched with lot of assurances of better prompt, efficient services, consumer satisfaction etc. However, during last 5 years, the conditions became worse resulting in large number of dissatisfied travellers, switching over to the other better domestic airlines. Bharat Airways was not experienced in the domestic Air Travel business when it started. Although it recruited almost 50% of its important employees out of 800 employees from other competitor airlines, there was no useful training to any group of employees. Employees had lot of grievances and there was no procedure, system methods to ventilate the grievances. The top management and the operating managers were following autocratic style of management. Communication at levels were poor. There was absence of mutual trust, absence of responsibility, accountability, Senior staff often complained of coordination and in case of problem the 'buck' was passed to someone else conveniently. This resulted in lack of responsibility at all levels. Sometimes chaotic situations arose because of lack of communication. You are as HR manager asked by the Managing Director to prepare a comprehensive action plan to improve the situation and conditions.

**MBHR 3005**

M.B.A. DEGREE EXAMINATION,  
DECEMBER 2015/JANUARY 2016.

Third Semester

Human Resource Management  
EMPLOYEE LEGISLATION

Time : Three hours

Maximum : 100 marks

SECTION A — (5 × 6 = 30 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. Enumerate the objectives of labour legislation in India.
2. What are the objectives of Factories Act, 1948?
3. Analyse the powers of National Tribunals under Industrial Disputes Act, 1947.
4. Define continuous service under the Payment of Gratuity Act, 1972.
5. Explain in brief of The Payment of Wages Act, 1936.
6. Who are unorganised workers?

7. State the scope of The Workmen's Compensation Act, 1923.

8. Define Quality Work Life. State its principles.

SECTION B — (5 × 10 = 50 marks)

Answer any FIVE questions.

All questions carry equal marks.

9. Analyse the principles of labour legislation.

10. Discuss the provisions of Factories Act, 1948 relating to Welfare of workers.

11. Explain the rules regarding the payment of bonus under Payment of Bonus Act, 1965.

12. State the rules laid down under Workmen's Compensation Act, 1923 for distribution of compensation.

13. Analyse the techniques for improving Quality Work Life.

14. Enumerate the main provisions of the Contract Labour Act, 1970.

15. Briefly explain the provisions of Section 4 of The Payment of Gratuity Act, 1972.

16. State and explain the different types of labour legislation in India.

SECTION C — (1 × 20 = 20 marks)

(Compulsory)

17.

A workman under the influence of drink touched a live wire while working at a machine and instantaneously died. His widow claimed compensation but the employer took the plea that he was not liable as the accident arose out of a default by the workman. Decide.