

MBHR 3001/
MBLG 4005

M.B.A. DEGREE EXAMINATION, JUNE 2016.

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 the functions of Human resource development.
2. Briefly explain the important techniques of on the job training method.
3. State the key methods of data collection for HRD evolution.
4. State the levels of Employee wellness programme.
5. Define bench marking.
6. Explain Kolb's four learning styles.
7. How will you evaluate the cost of training?
8. How will you classify international employees?

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Discuss the factors influencing employee behavior.
10. Explain the steps involved in designing a HRD programme.
11. Discuss the process of systems approach in creating a career development programme.
12. Explain in detail the components of an effective employee counseling programme.
13. "Organizational factors play a vital role in employee's decision to stay or leave his employer". Discuss.
14. Discuss in detail the stages of career development model.
15. Explain the evaluation criteria for the realistic job review.
16. Enumerate the key components of a successful global employee.

Ashwin knows he has to take action quickly. He wants to help but thinks that Shyam also has to take some initiative and show progress or he may be forced to take some drastic action.

- (a) What ability is lacking with Shyam?
 - (b) Do you think there is the problem with the new soft ware system?
 - (c) Suggest your opinion to Ashwin to solve this issue.
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PART C — (1 × 20 = 20 marks)
(Compulsory)

17. Ashwin shook his head when he saw the client getting restless as Shyam bungled again trying to complete a sales transaction on the new MATRIX software system. Ashwin is the manager of the Men's Wear store of Fortune Group well known for their world class retail store chains. Ashwin was selected as a management trainee by Fortune at the MBA campus three years ago and is now one of the younger group managers having over 25 full-time and part-time employees including two supervisors for the two units – Leisure wear and Formal wear. Shyam a commerce graduate is 5 years older than Ashwin with about that many years more experience than Ashwin in retail trade. After years of hard work as a sales representative Shyam was rewarded for his excellent people skills and promoted as the supervisor of Leisure wear unit a year ago.

Six months ago Fortune began a systems migration program to replace the existing decentralized store based computer and information software with MATRIX, an enterprise wide integrated system. As a result of this migration there were major changes required in each employee's work, especially those in sales. They had to learn operating the new system and complete all transactions at point of sale while the customer waited across the counter.

As the implementation date of MATRIX approached an extensive 3 days training program was organized; first for managers and supervisors and then for the other sales representatives. Ashwin and Shyam attended the training together. The trainers demonstrated and explained every process and transaction in detail, each participant was given time to practice and a basic user manual provided to each participant. Ashwin was happy as Shyam who had not worked much with computers approached the training with enthusiasm.

It is now over a month since MATRIX was introduced. Ashwin is disappointed because in spite of the training and time spent on demo terminals, Shyam has not mastered the new system and it is affecting his performance as well as the store's customer service. Initially Shyam sought his assistance many times to complete the same set of transactions. When Ashwin asked Shyam to refer to the user manual, Shyam said it was not very useful and he had misplaced it. Ashwin frequently observed Shyam getting stuck and using a trial and error process or seeking help from other sales associates.

Ashwin is now sensing that Shyam is feeling uncomfortable and stressed. He is not seeking Ashwin's help anymore. Shyam's discomfort with the system has added additional burden on other employees besides affecting customer service.

MBLG 3002/
MBGN 3002/HR 3002

M.B.A. DEGREE EXAMINATION, JUNE 2016.

Third Semester

General/HRM

PERFORMANCE MANAGEMENT

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. Define the term performance management and its principles.
2. Explain in detail the organization role in facilitating employees performance.
3. What are the measures to improve performance and reduce stress?
4. Write short notes
 - (a) Job analysis (2)
 - (b) Job description (2)
 - (c) Job specification. (2)

5. Explain Maslow's Hierarchy theory.
6. What do you mean by quality life cycle and its advantages?
7. What are the objectives of performance appraisal?
8. Disuses about the spirituality in India.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Explain in detail about the process of performance management system.
10. Discuss about the model of performance management system.
11. Explain the types of stress.
12. Define the team building and its life cycle.
13. Explain about the reward based performance management.
14. What are the practices to promote the morale?
15. Explain the different types of performance appraisal.
16. Explain the specific problems faced by MNCs in performance management systems.

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PART C — (1 × 20 = 20 marks)

17. Case Study (Compulsory)

In a BPO, where Mr. Sunil Sharma works with, the employee turnover rate is very high. Employees used to cut jokes on this area of HR instability during their canteen visits and tea breaks. One day, when Sunil came to know that his colleague Ms. Shilpa Sangal is attending an interview in another BPO for a higher designation, he sent her an email through the Office Desktop, wishing her good luck.

Floor manager, who was monitoring the emails of employees, without their knowledge had got the information. Shilpa didn't get that job. But, the Floor Manager, who was considering her name for the place of Floor Team leader, which is a promotion, rejected her name from the list, thinking that she may not be continuing her job in the company.

Question :

The action taken by the floor manager is correct? State the reason for your answer.

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MBGN 3002/HR 3002

MBHR 3003/
MBLH 3001

M.B.A. DEGREE EXAMINATION, JUNE 2016.

Third Semester

Human Resource Management

KNOWLEDGE MANAGEMENT

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. Define knowledge management. State its importance.
2. Briefly explain the stages of knowledge life-cycle.
3. State the principles of Retention management.
4. What do you mean by Human Resource Information system? State its kinds.
5. Explain the kinds of knowledge discovery.
6. Distinguish KPO from BPO.
7. State the basic functions of intelligent behavior.
8. Briefly explain the advantages of owning a trade mark.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Enumerate the essential characteristics of a knowledge based organization.
10. "Performance appraisal is one of the important roles of HR manager in an Organization". Do you agree? Substantiate your opinion.
11. Explain in detail the steps involved in implementation of knowledge management system.
12. Discuss the knowledge management roles and responsibilities within an organization.
13. Explain in detail the types of knowledge discovery.
14. Discuss in detail the trait model of performance appraisal method.
15. Discuss the process of Retention management in detail.
16. Explain the tools of knowledge audit in detail.

care quality and safety around the world. The accreditation is an international gold standard for hospitals. Health-care accreditation requirements necessitate using a competency management program focusing on employee development and education.

- (a) Explain why the revised performance appraisal system at Premier Hospital is more efficient.
- (b) Do you think the performance appraisal system at Premier is aligned with its corporate profile and appropriate for all levels of employees?
- (c) Considering accreditation requirements which focus on employee development and education, what are your suggestions for changes in the performance appraisal format?

directions for
appraisal for
read before

P/10M

directions for using the on-line performance appraisal forms. To determine if the original goals had been met, the committee developed an evaluation form. After the new appraisal system had been in use, an evaluation revealed that 90% of the supervisors and managers felt that the process had indeed been streamlined. The new process was viewed as easier to understand, a significant reduction in paper had occurred, arithmetic errors were prevented, and the appraisal information was clearer and more concise.

The next year the committee reconvened to examine the first year of operation and identify areas for improvement. Since then minor revisions have been made in the performance appraisal system, updates on computer hardware and software were undertaken, and data screens have been simplified for management users.

Recently Premier has been accredited by The Joint Commission International (JCI), a U.S based accreditation body dedicated to improving health

PART C — (1 × 20 = 20 marks)

(Compulsory)

17. Premier Hospital, a leading super specialty hospital has over 50 centers, diagnostic clinics, an extensive chain of Premier Pharmacies, medical PO as well as health insurance services and clinical research divisions across seven states in India. Premier Hospital was on the cutting edge of medical science but had a super problem. Its performance appraisal system was rapidly becoming an insurmountable pile of papers; and with over 2000 employees, the HR staff recognized that changes were needed. Performance appraisal forms can range from a simple sheet of paper to very lengthy and complex formats. Premier's performance appraisal system had evolved over the years into a form with about 20 pages per employee. Although some of the length was due to concerns about meeting numerous regulatory, state, and healthcare industry requirements, other facets of the system had been developed for administrative reasons. The existing performance appraisal system was based on a combination of job descriptions and a graphic rating scale performance appraisal form. To complete an appraisal on employees, supervisors and

Work
Items
List

managers scored employee performance on formal weighted criteria and then summarized the information. These summaries were reviewed by upper management for consistency. The overall performance appraisal process was paper-intensive, slow, and frustrating because it required a many different steps.

A steering committee was formed to oversee the process of changing to a better performance appraisal system. The committee established that it was crucial for the new system to better fit the needs of those using it. Also, the committee wanted the system to use more technology and less paper. Based on these general objectives, brainstorming was conducted to find bottlenecks and identify what the ideal automated process would look like. At this point, the committee understood the current systems and what key users wanted. After reviewing literature on performance appraisal systems, surveying other hospitals, and looking at software packages, the committee decided it would have to design its own system. The option chosen consisted of moving the numerical criteria scores from the individual pages of the job description to a summary sheet that provided for scoring up to six employees on one form. Then total scores were calculated by the

computer. Also, written comments were moved to a summary sheet dealing only with exceptions to standards. The most difficult part proved to be the design of the database. It had to be designed from scratch and had to interface with existing HR systems. A software program was written to do the calculations using data already in place, and another program was written to do the calculations. The new process reduced the paperwork from 20 to 7 pages per employee. Supervisors and managers were given the option of using computerized comment sheets. Another time-saver was the ability to use the system to record and document noteworthy employee performance incidents, both positive and negative in nature, as they occurred throughout the year. This documentation feature eliminated the need for a separate note-keeping system that many managers had been using.

To implement the new performance appraisal system, training for supervisors and managers was crucial. When the training program was developed for the new system, all 97 supervisors and managers were required to attend. During the training, attendees were given a sample package with appraisal forms, a user manual, and

working for him. He sends out letters and signs himself as project director, which obviously implies to others that I am working for him."

Kumar says : "Deepa is all hung up with feelings of power and titles. Just because I sign myself as project director doesn't mean she is working for me. I don't see anything to get excited about. What difference does it make? She is too sensitive about everything. I call a meeting and right away she thinks I'm trying to run everything. Deepa has other things to do and other projects to run, so she doesn't pay too much attention to this one. She mostly lets things slide. But when I take the initiative to set up a meeting, she starts jumping up and down about how I am trying to make her work for me.

- (a) Kumar and Deepa seem to have several conflicts occurring simultaneously. Identify as many of these individual conflicts as possible.
- (b) What are the possible ways to deal with the conflict between Kumar and Deepa (not just the ones that you would recommend, but all of the options)?
- (c) Given all the benefits of retrospection, what could or should have been done to avoid this conflict in the first place?

MBHR 3004/
MBLH 4001

M.B.A. DEGREE EXAMINATION, JUNE 2016.

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. Define industrial dispute.
2. State the aims and objective of trade unions.
3. Briefly explain the various methods of counseling.
4. Write brief note on minor punishment in an organization.
5. What are the causes for in-disciplinary activities in an organization?
6. State the effects of strained industrial relations.
7. Briefly explain the features of collective bargaining.
8. Explain the importance of labor administration.

Question (B)

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Discuss in detail the causes for industrial disputes.
10. Discuss the causes for under performance of trade unions in India.
11. 'Collective bargaining is the method of settling disputes.' Elucidate your opinion.
12. Explain the causes for employee grievances in detail.
13. Discuss the impact of International Labor Organization on Indian labor legislation.
14. "To resolve disputes, conciliation machineries play an important role". Discuss.
15. Trace the historical evolution of trade union movement in India.
16. Discuss the factors that affect Industrial Relations strategy.

PART C — (1 × 20 = 20 marks)

(Compulsory)

17. Deepa and Kumar both work for a software development company. The manager of the new product division was originally the leader of the project team for which she interviewed and hired

Kumar. Deepa, another project team member, also interviewed Kumar, but strongly opposed hiring him for the project because she thought he was not competent to do the job.

Seven months after Kumar was hired, the manager left the project to start her own company and recommended that Kumar and Deepa serve as joint project leaders. Deepa agreed reluctantly? With the stipulation that it be made clear she was not working for Kumar. The General Manager consented; Deepa and Kumar were to share the project leadership.

Within a month Deepa was angry because Kumar was representing himself to others as the leader of the entire project and giving the impression that Deepa was working for him. Now Deepa and Kumar are meeting with you to see if you can resolve the conflict between them.

Deepa says : "Right after the joint leadership arrangement was reached with the General Manager, Kumar called a meeting of the project team without even consulting me about the time or content. He just told me when it was being held and said I should be there. At the meeting, Kumar reviewed everyone's duties line by line, including mine, treating me as just another team member

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

All questions carry equal marks.

9. How do you visualize the need for a labour legislation in the industrial world? Give out the classification of labour laws?
10. Discuss the provision regarding licensing and registration of factories act.
11. What is strike and lock out? Should the worker be paid for illegal strike?
12. Explain the essential of a good system of wage payment.
13. What are the payments of gratuity Act 1972? Explain it.
14. Discuss about employee pension scheme.
15. Explain the issues involved in unorganized sector labours.
16. Describe the criteria for the measurement of the degree of QLW.

PART C — (1 × 20 = 20 marks)

Compulsory.

17. Case study :

Aircraft Maintenance Engineer of Indian Air Lines Corporation formed the bulk of engineers having AME license. The recent pay revision announced by Government has resulted wide disparity between wages and allowance between Engineers and pilots. Engineers accordingly joined together and formed the union and got it registered. Nearly 90 per cent of serving Engineers joined the union.

During the recent negotiation with the management, Engineers insisted to introduce a clause to make union membership mandatory to all employed engineers which in other words called 'union shop'.

A section of union leaders preferred 'maintenance shop' characteristics to their union where as some others insisted an 'Agency-shop' status. Opinions are also divided whether they should get themselves affiliated to National union. They decided to seek the opinion of a consultant.