

MBHR 3001/
MBLG 4005

M.B.A. DEGREE EXAMINATION, JUNE 2017.

Third Semester

HRM/General (Later Entry)

HUMAN RESOURCE DEVELOPMENT

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. What is Human Resource Development? What are its Primary Functions?
2. What are the external factors that influence the employee behaviour?
3. What is the purpose of assessing HRD needs?
4. What do you mean by simulation training?
5. How the impact of HRD programs are assessed?

6. Describe employee counseling as an HRD activity.
7. What are the benefits of work force retention?
8. What do you mean by expatriate support?

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Explain the relationship between HRD and HRM.
10. Explain the functions of Human Resource Development.
11. Explain the key activities involved in designing an effective HRD program.
12. Describe the various on-the-job training methods.
13. Elucidate the Kirkpatrick's evaluation framework.
14. How to develop an effective career development program? Explain.
15. Explain the various wellness and health promotion programs that are commonly provided to the employees.
16. Describe the impact of globalization on HRD.

PART C — (1 × 20 = 20 marks)

Case Study (Compulsory)

17. Some people believe that programs like wellness programs infringe on an individual's right to choose his or her own lifestyle, maintaining that an individual has the right to smoke, eat junk food and avoid exercise if he or she wants to.

What argument can you make to support the critics of workplace wellness programmes? Support your position.

Questions:

- (a) How can you focus each individual's role within the small business environment?
- (b) What are the important parts of empowering employees to take responsibility for their own work and career development?

MBHR 3002/
MBGN 3002/
MBLG 3002

M.B.A. DEGREE EXAMINATION, JUNE 2017.

Third Semester

HRM/General

PERFORMANCE MANAGEMENT

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. What is meant by quality performance management?
2. How does performance Management differ from performance appraisals or staff reviews?
3. What are the Factors for Favoring a Strategy of Employee Empowerment?
4. What factors do you consider most important for measuring employee performance?

MBHR 3002/
MBGN 3002/
MBLG 3002

5. What are the Benefits of Organizational Structure?
6. Describe the Performance Monitoring and Evaluation.
7. What is Performance Counseling and Conditions for effective counseling?
8. Briefly discuss on Ethical Dilemma in Performance Management.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

All questions carry equal marks.

9. What are the Methods of Job Analysis? Explain it.
10. What are the respective responsibilities of both manager and employee in respect of performance appraisal?
11. Explain the significance of 5 S philosophy with suitable examples.
12. Explain the effective performance management includes the features.

2

MBHR 3002/
MBGN 3002/
MBLG 3002

13. Discuss the Integrating Competencies in the Performance Management Process.
14. What are the Classifications of Performance Evaluation? Explain it.
15. Describe the performance Management in MNCs.
16. Discuss the guidelines for Indian Management Thoughts and Practices.

PART C — (1 × 20 = 20 marks)

(Compulsory)

17. Case Study :

At first glance, empowering individual employees and focusing on teamwork may seem counter intuitive. One seeks to support the individual, while the other focuses on putting the team ahead of individual needs. When small businesses put both theories to work however, they may find that empowering individuals actually improves the performance of the entire team.

3

MBHR 3002/
MBGN 3002/
MBLG 3002

Yanow suggests that this is far from an isolated example and that the privileging of theoretical knowledge over local contextual, tacit knowledge is an attitude which is prevalent in many, if not majority of the organization.

Questions :

- (a) Do you agree with this conclusion regarding the dominance of this perspective?
- (b) From any organizational experiences you have can you think of other similar examples where potentially important and useful knowledge is overlooked and neglected due to its tacit, contextual and experiential character.

MBHR 3003/MBLH 3001

M.B.A. DEGREE EXAMINATION, JUNE 2017.

Third Semester

HRM

KNOWLEDGE MANAGEMENT

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. What are the nature of knowledge management?
2. Explain the characteristics of KBO.
3. List out the importance of intellectual capital.
4. State the knowledge and role related issues.
5. Mention the various benefits of rewarding knowledge workers.
6. Bring out the principles of retention management.
7. What are the obstacles in successful implementation of HRIS?
8. Write short notes on KPO.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Explain the various types of knowledge management.
10. Describe the new roles of human resources manager in the emerging KBO.
11. Explain the classification of intellectual capital.
12. Illustrate and explain about the intellectual property rights.
13. Discuss the steps involved in implementing knowledge management.
14. Explain briefly about balance score card method.
15. Outline the reasons for implementing HRIS.
16. What is meant by artificial intelligence? Describe the functions of intelligent behaviour.

PART C — (1 × 20 = 20 marks)

Compulsory question.

17. Case study :
Mrs. Rani, a research scholar suggests that the privileging and prioritizing of what she calls expert or theoretical knowledge can result in local, contextual tacit knowledge becoming so marginalized that it can be often neglected if not ignored.

One of the most vivid organisational examples she gives to illustrate her argument concerns the knowledge of some delivery drivers employed by a bakery.

The owners of the bakery decided that they wanted to better understand the changing nature of the tastes and demands of the final customers who bought their goods.

Despite of the fact that the some of the bakery's own employees arguably possessed such knowledge, through the ongoing conversations they had with the shop's owners that happened when their delivers were made, this source of knowledge wasn't used.

Instead, the bakery's owner spent a significant amount of money employing external consultants to conduct some market research. For Yanow, the reason that the delivery driver's knowledge was overlooked and not used was due to its character. Fundamentally, this knowledge was tacit, subjective, experience based and content specific and was possessed by the workers low down in the organizational hierarchy. For the owners of the bakery this was regarded as a less legitimate and less objective form of knowledge to that which the market research consultants could provide.

MBHR 3004/
MBLH 4001

M.B.A. DEGREE EXAMINATION, JUNE 2017.

Third Semester

HRM

INDUSTRIAL RELATIONS MANAGEMENT

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. What do you mean by Industrial Relations?
2. Give the various determinants of Industrial Relations.
3. What are the functions of a trade union?
4. Distinguish blue-collar and white-collar workers.
5. What are the advantages of counseling?
6. What are the reasons for taking disciplinary action?

7. What do you mean by arbitration? How it differs from conciliation?

8. What are the objectives of ILO?

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Describe the Industrial Relations scenario in India.

10. Explain the problems of Indian trade unions.

11. Describe the social responsibility of trade unions.

12. Discuss the steps involved in making counselling effective.

13. "An effective grievance procedure is preventive rather than curative". Explain this statement.

14. Discuss the process involved in collective bargaining.

15. What are the functions of ILC?

16. Discuss the future of Industrial Relations in India.

PART C — (1 × 20 = 20 marks)

Case Study (Compulsory)

17. Mr. Senthil is always confused and claims that there is no proper guideline on do's and don'ts of his job. His work is not recognized by his supervisor or his boss. His request for a clear agenda of his work has also been turned down. He claimed that the chief personnel manager has instructed him to simply obey the job. However, his colleagues advise him to continue as everyone is in the same confusion.

(a) Discuss the situation.

(b) What is the basic issue and how can it be solved?

the supervisor's table and was not seen on the shop floor throughout the day. The supervisor has reported this case to his manager who wants your opinion.

- (a) As the Senior Consultant to the company. Comment on the events that have taken place.
 - (b) What is your opinion about this issue?
 - (c) Suggest the course of action.
-

MBHR 3005

M.B.A. DEGREE EXAMINATION, JUNE 2017.

Third Semester

Human Resource Management

EMPLOYEE LEGISLATION

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. State the objectives of labour legislation.
2. What are the objectives of labour protection?
3. State the provisions of Bonus Act 1965 regarding the eligibility to claim bonus.
4. Briefly explain the problems faced by agricultural laborers in India.
5. State some of the quality life benefits enjoyed by private industry workers.
6. Briefly explain the provisions of Factories Act regarding working hours and overtime for employees.

7. Define Wages as per Payment of Wages Act, 1936.
8. State the eligibility criteria for receiving family pension.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Discuss in detail the objectives of Factories Act, 1948.
10. Explain in detail the provisions of Factories Act, 1948 with regard to safety, health and welfare measures of the employees.
11. Discuss in detail the rules for payment of wages as per Payment of Wages Act, 1936.
12. Explain the provisions of Workmen's Compensation Act 1923, regarding distribution of compensation.
13. Discuss the pros and cons of medical aid schemes for employees.
14. Explain the establishments that are excluded from the definition of shop as per Shops and Establishment Act, 1947.
15. Discuss the different types of pension available under EPS.
16. "Trade Unions are shields against the exploitation of workers". Comment.

PART C — (1 × 20 = 20 marks)

(Compulsory)

17. Ravi is a driller working in the production department. He is working in the capacity of a driller only for the past five years in the company. His service record has been generally good but for one warning for remaining absent for two days without permission. In his early years he used to be rude and quarrelsome with his co-workers but there is nothing on record about these as they were not taken seriously by the superiors. This company had been taken over by another company eight months before. The new management however has taken a stricter approach in enforcing discipline.

One day, at 8.00 pm, at the starting of the shift Ravi went to his supervisor saying that he wanted leave for the day as some guests had turned up unexpectedly at his house. The supervisor declined his request saying that there were already a few workers who were absent and asked him to work on the press machine as the regular press operator had not come and there was a huge backlog which had to be cleared that day. Ravi refused to obey the instruction and told his supervisor that he would work only on his machine and not on any other machine and went to work on his usual drilling machine. After some time he left after leaving his leave application on