

**MBHR 4001**

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

Fourth Semester

HRM

ORGANIZATIONAL DEVELOPMENT AND CHANGE

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. Why is change difficult to implement?
2. Present an overview of change and change management.
3. Write a note on guiding principles to change.
4. Which are the different types of changes?
5. State the roles of Leaders, Managers and HR in a change process.
6. Define OD.
7. What do you understand by organizational diagnosis?
8. Define change process.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. What do you understand by organizational change?
10. Comment on planned change and types of planned change.
11. What are the different organizational barriers to change?
12. What is meant by resistance to change? Explain functionalities and dyfunctionalities.
13. Who are change agents? Define different types of change agents.
14. Explain various models of OD diagnostics.
15. What is OD intervention? Explain different OD intervention strategies.
16. Explain the concept of organization development and how it is related to effective management of change.

PART C — (1 × 20 = 20 marks)

Compulsory.

17. Explain how organizational life cycle analysis helps in proper identification of OD interventions. Develop your answer with some real – Life examples.

When the second group of trainees came out, the head office was shifted to America, with the understanding that most of the executive positions be filled by Americans. As a result of the program, a surplus of qualified women are throughout the bank. If the 65 started, 25 finished and they felt that they worked hard, so that they would get promotion. Most of them are in the age group 25 to 45, had been clerical employees but want their promotion not far away from their family.

Question:

Develop an action plan for handling the trained and qualified staff.

MBHR 4002/  
MBLH 4002

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

Fourth Semester

Human Resource Management/Lateral Entry

HUMAN RESOURCE ACCOUNTING

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. State the objectives of human resource accounting.
2. What is meant by quality of work force? Why is it important?
3. Write down the advantages of training to the employees and organization.
4. Explain the opportunity cost approach in the HR valuation.
5. Explain the acquisition cost released to human resources.

6. What are the steps involved in responsibility accounting?
7. Explain the behavioural aspects of management control.
8. Give an account of experiences and extrapolations on HRA.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

All questions carry equal marks.

9. Discuss the human resource accounting for managers.
10. Explain the different methods of valuation of human assets.
11. Describe the areas to be focused for effective human capital investment.
12. Discuss the various factors affecting productivity with special reference to human capital.
13. Explain the parameters for calculating the return on investment in human resources.

14. Examine the nature and effect of internal and external HR environment in an organization.
15. Describe the management control structure and process in HR accounting.
16. Elaborate the steps involved in the human resource audit process.

PART C — (20 marks)

Compulsory.

17. Case Study:

The bank is a multinational bank. Some years ago, the women staff charged that they are not given a chance of promotion as a bank officer. So the bank developed a training program to prepare themselves for the executive posts women with five years' experience with or without a degree or senior grade clerical staff with 12 years' experience were eligible to apply. They also offered Rs. 3,500 as incentive, to anybody who successfully completes the program. The program consisted of management subjects and on the job training. Most of the women worked hard to come up I and succeeded too.

- (a) If you are in Arun's position, what would be advice to maintain the external competitiveness? Provide the merits and demerits of various options available for external competitiveness policy.
- (b) Do you think the pay structure should have several components? Justify.
- (c) What should be the distribution of different forms of pay? Provide rationale.
- (d) Are there any theories that can help in understanding the pay competitiveness? List a few.
- (e) What are your observations about the pay competitiveness in leading IT firms in India?

**MBHR 4003/MBLH 4003**

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

Fourth Semester

HRM

COMPENSATION MANAGEMENT

Time : Three hours

Maximum : 100 marks

SECTION A – (5 × 6 = 30 marks)

Answer any FIVE questions.

1. Define compensation management. Mention the objectives of compensation management.
2. Discuss the issues involved in designing compensation systems.
3. Discuss the ways to determine the compensation.
4. What do you understand by wage mix? Give a brief note.
5. How do Multi-National Organizations (MNCs) manage compensation?

6. How to implement performance based pay systems?
7. Distinguish between pay and commission with examples.
8. Throw light on various employee benefit programmes offered by organizations.

SECTION B – (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Describe various philosophies of compensation management.
10. Explain different types of incentives with examples.
11. Elucidate the base pay system development procedure and fixation of pay grades?
12. Discuss the advantages and limitations of various incentive plans.
13. Explain the structure, fixation and payment of wages.

14. What are the means of establishing fairness perceptions in compensation management? Elaborate.
15. Write about the following :
  - (a) Benefit need analysis.
  - (b) Security benefits.
16. Describe the role of wage boards and pay commissions in compensation management.

SECTION C – (1 × 20 = 20 marks)

(Compulsory)

17. The advent of Government initiatives inspired many budding entrepreneurs to establish start-up companies. Most of the start-up companies created business models to sell their technology based software products. The software engineers, thus, were directly affecting the success of these companies. A group of leading US based investors is interested to invest in a new start-up. Arun Kumar is operating a consultancy that offers advisory services to business investors. The group of US based investors have now approached Arun and sought his advice to help them in determining the marketing manager's pay.

**MBHR 4004/**  
**MBLH 4004**

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

Fourth Semester

Human Resource Management.

HUMAN RESOURCE INFORMATION SYSTEM

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions out of the following.

1. What are the sources of data for HR Information System?
2. Justify the statement: HRIS is an investment.
3. Explain HRIS Planning Module.
4. How HRIS is maintaining the organizational structure of an organization?
5. Mention common problems that may occur during IT adoption.
6. List out the advantages and disadvantages of EHRM.

7. Elucidate Information System's support for planning and control process.
8. Write short note on Information System for Employee Legislation.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions out of the following.

9. Discuss how HR Managers use IT to effectively manage HR Management Processes.
10. Explain Data Management for HRIS.
11. Explain Performance Appraisal Module of HRIS.
12. Explain in detail how HRIS is used to manage the communication process effectively by organizations.
13. Discuss an integrated view of HRIS.
14. Explain various orientation and training modules for HR and other functionaries.
15. Discuss Organization Culture and Power in HRIS.
16. What is office automation? Explain Information Processing and control functions.

PART C — (1 × 20 = 20 marks)

(Compulsory)

17. ABC limited company was working with an existing PEO model combined with a separate payroll service. They wanted to move to a comprehensive HRIS with all features under a single umbrella. The key factors they were looking for were core-HR, payroll, time and attendance, benefits management with employee self-service. Additionally, they were sensitive to how expensive some of the systems could be and wanted to get the greatest value.

Assume that you are working with HR Department. Define their overall needs and give recommendations on the systems that would best fit their requirements. Give justifications for your recommendations.

Issues are to be considered as follows,

- (a) Migration to a comprehensive, single system of record for HRIS functions
- (b) Finding the greatest value
- (c) Locating vendors with specific functionality
- (d) Too many options in the marketplace.



persuade people to apply. The company pays better wages than most retailers and provides health benefits for part-time employees. During the recession they did not layoff any employees. It is the responsibility of every employee at The More Store, from top to down, to recruit employees. These efforts are so effective that advertisement for applicants is rarely necessary. That's because as customers enter the store, a trained sales associate talks up the benefits of working for The More Store and all that the company offers. If the individual applies and is hired, the sales associate is given a Rs.1,000 reward for successful recruiting.

Questions :

- (i) What are the advantages and disadvantages of relying on employees as a major source of recruiting new employees?
- (ii) Explain how other recruiting sources may be effective for The More Store's recruitment.

- (b) Imagine you're the Vice-President of human resources for a Fortune 500 company. You've spent your entire career attempting to enhance the workplace for employees to support their productive work in the organization. You aligned the hiring process to serve the strategic needs of the organization, as well as implemented an effective performance management system. However, the performance management process is becoming less effective because managers are inflating employee ratings. Under this system, managers are evaluated as a 1, 2, 3 or 4, with 1 being the highest rating and 4 the lowest. In many cases, managers are required to give a 4 rating to the lowest 10 percent of employees each year. Those individuals receiving a rating of 4 for two consecutive years are often let go from the organization. The intent behind

this system is that throughout the two-year process, evaluators are to meet frequently with the employees, counsel them, and provide necessary development opportunities.

Questions :

- (i) What type of evaluation process would you say is being used in this case?
  - (ii) Do you see these effects as positive or negative? Defend your position.
- 

14. Assess the HR challenges and opportunities.
15. Describe the incentives and compensation methods followed in Global companies.
16. Discuss the strategic role of international HRM in enhancing the firm's performance and Productivity.

SECTION C — (1 × 20 = 20 marks)

Case Study.

(Compulsory)

17. (a) The "Great Recession" has been hard on recruiters. As many employers have downsized, they also cut back on their recruiting efforts or brought them to a screeching halt. Some companies, like The More Store, have weathered the recession better than others. Employees at The More Store are encouraged to make recruiting a priority. They constantly have their eye on customers who would fit the unique culture, frequently approaching a good candidate right on the sales floor. In fact, 34 percent of the applicants to The More Store are referred by employees. And it isn't hard to

6. State the differences between domestic and international HRM.
7. What are the various challenges that HR face in creating new jobs through globalization?
8. 'Success of any MNC is determined by value system' – Comment.

SECTION B — (5 × 10 = 50 marks)

Answer any FIVE questions.

All questions carry equal marks.

9. What is globalization? How can organizations leverage their Human Resources in the context of globalization?
10. Explain the important criteria MNCs should use while selecting expatriates.
11. Discuss how the recruitment and retrenchment of Global HRM differs from general HRM.
12. Briefly explain any change management model.
13. Discuss the policy framework for employee driven flexibility and employer driven flexibility in work life balance.

**MBHR 4005/MBLH 4005**

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

Fourth Semester

Marketing

**GLOBAL HR PRACTICES**

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. What is balanced score card? State its uses.
2. What are the major issues involved in developing cross cultural teams?
3. What is Skill? Explain the different methods of skill building in international organizations.
4. Explain the models of IHRM.
5. How do you lead stress free work life?