

MBHR 4001

M.B.A. (HRM) DEGREE EXAMINATION,
JUNE 2016.

Fourth Semester

Human Resource Management

ORGANIZATIONAL DEVELOPMENT AND CHANGE

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. Define change agents and their role in OD.
2. What do you mean by resistance to change.
3. Explain the purpose of job redesign.
4. State briefly the basic values of OD.
5. What do you mean by intervention? State its importance.
6. State sensitivity training.
7. Explain the advantages of team of work.
8. Explain the Leirils three step model.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Explain in detail, the models of organisational change.
10. Describe the techniques to overcome change.
11. Describe the effectiveness of change program.
12. Evaluate the phases of OD.
13. Describe the importance of feedback and how it help in OD.
14. Explain human process interventions.
15. Discuss the process of inter group development.
16. Illustrate the stimulating forces for change agents.

PART C — (1 × 20 = 20 marks)

Case study (Compulsory)

17. Mr. X and Y are the newly appointed manager of a workshop. The workshop functions all the day. The workshop is manned by an equal number of community peoples. (Alpha and Beta). A good tradition is built in the workshop. Recently, there were labour union election and one of the Community (beta) has elected as the leader. The

new leader is reported to be very unusual, through very good at heart both the communities want the other community to perform the duty on that festival day. Because that day was religious day for the communities. Lot of discussions and more negotiations and discussions making situation worse. The attitude of both parties becoming hardening. Without damaging good relating between the two communities how the problem will be solved.

- (a) What will you do?
- (b) Give the possible solutions along with merits and demerits for each solution. Justify the best solution.

- (a) Point out which changes are occurring in the business that affect HRM.
- (b) What are some considerations the company and HR should be aware of when making changes related to this case study?
- (c) What would the initial steps be to start planning for these changes?

MBHR 4002/MBLH 4002

M.B.A. (HRM) DEGREE EXAMINATION, JUNE 2016.

Fourth Semester

Human Resource Management

HUMAN RESOURCE ACCOUNTING

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE of the following.

1. How is human resource accounting efficiently used in modern trend?
2. What are the different ways of calculating the market value?
3. Explain the concept human capital investment.
4. What are the objectives of human resource accounting?
5. Explain the methods involved in HR value.
6. Organisation behaviour Vs Turnover.
7. Explain the human resource accounting designs.
8. List out the HR softwares with its advantages.

PART B — (5 × 10 = 50 marks)

Answer any FIVE of the following.

9. Explain the importance of human resource accounting.
10. Describe how the performance gets improved through HR accounting.
11. Explain the classification of costs in HR accounting.
12. Describe the various approaches to HR accounting.
13. Discuss the investment approach mechanisms with suitable examples.
14. Explain the process of designing of HR accounting.
15. Enumerate the social control term with HR accounting.
16. What is HR Audit? How is it used in controlling the human resources in the modern market?

PART C — (1 × 20 = 20 marks)

Compulsory.

17. Case study :

Jennifer, the owner and manager of a company with ten employees, has hired you to take over the HRM function so she can focus on other areas of her business. During your first two weeks, you

find out that the company has been greatly affected by the up economy and is expected to experience overall revenue growth by 10 percent over the next three years, with some quarters seeing growth as high as 30 percent. However, five of the ten workers are expected to retire within three years. These workers have been with the organization since the beginning and provide a unique historical perspective of the company. The other five workers are of diverse ages.

In addition to these changes, Jennifer believes they may be able to save costs by allowing employees to telecommute one to two days per week. She has some concerns about productivity if she allows employees to work from home. Despite these concerns, Jennifer has even considered closing down the physical office and making her company a virtual organization. But she wonders how such a major change will affect the ability to communicate and worker motivation.

Jennifer shares with you her thoughts about the costs of health care on the organization. She has considered cutting benefits entirely and having her employees work for her on a contract basis, instead of being full-time employees. She isn't sure if this would be a good choice.

Jennifer schedules a meeting with you to discuss some of her thoughts. To prepare for the meeting, you perform research so you can impress your new boss with recommendations on the challenges presented.

thought the female supervisors may have been paid at a lower rate mainly because they were women, and perhaps Richard, the former president, did not think that women needed as much money because they had working husbands. However, she added she personally thought that they were paid less because they supervised less-skilled employees than did the male supervisors. Black was not sure that this was true.

The company from which Black had moved had a good job evaluation system. Although he was thoroughly familiar with and capable in this compensation tool, Black did not have time to make a job evaluation study at ABC. Therefore, he decided to hire a compensation consultant from a nearby university to help him. Together, they decided that all 25 salaried jobs should be in the same job evaluation cluster, that a modified ranking method of job evaluation should be used, and that the job descriptions recently completed by the HR director were current, accurate, and usable in the study.

Questions :

- (a) What would you do if you were Black?
- (b) How do you think the company got into a situation like this in the first place?
- (c) What kind of problems do you envisage for Black?

MBHR 4003/MBLH 4003

M.B.A. (HRM) DEGREE EXAMINATION, JUNE 2016.

Fourth Semester

Human Resource Management

COMPENSATION MANAGEMENT

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. Define the term compensation and its role in the welfare of labour.
2. State the briefly what fringe benefits are?
3. Explain salary matrix.
4. What are the various types of wage structure?
5. Explain the merits and demerits in incentive plans.
6. Write the compensation plan available for blue collar employees.
7. What are the security benefits available for executives? List out.
8. Write short notes no ILO.

PART B — (5 × 10 = 50 marks)

Answer any FIVE of the following.

9. Explain the various classification of compensation.
10. Discuss how compensation is used as a retention strategy.
11. Describe wage curve, how it differs in job rotation.
12. Explain the various types of pay structure used for same type of jobs in different industries.
13. Illustrate any two theories of wages.
14. Explain the position of compensation management in multi-national organisations.
15. Describe the various methods of rewarding sales personnel.
16. Describe the functions of pay commission.

PART C — (1 × 20 = 20 marks)

(Compulsory)

17. Case study.

Black was trying to figure out what to do about a problem of salary situation he had in his plant. Black recently took over as president of ABC fitness Manufacturing. The founder and former president, Richard, had been president for 35 years. The company was family owned and located in a small town. It had approximately 250 employees and was the largest employer in the community. Black was the member of the

family that owned ABC, but he had never worked for the company prior to becoming the president. He had an MBA and a law degree, plus five years of management experience with a large manufacturing organization, where he was senior vice president for human resources before making his move to ABC.

A short time after joining ABC, Black started to notice that there was considerable inequity in the pay structure for salaried employees. A discussion with the human resources director led him to believe that salaried employees pay was very much a matter of individual bargaining with the past president. Hourly paid factory employees were not part of this problem because they were unionized and their wages were set by collective bargaining. An examination of the salaried payroll showed that there were 25 employees, ranging in pay from that of the president to that of the receptionist. A closer examination showed that 14 of the salaried employees were female. Three of these were front-line factory supervisors and one was the human resources director. The other 10 were non management.

This examination also showed that the human resources director appeared to be underpaid, and that the three female supervisors were paid somewhat less than any of the male supervisors. However, there were no similar supervisory jobs in which there were both male and female job incumbents. When asked, the Hr director said she

- (a) What suggestions do you have for the president on how to coach Jack and develop a personal improvement plan?
- (b) What areas would you suggest be first on Jack's improvement plan?
- (c) How can HRIS help here?
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MBHR 4004/MBLH 4004

M.B.A. (HRM) DEGREE EXAMINATION, JUNE 2016.

Fourth Semester

Human Resource Management

HUMAN RESOURCE INFORMATION SYSTEM

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE of the following.

1. What are the information needs for HR managers?
2. Write the objectives of EHRM.
3. Explain the data entry procedure in data format.
4. What is office automation? How it is used in HRIS?
5. Explain the HRIS module on placement.
6. What are the factors influence in HRIS?
7. What are the common problem enumerated during IT adoption in the field of selection?
8. What is the role of HR manager in HRIS?

PART B — (5 × 10 = 50 marks)

Answer any FIVE of the following.

9. Discuss the role of IT in HRM.
10. Describe the advantages and process of data storage.
11. Explain the techniques involved in the design of HRIS.
12. What are the methods followed in the HRM need analysis?
13. Explain the importance and benefits of the modules on performance appraisal system.
14. List act the HR packages available in the market for recruitment and selection, and explain how it controls on the HR system.
15. Explain the roles and responsibilities of HR manager in data monitoring and review process.
16. Discuss the opportunities for HRM personal in IT sector.

PART C — (1 × 20 = 20 marks)

Compulsory.

17. The president has called a meeting to get your feedback on Jack, a department manager. Jack is what some people call “from the old school” of management. He is gruff, bossy, and often shows an it’s my way or the highway” attitude. Jack is about five years from retirement. Jack has a high turnover rate in his department. There have been several complaints on company surveys about him from his department and from outside his department. People have commented on the fact that Jack is “rude” during meetings and doesn’t let others contribute. There are times when he has belittled people in meetings and in the hallway. He also talks about his staff “critically” or “negatively” to other managers. But Jack also is a brilliantly talented person who adds a vast amount of needed knowledge and experience to the company. He is extremely dedicated to the company and lets people know this by his arrival each day at 6:30 am, and his departure at 6:00 p.m. He has been with the company for 32 years and he reports directly to the president. Jack has gone to the HR department and complained that the people his supervisors hire are not a good fit for the company. The new employees don’t listen and they have a poor work ethic. Jack feels that HR should do a better job screening people.