

**ASSIGNMENT - 1, DEC - 2016.**

**M.B.A FINAL YEAR DEGREE**

**C-Human Resource Management**

**Paper-I : HUMAN RESOURCE PLANNING AND DEVELOPMENT**

**Maximum : 30 MARKS**

**Answer ALL questions.**

- 1)**
    - a) Activity areas of HRD
    - b) Social issues in HRD
    - c) HRD effort
    - d) HRD at mano level
    - e) HRD culture
    - f) HRD in police
  - 2)** What do you think will be the future of HRD?
  - 3)** Give an account of HRD practices at international level
  - 4)** State the role of counselling and monitoring in HRD
-

ASSIGNMENT - 2, DEC - 2016.

M.B.A FINAL YEAR DEGREE

C-Human Resource Management

Paper-I : HUMAN RESOURCE PLANNING AND DEVELOPMENT

Maximum : 30 MARKS

Answer ALL questions.

- 1) Describe the strategies employed in HRD.
- 2) Explain the techniques followed in planning HR.
- 3) Bring out the HRD practices of defence.
- 4) Mark Colvard, a United Parcel Manager in San Ramon, California, recently faced a difficult decision. One of his drivers asked for two weeks off to help an ailing family member. But company rules said this driver wasn't eligible. If Colvard went by the book, the driver would probably take the days off any way and be fired. On the other hand, Colvard was likely to be criticized by other drivers if he bent the rules. Colvard chose to give the driver time off. While he took some heat for the decision, he also kept a valuable employee.

Had Colvard been faced with this decision six months earlier, he says he would have gone the other way. What changed his thinking was a month he spent living in McAllen, Texas. It was part of a UPS management training experience called the Community Internship Program (CIP). During his month in McAllen, Colvard built house for the poor, collected clothing for the Salvation Army and worked in a drug rehab centre. Colvard gives the Program credit for helping him empathize with employees facing crises back home. And he says that CIP has made him a better manager. "My goal was to make the numbers, and in some cases that meant not looking at the individual but looking at the bottom line. After that one-month stay, I immediately started reaching out to people in a different way". CIP was established by UPS in the late 1990s to help open the eyes of the company's predominantly white

managers to the poverty and inequality in many cities. Today, the program takes 50 of the company's most promising executive each summer and brings them to cities around the country. There they deal with a variety of problems-from transportation to housing, education, and health care. The company's goal is to awaken these managers to challenges that many of their employees face, bridging the cultural divide that separates a white manager from an African -American driver or an upper income suburbanite from a worker raised in the rural south.

Question:

- a) Do you think individuals can learn empathy from something like a one- month CIP experience?
  - b) What is main issue is this case? ; and
  - c) Suggest a suitable plan for it.
-

**ASSIGNMENT - 1, DEC - 2016.**

**M.B.A FINAL YEAR DEGREE**

**C-Human Resource Management**

**Paper-II : MANAGING CHANGE IN ORGANISATIONS**

**Maximum : 30 MARKS**

**Answer ALL questions.**

- 1)
    - a) Organisational development.
    - b) Culture.
    - c) Change agent.
    - d) Consultant.
    - e) Qualitative diagnostic method.
    - f) Resistant to change.
  - 2) Describe impact of culture on organizational change.
  - 3) Suggest measures to implement change effectively.
  - 4) What are the interventions in organization change?
-

ASSIGNMENT - 2, DEC - 2016.

M.B.A FINAL YEAR DEGREE

C-Human Resource Management

Paper-II : MANAGING CHANGE IN ORGANISATIONS

Maximum : 30 MARKS

Answer ALL questions.

- 1) Explain manager as an agent change.
- 2) Describe the process of organizational change.
- 3) Explain the causes for the failure of change.
- 4) The middle managers of a large firm were told by the corporate human resources office that a group of consultants would be calling on them later in the week. The purpose of the consultants' visit would be to analyze interventional relations throughout the firm. The consultants had been very effective in using an OD intervention called team building. Their particular approach used six steps. When their approach was explained to the managers, a great deal of tension was relieved. They had initially thought that team building was a lot of hocus-pocus, like sensitivity training, where people attack each other and let out their aggressions by heaping abuse on those they dislike. By the same token, these managers generally felt that perhaps the consultants were not needed. One of them put it this way: "Now that we understand what is involved in team building, we can go ahead and conduct the sessions ourselves. All we have to do is to choose a manager who is liked by everyone and put him in the role of the change agent/consultant. After all, you really don't need a high-priced consultant to do this team-building stuff. You just have to have a good feel for human nature". The other managers generally agreed.

However, the corporate human resources director turned down their suggestion. He hired the OD consultants to do the team building.

Questions:

- a) What is the team building approach to OD?
- b) Do you think that the manager has accurate view of OD technique?
- c) Does the manager had an accurate view of the role of external consultant?
- d) Can accept the director's decision to turn down the suggestion? Why?

---

**ASSIGNMENT - 1, DEC - 2016.**  
**M.B.A FINAL YEAR DEGREE**  
**C-Human Resource Management**  
**Paper-III : ORGANISATIONAL DYNAMICS**

**Maximum : 30 MARKS**

**Answer ALL questions.**

- 1)
    - a) Group cohesion.
    - b) Burn out.
    - c) Transformational leadership.
    - d) Organisational values.
    - e) External change agent.
    - f) Strategic alliances.
  - 2) Explain the process of study of groups.
  - 3) State the role of international trust in group development.
  - 4) Suggest strategies to cope up with stress.
-

**(DBUS 39)**

**ASSIGNMENT - 2, DEC - 2016.**

**M.B.A FINAL YEAR DEGREE**

**C-Human Resource Management**

**Paper-III : ORGANISATIONAL DYNAMICS**

**Maximum : 30 MARKS**

**Answer ALL questions.**

- 1) How does delegation of authority lead to empowerment?
- 2) What are organisational ethics?
- 3) Explain the management of diversity.
- 4) Mr. Murthy, the General Manager (Personnel) of Coromandel Cements Ltd., Mumbai, is going to retire within two weeks after rendering his services to the company for 18 years in various capacities. He is assisted by the Personnel Manager in all the personnel functions. He directly reports to the Managing Director of the Company. The General Manager (Production) was elevated to the position of Managing Director just two months ago.

Mr. Murthy has been performing various personnel functions since 1976 as Chief Personnel Manager. He has been given complete freedom and authority regarding all personnel functions including wage fixation, adjustments, revisions, bargaining etc. The employees several times reported their dissatisfaction about the wage level to the Managing Director. But the Managing Director used to convince them about the systems and techniques followed by Mr. Murthy in fixing wages.

The employees got a doubt about the information supplied by Mr. Murthy about the wage levels in comparable industries and the living cost index. Consequently they

approached Mr. Murthy for clarification. Mr. Murthy did not clarify their doubt immediately and asked them to meet him after 10 days so that he will collect and provide all the facts, data and information. Accordingly, they met him after 10 days. Then he simply said that “the information provided in the latest collective bargaining meeting is correct but the information supplied in the earlier meetings was not completely correct. He further added that he was forced by the top management to supply such incorrect information”. This situation resulted in industrial unrest in the company for 14 days and the new Managing Director solved the issue by enhancing the wages by 100 percent.

Question:

What is the communication problem involved in this case?

---