M.B.A. DEGREE EXAMINATION, DECEMBER 2012.

Final Year

C-Human Resource Management

Paper I — HUMAN RESOURCE PLANNING AND DEVELOPMENT

Time : Three hours   Maximum : 75 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Task analysis

    (b) Demand forecasting

    (c) HRD

    (d) Line managers

    (e) Supply forecasting

    (f) Demand forecasting.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2. Explain the scope of HRP.

3. Explain the emerging trends in HRD.

4. Explain the need for HRD in service industry.

5. Explain about developmental supervision.

6. Discuss strategies of HRD.

7. Differentiate between HRD and HRP.

SECTION C — (15 marks)

Compulsory.

8.   Case study :

Discuss the following cases and answer the questions :

Innovative Technologies Limited (ITL) is a medium sized engineering company situated at Hyderabad, manufacturing telecom equipment. Its customers were primarily government departments (Railways, Post and Telegraph, Department of Telecommunications etc.) and private telecom operators in the country. The company made rapid progress in recent years, thanks to the rising income levels, internet boom and growth in infrastructure sector all over India. To encourage a culture of innovation and creativity, which is essential for the company's own, survival in a highly competitive field, the company has all along been encouraging its employees numbering over 1000 mainly engineering graduates, to upgrade their knowledge and skills in their own fields of specialisation. It had always encouraged employees to go for workshops, seminars, conferences and even volunteered to pay the tuition fee of employees if they are able to secure admission in prestigious Information Technology and Telecommunication Schools in India and abroad. With a view to promote managerial talent internally the company wanted both engineering (000 in number) and non-engineering professions (390 in number) to go for MBA, PGDBA courses as well, offered by reputed business schools.

Since admission procedures in most reputed business and technology schools are quite tough consisting of entrance test, group discussion and interview, the field naturally is wide open only for the competent and bright people, The company's engineering graduates invariably got through these tests and were always utilising a major portion of the funds earmarked by the company for this purpose. The non-engineering people, somehow, could not run the race and get benefited by the company's scheme. May be the they lacked the will, or the quantitative and analytical skills needed to get through the competitive entrance examinations. But they were reluctant to admit this and instead targeted the engineering professionals for their own poor show. They infact, requested management to revise

(a)   the guidelines, suggesting a quota system (3 from engineering and 2 from, non-engineering category every year, if selected in any business school) for selecting internal candidates for educational benefits. 'They even wanted management to extent the scheme to all employees securing admission

(b)   to any professional course on the basis of seniority.

Meanwhile Mr. Raj Pal (31) a brilliant computer professional working in the Telecom Software division for the, past 4 years has been selected by IIM (A) for their PGDBA course. He is the fourth candidate who secured admission in business schools in 1999. From the non-engineering stream, two persons got selected but in Lesser — known business schools.

Raj Pal's selection news came after the company has finalised the names of employees who are going to be sponsored under the HRD scheme in 1999. In addition to pressures from
non-engineering candidates whose names have yet to be finalised, the company is facing lot of criticism from the Software Division also where seniors are of the opinion that the young professionals who get sponsored will either not return to the company or will be given preference ahead of seniors in case of internal promotions. In future, they, therefore, want the company to secure an undertaking from sponsored candidates to serve the company in the same category for at least three years before becoming eligible for promotion. If the sponsored ones decide to leave the company, they have to pay back the money with 12% p.a. interest.

The company is not very sure whether the quota system be introduced or the present scheme of Picking up candidates on the basis of merit should be allowed to continue. The growing popularity of the scheme has in fact led the management think about certain guidelines for its implementation without any operational problems in future.

Questions :

(i)   What is the main problem in the case?

(ii)   Should the quota system be introduced while selecting people under the HRD scheme?

(iii)   Should ITL insist on execution of a 3-year bond by the employees who avail benefits under the HRD scheme?

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Paper II — MANAGING CHANGE IN ORGANISATIONS

Time : Three hours   Maximum : 75 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Organisational culture

    (b) Stimulation

    (c) Resistance to change

    (d) Team Building approach

    (e) Diagnostic methods

    (f) Intervention strategy

SECTION B — (3 × 15 = 45 marks)

Answer any THREE of the following.

2. Explain the process of organizational change.

3. Differentiate between culture and change.

4. Explain about effective implementation of change.

5. Explain evolution of organizational change programme.

6. Describe models of organisational change.

7. Elucidate work redesign model.

SECTION C — (15 marks)

Compulsory

8. Case study:

Mr.X, Chairman and Managing Director (CMD) of a high-tech company was facing a very high turnover of employees. Training cost for newcomers was high as well as time consuming which Mr.X could ill afford. Highly skilled people demanded ever increasing compensation. To retain competitive edge of his company, Mr.X, after consulting his executive managers made the following announcement to employees:

(a) Every employee is free to demand compensation for himself as he deems fit.

(b) CMD will answer Yes or No. There shall be no negotiation.

(c) Those who get 'No' to salary demand shall leave the organization.

(d) This process shall be repeated annually. After the first round, employees got what they wanted and total compensation for the company went down. Of course number of employees reduced.

Questions:

(i) Do you concur to disassociate yourself from this organization culture? State reasons.

(ii) Is the above a correct solution to successful organization development?

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Paper III – ORGANISATIONAL DYNAMICS

Time : Three hours   Maximum : 75 marks

SECTION A – (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a)   Burn out

    (b)   Partnering

    (c)   Quality circles

    (d)   Group dynamics

    (e)   Role dynamics

    (f)   Power dynamics.

SECTION B – (3 × 15 = 45 marks)

Answer any THREE questions.

2.   Explain phases of group development.

3.   Differentiate between role efficiency and role flexibility.

4.   Discuss social responsibilities of organisations.

5.   Explain the process of learning organisations.

6.   Discuss the management of diversity.

7.   Elucidate group cohesion and alienation.

8. Case Study :

Harrison Electronics is a large, profitable, hi-tech firm located in Gurgaon adjacent to New Delhi. It designs and produces advanced electronics products mostly for the space programme or for specialised industry applications. The nature of the work is very advanced and important to national security, so the top management group is not too concerned about recent reductions in defence spending. The president of Harrison is T. George. He was a professor of electrical engineering at an important state university before he took a job at Harrison and moved quickly to the top. George is a tough, hard-nosed manager who expects results. His philosophy is to make tough demands and to reward high performers. If he has one fault, it is that he is quick to call someone on the carpet, when he believes a person hasn't done the job, he lets him or her know, in clear terms.

The major units in Harrison are the Production division and the Research group. There is a very small government contracts division. The Research division is George's pride and job. Most of the staff are highly trained physical scientists. George boasts that Harrison will always be a growth company as long as they have strong technical personnel. In fact, Harrison does have a good growth record and there are always opportunities for advancement for those executives, are good. In addition, the best technical people are very well treated. They have the most advanced laboratory facilities and their offices are always well located and well appointed.

Recently, Harrison had a government contract to develop some specialised computers. Serveral people in the company, especially George, thought the product had potential as a pocket notebook. George set his research group to the task of developing the hardware and software necessary for the new product line. He and his staff put together a very

ambitious schedule to complete product development and get the pocket notebook on the market.

Harrison added a Vice President of marketing, RK. Singh, who was hired from one of the leaders in the retailing industry. Singh was a successful top manager in the appliance division, located in New Delhi, before coming to Harrison. Singh is 35 years old, single and has lived in New Delhi all his life. Singh hired a top flight marketing staff and began to develop a plan to sell the new notebook.

But soon Singh began running into problems. His first surprise was the facilities and where they were Located. The marketing group's offices were located in an office building three miles away from the main office. Offices were neat with the most modern technology, but smaller than those of executives at the same level. Then he couldn't get George's ear to discuss marketing problems. He and other top people were, it seemed, more concerned with the technical matters. Singh had to get most of his programmes approved by the executive group, consisting of all engineers except him. It became difficult to get anything done. Soon the project began to run into scheduling difficulties. The best engineer assigned to his project was pulled off by George to work on a new government contract. It became known around the company that the project was in serious difficulty and there were rumours that it would soon be dumped.

George called a meeting of the group responsible for the project. He was very angry about the progress and he told them, "I don't know why you people can't make this thing work. You've got the resources of the best technical staff in the country. I've spent a lot of money on the project. If it fails, it's your fault. I am holding you all personally responsible."

Singh became concerned. Thinking the criticism was unfair, he asked George, "Don't you think that judgment is a little harsh ? After all, we've had serious technical problems and our best engineer has been pulled from the project."

George looked at him and glared. "Singh", he said, "I don't know what you did in that damned department store where you used to work. Here we deal with hardware, not with fashion. We get results, that's what I want. If you can't get them, may be you should look for something else to do." Then he turned and walked out of the room.

Singh didn't know what to do or say. Sunil Rathod, an old Harrison hand, leaned over to him and said quietly, "Singh, don't worry. The old man is going through one of his phases. This happens every time something gets behind schedule. He will be okay and so will you."

Singh wasn't so sure.

Questions :

(a)   Describe the organisational culture at Harrison Electronics.

(b)   What are the ways in which this culture is manifested?

(c)   What are the main sources of Harrison's culture?

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