

(DBUS37)

M.B.A. DEGREE EXAMINATION, MAY – 2017

Final Year

C – HUMAN RESOURCE PLANNING & DEVELOPMENT

Time : 3 Hours

Maximum Marks: 75

SECTION-A

(3 × 5 = 15)

Answer three questions

- Q1)** a) Supply Forecasting.
b) Task analysis.
c) HRD in Panchayat Raj.
d) Organisational development.
e) Public System.
f) HRD Design.

SECTION-B

(3 × 15 = 45)

Answer three questions.

- Q2)** Bringout the methods of demand forecasting of HR.
- Q3)** Give an overview on HRD strategies.
- Q4)** Discuss about motivational aspects of HRD.
- Q5)** Explain the position of HRD in government and service industry.
- Q6)** State the problems and prospective of HRD.
- Q7)** Define HR planning. Describe its process.

Compulsory

Q8) Case study

Case Analysis:

Magnum Financial Services Ltd. (MFSL) is a large financial services company with over 4,000 employees scattered all over India in their 12 branches. In view of ups and downs in the stock market, which affect the demand for and supply of qualified finance graduates from time to time. In different cities, it has been decided sometime back to centralise manpower planning activities at the corporate head quarters *viz.* New Delhi itself.

The company has trading terminals spread over the whole of India. In addition to collecting fixed deposits from corporate houses and general public, it has also been managing funds from high networth individuals. It has plans to launch a number of mutual fund products for which approval has come from securities Exchange Board of India. It has considerable reputation in the market as a merchant banker and as a money changing agent.

Hiring people with requisite skills, especially after the induction of the online trading mechanism, is proving to be a tough job. The stock indices have been galloping day by day. Looking at the increasing number of trading centres that are opening in various parts of the country the company wanted to hire 25 trading assistants by offering competitive salaries. While assessing manpower needs at various locations, the following things are generally taken into account.

Man power needs.

- Details of previous selection in each centre.
- Current employee strength in each centre.
- Sanctioned posts for each centre.
- No. of vacancies, likely to arise due to competition unforeseen events expansion etc.

- Surplus, if any, from other centres.
- Over and above the next vacancies that are likely to arise in each centre, two additional posts have been earmarked so as to serve as a cushion to absorb sudden fluctuations. The actual details about trading assistants in various centres were details of employees and posts.
- No. of people with 2 years experience.
- No eligible for promotion to next grade -28.
- No. of vacancies on hand – 25.
- No. on rolls – 142.
- Anticipated needs to be filled up owing to Market conditions – 24.
- Reserve to be kept over and above sanctioned Posts – 5.
- Total requirement over a period of 12 months – 54.

In the I batch, it was planned to hire 25 people having one year's exposure to online market operations, in the Rs. 5,000-8,000 grade. The chief HR Manager arrived at Mumbai to co-ordinate the recruitment activity. The Mumbai office got the tax message from H.Q. On Monday advocating caution and restraint while hiring trading assistants around 150 short listed graduates have been called for the interview on that day.

- a) Prepare a comprehensive H.R. plan for each centre of MFSL.
- b) Looking at the scenario what should the chief HR manager do.
- c) Is it advisable to decentralize the hiring process so as to avoid problems of the nature mentioned above why? Why not?

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M.B.A. DEGREE EXAMINATION, MAY – 2017

Third Year

C – HUMAN RESOURCE PLANNING AND DEVELOPMENT

Managing Change in Organisations

Time : 3 Hours

Maximum Marks: 75

SECTION-A

(3 × 5 = 15)

Answer three questions

- Q1)** a) Resistance to change.
b) Quantitative diagnostic methods.
c) Organisational change.
d) NGOs.
e) Work redesign.
f) Organisational culture.

SECTION-B

(3 × 15 = 45)

Answer three questions

- Q2)** Discuss about guidelines for effective implementation of change.
- Q3)** How does organisational change influence the culture of an organisation? Explain.
- Q4)** What are the various qualitative techniques of diagnosis?
- Q5)** Write in detail about evaluation of organisational change programme.
- Q6)** Describe how an organisation adopt the organisational changes.
- Q7)** Briefly explain the models of organisational change.

Compulsory

Q8) Case study:

Sagar Private Limited is a small company, which manufactures plastic products such as mugs, buckets and other household utility products. This company which is situated in an industrial belt in New Mumbai has typical labor needs. Since quite a few operations including packing of products are done manually, the company employs 80 workers on the shop floor. The company supplies its products to retailers in and around Mumbai. It has a long production run and longer product life-cycles and therefore the management believes that the company is making fewer profits because of this. As a result, the top-management, which comprises of the members of Maheshwari family, since this is a family managed business, decided to invest resources on automation to have shorter production runs and shorter product life-cycles. It has decided to introduce packaging machines to reduce semi-skilled and unskilled labour.

The company has a bad record in industrial relations since workers in the past have had several problems pertaining to wages and working conditions, Rajnath Dube, a worker who is often pampered by management to get their way, dominates the company union. Rajnath is a man who ranks very low in personal and professional ethics but has a way with people and is good at politics. He has a substantial clout with the workers who trust him and would act on his advice. But the management is fully aware that Rajnath may not be able to help much if the company thinks of retrenching workers. However the management decided to speak to Rajnath regarding their decision to introduce automatic machines and subsequent lay off of workers. Rajnath immediately sensed a good opportunity to make a big sum so he pretended that convincing the workers was herculean task and he would need at least 6 months time to do this. The management was however impatient to introduce automation and told Rajnath to convince workers within 3 months to help them implement the decision. Of course Rajnath played his game and asked for a huge sum in reciprocation of his effort.

The Maheshwari brothers were shocked at the price that Rajnath wanted. They however knew that things would only get worse if they refused Rajnath's proposal.

Questions:

- a) Was the Maheshwari family's method of introducing change in Sugar Private Limited appropriate? Please substantiate your response giving suitable reasons.
- b) How would you apply the provisions of ID Act in managing this change and handle Rajnath?

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M.B.A. DEGREE EXAMINATION, MAY – 2017

Third Year

C – HUMAN RESOURCE PLANNING AND DEVELOPMENT

Organisational Dynamics

Time : 3 Hours

Maximum Marks: 75

SECTION-A

(3 × 5 = 15)

Answer three questions

- Q1)** a) Stress management.
b) Conformity.
c) Bases of power.
d) Organisational values.
e) Coalition formation.
f) Group behaviour.

SECTION-B

(3 × 15 = 45)

Answer three questions.

- Q2)** Describe the group development process.
- Q3)** Discuss how to deal with stress and burnout in an organisation.
- Q4)** Explain the concept of role dynamics.
- Q5)** Write about the concepts of decentralization and delegation and distinguish between them.
- Q6)** Enumerate the responsibilities of any organization towards society.
- Q7)** What is meant by cross-cultural dynamics? State its features.

SECTION-C

(15)

Compulsory

Q8) Case study

Nikhil has joined as Director of an organization during early March, 2001 in New Delhi, shifting from Calcutta. During the selection process, the committee duly considered his earlier pay package and has given him a proportionate rise in pay adding also the tax savings which he will accrue due to splitting of 50 per cent of his pay as reimbursement. He was happy for such compensation design, as his savings will be more in his new position. Within two weeks of his joining, government has issued a notification, declaring ceiling on all perquisites and bringing all reimbursements given as perquisites within the ambit of tax net. Nikhil raised this issue and asked for reprieve with upward revision of his compensation package. The company pleaded its helplessness as government orders are beyond their control and any revision at this stage will set a bad precedence to other employees of the organization. He was told to continue and wait for the next revision after a year, when these issues will be taken care of.

Salary information in the company is not confidential. It is so transparent that even the lowest rung of the organisation knows what others get. Internally employees feel de-motivated when they find their pay raise is disproportionate to the pay raise of their bosses. The company has a system to give Diwali gifts to all in cash and kind. This is kept strictly confidential and nobody knows what others are getting. The Board approves the total amount for this purpose and distributes among employees, keeping in view their performance and hierarchy. Performance feedbacks are obtained from the structured performance appraisal system.

Nikhil was tipped off that he will be able to reduce his loss through the Diwali gift and hence he should not feel de-motivated at this stage. During early November, 2001, Nikhil received a sealed packet with a gift cheque of H10,000 and gift vouchers worth H 20,000. Next morning he received a phone call from the Chairman, who asked him to indicate his feelings when he met him in person

during the afternoon. In between, Nikhil did a detailed computation in consultation with his Chartered Accountant and found that he cannot get him absolved from tax burden from this gift amount as he has to show this in 'other income category' and pay about 33 per cent towards tax. A visibly perturbed Nikhil decides to quit. He loses all hopes for re-negotiation and sends his 3 months notice to the Chairman.

Questions:

- a) Do you think Nikhil is right in his stand?
- b) What could be the alternatives for the organization to reduce the pay gap?
- c) Should the chairman initiate any action to retain Nikhil considering his outstanding contributions?

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