

(DBUS37)

Total No. of Questions : 08]

[Total No. of Pages : 02

M.B.A. DEGREE EXAMINATION, MAY – 2018

Third Year

C-HUMAN RESOURCE MANAGEMENT (Optional)

Human Resource Planning & Development

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 × 5 = 15)

- Q1)** a) Supply forecasting of HR.
b) Human resource development.
c) Task analysis.
d) HRD in Panchayati Raj institutions.
e) HRD Climate.
f) Mentoring.

SECTION - B

Answer any three questions.

(3 × 15 = 45)

- Q2)** What do you mean by human resource planning? Explain the process of HRP.
- Q3)** Explain various methods and techniques of demand forecasting in HR.
- Q4)** Discuss various strategies for human resource development.
- Q5)** What is counseling? How it is different from mentoring?
- Q6)** Give an overview on HRD experience in government and public system.
- Q7)** Discuss emerging trends and perspectives of HRD.

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

Like several other HR systems at the hotel Paris, the compensation program was unplanned and unsophisticated. The company has a narrow target range for what it will pay employees in each job category (front-desk clerk, security guard, and so forth). Each hotel manager decides where to start a new employee within that narrow pay range: The company has given little thought to tying general pay levels or individual employee's pay to the company's strategic goals. For example, the firm's policy is simply to pay its employees a "competitive salary", by which it means about average for what other hotels in the city are paying for similar jobs.

Lisa knows that pay policies like these may actually run counter to what the company wants to achieve strategically, in terms of creating an extraordinarily service-oriented workforce. How can you hire and retain a top workforce, and channel their behaviors toward high-quality guest services, if you don't somehow link performance and pay? She and her team therefore turn to the task of assessing and redesigning the company's compensation plan. So, even a casual review by Lisa Cruz and the CFO made it clear that the company's compensation plan wasn't designed to support the firm's new strategic goals.

The current compensation policies had also bred what one hotel manager called an "I don't care" attitude on the part of most employees. What she meant was that most Hotel Paris employees quickly learned that regardless of what their performance was, they always ended up getting paid about the same as employees who performed better and worse than they did.

Lisa and the CFO knew they had to institute a new, strategic compensation plan. They wanted a plan that improved employee morale, contributed to employee commitment, reduced employee turnover and rewarded (and thus encouraged) the sorts of service-oriented behaviors that boosted guest satisfaction. After meeting with the company's CEO and the Board, the CFO gave Lisa the go-ahead to redesign the company's compensation plan, with the overall aim of creating a new plan that would support the company's strategic aims.

Questions:

- a) Discuss the strategic integration of compensation plans at Hotel Plans, which will influence employee performance.
- b) Would you suggest Hotel Paris implement a competency-based pay plan for its non-managerial staff?
- c) Devise a ranking job evaluation system for the hotel Paris' nonmanagerial employees (housekeepers, valets, front desk clerks, phone operators, wait staff, groundskeepers and security guards).



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M.B.A. DEGREE EXAMINATION, MAY – 2018

Third Year

C-HUMAN RESOURCE MANAGEMENT (Optional)

Managing Change in Organisations

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three of the following questions. (3 x 5 = 15)

- Q1)** a) Planned change.
b) Culture.
c) Organisational change.
d) Learning organization.
e) Organisational Development.
f) Work redesign model.

SECTION - B

Answer any three of the following questions. (3 x 15 = 45)

- Q2)** What is change? What are the most frequent causes of change?
- Q3)** Explain various steps involved in the process of organizational change.
- Q4)** Discuss issues and concepts in organizational diagnosis.
- Q5)** How do you evaluate organizational change programme?
- Q6)** Why changes may fail? Explain.
- Q7)** Define the term organizational development. Enlist the characteristics of OD.

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

The personnel office of Prasant Chemicals limited informed the middle managers through a circular that a group of consultants would be calling on them later in the week to provide training on team building. The consultants would be emphasizing on how to develop team work and to build inter group relationships throughout the Company. The information also contained the approach to be adopted by the consultants and explained the five-step process of team building: problem sensing, examining differences, giving and receiving feedback, developing interactive skills, and follow up actions. The circular also included a note on the utility of team building in organizational effectiveness.

On receiving the circular, middle managers, felt tensed as they thought team building as an exercise involving a lot of hocus-pocus as they experienced in sensitivity training exercises in which participants used to attack each other and let out their aggression by heaping abuse on those disliked. Therefore, the managers felt that the consultants were not needed for team building. One of the managers commented, 'now that as we understand what is involved in team building, we can go ahead and conduct session ourselves. All we have to do is to choose a manager who is liked by everyone and put him in the role of change agent/consultant. After all, you really do not need high priced consultants to do team building stuff. You just have a good feel for human factor'. The other managers generally agreed. However, the corporate personal director turned down their suggestion and proceeded with his original programme of hiring consultants.

Questions:

- d) Why did middle managers show resistance to team building approach of organization development?
- e) Do you think the managers had accurate view of team building concept and role of external consultant in that?
- f) Did corporate personnel office sell the concept of team building and its usefulness properly to middle managers? What actions should the department have taken?



(DBUS39)

Total No. of Questions : 08]

[Total No. of Pages : 03

M.B.A. DEGREE EXAMINATION, MAY – 2018

Third Year

C-HUMAN RESOURCE MANAGEMENT

Organisational Dynamics

Time : 3 Hours

Maximum Marks :70

SECTION - A

Answer any three questions.

(3 x 5 = 15)

- Q1)** a) Group cohesion.
b) Role efficiency.
c) Delegation.
d) Organisational ethics.
e) Cross cultural dynamics.
f) Management of diversity.

SECTION - B

Answer any three of the following questions.

(3 x 15 = 45)

- Q2)** What do you understand by group dynamics? Explain phases of group development?
- Q3)** Explain about management of stress in organisation?
- Q4)** Discuss features of transformational leaders.
- Q5)** Explain social responsibilities of organisation.
- Q6)** Explain the process of empowerment.
- Q7)** What is strategic alliance? Explain its advantages and disadvantages?

SECTION - C
(Compulsory)

(10)

Q8) Case Study:

Mr. Srinivasa Raghavan, the Chairman of the Best Food Products Company, was tired of being the only one in the company actually responsible for profits. While he had good vice-presidents in charge of finance, sales, advertising, manufacturing, purchasing, and product research, he realized he could not hold any of them responsible for company profits, as much as he would like to. He often found it difficult even to hold them responsible for the contribution of their various areas to company profits. The sales vice-president, for example, had rather reasonably complained that he could not be fully responsible for sales when the advertising was ineffective, when the products wanted by customers were not readily available from manufacturing, or when he did not have the new products he needed to meet competition. Likewise, the manufacturing vice-president had some justification when he made the point that he could not hold costs down and still be able to produce short runs so as to fill orders on short notice; moreover, financial controls would not allow the company to carry a large inventory of everything.

Mr. Raghavan had considered breaking the company down into six or seven segments by setting product divisions with a manager over each with profit responsibility. But he found that this would not be feasible or economical since many of the company's branded food products were produced on the same factory equipment and used the same raw materials and a sales person calling on a store or supermarket could far more economically handle a number of related products than one or a few.

Consequently, Mr. Raghavan came to the conclusion that the best thing to do was to set up six product managers reporting to a product marketing manager. Each product manager would be given responsibility for one or a few products and would oversee, for each product, all aspects product research, manufacturing, advertising and sale thereby becoming the person responsible for the performance and profits relating to the products.

Mr. Raghavan realized that he could not give these product managers actual line authority over the various operating departments of the company since that would cause each vice-president and his department to report to six product managers and the product marketing manager, as well as the president. He was concerned with this problem but knew that some of the most successful larger companies in the world had used the product manager system. Moreover one of his friends on a university faculty told him that he must expect a certain amount of confusion in any organisation and that this might not be bad since it forced people to work together as teams.

Mr. Raghavan resolves to put in the product manager system in his organisation as outlined and hoped for the best. But he wondered how he could avoid the problem of confusion in reporting relationships.

Questions:

- g) Do you agree with Mr. Raghavan's programme? State the exact problem in the case.
- h) What would you do to avoid any confusion in this organisation?
- i) Do you suggest any other organisation model for this business? If so, present the organisation chart of the same.

