

Total No. of Questions : 8]

**DBUS37**

**M.B.A. DEGREE EXAMINATION, JUNE/JULY - 2019**

**(Third Year)**

**HUMAN RESOURCE MANAGEMENT (Optional)**

**Human Resource Planning & Development**

**Time : 3 Hours**

**Maximum Marks : 70**

**SECTION - A** (3 × 5 = 15)

Answer any three questions

- Q1)** a) Concepts of HRP  
b) HRD Design  
c) HRD in Voluntary Organisation  
d) Objectives of HRD  
e) HRD Climate  
f) Supply Forecasting

**SECTION - B** (3 × 15 = 45)

Answer any three questions

- Q2)** What do you mean by HRP? Explain steps involved in Human Resource Planning Process.  
**Q3)** Give an overview on HRD strategies.  
**Q4)** Explain the position of HRD in government and service industry.  
**Q5)** Bring out the HRD practices for health and family welfare.  
**Q6)** Define counselling. How does counselling differ from monitoring?  
**Q7)** What is HRD? Explain HRD approaches to IR.

**SECTION - C**

**(10)**

**(Compulsory)**

**Q8)** Case Study:

Mr. Avinash was appointed as General Manager, administration in Phoenix Industries Limited. He joined the company only about two years back. Prior to joining this company, he served another company for two years. He did his M.B.A. from a reputed institution. He considered himself as a high flier. After getting promotion as general manager, administration, he felt quite excited and was quite enthusiastic about his new job. The post of general manager was sufficiently at high level. However, because of young age and lack of adequate experience, Mr. Avinash was considered as junior executive by most of his subordinates.

The administration department of the company had four major subunits: purchasing, record maintenance, printing and secretarial services. Each subunit was headed by a manager.

These four managers were directly reporting to Mr. Avinash. They had combined experience of over 80 years with an average age of 45 years. Most of them had been with the company for a fairly long period of time and that too with their present units. Since Mr. Avinash was quite less experienced and young, these four managers viewed his appointment with hesitancy and suspicion. Also they had liking for the previous general manager and were sorry to see him leave the company.

The new general manager, Avinash started holding weekly meetings of the department. However, he noticed that managers were hesitant to speak in the meetings; he was only one to speak. He made some changes in the operating procedures that he felt would increase efficiency and announced them in weekly departmental meetings. There were no reactions to the changes, but later he noticed that the managers continued to follow the old procedures. He talked to them individually but felt that they were not opening to him. The problem continued.

After about two months, Avinash started receiving complaints from other departments about the services they received from the administration department. These complaints mostly related to printing and purchasing. Avinash believed that his department should provide the best possible services and, therefore, admonished his managers in a weekly departmental meeting. He still received little response from them. He continued to receive complaints and was becoming increasingly frustrated. On one day, he became very upset at the third complaint that week over jobs done in the printing unit. He stormed out of his office down to the printing unit. The manager of the printing unit was out. Avinash called over the chief print operator, chewed him out, and told him to redo the job on the same day. When printing unit manager returned and learned what happened, he immediately called a meeting with the three other managers and described events to them. On this, commented the manager-purchasing unit. "We have to do something. Avinash is too young, incompetent, and is a tyrant." "I agree, he dictates to us in departmental meetings, and now he goes behind our backs to our employees. He shows no confidence in us. I am fed up with this situation," said manager-secretarial services. Finally the manager-maintenance chimed in, "I don't think we have much choice. Avinash is regarded high by top level management. We can't talk to him and higher up, and if we continue doing things this way, our careers will be ruined. Therefore, I think that we should look for some other job opportunities." They all reluctantly agreed with this statement and the meeting ended.

**Questions:**

- a) Describe the nature of problem in the case.
- b) Outline the means you would propose to solve the problems.



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**M.B.A. DEGREE EXAMINATION, JUNE/JULY - 2019**

**(Third Year)**

**HUMAN RESOURCE MANAGEMENT (Optional)**

**Managing Change in Organisations**

**Time : 3 Hours**

**Maximum Marks : 70**

**SECTION - A** (3 × 5 = 15)

Answer any three questions

- Q1)** a) Resistance to Change  
b) Problems of Change  
c) Quantitative Diagnostic Methods  
d) External Change Agent  
e) Planned Change  
f) Work Redesign Model

**SECTION - B** (3 × 15 = 45)

Answer any three questions

- Q2)** Discuss about guidelines for effective implementation of change.  
**Q3)** Explain issues and concepts in organizational diagnosis.  
**Q4)** What do you mean by organisational development? Explain characteristics of it.  
**Q5)** How to make cultural changes in an organisation? Explain.  
**Q6)** Briefly explain the Models of Organisational Change.  
**Q7)** How does manager work as agent of change? Explain in brief.

**SECTION - C**

**(10)**

**(Compulsory)**

- Q8)** Case Study:

For 32 years, Southwest Airlines has used the same formula maintain its position as the most profitable airline in the U.S. It offers low fares, high-frequency flights and good service; it flies only Boeing 737s; it doesn't offer connecting flights, reserve seating; or free meals; it often relies on less expensive secondary airports; and it prides itself on having the hardest-working and most productive employees in the industry. The company believes its true competitive advantage is its workforce.

Most of the major airlines' cost per seat-mile is nearly 100 percent higher than Southwest. The company gets this cost advantage by paying its pilots and flight attendants considerably less than the competition and having them fly more hours. It has made up for the lower pay with generous profit sharing and stock option plans. In addition because of

Southwest's rapid growth, It has provided its employees with something rare in the airline industry; job security. Because a large portion of a Southwest employees compensation comes in the form of stock options, they have worked harder and more flexibly than their peers at other airlines. For instance, pilots will often help ground crew move luggage and work extra hard to turn planes around fast. Of course, many Southwest employees originally joined the company and have stayed because of its spirit of fun. The company has always encouraged employees to work hard but to also have a good time. A sense of humor, for instance, has long been a basic criterion in the selection of new employees.

In the last couple of years, the environment has been changing for Southwest. First, it faces a number of new, upstart airlines in many of its markets. Jet Blue, Frontier, Air Trans Song, and Ted are matching Southwest's low prices but offering benefits like reserved seating and free live-satellite TV They're able to do this because they have newer, more fuel-efficient planes and have young, lower-paid workforces. In many markets, Southwest's planes and service look dated. Second, the declining stock market of 2001-02 took much of the air out of Southwest's stock. The company's stock option plan no longer looked so attractive to employees. Third Southwest has to deal with the reality that it is no longer the underdog. For decades, employees enjoyed the challenge of competing against United, American, Delta, and other major airlines. They loved the role of being the underdogs and having to work harder to survive. Southwest's employees are increasingly vocal and aggressive in demanding higher wages and shorter hours. In the past, workers were willing to go beyond the call of duty to help the airline thrive. It's harder for management to motivate employees now by portraying the airline as the underdog. Finally, as the company has grown and matured, management has become more remote from the rank and file. When the company had a few hundred employees, it was easy for management to communicate its messages. Now, with 35,000 workers it's much tougher.

Southwest's management realizes that times have changed. Now they face the question of whether they need to make changes in their basic strategy and, if they do, the effect it will have on the company's culture. For instance, in the fall of 2003, the company was considering adding in-flight entertainment although it would cost millions to install and many more millions, to maintain; and purchasing smaller Jets to maintain competitiveness in smaller markets. The operating costs of these smaller jets would be 15 to 25 percent higher than those of its current fleet.

**Questions:**

- a) What has sustained Southwest's culture?
- b) Do you think upstart airlines can successfully duplicate this culture?
- c) No longer the underdog, What can Southwest's management do to retain its high-productivity culture?
- d) What does this case imply about sustaining culture in a changing environment?



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**(Third Year)**

**HUMAN RESOURCE MANAGEMENT (Optional)**

**Organisational Dynamics**

**Time : 3 Hours**

**Maximum Marks : 70**

**SECTION - A (3 x 5 = 15)**

**Answer any three questions**

- Q1)** a) Conformity.  
b) Role Efficiency.  
c) Need for Ethics.  
d) Empowerment.  
e) Organisational Values.  
f) Advantages of Delegation

**SECTION - B (3 x 15 = 45)**

**Answer any three of the following questions**

- Q2)** What do you understand by group dynamics? Also explain group development process.
- Q3)** Suggest how to deal with stress and burnout in an organisation.
- Q4)** Explain the responsibilities of organisations to the society.
- Q5)** What are the Pros and Cons of Strategic Alliances?
- Q6)** Write about cross-cultural dynamics. State its features.
- Q7)** Elucidate the process of learning organisations.

**SECTION - C**      **(10 Marks)**  
**(Compulsory)**

**Q8) Case Study:**

Electra India is a multi-national company, operating in nearly 100 countries around the world. It has manufacturing and marketing operations in India. The manufacturing operations employ over 500 workers/supervisors and is located at Bombay. The company does not have any union. Most of the executives of the company have joined in the lower ranks and have risen from within. The senior management group which consists of departmental heads have an average length of service of 12 years.

The personnel and administration department is headed by a personnel manager. The present Personnel Manager joined the company in the manufacturing area. After working as the Manufacturing as well as the Product Development Manager he was transferred to the personnel job as part of the career development plan. Assistant Manager, Personnel, Mr. Chopra reports to Personnel Manager. Mr. Chopra handles all personnel matters including IR and salary planning as well as benefits administration. Mr. Chopra is a qualified personnel man with nearly 15 years experience in the personnel field, out of which last 5 years as Assistant Personnel Manager of Electra. During the discussion on career plans, Mr. Chopra had been given indication that he may be considered for promotion as a Personnel Manager provided he adopts modern ways of working. Mr. Chopra now feels that he has made the necessary changes in his approach and has overcome the problems he had.

Mr. Chopra used to have a number of arguments with the Personnel Manager, since he felt that a personnel qualified man was in a far better position to handle the personnel problems. The Personnel Manager had very often shown his displeasure about Mr. Chopra's argumentative tendency and had made it known to the Plant Manager.

Three months ago, the Personnel Manager received information through the Plant Manager that he had been selected for an overseas assignment at Electra Corporate H.O. The Plant Manager was advised by the Personnel Manager to recruit his successor from outside, as he felt that Mr. Chopra did not have the right attitude to take over his job.

The Personnel Manager then consulted his professional friends and came across one Mr. Martin, who was working as the Compensation Manager for another multinational company. Mr. Martin had over 23 years' experience in the personnel area, but it was limited to the area of compensation and benefits. He had no IR experience. Mr. Martin's selection was approved by the Plant Manager and Mr. Martin joined the company as Personnel adviser, The Personnel Manager took Mr. Martin into confidence in most of the matters, as Mr. Martin was to take over from him. Mr. Chopra started realising this and was extremely unhappy that an outsider was being brought in for a job, which he felt was rightfully his own. Mr. Chopra and Mr. Martin soon started having arguments over a number of issues and quite often Mr. Chopra made it clearly known that he did not think of Mr. Martin as a person capable of handling IR problems. The Personnel Manager left for his assignment and Mr. Martin was appointed as Personnel Manager.

It became quite apparent to Mr. Martin that Mr. Chopra was trying to make things difficult for him. Mr. Martin had a number of discussions with top management of the company both at manufacturing operations, as well as Country HQ and finally, managed to convince

the top management to transfer Mr. Chopra to an insignificant job at the Country HQ. Mr. Chopra came to know about this and wrote a long letter to the Plant Manager, giving details of various instances when Mr. Martin had shown his incompetence in handling some problem situations. The Plant Manager called in Mr. Martin and showed him the letter and asked for his explanation. Mr. Martin claimed that most of the incidents were false. He further explained, that a few instances did happen that way because he was not yet fully aware of the company procedures and policies. The Plant Manager accepted Mr. Martin's explanation and called Mr. Chopra in and told him that the allegations which he had made were quite unwarranted and baseless. He also told Mr. Chopra that he should avoid confrontations and improve his attitude.

Mr. Chopra then wrote to the Chairman of the Board of Electra, repeating his story about Mr. Martin as well as accusing the Plant Manager of complicity with Mr. Martin. The Chairman sent his personal representative to investigate the matter on the spot. The investigation showed that the incidents mentioned in Mr. Chopra's letter were true. One morning, the workers of the plant went on 'Tool Down' strike alleging maltreatment given to one of the workers by Mr. Martin. This was one of the incidents quoted in Mr. Chopra's letter and there was a very strong rumour that Mr. Chopra engineered this strike in order to prove that Mr. Martin is incapable of handling the situation.

**Questions:**

1. What is the main problem in this case?
2. Comment on the recruitment of the Personnel Manager.
3. What would have been the way of handling the problem if you were the Plant Manager?
4. Suggest possible measures to resolve the major problems faced by the organisation.

