

MBAC 2003/MBLC 1004

M.B.A. DEGREE EXAMINATION, JUNE 2015.

Second Semester

General/ Marketing/ Finance/ IB/ HRM/ RM/ Tourism

HUMAN RESOURCE MANAGEMENT

(2012-2013 Batch onwards)

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. Explain the various organisational factors which affect human resource management practices.
2. What is manpower planning? Why is it important?
3. What are the common problems in performance appraisal?
4. Explain the merits and demerits of outsourcing.

5. Define transfer. What are its types?
6. State the causes for labour turnover.
7. Discuss the issues in compensation management.
8. How conflicts are managed?

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Elaborate the role of a HR manager.
10. Analyse the methods of recruitment.
11. Briefly discuss the process of selection.
12. "Performance based wage structure can be adopted in India" - Comment on why and why not?
13. How motivation and morale improves productivity? Discuss.
14. Discuss the different methods of training in detail.

15. Write a detailed note on the different stages in the career and list out the different strategies followed by any five Indian companies.
16. "Collective bargaining is an effective tool for grievance redressal" -Discuss. Also explain the process of collective bargaining.

PART C — (1 × 20 = 20 marks)

17. Case study: (Compulsory)

A leading Elevator Company had concerns that its old paper-based performance appraisal system was too slow and cumbersome. There were also concerns about whether the raters could be assured of the confidentiality to their rating. Because of these problems, the company wanted a better system for appraising and developing the performance of its engineering managers. Specially, the company was interested in enhancing these managers' project management and project team leadership skills. The engineering managers needed substantial improvement in their skills, and the company wanted a performance appraisal system that

would provide feedback from the managers' subordinates, peers and customers as well as their direct superiors. Given these concerns, it is not surprising that the Elevator company decided to develop a 360-degree feedback system. The innovative aspect of the company's approach to the 360-degree system is that the company decided to base the system on the internet and intranet. An independent contractor, E-Group, developed the system and handles the collation and analysis of the feedback information.

E-group chose a 75-item survey called LEAPS, which measures seven dimensions of leadership, for the 360-degree instrument. The instrument was loaded on a website so that all raters can pull up the information and complete the appraisal in approximately 20 minutes. After completing the appraisal, they simply submit the results via e-mail to E-Group to process. Because the system is encrypted, the company is able to provide greater confidentiality and anonymity for the raters than with the previous paper-and-pencil system. In addition to the LEAPS item, the company included a fairly large set of other items to assess

manager's technical competency and their contributions to the business. E-Group was able to provide appraisal profiles for the managers within three days after the last of the evaluators emailed their input for the manager. In addition, the profile of actual ratings for each manager from E-Group also includes an ideal leadership profile developed by the company's executives. By comparing his actual ratings with the ideal profile, managers can identify areas for future development. The Elevator company chose to use the system only for developmental purposes, although recently it began to consider other purposes for the system.

Questions:

- (a) How was the 360-degree appraisal better than the traditional appraisal system in the Elevator company?
- (b) What problems do you think that the Elevator company experienced once the 360-degree system was successfully implemented on the Internet?