

MBA 2nd year
HR Group.

November 2008



P09/HR2301/EE/200811

Organisational Change and Development

Time : Three Hours

Marks : 100

Instructions to Candidates :

- 1) There are two sections.
- 2) Section I carries 60 marks and Section II carries 40 marks.
- 3) Attempt any four questions from Section I. In Section II, the Case Study question is compulsory.
- 4) Figures to the right indicate full marks.
- 5) Answers to the two sections should be written in one and the same answer book.

SECTION I

1. Discuss the various types of change. Explain the various steps to manage change. 15
2. Define organisational culture. How does it differ from social culture? 15
3. What are the important concepts of organisational development? 15
4. Define innovation process. Explain the various steps. 15
5. Discuss the mechanism for organisational learning. 15
6. Discuss the various elements of the knowledge management process. 15

SECTION II

7. Case Study 40

The Pennathur Tyre Company (PTC) was incorporated as a partnership firm in 1986 to fill what one of its partners, Mr. Mani, called a void that existed in South India. According to Mr. Mani, who had worked for a foreign tyre company for nearly fifteen years, there was no company that really had, as its major aim, the production of

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tyres at minimum cost and their sale to customers at affordable prices. Mani was often heard saying, 'Four-wheel vehicle owners pay through their nose for tyres, petrol and repairs. Anybody who owns a car spends at least 35-40 per cent of his salary on its maintenance and that is not how it should be'. Mr. Mani started PTC in partnership with two close friends who had also had extensive experience in the tyre business, working for other companies. Mr. Mani was very actively involved in the business and was at work every day at the crack of dawn and never left the office before 8 p.m. Sometimes when work was heavy, Mani would stay as late as 10 p.m. at the shop. One of the other two partners owned another business as well as was, for all practical purposes, a sleeping partner in this firm, and the third partner was much less involved in the day-to-day operations of the company than Mr. Mani.

PTC, though a small partnership firm, had enormous backing from the business community because of their appreciation of the goals of the company and the extreme dedication of Mr. Mani. Thus, PTC was off to a good start. Being very cost conscious, PTC set up a small cost analysis department. As business began to expand, more customer services were added and the company attained an excellent reputation for its wheel-balancing service. As a result, the company was given sole dealership for helmets as well. In 1988, just two years after its incorporation, the company had to expand its premises, operations and personnel. With the expansion came growing pains and Mr. Mani and the two partners had to encounter many small hurdles. Even as they were trying to solve one problem, several others seemed to crop up. Mr. Mani highlighted some of the more serious ones and described them as follows. 'Dr Sekaran, sometimes I wish we had never expanded our business. When we were merely selling, all were happy. At first, it was exciting to expand the business and services to our customers. As our staff size increased, we began to lose control. Often, the customers are not served as well as they could be. The personal touch that we wanted to establish has not seemed to work; the workers seem to be more concerned about their own inter-departmental problems and fights. For instance, last week while a customer was waiting patiently, the mechanic who was to have changed the oil and filter in his car was arguing for more than half an hour with another mechanic. I was about to give the mechanic a piece of my mind, when my partner took the mechanic aside and talked to him. The fact that customers are not serviced without delays, bothers me. I wonder if it bothers my partners as well. I have not discussed these issues with them since I don't want them to think that I am getting unduly worried about small matters.

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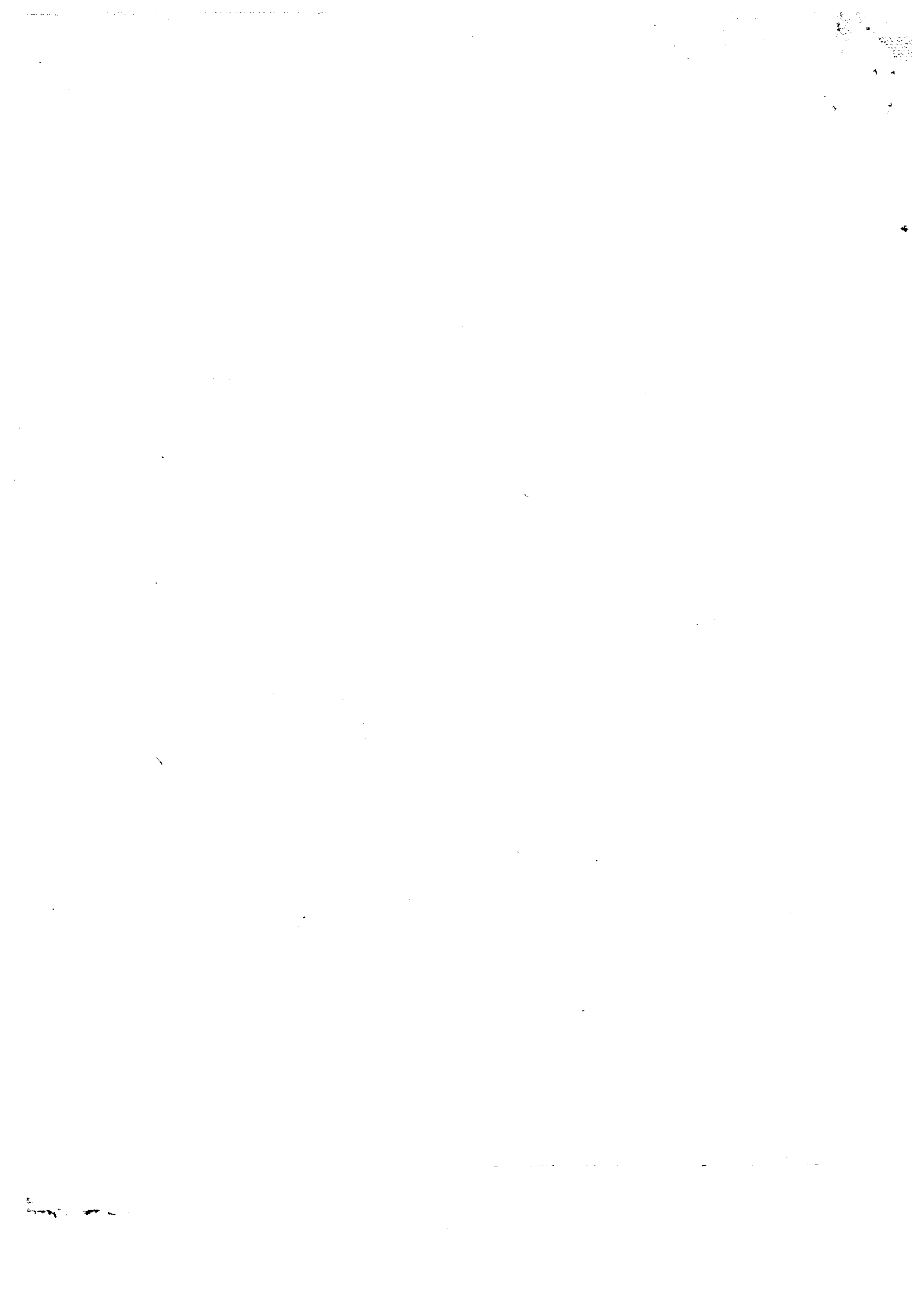
'Another potential problem lies in the way some of the employees come across to the others in the company. For instance, we have a rather brash young engineer. He is thoroughly knowledgeable about his work and is extremely productive, but he always wears a serious look on his face and talks in a very abrupt, and sometimes, abrasive manner. Some of his mechanics have told me that they are scared of him. I have a set of capable workmen and don't want to lose any of them. I am at a loss as to how to handle this particular situation. I guess if I happened to work for this engineer, I would also be scared of him; but he is really a nice person, you know. The only problem is that he is too intense and comes across to others as a grouch. We have a few others who are just opposite, laughing and joking all the time, and I sometimes wonder if their workers take them seriously at all!'

'Sometimes else also bothers me. Ultimately, I would like to see each of the service departments as individual profit centres and share the additional profits with the workers. That, of course, is down the road; perhaps three to five years from now. I am thinking that if the employees have a stake in the profits they will work harder and I shall not have to put in so much time supervising them. But then, they should all learn to work well together so that there is more collaboration and joint problem solving rather than competition and dysfunctional conflicts. I would like them all to see themselves as one big family where everybody works together harmoniously to reap the full benefits. If, somehow, we can develop the spirit of friendship and cooperation, it would be great! Maybe, I am rambling too much, but these and similar issues keep bothering me. And I was wondering if you have any advice for me on how I should handle some of these issues'.

Assuming that diagnostic surveys do indeed confirm Mr. Mani's statements, you are required to :

- a) Clearly identify the problem in the case. 10
- b) Recommend appropriate OD intervention strategies to resolve each of the issues. 15
- c) Explain in detail why you make the particular recommendation and how it would resolve the problem. 15

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P09/HR2302/EE/200811

Human Resource Planning



Time : Three Hours

Marks : 100

Instructions to Candidates :

- 1) There are **two** sections.
- 2) -Section I carries **60** marks and Section II carries **40** marks.
- 3) Attempt **any four** questions from Section I. In Section II, the two Case Study questions are **compulsory**.
- 4) Figures to the right indicate full marks.
- 5) Answers to the two sections should be written in **one** and the same answer book.

SECTION I

1. ✓ What is performance appraisal ? Describe in detail, the process of performance appraisal. 15
2. ✓ What do you mean by the term skills ? Discuss the need for multi-skilling in modern organizations. 15
3. Define transfer. What are the different types of transfers effected in organizations ? 15
4. ✓ What is recruitment ? Discuss the various sources of manpower supply for an organization. 15
5. ✓ Define the term training. Discuss the importance and benefits of training. 15
6. ✓ What is a policy ? What are the major characteristics of a sound policy ? What are the different types of HR policies ? 15

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SECTION II

7. Case 1

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ABN Business School, Mangalore (ABNBS) is one of the best B-schools in this part of the country. Many large enterprises like Compaq, TCS, Infosys, NIIT, SAIL, TISCO, ABN Amro, MRF etc. visit the campus for recruitment. ABNBS believes that for successful performance, its students depended on their abilities. They have a conventional orientation, the specific orientation will largely determine which job the student will ultimately get.

The placement officer of ABNBS was in for a shock, when she heard from one of the most reputed recruiter companies that had come to the campus several times and required a large member of students, that they no longer look at the core activity of selecting people for the organization but instead give more importance to soft skills like interpersonal skills, team abilities and analytic problem-solving skills. Besides these soft skills, the company also looks at the candidate's willingness to relocate, fit with corporate culture and retention probability while selecting a prospective B-school graduate. According to the recruiter organization, the most vital skills for the job-market in the ascending order are technical skills, communication skills, job experience, networking / relationship-building experience; management skills, industry expertise and sales and marketing skills. The Dean of the B-school is worried. He says 'We believed that if you wanted to be an accounts manager or credit manager or a HR executive, your ability on the job will largely determine which occupation you ultimately get. But all of a sudden, certain recruiters have come up multi-skilling requirements.

Questions :

- a) Why do recruiters look for soft skills in B-school graduates? What in your opinion, make these skills necessary in today's setup? 5
- b) Discuss the need for B-school graduates to take up multi-skilling initiatives to better their chances of being selected in campus recruitment. 10
- c) What steps should ABNBS take to make the institution a preferred destination for recruiters? 5

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Case 2

Diana was at the office of her dentist. She had to wait for at least 30 minutes before her turn came. To pass the time she picked up a magazine.

In the magazine she found a very good article entitled "Where Good Ideas Really Come From". The major theme of the article was that the best ideas for improvement were most likely to come from the rank-and-file employees and not managers. The article went on to describe the various ways of getting these ideas flowing upwards so that they could be used to improve the organization. The article proposed that a special 'suggestion box' be placed in the strategic place around the organization with blank forms for employees to describe their ideas for improvement. Diana, the managing director, of Diatech Ltd., held discussions with several of her senior managers. It was agreed to implement the programme. Several specially designed boxes were placed in various areas around the company and employees were requested through circulars about the implementation of the suggestion scheme.

Diana anxiously awaited the first batch of suggestions. After the first week, the personnel manager brought them in. There were three 'suggestions'.

One suggestion was that the suggestion box be scrapped.

The second suggestion was for Diana requesting her to get married so that during the nights she will have some 'work' to do and will not have idle time to think about stupid suggestions.

The third was an obscene note to Diana asking her to keep C... open so that good suggestions could be directly put in.

Question :

- a) What is theme of this story ? 5
- b) What is wrong or right in the story ? 5
- c) Analyse the case as per your opinion and give proper suggestions. 10

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P09/HR2303/EE/200811

Human Resource Development

Time : Three Hours

Marks : 100

Instructions to Candidates :

- 1) There are **two** sections.
- 2) Section I carries **60** marks and Section II carries **40** marks.
- 3) Attempt **any four** questions from Section I. In Section II, the two Case Study questions are **compulsory**.
- 4) Figures to the right indicate full marks.
- 5) Answers to the two sections should be written in **one** and the same answer book.

SECTION I

1. What is career planning ? Discuss the aims and objectives of career planning and process of career planning. 15
2. Define training and briefly discuss the various methods of imparting training. 15
3. State the provisions of the Factories Act, 1948 with regards to the health and safety of workers. 15
4. Define the term learning and briefly discuss reinforcement, punishment and extinction. 15
5. What are the major reasons for which individuals resist change ? How can organizations deal with resistance ? 15
6. What is rationale behind HRD for workers ? Briefly discuss the need for counselling and the different types of counselling. 15

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SECTION II

7. Case 1

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Mangala Agrotech Ltd. is in the business of manufacturing and marketing automobile components. The main problems faced by the company are sagging employee moral; low productivity and an accumulated loss of Rs. 50 crore. Looking at this deteriorating trend, the management decided to hire the services of a new CEO, Mr. Arun D'souza. Mr. D'souza is a hard core operations man with thirty years of professional credibility to his standing. He worked in large automobile plants in Goa in various capacities like Manager production, GM production, and so on. After taking charge he called a meeting of the senior management and representatives of workers. Mr. D'souza believed in creating a new work culture for the organization through various HRD mechanisms and instruments for developing people, raising their morale with commitment, care and training. In other words, he wanted to tackle the main problem through the HRD mechanism.

Answer the following questions :

- a) What strategies could the CEO employ to help the organisation tackle its main problem of sagging employee morale and low productivity ? 10
- b) What more in your opinion could the CEO have done to strengthen the HRD strategies ? 10

Case 2

A small software development company with around fifty employees was having problems attracting new staff to work for them. They knew that they could not afford to pay people more, but wanted to increase the number of people who applied for vacancies and decrease staff turnover which had been steadily increasing. The company had taken on a number of new staff in the past year. Most of the staff was recruited in campus interviews from local colleges. In order to retain staff, the company usually took the marks card and degree certificate from the new recruit and held them till they were in the service of the organization. The management was conscious that this practice was illegal and subject to legal challenge.

The management appointed an HR Manager to see what retention strategies could be developed for the organization. The newly-appointed

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HR Manager visited the employees to see how they felt about having formal policies in place of ad-hoc system that the organization had been using uptill now. A research in the local labour market found that there was considerable competition in that area for workers. It was found that, through word of mouth, employees conveyed to their juniors in college that they were stuck in this company which was not paying well, and was retaining employees by force and that they should not fall into the same trap by accepting employment in this company.

Questions :

- a) Suggest ways and means of improving the image of the organisation in the eyes of the new prospective employees. 10
- b) What retention strategies would you suggest to the company to retain the existing workforce ? 10
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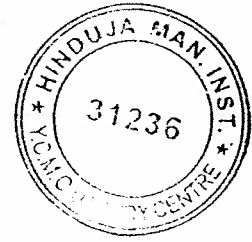
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P09/HR2304/EE/200811

Labour Laws for Managers

Time : Three Hours



Marks : 100

Instructions to Candidates :

- 1) There are **two** sections.
- 2) Section I carries **60** marks and Section II carries **40** marks.
- 3) There are **six** questions in Section I out of which **any four** are to be attempted.
- 4) In Section II, **all** questions are **compulsory**.
- 5) Figures to the right indicate **full** marks.
- 6) Answers to the two sections should be written in **one** and the **same** answer book.
- 7) Use of calculators is allowed.

SECTION I

1. Discuss the concept of industrial relations. Explain the difficulties in the healthy growth of industrial relations in India. 15
2. Enumerate the unfair labour practices on the part of employers and the trade union of employers. 15
3. Explain the powers and duties of conciliation authorities. 15
4. Define 'strike'. What are the different forms of strikes ? 15
5. Define lay-off and retrenchment. Discuss the nature of lay-off and retrenchment. 15
6. Explain the concept of workers' participation in management. What are the functions of a shop council ? 15

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SECTION II

7. J J Hospital, Bombay run by state of Bombay retrenched two of its ward servants. On behalf of the servants, their trade union filed a writ petition in the High Court for their reinstatement. The management, i.e. the state of Bombay contended that the hospital being not an 'industry', the Industrial Dispute Act, 1947 was not applicable. 20

Decide whether the hospital in the above case is an industry, stating reasons.

8. In an Electricity Board, an employee, Mr. Sharma, was working as a Muster-Roll Labourer. While in employment, he allegedly assaulted a superior officer in the presence of other employees with a tension screw on his back and nose, which resulted in a fracture of the nose and severe bleeding. This incident was followed by unauthorised absence by Mr. Sharma for several days. The Electricity Board, after holding a domestic enquiry, terminated the services of Mr. Sharma. Mr. Sharma raised an industrial dispute. The appropriate government referred the dispute to the court for adjudication. Mr. Sharma, further moved to the High Court. 20

Decide whether the termination of services is justified, stating reasons.



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P09/HR2305/EE/200811

Managing Interpersonal and Group Processes

Time : Three Hours

Marks : 100

Instructions to Candidates :

- 1) There are **two** sections.
- 2) Section I carries **60** marks and Section II carries **40** marks.
- 3) There are **six** questions in Section I out of which **any four** are to be attempted.
- 4) In Section II, the Case Study question is **compulsory**.
- 5) Figures to the right indicate full marks.
- 6) Answers to the two sections should be written in **one** and the **same** answer book.

SECTION I

1. Explain the characteristics of groups. 15
2. What are the major external and internal forces of change in an organisation ? 15
3. What are the elements of communication ? Explain the process of communication. 15
4. What are the individual and organizational influences on creativity ? 15
5. What are the five types of power according to French and Raven ? What are the effects of these types of power ? 15
6. Describe the seven dimensions of organizational culture. 15

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SECTION II

7. Read the given case and answer the questions that follows.

X watches is a joint sector company promoted by a leading business house and a state government. The plant was set up 45 kms away from Bangalore. The company is known for its professional work culture and very attractive remuneration packages. When the plant was set-up five years ago, the management was able to attract many senior and middle level managers and operators from a reputed public sector company, also manufacturing watches.

For its tool room, X watches poached on a well known tool room and training centre and weaned away a couple of managers and tool makers. Key posts of the plant, however, were held by personnel drawn from other owned group companies. The group had its plants in all parts of India, except in the South. X is the first to be established in the south of the Vindhyas.

X watches, therefore, had a mixed group of personnel hailing from public sector, tool room, (operating in South India) and the group's top ranking executives (who came to South India for the first time). Added to this was the workers who were from all localities. After six months, an all-around disillusionment had set in and everyone was cursing himself for quitting his or her previous job and joining X watches.

Questions :

- a) List out the cross-cultural under currents in the above case incident. 10
- b) How do you bring about homogeneity in the above situation ? 15
- c) Discuss the case incident under the following culture maintenance factors : 15
- i) Selection
 - ii) Top management practices
 - iii) Socialisation process.

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P09/HR2306/EE/200811

Industrial Relations

Time : Three Hours



Marks : 100

Instructions to Candidates :

- 1) There are **two** sections.
- 2) Section I carries **60** marks and Section II carries **40** marks.
- 3) There are six questions in Section I out of which **any four** are to be attempted.
- 4) In Section II, the Case Study question is **compulsory**.
- 5) Figures to the right indicate full marks.
- 6) Answers to the two sections should be written in **one** and the same answer book.

SECTION I

1. Explain in detail, the concept of Industrial Relations. 15
2. Discuss the provisions relating to the code of discipline in an industry. 15
3. Explain the provisions relating to the Industrial Disputes Act, 1947. 15
4. What is the role of collective bargaining in the management of conflict in an industry? 15
5. What are the different employee participation strategies? 15
6. Explain in detail, the factors that are responsible for the positive employee relations in an organisation. 15

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SECTION II

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7. Read the following case and answer the questions that follow.

Vidharb Textiles Limited is one of the leading textile mills in Maharashtra, having a work force of more than 1200 employees, engaged in the manufacture of cotton yarn of different counts. The company has a well established distribution network in different parts of the country. It has modernised most of its plants, with a view to improve the productivity and maintain quality. To maintain good human relations in the plants and the organization as a whole, it extended all possible facilities to the employees. Compared to other mills, the employees of Vidharb Textiles Ltd. were highly paid.

The Company has a chairman followed by a line of executives in charge of different functional areas. The Industrial Relations Department was headed by the Industrial Relations Manager with supporting staff. The company earned profits every year and distributed reasonable amounts as bonus to the employees. The employees were represented by three trade unions X, Y, and Z, out of which the first two unions were recognised by the Management for the purposes of negotiation. All the unions maintained good relations with the Management individually and collectively.

In 1995 when the bonus issue was placed before the management, it had a series of discussions with both recognised unions and finally announced a bonus, which was in turn agreed upon by both the recognised unions. The very next day the management prepared the settlement and presented it before the union representatives. The Chairman of union X signed the same, the leader of union Y refused to do so and walked out, stating that the amount declared as bonus was not sufficient. The next day, union Y issued a strike notice to the management asking for higher bonus. The management tried its level best to avoid an unpleasant situation, but in vain. As a result, one morning, members of union Y went on strike. They were joined by members of union Z. During the strike the Management could probe the reasons for the indifferent behaviour of leader of union Y. It was reported that leader of union X, soon after the first meeting had stated in the presence of a group of workers: "because of me the management has agreed to declare this much amount of bonus to the employees. The representative of Y union had miserably failed in its talks with the management for want of initiation and involvement". The observation somehow reached the leader of union Y on the very day it was made, as a result of which he felt insulted. Soon after identifying this as a reason for Y's strike call, the management in the presence of

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the Industrial Relations Manager brought about a compromise between the union leaders, X and Y. Immediately after this meeting, the strikers (members of union Y and Z) had resumed work and the settlement was signed for the same amount of bouns, as was originally agreed upon.

Questions :

- a) Was the leader of union X justified in making remarks that caused offence to the leader of union Y ? 10
- b) Could the strike have been avoided had the union leader of X not made his remarks before a group of workers ? 10
- c) What should be the management's long term strategy for ensuring that inter-union rivalries are avoided ? 15
- d) Is that desirable or required ? 5

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P09/HR2307/EE/200811

Performance and Reward Management

Time : Three Hours

Marks : 100



Instructions to Candidates :

- 1) There are two sections.
- 2) Section I carries 60 marks and Section II carries 40 marks.
- 3) There are six questions in Section I out of which any four are to be attempted.
- 4) In Section II, the Case Study question is compulsory.
- 5) Figures to the right indicate full marks.
- 6) Answers to the two sections should be written in one and the same answer book.

SECTION I

1. What is performance management ? Describe the various principles of Performance Management. 15
2. Describe the various methods of performance appraisal. 15
3. What is mentoring ? Describe various advantages of mentoring. 15
4. What is appraisal interview ? Describe the various types of appraisal interview. 15
5. What is organisational development ? Describe the various characteristics of operational development. 15
6. Describe the various types of leadership and the qualities of a leader. 15

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SECTION II

7. Read the following case and answer the questions that follow :

Fran Rogers has always believed that meeting the needs of employees required more than simply paying them and offering a slate of employee benefits. She recognized that balancing the realities of one's work and personal life is difficult, and more importantly, problems that the employees face in their personal lives will ultimately show up in their work performance. She had a first hand experience. Rogers wasn't about to drop her daughter, who suffered from asthma, off in a day care centre.

One of the more critical work-related problems is finding quality child care. Rogers believed that companies had to help their employees in this endeavour or face productivity losses. Helping employees, after all, was the humane thing to do. It was also a way for an organisation to provide an employee benefit that employees desire.

Work / family directions began in 1983 — working with a client organisation, IBM, Rogers attempted to help the organisation's employees find quality child care in the Boca Raton, Florida, area. Rogers succeeded and Work Family Directions (WFD) was off and running. Today, the company has grown to several hundred employees and has revenues of \$ 100 million, reflecting work done on women's employment issues in more than 20 countries. Its client list now boasts corporations such as Xerox, American Express, the St. Paul companies and the Gap. Interestingly, 9 out of the top 10 "100 best companies for working women" are WFD clients.

Rogers may have found a secret to one aspect of employee benefits by helping companies recognize that giving something of value to employees can yield many benefits for all involved. Although, she sold her business in 1998 to the Ceridan Corporation, she continues her crusade for organisations to make a significant investment in work and family related issues. She wants the organizations to do more — helping individuals not only with the day care or elder care, but with anything employees deal with over their life cycle.

Questions :

- a) How do benefits like those that WFD provides assist organisations in competing for and retaining employees ? 10
- b) Do you believe that providing day care benefits to employees who have children is unfair to the employees who do not have children? Why or why not ? 15
- c) How can a company ensure providing such benefits does not favour one group of employees over another ? 15

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P09/HR2308/EE/200811



International Human Resource Management

Time : Three Hours

Marks : 100

Instructions to Candidates :

- 1) There are **two** sections.
- 2) Section I carries **60** marks and Section II carries **40** marks.
- 3) There are **six** questions in Section I out of which **any four** are to be attempted.
- 4) In Section II, the Case Study question is **compulsory**.
- 5) Figures to the right indicate full marks.
- 6) Answers to the two sections should be written in **one** and the same answer book.

SECTION I

1. How does domestic HRM differ from international HRM ? 15
2. Enumerate the forces for change in the enduring context of IHRM. 15
3. Discuss in detail the country-level differences in training. Explain. 15
4. What are the objectives of international compensation from the various perspectives ? 15
5. As an HR Manager, what are your suggestions to the appraiser of an expatriate ? 15
6. Explain performance management of Host Country Employees HCEs. 15

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SECTION II

7. Read the following case and answer the questions that follow.

One of the most popular tourist attractions in America is Disney World at Orlando in the state of Florida. It is a theme park with numerous attractions and a visit to America is not considered complete without the visit to Disney World. Prior to the opening of Disney World at Orlando, there was a similar theme park near Los Angeles, in the state of California, known as Disneyland. Disneyland was the creation of Walt Disney, a famous family movie maker who had produced such movie hits as *Fantasia* and *Snow White*. Disneyland is a family entertainment phenomenon and is also known as Magic Kingdom.

Following Walt Disney's death, the magic kingdom hit a downward trend. The management rested on the past laurels of its success and the organization stagnated into this status quo. It shunned innovation and stayed in its ivory tower away from the pulse of the audience. It became fearful of change and, by all accounts, it was not fully utilizing its potential or its resources and, considering the demand for its products and services, it was undercharging for its licensing of cartoon characters and admission to its theme parks.

Michael Eisner, the head of the Disney organization felt that he had to become more like Walt Disney, an innovator and a risk taker who encouraged creativity and who had built the Disney Empire. After analysing the situation carefully, he devised a plan that would encourage openness to change, and a culture of strong creativity, which had always been the hallmark of Disney's success.

Eisner himself came up with a number of new and creative ideas including new health food restaurants and he encouraged and induced creativity among others, and creativity became one of his top priorities. His idea of creating a Euro Disneyland in Paris came into high focus. He met with twelve of the world's most respected architects in a widely creative session to bring out as best a design as possible for the theme park. He encouraged and rewarded new ideas, opened channels of communication and took the members into confidence by sharing with them his strategic plans and ambitious growth strategies.

One change that came into being was the renovation and expansion of its hotel chains. He ordered an ambitious \$ 1.0 billion hotel expansion plan that doubled its room capacity to 20,000 and came at par with the well-known Ritz Carlton chain of hotels.

The movie business that had practically come to a standstill and was hardly reaching a break-even point got a boost of creativity. By

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tightening budgets without sacrificing quality and working with adventurous scripts and unknown but talented actors, it became a dominant force in the American movie industry and produced such hit films as *Beauty and the Beast*, *Pretty Woman*, *Ruthless People* and so on.

Michael Eisner's creativity, openness, innovation and team spirit has not been without its rewards. From 1984 to 1990, Disney's sales increased from \$1.7 billion to almost \$6.00 billion. Disney has expanded its family entertainment business to include book publishing and records and has opened a theme park in Japan.

Michael Eisner made a dramatic turnaround of Disney's fortunes in 1980s. He was even more ambitious during the 1990s and called it 'the Disney Decade'. He surrounded himself with ambitious, energetic and creative staff and he expected a period of extensive growth for Disney operations around the globe. With the fall of closed societies and the advent of instant communications and emphasis on internationalization, he has been very optimistic that Disney will become a household name around the world, as it is in America.

Questions :

- a) Why do you think that the Disney organization, once a highly successful and growing organization, became stagnant after the death of its founder, Walt Disney? Describe as many reasons as possible. 15
- b) How important is Michael Eisner's role in the process of turnaround of the company fortunes? Does it mean that the success of the entire organization depends upon the philosophy of its CEOs? Give reasons. 10
- c) List and explain the internal and external forces that necessitated the change in the outlook of Disney operations. 15

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Management Control Systems

Time : Three Hours

Marks : 100

Instructions to Candidates :

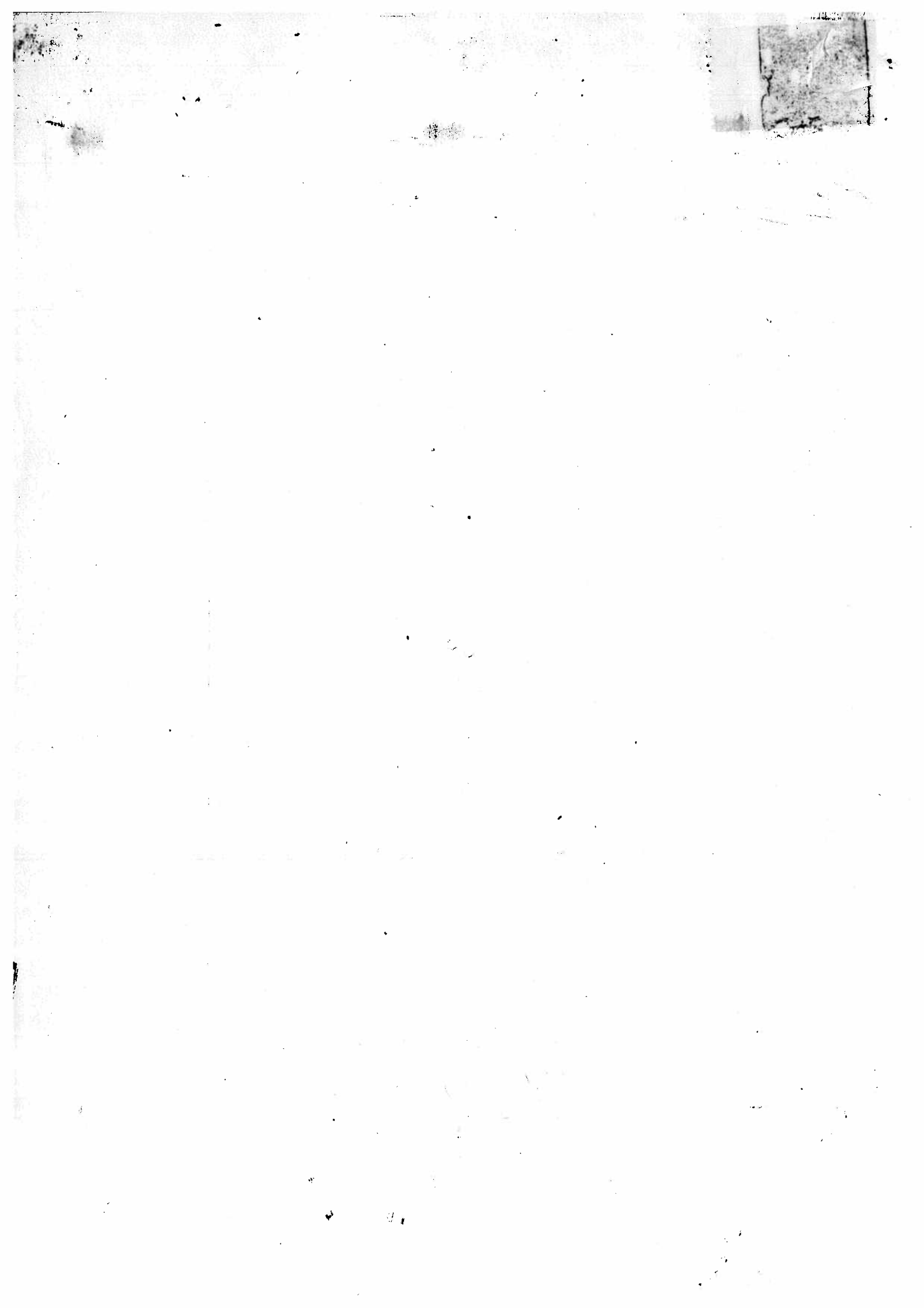
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- 6) Answers to the two sections should be written in one and the same answer book.

SECTION I

1. What are the elements of an adequate or effective control system ? 15
2. Describe in detail, the strategic planning process. 15
3. Are managers who use the feed-forward control system more effective than those who do not ? Submit your argument. 15
4. Will adjusting the cost standard to fit levels of aspiration improve the motivation of workers performing structured tasks ? Can this be done in actual work environments ? Explain. 15
5. For what reasons would a company hold a manager responsible for profit when he does not control all costs and revenues ? Do you think this should ever be done ? 15
6. Explain the different steps of project scheduling. 15

~~22~~

1



P09/HR2309/EE/200811

Management of Training and Development

Time : Three Hours

Marks : 100



Instructions to Candidates :

- 1) There are two sections.
- 2) Section I carries 60 marks and Section II carries 40 marks.
- 3) There are six questions in Section I out of which any four are to be attempted.
- 4) In Section II, the Case Study questions are compulsory.
- 5) Figures to the right indicate full marks.
- 6) Answers to the two sections should be written in one and the same answer book.

SECTION I

1. Explain the methods of learning in detail. 15
2. Explain the methods of training. 15
3. Write an essay about the various meta-theories of learning. 15
4. Describe the various alternatives of training and development. 15
5. What are the different types of communication ? Describe each type briefly. 15
6. Elaborate the Kirpatrick model of evaluation. 15

23 - 2

23/23

SECTION II

7. Read the given case and answer the questions that follow.

Mr. Naveen has been working as a Manager (Credit Appraisal) in the State Bank of India since 1970. He got a first rank in his M.A. from the Andhra University in 1969. He rose from Officer Grade IV to Officer Grade I in a short span of 10 years. Personnel records of the bank show that he is an efficient manager in agricultural credit, industrial credit and credit to small business etc. The bank is planning to computerise the project appraisal department. In this connection, Mr. Naveen was asked to take training in Computer Operations. But he was quite reluctant to undergo the training.

Questions :

- a) Analyse the case. 5
- b) Why was Mr. Naveen reluctant to undergo training? 15

8. Mr. Vijay joined the S. C. Railway five years back when he was 21 years old. He proved himself as an efficient steam engine driver. He bagged the Railway Minister's Best Driver's Award this year. He was asked to undergo training in diesel engine driving due to massive dieselisation in the South Central Railways. But he was reluctant to take up training. The Head of the loco staff was quite surprised to know the reluctance of Mr. Vijay when a number of drivers of steam engines have volunteered themselves to undergo training in diesel engine driving.

Questions :

- a) Analyse the case. 5
- b) Identify the psychological problems in the case. 15

24 3

P09/CP2001/EE/20090521

Strategic Management

Time : Three Hours

Marks : 100

Instructions to Candidates :

- 1) There are **two** sections.
- 2) Section I carries **60** marks and Section II carries **40** marks.
- 3) There are 6 questions in Section I out of which **any four** are to be attempted.
- 4) The case study question in Section II is **compulsory**.
- 5) Figures to the right indicate full marks.
- 6) Answers to the two sections should be written in **one** and the **same** answer book.

SECTION I

- ✓ 1. Discuss the concept and importance of strategy. 15
2. Describe the different environmental scanning techniques. 15
- ✓ 3. Explain the various strategies that an organisation can use depending on different situations. 15
4. Describe the different types of qualitative factors that affect strategic choice. 15
- ✓ 5. 'Managing social responsibility of a business is like any other aspect of managing your business.' Comment. 15
- ✓ 6. Explain the evaluation of strategies in non-profit making and government organisations. 15

25

4

SECTION II

7. Read the given passage and answer the following questions :

Strategic Leadership for Multinationals in India

Based on his experiences in Unilever and Pepsico India, P. M. Sinha, the ex-CEO of Pepsi Co India, highlights ten prerequisites for being a successful leader in a foreign MNC (Multinational Corporation) operating in India.

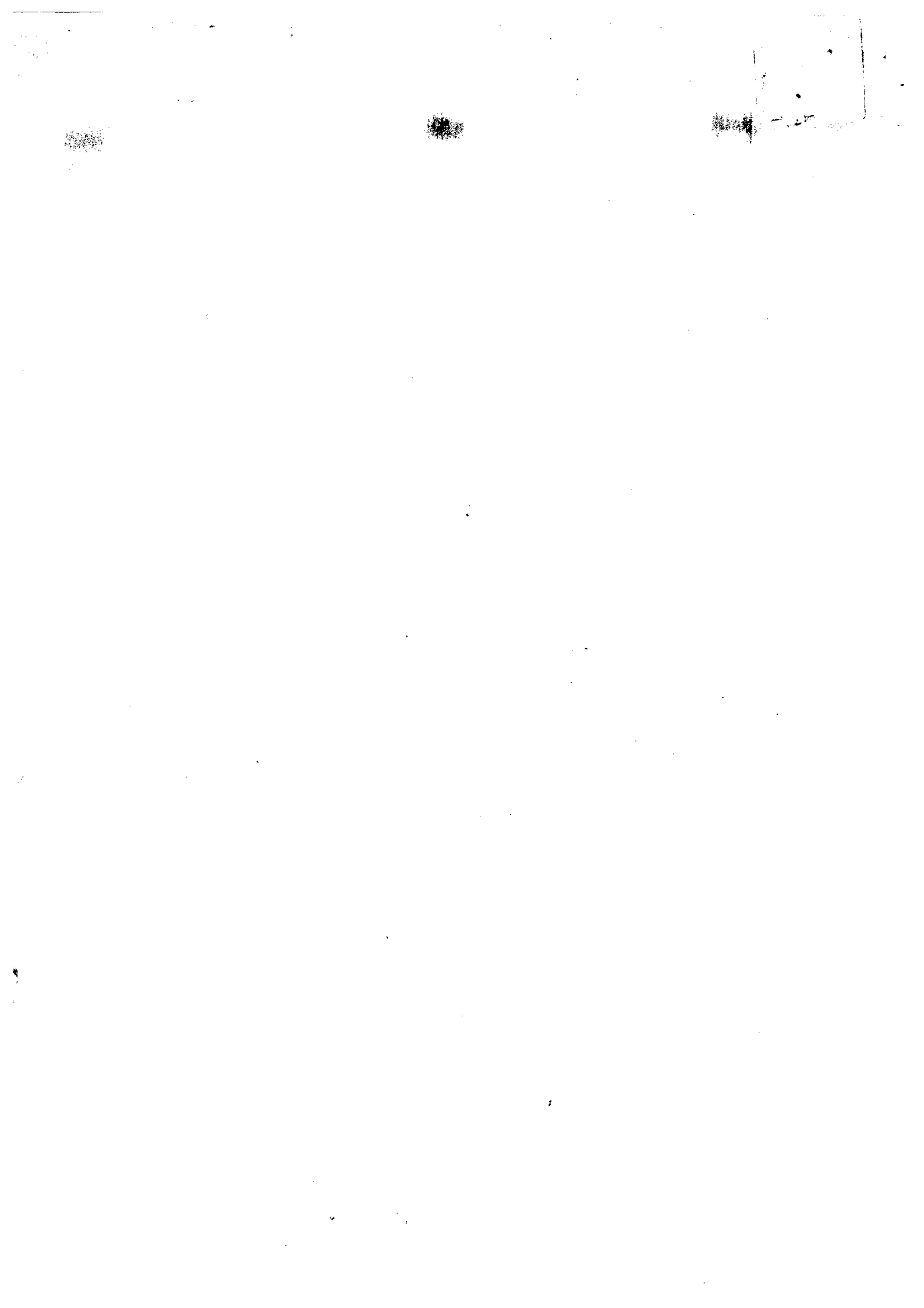
1. MNC leaders in India should reflect the personality of the MNC they work for, never compromising on the values the company stands for. The values have to be converted into the culture of the organization, where everyone is not only committed to, or believes in the values, but breathes the culture.
2. MNC leaders in India should carefully understand the Indian environment, the policies of the country, the processes and the needs of the country. For an MNC to be successful in the long run, the leader must identify the MNC with national priorities, be seen to be a part of the Indian fabric, and put country gain before corporate gain.
3. MNC leaders in India should appreciate that their company is more exposed to the media and the political system than domestic corporations are, and must, therefore, always act in a transparent manner.
4. MNC leaders in India should build a team of high caliber professionals, or lead one if they have inherited such a team. This team must take ownership for the vision of the company and its goals, and must put the corporation before self. Passion to win, to achieve, to enjoy and celebrate team victories, a commitment to excellence and to the best, are great binding features.
5. MNC leaders in India should demonstrate action, quick decisions, commitment to identifying the core competencies of their organization, and working with and improving on them, with an ability to adapt to changing business and country environment. They must have a sense of timing, seize opportunities, anticipate future changing demands, and promote investments ahead of demand.
6. MNC leaders in India must understand the market they operate in, the distribution system, the customer, the retail trade, and most important, the front line.

7. Commitment to training and development, ensuring the introduction of the latest technologies and processes, and flexibility to change and adapt to the needs of the customer must be the driving force.
8. Imposing the best practices of the parent company, or even products successful outside India, or even the approach to motivating people, need to be tailored to India. Hence the MNC leaders in India must have a completely open mind.
9. MNCs have to ensure that corporate image consistently improves, as in a borderless world, the image in one country affects the image globally. An MNC leader in India, therefore, has a responsibility, which crosses national boundaries and thus places a greater burden on his/her shoulders.
10. Finally, a leader in an MNC has to walk the talk. If cost-effectiveness and lowest-cost operations is the company's target, the leader's personal lifestyle must reflect simplicity and not ostentation. She/he and the organization must think in rupees and not dollars, and she/he must lead the organization to meld with other Indian organizations. Hindustan Lever is an excellent example – many people consider it an Indian company, and not the largest MNC in India.

Questions :

- 1) What should the MNC leaders in India know about the land their company serves? 10
- 2) Describe the cost effectiveness of the MNC leaders in India. 10
- 3) Why should the MNC leaders in India demonstrate action? 10
- 4) How might the above three elements of strategic leadership differ for the MNC leaders in India Vs. leaders of the domestic companies in India? 10

6



P09/CP2002/EE/20090522

International Business

Time : Three Hours

Marks : 100

Instructions to Candidates :

- 1) There are **two** sections.
- 2) Section I carries **60** marks and Section II carries **40** marks.
- 3) There are 6 questions in Section I out of which **any four** are to be attempted.
- 4) The case study questions in Section II are **compulsory**.
- 5) Figures to the right indicate full marks.
- 6) Answers to the two sections should be written in **one** and the **same** answer book.

SECTION I

- ✓ 1. Define international marketing. State and explain the most relevant factors affecting international marketing. 15
2. Discuss the various principles of global finance. 15
- ✓ 3. What do you mean by strategy? Explain the various tactics for business strategies. 15
- ✓ 4. What is a merger? Trace the reasons for mergers and describe the process of mergers. 15
- ✓ 5. Explain the concept of global brands. Discuss the various strategies for global brands. 15
6. Define globalization. State and explain the various drivers of globalisation. 15

7

SECTION II

7. Analyse the case given below and answer the following questions.

Case Study - I

Trillon Machinery, France

Trillon Machinery, France is the subsidiary of Trillon Machinery, headquartered in Chicago. The firm specializes in the production of highly sophisticated material-handling equipment, most of which must be specially designed for the job. There are few competitors in France or in any other part of the European community. Business has been excellent, though recently the company lost two sizable orders to the French competitor. One customer was the government owned automobile factory and the other was a French owned textile factory. Both customers had made various purchases from Trillon Machinery in the past.

Mr. Thomas, the subsidiary's managing director, sat in his office reviewing the two lost sales. He knew that the French competitor did not have Trillon's technical capability, and he was confident that the competitor's price could not have been significantly lower. Thomas walked to the window overlooking the front of the building. He was proud of that plant. The lawn was well kept. There was a flagpole with the American flag flying, just as in Chicago. Thomas was thinking that he had a good chance for the executive vice president's job that was coming up soon back at the headquarters if Trillon Machinery, France continued to do as well as it had done for the last three years under his management. The loss of two sizable orders wouldn't help his record, though. What was the reason? An idea came to him. He called his friend, Henri. He explained to Henri that he was concerned about having lost two of his orders. Did Henri know why this had happened? After a pause, Henri said, "Thomas my friend, the boom years in the France are over and the government is concerned. The order was earmarked for a French company"

Questions :

- a) Analyse the business environment of Trillon Machinery, France. 10
- b) What can Thomas do to stop this loss of orders? 10



8. Analyse the case given below and answer the questions that follow.

Case Study - II

Seven months after taking over as President of General Motors Asia Pacific, Frederick Henderson came for a visit to India and announced that his dream was to turn the world's biggest car manufacturer into the biggest car marketer in India.

G.M. India is a very small player in India right now. It has a plant to produce 25,000 cars, but last fiscal sold only 8,473 cars. It seems to be stuck in the slow lane in India.

In what will be a first in the Indian automotive industry, G.M. plans to use its 21-year-old global alliance with Suzuki, and a more recent one with Fiat to move into gear. What helps is that G. M. owns 20% stake in both the companies. Combined in India, their purchasing will soar over Rs. 6,100 Cr a year, the dealership and service network will jump to 360, and make it an alliance with the widest range of passenger cars.

Apparently, the idea is to create an Indian version of the Global Alliance that the three already have. They can now develop new products, sell each other's cars in the various market source components together and even enter into joint ventures. In India, the alliance will form on the companies sharing each other's products; buying components together in order to cut both components and sourcing costs, working on the engines and transmissions together, and entering into cross branding agreements.

The Indian Automobile Industry is in for a big change. Under the new scheme of things, three players out of 12 players would, for all practical purposes, play the game as one. The Alliance could bring to India the World's largest car maker's vast portfolio of brands. And the volumes of Maruti will give the alliance the leeway with vendors to source components cheap and expand markets through Maruti's wide network.

Fiat can help Maruti with its quest for diesel engines for cars. G.M. and Fiat auto plan to invest \$ 100 million at Fiat's Ranjangaon facility in order to produce new models and powertrains. The EQUALLY OWNED joint venture, details of which are being worked out, could also become a global source of powertrains for small and mid-sized cars.

There is little reason to doubt the partnership rolling in India. The Asia-Pacific region is after all, the fastest growing car market.

Ravi Khanna, country President and M.D., Delphi Automotive

Systems (INDIA) said, "Globally, the auto industry is now more agile as a result of consolidation. In India, circumstances may be peculiar or unique. But the pattern can be seen quite clearly."

1. Analyse the case from the globalisation point of view. 8
2. What opportunities do you see for Indian companies in this alliance? 6
3. How do you think other MNC's in this market will/should react to this development? 6

10

P09/CP2004/EE/20090524

Management Control Systems

Time : Three Hours

Marks : 100

Instructions to Candidates :

- 1) There are **two** sections.
- 2) Section I carries **60** marks and Section II carries **40** marks.
- 3) There are 6 questions in Section I out of which **any four** are to be attempted.
- 4) The case study question in Section II is **compulsory**.
- 5) Figures to the right indicate full marks.
- 6) Answers to the two sections should be written in **one** and the **same** answer book.

SECTION I

1. ✓ Explain the concept of management control and discuss the necessity of such control. 15
2. ✓ Describe the need for strategic planning in management control. 15
3. ✓ Can a MBO be used to reduce slack and improve resource allocation? Justify. 15
4. Define an adaptive control system and explain system evaluation and adaptation. 15
5. Explain how can ERP help in management control information. 15
6. ✓ How many ways are there to control behaviour in an organisation? How does one choose the ones that are best? 15

11

SECTION II

- ✓ 7. Read the given case and answer the questions that follow :

Mr. Nair was recently promoted to the post of a control manager from his previous position of an operation manager. In his new position, he needed a bright manager to serve as a deputy to assist in carrying out his day-to-day controlling and co-ordinating activities. There were three candidates available who could be promoted to the position of Mr. Nair's deputy.

All three candidates had exceptional academic backgrounds and successful careers with the company. Mr. Murthy was with the company for 5 years. He had an engineering degree with MBA from Symbiosis International University. He was real achiever. Mr. Murthy performed every assigned task quickly and efficiently. He was well informed on the effective control system. He got along well with others. His performance was best where he had total control of the situation.

Mr. Sadasivam, on the other hand, had no engineering degree or MBA, but with his B.Com degree had been with company for 20 years. He enjoyed working with most key managers. His organisational experience was a tremendous asset. Mr. Sadasivam was not aggressive and used to be cool in a difficult time. He disliked direct confrontation and disagreement with any employee of the company.

Mrs. Swati was the third candidate who had recently joined the company. She had a Ph.D. in quantitative aids to decision making from Madras University and had an IT background. Her performance in her previous job was exceptional. She is not much aware about the company but she seemed to get along well with others. She is reserved but shows great understanding of management control.

Questions :

- a) Assume that you are Mr. Nair, how would you select your new deputy from the three candidates? **20**
- b) If you intend to conduct additional interviews with each candidate, what questions will you ask to assist in controlling and co-ordinating the process? **20**

12

P09/CP2003/EE/20090523

Business Ethics and Corporate Governance

Time : Three Hours

Marks : 100

Instructions to Candidates :

- 1) There are **two** sections.
- 2) Section I carries **60** marks and Section II carries **40** marks.
- 3) There are 6 questions in Section I out of which **any four** are to be attempted.
- 4) The case study question in Section II is **compulsory**.
- 5) Figures to the right indicate full marks.
- 6) Answers to the two sections should be written in **one** and the **same** answer book.

SECTION I

1. ✓ What is the concept of social responsibility ? Explain the points that support and are against the social responsibility. 15
2. Explain the ethical issues in the field of advertising and take-overs and mergers. 15
3. ✓ State and explain the frameworks for ethical decision making. 15
4. ✓ What is meant by corporate governance ? Explain the various skills required by the manager in corporate governance. 15
5. What do you mean by the Cadbury code ? Explain the negative bilateral and negative probabilistic concept in the Cadbury code. 15
6. ✓ What is risk management ? Explain the various types of risks in project management. 15

13

SECTION 11

7. Analyse the case given below and answer the questions that follow :

WorldCom's Whistleblower

In March 2002, when WorldCom was struggling to co-ordinate and integrate the complex mess created by the 65 companies it had acquired, WorldCom's then highly respected chief financial officer, Scott Sullivan, moved \$ 400 million from a reserve account and recorded it as "income" in the Company's public financial reports. Alerted to this Cynthia Cooper, the perfectionist head of WorldCom's internal audit department, began to secretly examine the Company's books at night. She soon discovered that Scott Sullivan (named a "best CFO" by CFO Magazine in 1998) and David Myers, WorldCom's controller, for years had publicly reported billions of dollars as "capital expenditures" when they were really operating costs, ignored uncollectible receivables, and reported as "income", what were really reserve funds, and did all this with the help of Arthur Anderson, the Company's auditor and accounting firm. Though, angrily threatened by Sullivan, and risking her job and career, on June 20, 2002, an apprehensive Cooper courageously met with the audit committee of WorldCom's board of directors and told them what had been going on. On June 25, WorldCom's directors announced the company had inflated its profit by over \$3.8 billion – an amount later raised to \$ 9 billion – in the greatest accounting fraud in history. Sullivan and Myers were arrested; WorldCom shareholders lost \$2 billion; 17,000 WorldCom workers lost their jobs; Arthur Anderson was shut down for shredding evidence of other accounting frauds at other firms. Today, many WorldCom managers and employees do not speak to her and she sometimes cries. Says Cooper : "There is a price to be paid. [But] it comes back to the values and ethics that you learn... The fear of losing my job was secondary to the obligation I felt.

- ✓1. What does WorldCom's experience teach us about corporate wrongdoing? 15
- ✓2. What does Cynthia Cooper's experience teach us about courage? 15
- ✓3. Suggest the necessary steps to be taken to protect the losses of shareholders and workers of WorldCom. 10

14

P09/HR2301/EE/20090525

Organisational Change and Development

Time : Three Hours

Marks : 100

Instructions to Candidates :

- 1) There are **two** sections.
- 2) Section I carries **60** marks and Section II carries **40** marks.
- 3) There are 6 questions in Section I out of which **any four** are to be attempted.
- 4) The case study question in Section II is **compulsory**.
- 5) Figures to the right indicate full marks.
- 6) Answers to the two sections should be written in **one** and the **same** answer book.

SECTION I

1. What are the various means by which change can be implemented ? Explain in detail. 15
2. Why is organisational change often resisted by individuals and groups ? Suggest strategies to prevent such resistance. 15
3. Explain the concept of the quality of work life and its importance today. 15
4. What are the various considerations and action components of OD programmes ? 15
5. Discuss the various elements of the knowledge management process. 15
6. What are the skills needed for learning organisations. 15

15

SECTION II

7. Read the given case and answer the questions that follow :

Mr. Shewale was recently promoted to the post of the General Manager from his previous position of Manager of Corporate Development. In his new position, he needed a bright manager to serve as a deputy to assist in carrying his day to day activities and coordinating marketing, manufacturing, R & D and finance functions. There were three candidates available who could be promoted to the position of Mr. Shewale's deputy.

All three candidates had exceptional academic background and successful careers with the company. Mr. Joshi was with the company for 5 years. He had an engineering degree with MBA from YCMC Open University. He was real achiever. Mr. Joshi performed every assigned tasks quickly and efficiently. He was strategic thinker. He got along well with others. His performance was best where he had total control of the situation. Many critical tasks he preferred to do himself and accomplished them in a much shorter time.

Mr. More, on the other hand, had no engineering or business background but had been with company for 20 years. He was outgoing and enjoyed working with most key managers. His knowledge of the corporate operations was a tremendous asset. Mr. More was not aggressive and in a difficult time in examining critically new ideas and proposals. He did not enjoy direct confrontation and disagreement with the rest of the managers.

Mr. Pagare was the third candidate, who had recently joined the company. He had a Ph.D. in quantitative techniques and statistics from the Pune University and had an engineering background. His performance on his previous job was exceptional as demonstrated by rapid promotions and assignment of broader responsibilities. He was with the company only few months ago and hence no direct assessment of capabilities was available except that he seemed to get along well with others. He was somewhat reserved in staff meetings but showed a great understanding of underlying corporate issues.

Questions :

- a) Assume, that you are Mr. Shewale, how would you select your new deputy from the three candidates? 20
- b) If you conducted additional interviews with each candidate, what questions would you ask to assist in the decision making and coordination process? 20

P09/HR2302/EE/20090526

Human Resource Planning

Time : Three Hours

Marks : 100

Instructions to Candidates :

- 1) There are **two** sections.
- 2) Section I carries **60** marks and Section II carries **40** marks.
- 3) There are 6 questions in Section I out of which **any four** are to be attempted
- 4) The two case study questions in Section II are **compulsory**.
- 5) Figures to the right indicate full marks.
- 6) Answers to the two sections should be written in **one** and the **same** answer book.

SECTION I

1. ✓ Explain the major characteristics of a sound policy. Discuss the different types of HR policies. 15
2. ✓ Define HRP. Explain in detail, demand forecasting in HRP. 15
3. Explain the elements of an effective human resource planning. 15
4. Define productivity. Explain the technological approach to productivity. 15
5. ✓ What is job evaluation? Explain the various methods of job evaluation. 15
6. ✓ Define employee selection. Discuss in detail, the steps involved in employee selection. 15

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SECTION II

7. Read the following two cases and answer the questions below :

Mr. Sushant has been working as a manager (credit appraisal) in the State Bank of India since 1980. He got first rank in his M.A. from Andhra University in 1979. He rose from officer Grade IV to officer Grade I in a short span of 10 years. Personnel records of the bank show that he is an efficient manager in Agricultural credit, Industrial credit and credit to small business etc. The bank is planning to computerise the project appraisal department. In this connection, Mr. Sushant was asked to take training in computer operations. But he was quite reluctant to undergo training.

Question :

Why was Mr. Sushant reluctant to undergo training?

20

8. ABC Ltd., Iluru, is producing electric bulbs, water coolers, air coolers and refrigerators. Recently, it added a new line of production, i.e., electric motors, both for domestic and agricultural purposes. It needs one electric engineer with B Tech to look after the new plant producing electric motors. Presently, five electric engineers with B.E. qualification are working in the existing plant as assistant engineers. The company advertised for the post of a chief engineer (electrical) for its new plant. It received twelve applications, out of which five are from the existing plant. After conducting interview tests and medical examination, the company finally selected Mr. XYZ who was employed in the existing plant of the company. He is fourth in the seniority list of the assistant engineers in the present plant. Mr. XYZ joined as a chief engineer in the new plant, but three assistant engineers in the existing plant moved the issue to the court of law contesting that the selection of XYZ is not valid as he is not the senior one among the assistant engineers in the existing plant.

1. What would be the management version in the case?
2. Predict the court judgement regarding the issue.

10

10



P09/HR2303/EE/20090527

Human Resource Development

Time : Three Hours

Marks : 100

Instructions to Candidates :

- 1) There are **two** sections
- 2) Section I carries **60** marks and Section II carries **40** marks.
- 3) There are 6 questions in Section I out of which **any four** are to be attempted.
- 4) The two case study questions in Section II are **compulsory**.
- 5) Figures to the right indicate full marks.
- 6) Answers to the two sections should be written in **one** and the **same** answer book.

SECTION I

1. Describe the HRD processes. Discuss the growth of HRD in the Indian context. 15
2. Explain the HRD model. Discuss the principles observed in designing the HRD system. 15
3. ✓ Explain the rationale behind HRD for workers. Discuss the various goals of HRD. 15
4. ✓ State the various types of counselling. Describe the steps in the counselling process. 15
5. ✓ Explain the concept of employee training. Discuss the various methods of imparting training. 15
6. ✓ State the provisions of the Factories Act, 1948 with special reference to the health and safety of workers. 15

19

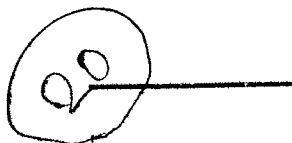
SECTION II

Read the following two cases and answer the given questions:

7. Yash is fully convinced that the stenographer is a girl who gets paid for learning how to spell while she is looking for a husband. Thoroughly dissatisfied with the steno's performance, Yash has now become cynical and frustrated. He never loses a single opportunity to accentuate the negatives with the steno's behaviour and performance. He is eager to find fault, to look for even the slightest mistake and to point out how stupid his steno is. As a result, his steno has become more defensive. Their relationships are strained and both of them are left with uncomfortable feelings. Yash's way of dealing is always negative, be it a steno or any other person. He is known for turning off the people with whom he interacts. Seriously concerned about this fact, Yash has done a lot of soul searching. As a result, he is doing an experiment of accentuating the positive instead of the negative in every encounter. To his surprise, people are responding fantastically to his new behaviour. Since then, Yash has taken a decision to accentuate the positives in every situation that he encounters and to implement this decision consciously in his day-to-day life for better results. With this, he feels confident that he will improve his strained relationships in his working life.

Answer the following questions.

1. Analyse the case in brief. 5
 2. What is the main problem in the case? 10
 3. Critically analyse the attitude of Mr. Yash. 5
8. Rajesh Electricals is a medium scale industry in the fast developing Ambad industrial estate. The work force in the organization has an average age of 45 years, average service of 18 years and an average educational level of fifth / sixth standard. Due to old technology, the company is facing financial problems and decided to go for new technology and terminate workers. Most of the workers are well skilled in their own jobs, due to long experience. Some of them have approached the management with a proposal to resign provided their own son/daughter should be employed by the company.
1. Analyse the case in brief. 5
 2. What aspects should be considered by the management before taking a decision? 15



P09/HR2305/EE/20090528

Managing Interpersonal and Group Processes

Time : Three Hours

Marks : 100

Instructions to Candidates :

- 1) There are **two** sections
- 2) Section I carries **60** marks and Section II carries **40** marks.
- 3) There are 6 questions in Section I out of which **any four** are to be attempted.
- 4) The case study question in Section II is **compulsory**.
- 5) Figures to the right indicate full marks.
- 6) Answers to the two sections should be written in **one** and the **same** answer book.

SECTION I

1. What are the stages in the development of groups ? 15
2. Define organizational development. What are its techniques ? 15
3. Explain the principle barriers to communication and suggest measures for removing them. 15
4. Define creativity Explain the process of creativity. 15
5. How will an employee manage his relationship with his boss ? 15
6. Who are stakeholders ? What are the reasons why managers care about managing their relationships ? 15

21

SECTION II

7. Read the given case and answer the questions that follow:

Indane Biscuits is located in an industrial area. The biscuits factory employs labour on a daily basis. The management does not follow statutory regulations and is able to get away with violations by keeping the concerned inspectors in good books. The factory has a designated room to which employees are periodically called either to be hired or fired. As a part of National Safety Day, the Industries Association, of which the Indane Biscuits is a member, decided to celebrate collectively at a central place. Each of the member was given specific tasks.

The personnel manager, Indane Biscuits, desired to consult his supervisors and to inform everybody through them about the safety day celebrations. He sent a memo requesting them to be present in the room meant for hiring and firing. As soon as the supervisors read the memo, they all got panicky, thinking that now it was their turn to get fired. They started having hush-hush consultations. The workers also learnt about it and since they had a lot of scores to settle with the management, they extended their sympathy and support to the supervisors. As a consequence, everybody struck work and the factory came to a grinding halt. In the meantime, the personnel manager was unaware of the developments and when he came to know about them, he went immediately and tried to convince the supervisors about the purpose of inviting them and the reason why that particular room was chosen. The personnel manager had selected the room because no other room was available. But the supervisors and the workers were in no mood to listen. The Managing Director, who rushed to the factory on hearing about the strike, also couldn't convince the workers.

The matter was referred to the labour department. The enquiry resulted in all the irregularities of the factory getting exposed and imposition of heavy penalties. The personnel manager was sacked. The factory re-opened after prolonged negotiations and settlements.

Questions :

- (a) In the case of Indane Biscuits, bring out the importance of 'context' and 'credibility' in communication. 15
- (b) List out the direct and indirect causes for the escalation of at Indane Biscuits.
- (c) If you were the personnel manager, what would you do ?

P09/HR2307/EE/20090529

Performance and Reward Management

Time : Three Hours

Marks : 100

Instructions to Candidates :

- 1) There are **two** sections.
- 2) Section I carries **60** marks and Section II carries **40** marks.
- 3) There are 6 questions in Section I out of which **any four** are to be attempted.
- 4) The case study question in Section II is **compulsory**.
- 5) Figures to the right indicate full marks.
- 6) Answers to the two sections should be written in **one** and the **same** answer book.

SECTION I

- ✓ 1. Explain the term 'Performance Management' and describe the various functional areas of performance management. 15
- ✓ 2. What is performance appraisal ? Describe the various objectives of performance appraisal. 15
- ✓ 3. What is coaching ? Describe the various benefits of coaching. 15
- ✓ 4. What is executive or management development ? Describe its various methods. 15
5. What is brainstorming ? Describe its advantages and limitations. 15
6. What is team building ? Describe its various elements. 15

23

SECTION II

7. Read the following case and answer the questions that follow

After working for years as a farmer, Mallya entered the insurance business. His driving goals were to help people survive their toughest times and to provide assistance that could ease difficult situations. Working for someone else, he wanted to fulfill a second passion of developing people, but he felt constrained by organisational policies and politics. Finally, he took the plunge and went out on his own, forming Mallya and Company in the early 1990s.

As a small insurance broker, Mallya realized that success rested on being different from his competitors. Mallya had to develop an organisational vision and mission that made his company unique: "Commitment to the highest standards of service and integrity, an organization that embraces professionalism, integrity and competency." Still, mission statement alone won't achieve these goals. This is possible only through the outstanding efforts of a team of highly organised employees under the leadership of a concerned, dedicated, community-driven leader.

Over the past several years, Mallya and Company has built a team of employees who not only embrace the company's mission, but practice it regularly. The company's outside sales associates and internal administrative people work in concert to deliver excellent service. It has not gone unnoticed. For their efforts, the company has achieved a level of community recognition second to none, and with that, the fruits of success.

Many organisations are successful and profitable, but what happens to these profits sometimes makes a difference. Clearly, Mallya had every right simply to pocket every rupee. After all, he has had the burden of the past several years and he is responsible if anything should go wrong. But that is not what Mallya wanted. Instead, he recognized that sharing with his employees was not only good, it was right. Through their team efforts, the firm reached this point and positioned itself for the future. Accordingly, treating them to a special recognition luncheon in their honour, closing the company down for a team party, and awarding each employee with a surprise holiday bonus cheque as well as making a match to the company's 401 K including a separate 401 K bonus was the least Mallya decided he could do.

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Questions :

- a) How would you describe the compensation programme at Mallya and Company ? 10
- b) What effect do you believe the compensation programme at Mallya and Company is having on the employees of the organization ? Explain your position. 15
- c) Do you believe that an ethical pay practice can motivate employees ? Defend your answer. 15
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P09/HR2309/EE/20090530

Management of Training and Development

Time : Three Hours

Marks : 100

Instructions to Candidates :

- 1) There are **two** sections.
- 2) Section I carries **60** marks and Section II carries **40** marks.
- 3) There are 6 questions in Section I out of which **any four** are to be attempted.
- 4) The case study question in Section II is **compulsory**.
- 5) Figures to the right indicate full marks.
- 6) Answers to the two sections should be written in **one** and the **same** answer book.

SECTION I

- ✓ 1. Describe the different types of charts and graphs which are used as teaching aids. 15
- ✓ 2. Describe the process of communication. Explain in brief, communication failure. 15
3. Explain the four levels of evaluation according to the Kirpatrick model. 15
- ✓ 4. How are learning objectives classified based upon the learner participation ? Describe each level. 15
5. Explain the various meta theories of learning. 15
- ✓ 6. Write an essay on vestibule training. 15

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SECTION II

7. Read the given case and answer the questions that follow :

Ramesh has eight years of hands on experience in various shops as a set up person. He has recently secured a diploma in engineering. Because of his excellent performance, all round shop knowledge processes and general popularity, he has been promoted to the supervisor's cadre in the assembly shop. Today, Ramesh faced a situation for which his shop expertise has not prepared him. As he walked along the assembly bay, he watched each operation carefully. He chatted with the employees and generally familiarised himself with the series of sub-assemblies. It was then that one particular operation caught his pointed attention. The point at which a sub-assembly was being joined to the final assembly was going very slow. The assembler, Girish was a relatively new employee. Lack of training and experience caused him to lift the twin sub-assembly parts slower than the others, he would drop the bearing housing and damage the edges. Thus, there was a lot of rework and considerable delay in the final assembly. This upset the planning cycle entirely.

Assessing the situation, Ramesh walked to Girish and asked him to take a short coffee break before he resumed his work. Ramesh soon caught up with the rest of the assembly lines and made up for the lost time. Girish went to the records room where the employees usually meet during their coffee break. But he soon got lost in acquainting himself with his new colleagues, thus taking a much longer time than Ramesh had anticipated.

Just then Venu the manager, rushed across the shop floor towards Ramesh and said, "I have been looking all over for you. We have a rush order. What are you doing here? I am straightening out a bottleneck in the line. The operator is new and has not learnt how to do the job right or fast enough."

"Where is the operator?" asked Venu. "He went for a short coffee break, a few minutes ago", said Ramesh. "I have been looking for you for half an hour" said Venu. "He must have gone longer than that". At that moment Girish returned. "Its about time you come back", roared Venu. "Its bad enough you can't do the job right without taking half the afternoon off". Girish looked at Ramesh who said nothing. Venu called Ramesh aside and said, "If he can't do his job, get rid of him. We've got better things for you to do than covering up for an incompetent employee."

Questions :

- | | | |
|--|--|----|
| <input checked="" type="checkbox"/> a) Analyse the case in detail. | | 15 |
| <input checked="" type="checkbox"/> b) Suggest a suitable title to the case. | | 10 |
| <input checked="" type="checkbox"/> c) Find out the main issues in the case. | | 15 |

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Management of Training and Development

Time: Three Hours

Marks: 100

Instructions to Candidates :

- 1) There are **two** sections.
- 2) Section I carries **60** marks and Section II carries **40** marks.
- 3) There are **six** questions in Section I out of which **any four** are to be attempted.
- 4) In Section II, the Case Study questions are **compulsory**.
- 5) Figures to the right indicate full marks.
- 6) Answers to the two sections should be written in **one** and the **same** answer book.

SECTION I

1. Explain the methods of learning in detail. 15
2. Explain the methods of training. 15
3. Write an essay about the various meta-theories of learning. 15
4. Describe the various alternatives of training and development. 15
5. What are the different types of communication? Describe each type briefly. 15
6. Elaborate the Kirpatrick model of evaluation. 15

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SECTION II

7. Read the given case and answer the questions that follow.

Mr. Naveen has been working as a Manager (Credit Appraisal) in the State Bank of India since 1970. He got a first rank in his M.A. from the Andhra University in 1969. He rose from Officer Grade IV to Officer Grade I in a short span of 10 years. Personnel records of the bank show that he is an efficient manager in agricultural credit, industrial credit and credit to small business etc. The bank is planning to computerise the project appraisal department. In this connection, Mr. Naveen was asked to take training in Computer Operations. But he was quite reluctant to undergo the training.

Questions :

- a) Analyse the case. 5
- b) Why was Mr. Naveen reluctant to undergo training? 15

8. Mr. Vijay joined the S. C. Railway five years back when he was 21 years old. He proved himself as an efficient steam engine driver. He bagged the Railway Minister's Best Driver's Award this year. He was asked to undergo training in diesel engine driving due to massive dieselisation in the South Central Railways. But he was reluctant to take up training. The Head of the loco staff was quite surprised to know the reluctance of Mr. Vijay when a number of drivers of steam engines have volunteered themselves to undergo training in diesel engine driving.

Questions :

- a) Analyse the case. 5
- b) Identify the psychological problems in the case. 15

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