

(DBUS 37)

M.B.A. (3 YEARS) DEGREE EXAMINATION, NOVEMBER 2021.

Third Year

C– Human Resource Management (Optional)

HUMAN RESOURCE PLANNING AND DEVELOPMENT

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Supply forecasting of HR
- (b) Human Resource Development
- (c) Task analysis
- (d) HRD in Panchayati Raj institutions
- (e) HRD Climate
- (f) Mentoring

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. What do you mean by Human Resource Planning and explain the process of HRP.
3. Explain the various teaching techniques adopted for effective training.
4. Discuss the various strategies for human resource development.
5. What is counseling? How it is different from mentoring?
6. Explain an overview on HRD experience in government and public system
7. Explain the emerging trends and perspectives of HRD

SECTION C — (10 marks)

(Compulsory)

8. Case study:

Mr. Maruti after obtaining his B.Sc. degree did a few odd jobs for two years and then completed his MBA degree from S.K University in 2004. He went to Bangalore and began his career in computer industry as a software professional for salary of Rs. 12,000 per month. Then he did his post-graduate diploma in computer applications for one year and progressed to systems analysis and senior manager to the electronic data processing department of a company. After four years, Mr. Maruti did his MCA degree from Bangalore University and became the Vice President of Satyam Computers. At the age of 36 his 12 years climb up the executive ladder culminated in his being

selected as CEO of the 2000 crore company where he was responsible for making strategic decisions. His annual salary grew up to 1 crore.

Mr. Maruti could get so far so fast due to software Industry boom, successful at whatever he undertook and his continuous upgradation of his skills and educational qualifications. He was a major force in developing software wherever he worked. His reputation for being highly organized is well known in the industry. He regularly handles telephone calls, e-mails and reads a number of corporate up-dates and reports. Colleagues openly discuss about his ability to identify problem in a project and offer solid solution.

Mr.Maruti proudly admits that his professor at S.K. University helped him a lot in the form of counseling and mentoring, which magnified his brightness and competency.

Questions:

- (a) How did Mr. Maruti's continuous development of his human resources aid his progress up the senior executive ladder?
 - (b) What advice would you offer an aspiring manager about climbing the corporate ladder?
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M.B.A. (3 Years) DEGREE EXAMINATION, NOVEMBER 2021.

Third Year

MANAGING CHANGE IN ORGANISATIONS

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions.

1. (a) Organisational change
- (b) Work redesign model
- (c) Learning Organization
- (d) Culture
- (e) Planned Change.
- (f) Organizational Development.

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. Explain the nature of change management. Discuss the various levels of change.
3. Discuss the various steps involved in the process of organizational change.
4. Explain the silent features and methods of Organizational Diagnosis.
5. How do you evaluate the organizational change programme?
6. Discuss some models of organizational change?
7. Why changes may fail? Explain.

SECTION C — (10 marks)

Compulsory

8. Case Study

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

On receiving the circular, middle managers, felt tensed as they thought team building as an exercise involving a lot of hocus-pocus as they experienced in

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

Questions:

- (a) Why did middle managers show resistance to team building approach of organization development?
 - (b) Do you think the manager had accurate view of team building concept and role of external consultant?
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M.B.A. (THREE YEAR) DEGREE EXAMINATION, NOVEMBER 2021.

Third Year

C–Human Resource Management

ORGANISATIONAL DYNAMICS

Time : Three hours

Maximum : 70 marks

SECTION A — (3 × 5 = 15 marks)

Answer any THREE questions

1. (a) Organisational Dynamics
- (b) Attitudes
- (c) Motivation
- (d) Stress
- (e) Group dynamics
- (f) Personality

SECTION B — (3 × 15 = 45 marks)

Answer any THREE questions.

2. What are the challenges faced in today's group dynamics? Discuss the phases of group Development.
3. Explain about management of stress in organization?
4. Discuss the features of transformational leaders and discuss different leadership styles.
5. Discuss the concept of social responsibilities in organization.
6. Explain the structural change required to improve group effectiveness.
7. What is strategic alliance? Explain its advantages and disadvantages.

SECTION C — (10 marks)

(Compulsory)

8. Case study:

Prakesh is the project manager of a group of engineers at Toto Engineering service ltd. His dilemma is what to do about Smitha, a relatively new and extremely capable engineer. TES Ltd was founded for the purpose of providing engineering services. A group of engineering and support personnel with valuable knowledge and experience was assembled. All engineers and technicians were male.

The company acquired another small firm which included six male and one female engineer. The reorganized company has one vice president (Prakash was promoted

as VP in the merged company) and two project managers. Santhosh from TES and Raman From the acquired firms. The employees from the acquired firm had to be absorbed into the project teams.

Santhosh coming from the acquiring company naturally wanted the very best engineers to be in his team. Among the engineers coming from the acquiring company. Smitha was technically the most capable. She had excellent recommendations Form her previous manager Santhosh felt that smith was the best choice. Though she was the only women in the project. She seemed to get along well with other engineers. Her manager had only good reports from the customers as well as from her associates. All her evaluations were outstanding.

Santhosh therefore asked for smitha to be put into his team. The other member came from TES Ltd.

The TES team upto now had only males. The boys spend a great deal of their day in each other's office working together on proposals for customers or developing the best engineering approach to a proble, they were a close-knit group, very loyal to the company. They sometimes cracked sexist jokes or used language that might be considered crude by the general population, but they confined it to their own inner circle of fellow engineers. There was no harm intended and it was all in the spirit of fun.

Smitha felt that very often the men acted in appropriately in her presence. She didn't appreciate the joke telling and she felt that some of her fellow engineers made comments that were degrading to women. Smitha kept her feeling to herself, thinking that she had to avoid making waves in order to get along in a male dominated profession. Smitha was disappointed in herself for compromising her strongly held beliefs about the appropriate behavior at the work place. She vowed to herself that she would never again let a single quesitnable act or remark got unchallengable

- (a) Do you feet comments like the one made by the Santhosh were justified
- (b) If you were Prakash how would you address this serious problem?
