P09/HR2301/EE/20121017

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) From Section I answer **any four** questions. Section II 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. What is change? Explain in brief the forces and types of change. **15**

2. Explain the concept of organizational culture. Discuss the various functions of organizational culture. **15**

3. Explain the concept of change. Discuss in detail the organizational resistance to change. **15**

4. What is an organizational development? Explain the features of an organizational development. **15**

5. What is an organizational politics? Explain in detail the various techniques of political plays. **15**

6. What is knowledge management process? Explain with the help of a suitable diagram. **15**

SECTION II

7. Read the following case and answer the questions given below :

Executives at Procter & Gamble (P&G) are pretty happy these days. P&G's stock has nearly doubled over the past 5 years, and the company's performance has been unusually resistant to the myriad changes that affect all companies.

Many at P&G might point to chief technology officer Gil Cloyd as one of the sources of this success. Although short-term performance is obviously important, Cloyd has been more focused on long-term change, specifically how P&G approaches research and development (R&D). Given the enormous variety of products that P&G offers, including toilet paper, laundry detergents, personal care products, pet food, the ability to sustain a competitive level of innovation is a tremendous challenge. Says Cloyd, "One of the challenges we have is serving the needs of a very diverse consumer population, but yet be able to do that quickly and very cost effectively. In the consumer products world we estimate that the required pace of innovation has doubled in the last three years. That means we have less time to benefit from any innovation that we bring into the marketplace." Cloyd's approach is simple yet complex: Innovate innovation.

What is innovating innovation? As Cloyd explains, "What we've done is refine our thinking on how we conduct and evaluate research and development. We've made some changes. For example, historically, we tended to put the evaluation emphasis on technical product performance, patents, and other indicators of internal R&D efforts. Now there is more emphasis on perceived customer value." Cloyed describes P&G's innovation process as holistic, meaning it touches every department of an

organization. Holistic innovation includes first setting appropriate financial goals and then implementing an innovation program for all aspects of the product – from its manufacturing technology to those aspects that the customer experiences directly, such as the product's packaging and appearance.

One of Cloyd's major goals at P&G is to acquire most product ideas from sources external to the organization, which it is close to doing. As a result, P&G has doubled the number of new products with elements that originated outside the company.

Though P&G is enjoying enormous success due in part to its innovation program, Cloyd is not resting on his laurels. He emphasizes learning as a critical element to continued innovation success. One area he's exploring is computer modeling and simulation. Previously, manufacturing was the main user of computer modeling. Now, Cloyd is using it in the product design process. Explains Cloyd, "A computational model helps us more quickly to understand what's going on. The simulation capabilities are also allowing us to interact with consumers much more quickly on design options. For example, Internet panels can engage consumers in as little as 24 hours. Digital technology is very important in helping us learn faster. Not only will it accelerate innovation, but the approach will greatly enhance the creativity of our people." By continually looking for new ways to design, produce and market products, Cloyd and P&G are indeed "innovating innovation."

Questions :

a) Would you consider P&G to be a "learning organization"? What aspects of P&G lead you to your answer? **15**

b) Although Cloyd is a major reason for P&G's innovation success, what are some structural features of P&G that might contribute to its ability to innovate so well? **15**

c) The benefits of technological innovations for companies are often short lived because other companies adopt the same technology soon after. What factors do you believe contribute to P&G's ability to continually innovate at such a competitive level? **10**

P09/HR2302/EE/20121018

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) From Section I answer **any four** questions. Section II 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. What do you mean by a policy? Discuss essential importance characteristics and types of HR policies. **15**

2. What is human resource planning? Discuss the advantages and disadvantages of human resource planning. **15**

3. State the importance of sound selection in the organization. Discuss the steps in selection procedure. **15**

4. Define recruitment. Discuss in detail, various sources of recruitment. **15**

5. Define training. Discuss the benefits of training in the organization. **15**

6. What is multiskilling? Discuss various techniques of multiskilling. **15**

SECTION II

7. Read the following case and answer the questions given below :

Bhadrachalam Paper Mills Ltd. was started in 1971 with high level technology and with its initial capital of Rs. 500 crores. It required candidates with minimum of 10 years experience in the same line to handle the new technology as it found that the candidates with less than 10 years experience normally do not possess the required skills. It found that A.P. Paper Mills Ltd., Rajahmundry and Sirupur Paper Mills as most suitable sources of recruitment. It used all the recruitment techniques and offered higher salaries and benefits generously. Consequently, it got suitable employees with 15 years and more experience. The cost of employees was as high as 65 percent of the total cost of production. But the company did not take it seriously as the rate of return from the employees was 300 percent more than their cost. The Chief Personnel Manager was rewarded suitably by the Managing Director in 1975 for enlisting the services of experienced personnel in the service of Bhadrachalam Paper Mills. In 1988, when a new Managing Director took over the reins of the company, the Chief Personnel Manager was called into explain his actions in appointing persons with 15 or more years of experience in the service of the company. Since majority of these employees are going to retire by 1990 the company is again threatened by dearth of experienced personnel.

Questions :

a) Was the managing director right when he rewarded the Chief Personnel manager for enlisting the services of experienced persons in the service of Bhadrachalam Paper Mills? 6

b) Would it have been better to hire raw hands, provide necessary training and allow them to develop their potential in the service of the company than merely to look around for experienced personnel and booking them through attractive means? 7

c) How would you ensure continued success of a company in the face of such crisis? 7

8. Read the following case and answer the questions given below :

Smt. Smita Desai joined Laxmi Bank in 1980 as a clerk after graduation. She completed her Bank examination (AIIB) in 1985 and become eligible for promotion. She was aspiring promotion and applied for the post of officer but could not get promotion due to low score in the written test. She was transferred to her native place in 1987. Again she applied for the post of officer (from promotion quota) but could not succeed. She started union activities and elected as a President of local unit. She solved number of problems of the members and naturally almost all the employees of the branch joined her union. Since then she was become a problem to the management.

In 1990, again she was not given promotion though her score was more than minimum in the written test, stating that her score of personnel interview was less. In fact promotion was denied on the basis of confidential report of the Branch Manager regarding her trade union activities.

Smt. Smita Desai decided later or not to make any application for promotion and devoted more time to the union activities. She also started her own business as well as she diverted deposits of business community to other banks. In 1995, Laxmi Bank's management decided to promote

Smt. Smita Desai as an officer as per the recommendation of the new branch manager and accordingly appointment order was given, but unfortunately she refused to accept the order.

Questions :

a) Analyze the case. **12**

b) Why did Smt. Desai refused the promotion? **8**

P09/HR2303/EE/20121019

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) From Section I answer **any four** questions. Section II 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 in detail various methods of human resource development. **15**

2. Highlight the key strategic features and implications for strategic HRD. **15**

3. What are the different areas focused in the developmental plan for workers? **15**

4. What are the functions of counselling? Discuss the process of counselling. **15**

5. Define learning. What are the determinants of learning? Explain how does learning help managers to change human behavior in the organization. **15**

6. Discuss in detail various forces of change in the organization. **15**

SECTION II

7. Read the following case and answer the questions given below :

Jai-Bharat Machine Tools Ltd. is established in 1971. To start with, 500 workers, 35 technicians and 15 technical officers were working in the company. At present, the total strength has gone to the tune of 3000 workers, 150 technicians and 30 officers. Though there exist two trade unions, viz. Majdoor Sabha and Socialist Worker's Union, the relations of the company with both the Unions are generally cordial and the Company has had a long spell of industrial peace.

In Jai-Bharat machine tools Ltd., Mr. Hari Devram Chaudhari has been working for the last 5 years. He is found to be very skillful, sincere and honest. He is intelligent and helpful too. Last year, he suggested an improvement in the working of a machine and earned a reward for it. Because, of his helpful attitude he is liked by all the other workers and is a popular figure in the company. He is a member of the Majdoor Sabha. Though he is not an active member, he follows the directives of the Sabha.

Mr. Kisan Gundappa Devare has been working in Jai-Bharat Machine Tools Ltd. for the last 9 years. He is found to be of average skill and intelligence. He is regular in his duties and honest too. Though he is not popular in the company, he maintains sound relations with his colleagues and apparently has no enemies. Of course, he is an active member of the Socialist Worker's Union and participated in all activities of the Union.

Mr. Mahadeo Jagan Pawar has been working in Jai-Bharat Machine Tools Ltd. for the last 7 years. He is found to be above average in skill and intelligence. Though he has polite manners, he is not quite dependable and is also irregular in his work. He is also a member of the Socialist Worker's Union and participates in all activities of the Union.

On the basis of superior job performance reports in favour of Mr. Hari Devram Chaudhari as given by all the Superiors and a note prepared by the Assistant Personnel Officer, a decision to promote Mr. Hari Devram Chaudhari, superseding Mr. Kishan Gundappa Devare and Mr. Mahadeo Jagan Pawar was taken by the management and the necessary communication was sent.

The secretary of the Socialist Worker's Union has taken the issue to the General Manager and asked for the withdrawal of the promotion order issued to Mr. Hari Devram Chaudhari.

Questions :

a) In your capacity as the Personnel Manager, place your arguments before the Board and justify the promotion order issued to Mr. Hari Devram Chaudhari. **10**

b) As the Secretary of the Socialist Worker's Union, submit your arguments and explain how the promotion order issued to Mr. Hari Devram Chaudhari is unjust. **10**

8. Read the following case and answer the questions given below :

Mr. Kishore Kumar was working with Biscuit and Chocolate Company in Maharashtra. The company had started with small business covering one or two main places in Maharashtra. The company acquired new machinery and know how and expanded considerably in last three years. Mr. Kumar was working in this company since last ten years and done an excellent work and improved sales.

As the company expanded they had created a new post of Market Research Officer under Marketing Manager. This new market research

officer had by help in sales promotion methods by himself and has to submit a report weekly to Sales Manager.

Mr. Kumar was recommended for the job and was accepted by the Sales Manager. Mr. Kumar obtained a Diploma in Business Management from unrecognized institution.

Mr. Kumar was advised to take up his job on promotion and reported to Sales Manager. He missed his old routine job.

The new job had only mainly a desk job not travelling. After a week, when he submitted the report to Sales Manager, his departmental head suggested some changes and encouraged him by saying that he will have to learn such more about report writing in this new job.

Mr. Kumar thought that he had not done a good job and would be better off in his old job. If he tells this to management, he thought that management may feel that he is a failure. Therefore he kept quite.

Questions :

a) Analyze the dilemma of Mr. Kishore Kumar. **5**

b) Comment on the promotion and posting policy of organization. **4**

c) As a Personnel Manager what advise you will offer to the Sales Manager and Mr. Kishore Kumar? **4**

d) If you are Mr. Kumar, what steps you will take for future career? **5**

e) Give a suitable title to the case. **2**

P09/HR2307/EE/20121021

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) From Section I answer **any four** questions. Section II 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. What are the objectives of performance management? Discuss in detail, phases in the performance management process. **15**

2. What is counselling? Discuss the need and functions of counselling. **15**

3. Define the concept of training. Discuss in detail, the benefits of training. **15**

4. What is performance appraisal? State its objectives and uses and distinguish between performance management and performance appraisal. **15**

5. Discuss in detail, various elements in team building process. **15**

6. Define the concept of fringe benefits. Discuss the various fringe benefits offered in India. **15**

SECTION II

7. Read the following case and answer the questions given below :

Electro-Tech Ltd. was established in 1980 in Bangalore. It produces and markets all types of electronic goods. It has been one among the top five companies regarding its technology and one among the top three companies regarding marketing of the products. The companies policies and practices concerning human resource management are top in the country. The company's salary administration policies and practices were taken as guidelines not only by other companies but also by various wage boards and pay commissions in the country. But this company has been suffering a lot because of a minor problem relating to administration of salary and benefits. The problem is stated hereunder.

The company employed nearly 400 young graduates and post graduate engineers just three year back. These employees form the team of the company's present human resource. Of course, the older generation of company's employees also formed the team of company's human resource while they were young. The older employees occupied higher position in all the departments including HR department. The company's salary policy and benefit policy were formulated five years back mainly on the basis of the older employee's desires. As such, salaries are fixed at very low level compared to other similar industries and the benefit schemes include an exhaustive list of benefits including all types of retirement benefits. The cost of retirement benefits would be nearly 25% of the cost of the present staff to the company.

The young employees demanded the management to pay immediately whatever they can pay rather than providing extensive fringe benefits.

According to them, the pay pocket motivates them much more than benefits which they get mostly in other forms. But the older employees' view that fringe benefits, benefit much rather than currency which taxes them heavily. The company asked the personnel manager to settle the issue.

Questions :

a) Analyze the case. **10**

b) What is the crucial issue in this case? **15**

c) If you are the personnel manager of the company, to whom do you satisfy? Why? **15**

P09/HR2308/EE/20121022

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) From Section I answer **any four** questions. Section II 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. Explain international human resource management. Discuss the difference between domestic human resource management and international human resource management. **15**

2. Discuss in detail the different approaches in organizational structures in MNCs. **15**

3. Explain the recruitment and selection methods followed in acquiring talent for international operations. **15**

4. What are the different components that go into formulating international compensation? Explain in detail. **15**

5. Explain the centralized, decentralized and transnational HR companies. **15**

6. Discuss employee's participation in the area of international business in the context of different practices being followed in some countries. **15**

SECTION II

7. Read the following case and answer the questions given below :

Sunshine Foods, was started by Sunil in the year 1990 after he completed his degree in catering. He began Sunshine Foods, with an initial investment of rupees fifty thousand to market ready-to-cook food items. Because of his professional knowledge and contacts he was able to establish and by the year 1993, his business had a turnover of rupees ten lakhs.

During the same time, he was thinking of expanding his market : both in area i.e. coverage of the other two states in south viz., Tamil Nadu and Kerala and also add products i.e. spices and pickles. He was on a lookout for a capable person. Incidentally, he met his college mate from Tamil Nadu who had been with him in hostel during his catering course at Bangalore, by name Satish. After discussing his plans Sunil offered Satish a job as a Manager Sales. Very soon after Satish took over, because of his dynamic personality and experience (in resort selling) Sunshine Food market share went up by twelve percent, and sales increased to rupees twenty lakhs within a year. Seeing the growth, Sunil discussed his plan of expanding by establishing another unit at Tamil Nadu with Satish, in the year 1994. However, Satish did not show much interest. Sunil had plans of making him General Manager, i.e., Overall in-charge of the new unit and offering him twentyfive percent of profit.

When Satish did not show keenness, Sunil tried to find out the reason. He came to know that Satish, had got an offer from his competitor Seafoods, on an equal profit sharing basis. At present, Satish has not accepted it. But Sunil fears that next lucrative offer may take Satish away from Sunshine Foods.

Since Sunshine Foods is expanding in Tamil Nadu and adding products, it cannot afford to lose him. But what is the guarantee that Satish will continue?

Questions :

a) How will Sunil retain Satish? **15**

b) What are the ways to ensure Satish does not accept the next lucrative offer? **15**

c) Analyze the case in brief. **10**

P09/HR2309/EE/20121022

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) From Section I answer **any four** questions. Section II 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. Explain in detail, the objectives of training. Discuss the prerequisites for training, education and development. **15**

2. Explain how are the training methods evaluated. **15**

3. Discuss in detail the various meta-theories of learning. **15**

4. Elaborate the various types of conference methods. **15**

5. Discuss in detail different types of charts and graphs that are used as teaching aids. **15**

6. What are the different types of communication? Describe each type in brief. **15**

SECTION II

7. Read the following case and answer the questions given below :

Consider the following situation and the discussion.

a)	Owner to factory manager	–	"On the account must workers be punished."
b)	Factory manager to Personnel manager (on telephone)	–	Do not punish any workers, unless you are absolutely convinced that workers are involved in unionism.
c)	Personnel manager to Depart mental manager (on intercom)	–	If you think, workers are involved in unionism, punish them.
d)	Departmental head to supervisor (verbal order)	–	Punish the workers!

Questions :

a) What has happened to communication in the above case? **10**

b) From the above case, discuss as to why distortion takes place in the organizational communication. **15**

c) Suggest the methods to avoid distortions in organizational communication. **15**