C

MBA (PT) DEGREE II SEMESTER EXAMINATION MAY 2014

SMP 2203 HUMAN RESOURCE MANAGEMENT

Time: 3 Hours   Maximum Marks: 50

PART A
(Answer *ALL* questions)   (5 x 2 = 10)

1. What is HRD?

2. Write a note on cross cultural training.

3. Enumerate the various theories on wages.

4. Write a note on QWL.

5. What is domestic enquiry?

PART B
(Answer *ANY FIVE* questions)

(5 x 4 = 20)

6. Explain the role of human resource managers in software industry.

7. Describe the importance and use of induction for employees.

8. What are the issues in implementing assertiveness training among supervisors? Explain.

9. Write a note on succession planning.

10. Do you think work life balance is important? Discuss in the light of more stress in organizations.

11. Describe how collective bargaining is operational in organizations.

12. Explain the role of HR during mergers and acquisitions.

PART C
(Answer *ANY TWO* questions)

(2 x 10 = 20)

13. Differentiate between recruitment and selection with examples.

14. Do you think promotion should be based on merit? Compare the same with respect to seniority in organizations and its possible problems HR manager has to address.

15. Read the following case carefully and answer the questions in the end.

    A small group of managers at Robin Computers met regularly on Thursday mornings to develop a statement capturing what they considered to be the 'Robin Culture'. Their discussions were wide-ranging, covering what they thought their firm's culture was, what it should be and how to create it. They were probably influenced by other firms in their environment since they were located in the Silicon Valley area of California. Robin computer was a new firm, having been created just eight months earlier. Since the corporation was still in the start-up phase, managers decided it would be timely to create and instill the type of culture they thought would be most

appropriate for their organization. After several weeks of brain storming, writing, debating and rewriting, the management group eventually produced a document called 'Robin Values', which described the culture of the company as they saw it. The organizational culture statement covered such topics, as treatment of customers, relations among work colleagues, preferred style of social communication, the decision making process, and the nature of working environment. Peter Richards read over the Robin values statement shortly after he was hired as a software trainer. After observing managerial and employee behaviours at Robin for a few weeks, he was struck by wide discrepancy between the values expressed in the document and what he observed as actual practice within the organization. For example the Robin values document-contained statements such as this: "Quality; attention to detail is our trademark; our goals to do it right the first time. We intend to deliver defect free products and services to customers on the date promised". However Richards had already seen shipping reports showing that a number of defective computers were being shipped to customers. And his personal experience supported his worst fears. When he borrowed four brand-new Robin computers from the shipping room for use in a training class he found that only two of them started up correctly without additional technical work on his part. Another example of the difference between the Robin Values document and actual practice concerned this statement on communication. "Managing by personal communication is part of the Robin way. We value and encourage open, direct, person to person communication as part of our daily routine". Executives bragged about how they arranged their chairs in a circle to show equality and to facilitate open communications whenever they met to discuss the Robin values document Richards had heard the "open communication" buzzword a lot since coming to Robin, but he hadn't seen much evidence of such communication. As a matter of fact all other meetings used a more traditional layout with top executives at the front of the room. Richards believed that the real organizational culture that was developing at Robin was characterized by secrecy and communications that followed the formal chain of command. Even the Robin values document Richard was told had been created in secret. Richards soon became disillusioned. He confided in a coworker on afternoon "the falcon values document was so at avarice with what people saw everyday that very few of them took it seriously". Employees quickly learned what was truly emphasized in the organization-hierarchy, secrecy and expediency and focused on those realities instead, ignoring many of the concepts incorporated in the values document. Despite this frustration Richards stayed with Robin until it filed for bankruptcy two year later. "Next time" he thought to himself as he cleaned out his desk "ill pay more attention to what is actually going on, and less to what top management says is true. Furthermore, I guess you just can't create values".

(i)   Do you agree that corporate culture shapes the actual managerial behaviour? Justify in the light of the case.
(ii) Why did the Robin computers executives act as they did? What way it is affecting their work life balance?
(iii) How can executives go about changing the old values that govern an