



SECOND SEMESTER M.B.A. DEGREE EXAMINATION, AUGUST 2012

Business Administration

2.4—HUMAN RESOURCE MANAGEMENT

(2005 Admissions)

Time : Three Hours

Maximum : 60 Marks

Part A

*Answer all the questions.
Each question carries 2 marks.*

1. What is Human Resource Planning ?
2. Write a note on Transfers and Promotions.
3. Explain any *two* theories of Wages.
4. What is the role of TQM in HR ?
5. What are the resistance factors to management of Change ?

(5 × 2 = 10 marks)

Part B

*Answer any three questions.
Each question carries 10 marks.*

6. Discuss the various types of interviews used in selecting employees. What are the pros and cons of interview as a selection procedure.
7. What kinds of organizational changes have resulted from increased international competition and how has the HRM helped achieve those changes ?
8. Explain the newer trends in performance appraisal systems.
9. Explain the concept of flexi time work schedule. Do you think it is practicable in Government institutes/organizations.
10. What needs to be given importance for promotions-Merit or seniority ? Justify your answer.

(3 × 10 = 30 marks)

Part C

Read the following and answer the questions.

When Lou Gerstner took over as CEO of IBM, the company was in crisis but no one inside had any sense of urgency. A month into the job and the yearly business reviews were due. This was a very structured thing ; it had been done this way for years. Each of the divisions came in to the room at HQ and they make their presentations to the senior management. And it's all the same. There's a little wooden podium and a screen and a projector, and the guy would get up in his suit and tie, and the lights would go down and he starts reading a speech.

Turn over

The whole thing is building up to say why they're doing a find job and why they need more resources. So Gerstner sat through a couple of these and then five minutes into the third one says could somebody turn up the lights. And then he goes around the table, and he looks at projector and he clicks it off. And then he goes back to his place and he rolls up his sleeves and says, guys, why don't we just talk about the business? That story travels faster than any other form of communication. The IBM guy in China knows it within 24 hours because Gerstner knows that talking about the business is the only way to save the business.

You guys are losing all this money, he says, and you're going to die. We can't let you die. Do you know many families depend on this company? This is not going to happen. We're going to figure out a way to do this and we're going to start figuring it out today. We're going to end this afternoon with some decisions that I'm going to start implementing and you're going to start implementing next week to get this thing rolling.

- 1 Do you think Gerstner's strategy will work in India? Compare such a change management strategy in Indian public sector and that of the old private sector companies.
- 2 What restructuring will be required when a company is working in a highly volatile environment? Discuss the pros and cons of restructuring in such a context.

(20 marks)