



U.S.N

--	--	--	--	--	--	--	--	--	--

P.E.S. College of Engineering, Mandya - 571 401

(An Autonomous Institution affiliated to VTU, Belgaum)

Second Semester - Master of Business Administration (MBA)

Semester End Examination; June - 2016

Human Resource Management

Time: 3 hrs

Max. Marks: 100

Notes: Answer any **FOUR** full questions from **PART - A** and **PART - B** is compulsory.

PART - A

- 1 a. Define HRM. List out the nature of HRM. 10
 b. Define Job Analysis. List out the methods of collecting Job Analysis data. 10

OR

- 2 a. Define Recruitment. Discuss the sources of Recruitments. 10
 b. What is Induction Orientation? Precisely discuss its importance. 10
 3 a. Discuss performance appraisal process in details. 10
 b. Discuss the various on the job and off the job management development methods. 10

OR

- 4 a. Briefly discuss the role of an HR manager. 10
 b. Discuss the internal factors affecting recruitment policy of a company. 10
 5 a. Discuss the process of job analysis. 10
 b. Explain the staff functions of HRM. 10

OR

- 6 a. Discuss the process of selection. 10
 b. State and explain the traditional methods of performance appraisal. 10
 7 a. Define job evaluation. Explain the objectives of Job evaluation. 10
 b. What do you mean by internal mobility? List out the types of Internal mobility in an organization. 10

OR

- 8 a. What are the various factors influencing the compensation levels in an organization? 10
 b. Explain the classification of welfare facilities in detail. 10

Contd...2

PART - B9. **Case Study: (Compulsory)**

A decision has been made to merge two software firms of equivalent size. The senior and middle level personnel of both firms had come together to sort out merger related concerns and issues. The meeting was organized in a large hall. At one point during the discussion, someone expressed a concern: 'as a multinational, we have had a certain culture in our firm. But you are an Indian firm largely owned by a single family. What would be our new culture after the merger? Are we expected to forget about our old multinational culture?'

Immediately, a top manager of the Indian Firm aroises and walked up to the podium and said, how can you say that our firm is not a multinational? We operate in more than a dozen countries and have offices in all those locations; at any given point of time, a third of our employees work abroad; and we earn 100 % of our revenues from overseas work. So we are as much multinational as you are.' He went on with more facts and figures to bolster his argument. It seemed as if he wanted to use his finely honed debating skills to bur the culture comparison issue once and for all, in the meeting.

But the top manager's intervention only pushed the issue underground. Many people simply withdrew from the discussion. The change managers lost a great opportunity to explore what the concerns were. Perhaps people were anxious about possible loss of autonomy in the merged entity. People may have wondered and worried whether key personal decision would be made on personal likes and dislikes. The merging entities should have had a dialogue on issues regarding culture integration, which people considered important. As they did not do this, several individuals seemed to have concluded that the merger would be bad for them. The organization lost a large number of highly skilled people to competing firms. And several months after the merger, the firm had still not received the strategic advantages that the merger was anticipated to provide.

Answer the following:

- a) Analyze the case and explain the cultural issues involved in the merger.
- b) Comment on the views of the Manager of the Indian Firm.
- c) Does training the personnel resolve the issue?
- d) Indicate what training programs that can be designed for the middle level personnel to address the cultural issues.