

(MHR40112)

M.H.R.M. DEGREE EXAMINATION,  
SEPTEMBER 2020

Human Resource Management

(Examination at the end of Fourth Semester)

Paper I — INFORMATION TECHNOLOGY AND  
HUMAN RESOURCE INFORMATION SYSTEMS

(Regulation 2012)

Time : Three hours

Maximum : 70 marks

Answer ALL questions.

(Question no.5 is compulsory)

1. (a) Explain about origin and development of computers.

Or

(b) Describe the various generations of computers in brief.

(a) What are the various kinds of memories available in a computer?

Or

(b) Write a note on the importance of binary system in a computer language.

3. (a) What is the need for information system analysis in MIS?

Or

(b) Define MIS. Explain the concept of MIS.

4. (a) What is database? Explain the importance of database in HRIS.

Or

(b) List out the various models of HRIS and its functions.

5. Case study:

Sigma software limited is engaged in providing software services, both in India and abroad. It has about 2,000 employees of which about ninety percent are computer professionals. With continuous increase in sales volume, the company adds, about 120-150 computer professionals every year. For this purpose, the company visits the campuses of different universities and institutes offering computer courses.

The performance of the students from different universities and institutes varies significantly because of differences in the academic attainment of these institutions. Because of this the company has to spend lot of time in training some new recruits. In order to solve this problems, the company wants to develop a data base comprising information about different academic institutions offering computer courses.

The company seeks your advice regarding the following.

(a) What types of information that should be stored in the data base?

(b) Which package would Best? MS-EXCEL or MS-Access. Why?

(c) How should it differentiate between different Institutes?

(d) What is your advice regarding training of the new recruits?

- (b) Why did the management of Air Niugini failed to foresee the situation?
- (c) Suggest the strategies to prevent such situations in future and in other organizations in various countries that differentiate the salaries to expatriates from that of nationals consequent upon shortage of human resources of certain categories.

**(MHR40212)**

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Human Resource Management

Paper II — INTERNATIONAL HUMAN RESOURCE  
MANAGEMENT

(Regulation 2012)

Time : Three hours

Maximum : 70 marks

Answer ALL questions.

All questions carry equal marks.

(Question no.5 is compulsory)

1. (a) Describe the international HR selection process.

Or

(b) Explain the impact of Cross national differences in IHRM.

2. (a) Discuss about elements of Compensation packages.

Or

(b) Write about performance appraisal systems in MNC's.

3. (a) State the objectives of training and development.

Or

- (b) Give an overview on the technicalities of training.

4. (a) Write about conflict resolutions in Multinational corporations.

Or

- (b) Describe the relationship between union and labour in international level.

5. Case study: (Compulsory):

Air Nuigini-national carrier of Papua New Guinea used to pay more than double the salaries to expatriate pilots compared to that of national pilots. In fact, National pilots are in no way inferior to expatriate pilots in skills and in performance in safety, regularity and punctuality. The salary discrimination was necessitated to attract foreign pilots due to shortage of national pilots. This practice was along with policies and practices of compensation management in other public and private organization in Papua New Guinea.

These practices resulted in the dissatisfaction among national pilots that prompted them to look for opportunities in other countries. The fast growth of airlines industry in various countries led

to shortage of pilots resulting in higher salaries for pilots across the countries. Majority of the pilots of Papua New Guinea (PNG) who are dissatisfied with the salaries in Air Nuigini based on skill levels and performance records procured jobs in various airline companies particularly in the middle-east with triple the salary levels of their previous jobs in Air Nuigini. In fact, one of the former national pilot of Papua New Guinea got the job of the Deputy CEO of one of the middle-east airline company.

The migration of PNG pilots reached the peak level in April 2008 and ultimately, Air Nuigini did not have required number of pilots to operate their flights and Air Nuigini had to cancel some of its domestic flights and delay the operation of international flights, resulting in halting the wings of Air Nuigini flights.

Consequently, Air Nuigini modified its compensation policy and offered equal salary levels to its national pilots along with that of expatriate pilots to combat the situation. However, it could not attract those pilots who left the company, but could halt the further migration of pilots to other companies.

Questions:

- (a) Do you think the compensation discrimination based on the nationality is desirable?

further stated that the minority union is having a very low membership as compared to the majority union and a few cases of inconvenience to some staff members are wrongly interpreted by them (minority union) or it is purposeful action on their part. They also put concrete cases of inconvenience considered in the case of staff members belonging to the minority union.

Questions:

- (a) What is the main problem in this case?
- (b) Are the grievances put forward by the minority union justified?
- (c) Make suggestions for the amicable settlement of the problem.

(MHR40312)

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Human Resource Management

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Paper III — PARTICIPATIVE MANAGEMENT AND  
COLLECTIVE BARGAINING

(Regulation 2012)

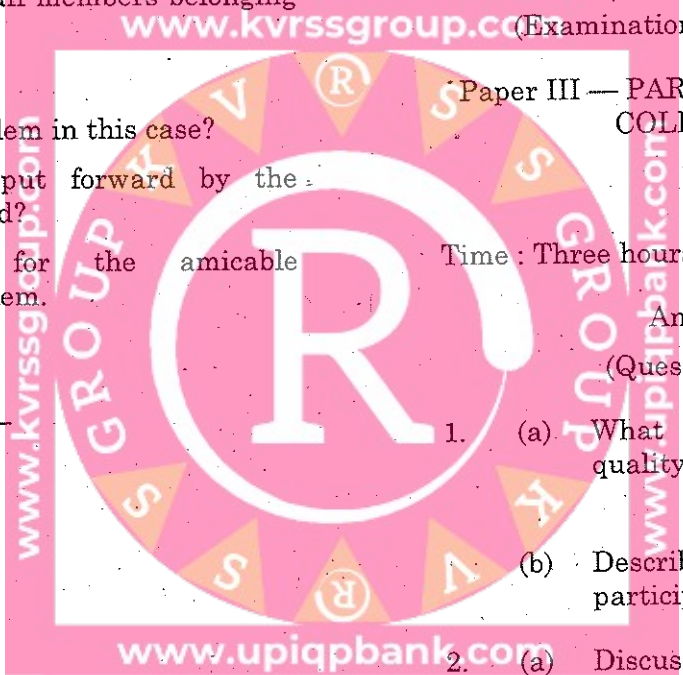
Time : Three hours

Maximum : 70 marks

Answer ALL questions.

(Question No.5 is compulsory)

- 1. (a) What are the various factors influencing quality of work life?  
Or  
(b) Describe the evolution and objectives of participate management.
- 2. (a) Discuss the barriers of participation in management.  
Or  
(b) Make a comparison between participative management in India and UK.



3. (a) Explain the concept and growth of collective bargaining.

Or

(b) Explain the prerequisites of effective collective bargaining.

4. (a) Enumerate the recent trends in collective bargaining in India.

Or

(b) What are collective agreements? Examine their scope and importance.

5. Case study (Compulsory):

Analyze the following case and answer the questions.

A Public limited financial company with a standing of over 25 years is having its branch offices in different cities. It has a total strength of about 500 officers, 300 clerical staff and about 800 subordinate staff members. The corporation is having six different zones for the sake of convenience and each zone is having a separate zonal Manager looking after general administration of that zone and staff problems.

There exist two separate unions in the organization. One union is having overwhelming majority all round and other union is having fifty per cent in one region and meager following at the other regions and the central office. The Central

Office Administration is manned by Chief Administrative Officer, two senior assistants and three junior Officers. It has clerical strength of 25 clerks and 5 subordinate staff members. Besides looking after daily problems at the Central Office, the department is coordinating work of the six zonal offices.

The minority union has come out with a complaint about the clerical staff from the Central Office Administration that since all of them are members of the majority union, they are giving favorable treatment to the members of their union and are purposely harassing the members of minority union in case of transfer and all such staff problems. The Chief Administrative Officer convened a meeting of his staff over this issue to ascertain the facts.

When he posed this problem before the staff members, they argued and refused the charge of favorable treatment to a particular sector of employees.

The staff members put forth the following arguments. They stated that with their posting in the Central Administration Department, they are even criticized by their own union. They accepted that even some of the points of administrative arrangement raised by the majority union could not be attended to by them in many cases and hence the charges made against them of favorable treatment by the other union are baseless. They

- (c) Did corporate personnel office sell the concept of team building and its usefulness properly to middle managers? What actions that the department has taken?

**(MHR40412)**

M.H.R.M. DEGREE EXAMINATIONS,  
SEPTEMBER 2020

Human Resource Management

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Paper IV — ORGANIZATIONAL CHANGE AND  
DEVELOPMENT

(Regulation 2012)

Time : Three hours

Maximum : 70 marks

Answer ALL questions.

(Question No.5 is compulsory)

1. (a) Describe the implications of organizational change.

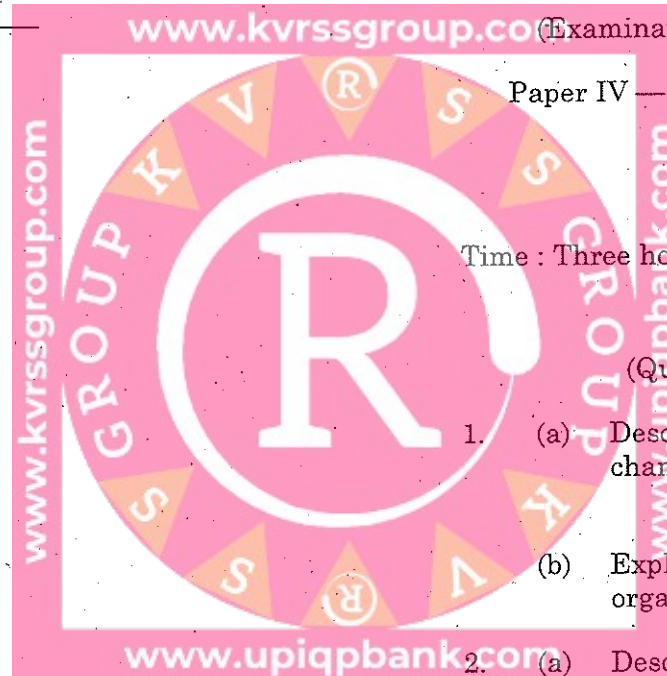
Or

- (b) Explain the concept and significance of organizational change.

2. (a) Describe various levels of organizational change.

Or

- (b) Briefly explain the different types of change.



3. (a) List out the steps in setting up of change teams.

Or

- (b) Examine the issues in implementing organizational change.

4. (a) What is meant by sensitivity training? Explain its objectives.

Or

- (b) Describe the interventions of organizational development.

5. Case study:

The personnel office of Prashant Chemicals 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 also contained the approach to be adopted by the consultants and explained the five steps process of team buildings: problem sensing, examining difference, giving and receiving feedback, developing interactive skills, and follow up actions. The circular also included a note on the utility of team building in organizational effectiveness.

On receiving the circular, middle managers felt tense as they thought team building as an exercise involving a lot of hocus-pocus as they thought team 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 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 this team building stuff. You just have to have a good feel for human factor." The other managers generally agreed. However the corporate personnel director turned down their suggestions and proceeded with his original programmed to hiring consultants.

Questions:

- (a) Why did middle managers show resistance to team building approach of organization development?
- (b) Do you think the managers had accurate view of team building concept and role of external consultant in that?

(MHR40512)

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Human Resource Management

www.kvrssgroup.com (Examination at the end of Fourth Semester)

Paper V — MANAGEMENT OF UNORGANIZED  
LABOUR

(Regulation 2012)

Time : Three hours

Maximum : 70 marks

Answer ALL questions.

(Question no.5 is compulsory)

1. (a) Explain the position of unorganized labour in national economy.

Or

(b) Discuss the nature and importance of agricultural labour in India.

www.upiqpbank.com 2. (a) Who are called as casual labour? What are their problems?

Or

(b) Describe the position of hand and power loom workers in India.

3. (a) List out the salient features of the contract labour act, 1970.

Or

- (b) Describe the provision of the minimum wages act, 1948.

4. (a) Write about the motor transport workers act, 1961.

Or

- (b) Discuss about the legal provisions available for construction workers.

5. Case Analysis:

Mr. Raghava Murthy was working on a shop floor and was a loyal employee of the organization. As per him duty safety should be given importance. He never use to wear gloves and was unaware about safety measures that need to be followed for new Machineris. The supervisor orally warned him many times about the danger, but he never used to pay attention to the words of supervisor.

On a fine day, Murthy met with an accident because of his negligence. He complained the management about the problem and whistle blowing was done that supervisor never told about and trained him about safety measures. There was a problem for the workmen and the top management refused for any compensation?

Questions:

- (a) Was Murthy right in his approach?  
(b) Is Murthy eligible for any compensation?  
(c) Discuss the case with particular reference to unorganized labour.

Stephanie Kwolek is gratified that her invention is saving lives, despite the fact that she does not receive any royalties for her product because she was a full-time employee when she made the discovery. She enjoys meeting the soldiers and police officers whose lives have been saved by kevlar. "It's a gratifying experience to have had such an impact on the world" she says. But DuPont isn't stopping here. The firm intends to extend the life of this miracle product in a whole host of new ways, partly through technological advances. Alexa Dembek, global business manager for DuPont's life protection division, explains, "There have been many innovations since that molecule was discovered.... The basic molecule has not changed, but the technology that allows that molecule to realize its full potential continues to advance".

Part of DuPont's new strategy for the product includes marketing to home builders an add-on storm room made of Kevlar-reinforced wall panels. This would appeal to home-owners who live in areas of the country where hurricanes and tomadoes are common. It appears as though Kevlar still has a long life ahead.

Questions:

- (a) Kevlar has reached the maturity stage in its life cycle, and DuPont has already begun to take steps to extend its life. In addition to finding new uses for the product, what other strategies might DuPont employ?
- (b) How important do you think quality is as a product strategy for DuPont?

(MHR40612)

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Human Resource Management

(Examination at the end of Fourth Semester)

Paper VI — MANAGEMENT OF TECHNOLOGY AND  
PRODUCTIVITY

(Regulation 2012)

Time : Three hours

Maximum : 70 marks

Answer ALL questions.

(Question No.5 is compulsory)

1. (a) Discuss about various kinds of technology transfer.  
Or  
(b) Enumerate the impact of technology transfer on economic development.
2. (a) Describe the perspectives and issues in technology transfer.  
Or  
(b) Describe how modernization influence labour relations.
3. (a) Explain the concept and significance of productivity.  
Or  
(b) Write about measurement of productivity in different sectors.

4. (a) What are the objectives of total quality product management?

Or

(b) Briefly explain behavioral techniques of productivity increment.

5. Case study:

Kevlar: A product in search of a need. Sometimes products are discovered by accident. Sometimes they are developed as a solution to a particular problem. Other time they are invented for one purpose but wind up being used for an entirely different one that's what happened in the case of Kevlar.

In 1954, DuPont chemist Stephanie Kwolek and Herbert Blades were asked by their managers to try to come up with the company's next big selling high performance fiber. While that may seem like a huge assignment, Kwolek and Blades were undaunted. Within a year, the lack had developed a flame proof, light weight fiber intended to reinforce the treads of radial tires. At the time, there was already a fear of a global energy shortage and DuPont anticipated a need for lightweight tires that would help conserve fuel. However, when the new product was introduced, the auto industry wasn't interested. Although some Kevlar is used in tires, the industry instead developed the cheaper steel-belted radials.

Despite the rejection of Kevlar for its intended use, the product did make quiet in roads in a number of markets. Over the years, Kevlar has been used in the manufacture of everything from Kayaks and skis to ropes that secured the airbags in the landing apparatus of the Mars Pathfinder-not to men-and motor cycle apparel-sailing gear, automobile brake pads and the ropes used to moor large U.S. Navy vessels. Kevlar has proved its strength and versatility, as well as its value to DuPont in the business marketplace. But suddenly, this mature product has been given new life-by saving the lives of others. It has also attracted a lot of publicity.

During the conflict in Iraq, more than 1,00,000 British and American soldiers and journalists have been outfitted with bulletproof vests and helmets made of Kevlar. Although there is no exact count, military watchers estimate that several hundred of these individuals have been spared death or severe injury by the Kevlar products, "It is one of the most significant pieces of military equipment ever invented", notes David Nelson, deputy product manager of clothing and equipment for the U.S. Army. In addition, about 3,000 police officers around the U.S. who wear the vests and helmets have been saved. Kevlar is so effective because it is five time stronger than steel, with help the density (and weight) of fiberglass.

**(MHR40712)**

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SEPTEMBER 2020

(Examination at the end of Fourth Semester)

Human Resource Management

Paper VII — LABOUR LEGISLATION AND  
CASE LAW - II

(Regulation 2012)

Time : Three hours

Maximum : 70 marks

Answer ALL questions.

(Question No.5 is compulsory)

1. (a) Bring out the objectives of industrial disputes act, 1947.

Or

- (b) Write in detail legal provisions regarding industrial disputes.

2. (a) Define wage. Explain about wage concepts.

Or

- (b) State the factors of the trade unions act, 1926.

3. (a) Describe the rules regarding payment of bonus.

Or

- (b) List out the element considered in setting up of minimum wage.

4. (a) Give an overview on the employee state insurance act, 1948.

Or

- (b) Enumerate the rules regarding payment of workmen's compensation.

5. Case Laws:

Workmen of American Express International Banking Corporation Vs Management of American Express International Banking Corporation.

