KUMARAGURU
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MBA DEGREE EXAMINATIONS: JUNE 2015

(Regulation 2014)

Second Semester

MASTER OF BUSINESS ADMINISTRATION

MBA622 :Human Resource Management

Time: Three Hours   **Maximum Marks: 100**

Case Study:-

PART A (1 x 20 = 20 Marks)

1.   Training for Whom?

Microelectronics, a California-based electronics defense contractor, has enjoyed a smooth growth curve over the past five years, primarily because of favourable defense funding during the Reagan administration's build-up of U.S. military defenses. Microelectronics has had numerous contacts to design and develop guidance and radar systems for military weaponry. Although the favorable funding cycle has enabled. Microelectronics to grow at a steady rate, the company is finding it increasingly difficult to keep its really good engineers, Based on extensive turnover analyses conducted by Ned Jackson, the human resources planning manager, Microelectronics problem seems to be its inability to keep engineers beyond the "critical" five year point. Apparently, the probability of turnover drops dramatically after five years of service. Ned's conclusion is that Microelectronics has been essentially serving as an industry college. Their staffing strategy has always been to hire the best and brightest engineers from the best engineering schools in the United States.

Ned believes that these engineers often get lost in the shuffle at the time they join the firm. For example, most (if not all) of the new hires must work on non-classified projects until cleared by security to join a designated major project. Security clearance usually takes anywhere from six to ten months. In the meantime the major project has started, and these young engineers frequently miss out on its design phase, considered the most creative and challenging segment of the program. Because of the nature of project work, new engineering often have difficulty learning the organizational culture - such as who to ask when you have a problem, what the general dos and don'ts are, and why the organization does things in a certain way.

After heading a task force of human resource professionals within Microelectronics, Ned has been designated to present to top management a proposal designed to reduce turnover among

young engineering recruits. The essence of his plan is to create a mentor program, except that in this plan the mentors will not be the seasoned graybeards of Microelectronics, but rather those engineers in the critical three-to-five year service window, the period of highest turnover, These engineers will be paired with new engineering recruits before the recruits actually report to Microelectronics for work.

According to the task force, the programme is twofold: (1) it benefits the newcomer by easing the transition into the company, and (2) it helps the three-to-five-year service engineers by enabling them to serve an important role for the company. By performing the mentor role, these engineers will become more committed and hence less likely to leave. As Ned prepared his fifteen-minute presentation for top management, he wondered it he had adequately anticipated the possible objections to the program in order to make an intelligent defense of it. Only time would tell.

Questions :

(a) Identify the salient issues from HR point of view for this case.

(b) lf you were to study this turnover problem, how would you conduct a needs analysis or evolve a counseling programme ?

(c) What are the causes of dissatisfaction and turnover in Microelectronics?

(d) Do you find the mentoring programme suitable to reduce turnover? Justify your answer.

Answer all the Questions:-

PART B (10 x 2 = 20 Marks)

2. Recall any five objectives of HRM? [K_1]

3. State briefly the different Human resource policies? [K_2]

4. Distinguish between Induction and socialization. [K_1]

5. Differentiate structured and unstructured interviews [K_2]

6. How executive programmes shall be executed? [K_2]

7. Differentiate statutory and non-statutory benefits. [K_1]

8. Why protégé relationship is important? [K_2]

9. What is validation in selection process? [K_2]

10. Show the importance of Hallo Effect with suitable examples. [K_1]

11. Mention few appraisal errors. [K_1]

PART C (4 x 15 = 60 Marks)

12. a) Trace the Evolution of Human Resource Management. [K₃]

(OR)

b) Bring out the favorable and unfavorable arguments against computer applications in human resource management. [K₄]

13. a) How is the Human resource requirements forecast in organizations? Trace the process. [K₄]

(OR)

b) You are a HR manager of a leading private insurance company. You are supposed to design a training program for ground staff. What principles and on the job training methods you would use in designing the program [K₅]

14. a) Critically evaluate the various training methods and their suitability. [K₄]

(OR)

b) Examine the importance of executive development programme and their purpose, methods and efficacy. [K₅]

15. a) (i) How is the compensation plan of employees derived? What are the internal and external factors that play a role in determining pay? [K₅]

(ii) What is a mentor – protégé relationship? Why is it considered so important to day? [K₅]

(OR)

b) What is the difficulty in performance evaluation? How we ensure effective evaluation? [K₄]

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