

Once the agreement was signed and communicated to employees/members by the management and the union respectively, there was commotion among the technical staff. They walked out of the union, formed a separate technical staff union and marched round the company premises holding placards which read, "Here grass cutters get more than the gas cutters". In the engineering assembly unit, till the pay revision occurred, welding was a highly-rated job. But not any longer. Now gardeners get more than welders.

Questions :

- (a) What happens if grass-cutters get more than gas-cutters?
- (b) Evaluate the pros and cons of the approach of both the management and union in this incident?
- (c) List the lessons learnt. Suggest a way out of the problem on hand.

MBA 3911

M.B.A. DEGREE EXAMINATION, JUNE 2007.

Third Semester

Human Resource Management

Paper XI — HUMAN RESOURCE DEVELOPMENT

Time : Three hours Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE out of the following.

1. What are the characteristics of HRD?
2. What are the principles of adult 'learning'? How would you use it in a learning situation?
3. Discuss the role of instructors in determining competency-based training programmes.
4. Write short notes on the following :
 - (a) Behaviour Modeling
 - (b) Role Plays.
5. Bring out the difference between training and development.

6. What are the essentials of a good appraisal system?

7. What do you understand by the term 'fringe benefits'? How would you determine 'fringe benefits'? Illustrate.

8. Explain the statutory considerations which decide salary administration in India.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Discuss the importance of training to the individual employee and organisation.

10. Elaborate some of the training methods for operatives.

11. Explain some of the training methods which are used to improve the interpersonal competence of executives.

12. Discuss the need for evaluating training programmes.

13. Narrate the advantages and disadvantages of employee appraisal methods.

14. Discuss the steps involved in the organising process of training programme.

15. Review the major issues which influence compensation system in an organisation.

16. Describe the salient features of an effective appraisal system.

PART C — (1 × 20 = 20 marks)

Case Study — Compulsory.

17. Grass-Cutter Vs. Gas Cutter.

In one public sector undertaking with a chequered past, a line manager was appointed as the Chief of Personnel. Within a year after taking up the assignment, he had to sign a wage agreement with the workers' union. The union at that time was dominated by non-technical staff. The union's charter of demands favoured the interests of its dominant member groups. It asked for a significant revision in gardeners' pay, but was not equally vocal in pressing for the increase in the pay scales of workers in certain technical grades. The management conceded these demands because the union cooperated with them in keeping the burden of the pay revision well within the guidelines of the Bureau of Public Enterprises (BPE).