

Question Paper Code : 10272

M.B.A. DEGREE EXAMINATIONS, APRIL/MAY 2019.

Second Semester

BA 5204 – HUMAN RESOURCE MANAGEMENT

(Regulation 2017)

Time : Three hours

Maximum : 100 marks

Answer ALL questions.

PART A — (10 × 2 = 20 marks)

1. Define Human Resource Accounting.
2. Indicate strategic impact of human resource management.
3. What are the benefits of strategic HR planning?
4. How do you identify the training needs of a supervisor?
5. What criteria would you use to evaluate a training programme?
6. Define knowledge management.
7. Indicate McGregor's theory of X and theory of Y.
8. What is the relationship between motivation and productivity?
9. Define performance appraisal.
10. What are the main features of organisational development?

PART B — (5 × 13 = 65 marks)

11. (a) Describe the major types of HRM activities.

Or

- (b) What is an HR information system? Indicate acquiring and implementing HR systems.

12. (a) Describe data behind the learning curve approach to HR demand forecasting.

Or

(b) How does internal recruiting for a non-exempt to position typically differ from internal recruiting for an exempt position?

13. (a) Explain the salient features on the advantages and the disadvantages of on-the-job training.

Or

(b) Describe the principles of Transactional Analysis. What are the types of transactions that take place between supervisor and sub-ordinate?

14. (a) Differentiate between human relations and human resource models of management. Which model do you prefer to manage professional in an organisation and why?

Or

(b) "Non-financial incentives are as strong motivator as financial ones". Critically examine this statement and bring out the role of financial and non financial motivators.

15. (a) Discuss the relative merits and limitations of policy of 'promotion from within' and the policy of 'open competition' for selecting managerial personal.

Or

(b) "Control is a fundamental management function that ensures work accomplishment according to plan". Analyse the statement and outline various steps in control process.

PART C — (1 × 15 = 15 marks)

16. (a) Case study :

Alpha Construction Ltd (ACL) is a well-established property, construction and services group. It operates across a range of sectors in the UK, including housing, defence, education, power, and utilities.

ACL has 10,000 employees and is also able to draw upon a group of reliable sub-contractors to carry out its range of business activities. Until recently, it had a successful record of financial stability and business growth. However, compared with the previous financial year its net profit fell last year by over 60%.

ACL values all its stakeholders and it operates through an integrated business model. This covers planning and investment, development and design, construction and infrastructure works, building maintenance, and facilities management. At the end of the property life-cycle, the group also undertakes refurbishment or complete regeneration projects.

The company invests, builds, maintains, and renews sites wherever it operates and it has a series of contracts to drive continued revenue growth. The company has three business divisions: property, construction, and services.

- (i) ACL's property division is involved in property development, property investment, structured project finance, and private and affordable house-building activities. This part of the business delivers a mixture of schemes including commercial, retail, mixed-use, and brown-field site regeneration.
- (ii) The property division comprises three main businesses: commercial, industrial, retail and mixed-use property development; structured property financing; and housing provision. By combining the capabilities of its businesses, ACL offers its customers a complete range of property development and infrastructure services in the UK. By providing all the related services in the property life-cycle, ACL has been able continuously to maximise value for its shareholders, customers and clients.
- (iii) The business's construction division encompasses regional contracting and civil engineering activities. It is engaged in a full range of building projects, power, waste, infrastructure facilities, and rail and mining projects. This division offers specialist design engineering projects, building information modelling, and interiors and refurbishment.
- (iv) The support services division manages and delivers support services to both public and private sector clients. The services offered include: maintenance, environmental, facilities management, fleet and passenger, waterways and energy solutions. Other services include: housing maintenance largely to local authorities; waste collection including a major recycling facility; highways maintenance and utilities services including maintenance in water, gas and power supply.

In the current business context, however, ACL faces some critical challenges.

- (v) ACL's business is concentrated in the UK market, but this revenue stream is expected to grow only slowly over the next few years.
- (vi) In the next few years forecasted business trends suggest a downturn in the construction industry, which will pose challenges for ACL and could adversely affect its revenue and profit margins.
- (vii) The property and construction industry faces intense competition from other big name providers in the sectors where ACL operates. Further, since financial strength is an important factor in deciding whether to grant a contract in the construction business, ACL can lose contracts to larger players in the sectors where it operates. This is because these firms have access to wider financial resources.

(viii) Property and construction companies are subject to extensive and complex regulations that affect the development and construction process including zoning, density, and building standards. This can cause delays or increase the costs of construction projects.

(ix) ACL's integrated business model operates within an organisational structure based on classical bureaucratic and scientific management principles. Because of this, the company's decision-making processes are slow and extended. It is difficult to promote a fast-response, entrepreneurial culture within the group. The existing hierarchical structure is also one which fails to facilitate working in teams or open and honest communication between managers and between management and its workforce.

Its new Chief Executive Officer (CEO) is concerned about the group's future business prospects and performance. She plans an initial diagnostic review of the organisation. This includes how stakeholder needs are being responded to, the internal structures of the organisation, and the factors impinging on the organisation's recent weakened financial performance.

As an MBA student tomorrow you may occupy as an External Business Consultant, the CEO wants you to write a report drawing on research and current practice, covering the following issues (Questions):

- (1) Identify and critically review UP TO THREE external challenges to ACL's business prospects in the next three years.
- (2) Undertake a robust stakeholder analysis of ACL. Ideally, you will indicate each stakeholder's power to influence the business, the legitimacy of the stakeholders' relationship with the business, and the urgency of the stakeholder's claims on the business.
- (3) Critically examine the business case for replacing ACL's bureaucratic organisational structure. Recommend an alternative form of structure which is likely to encourage innovation and creativity among the workforce, improved team working and effective channels of internal communication within the business. Justify your answer.
- (4) Identify and discuss THREE external forces (such as employment legislation) that are likely to impact on the group's HR agenda during the next three years.

Or

- (b) A company follows seniority promotion to all level in the organisation. Over the course of time a person who was not at all efficient to be a manager has been promoted as general manager by virtue of his experience. The second in line is efficient but he is not considered. Suggest measures to handle the present situation.