| Reg. No. | | | | | | | | |
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# Manipal Institute of Technology, Manipal

(A Constituent Institute of Manipal University)

**I SEMESTER M.TECH (ENGINEERING MANAGEMENT)**

**END SEMESTER EXAMINATION, NOV/DEC 2015**

SUBJECT: HUMANRESOURCE MANAGEMENT

**REVISED CREDIT SYSTEM**

Time: 3 Hours                                                                MAX. MARKS: 50

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| 1A. | List and explain three objectives of Human Resource Management | 03 |
| 1B. | Explain the basic steps in HR planning and recruitment | 03 |
| 1C. | Explain the adverse consequences of poor HRM? | 04 |
| 2A | Explain any two types of resume formats? What are the careful considerations one should look into while drafting a resume? | 03 |
| 2B. | Prepare a job description and job specification for the post of Associate Director (Industrial Liaison, Placement& Practice School at MIT Manipal | 4 |
| 3A. | As an HR manager of an organization say Google India, mention which type of performance evaluation method would you choose considering the more transparent and innovative situation. Justify your answer. | 03 |
| 3B. | Identify and explain the three major participants and their roles in establishing harmonious industrial relations? | 02 |
| 3C. | Explain the ranking method and factor comparison method used in job evaluation with suitable examples | 03 |
| 4A. | Explain the organizational analysis and individual analysis with respect to training need analaysis | 03 |
| 4B. | What is the difference between a BARS and a BOS? Which do you think is better in performance evaluation and why? | 04 |
| 4C. | "Succession planning is a systematic process for identifying, assessing and developing staff" explain this statement focusing on the key elements in succession planning? | 04 |
| 5 | | |

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**CASE:**

Fifteen years ago, when John Fox started Fox Geo mapping, the idea of using computers in planning school, election, and other political districts was in its infancy. Fox's idea was to store residential information about a city or country in a computer and then use mathematical models to optimize the boundaries desired in government planning (e.g. schools, election districts, etc.). The challenge was to incorporate the entire scope of census information—streets, dwellings, number of residents, occupations and incomes—into a computer and then manipulate the information to satisfy the multiple goals of planning officials. The software was complex and needed to recognize logical division points, such as major highways, rivers, and political boundaries, in developing solutions.

At first, the procedures Fox used were rudimentary and ad hoc. Information was collected and stored and then processed by a series of programs adapted from other applications. One program tracked numbers and distances. Another program placed this information of computer representations of city maps. Programs adapted from operations research employed optimization routines to develop solutions. The work was tedious and cumbersome. Over the years, hardware and software developments streamlined the process, but still the sequence was complex. At first Fox lined up the projects and then did the work. However, as the demand for the services grew, Fox Geo mapping needed employees for all phases of the business. At the present time, Fox Geo mapping has ten young professionals from various backgrounds involved in the many projects underway. As fox began to hire employees, he realized that virtually no one had the range of skills needed to run the many projects that were waiting to be done. Workers needed specialized skills in computers; understanding of mathematical modeling, knowledge of censes procedures, as well as expertise in city planning. Mr. Fox was hiring college graduates, but whatever the major of those hired, two to three years of training were needed before an employee could understand the entire scope of the effort and be productive at even a minimal level. Fox was hiring talented people, was paying above market salaries for their majors, and was then hoping they would learn enough in the first two or three years to become a valued contributor to Fox Geo mapping.

The problem was that many of the most talented employees left for better jobs within the first two years. Fox became convinced that he needed some type of incentive system that increased an employee's commitment to Fox Geo mapping, particularly in the first several years of employment.

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a). What types of incentive systems would be possible for Fox Geo mapping and what would be the advantages& disadvantages of each system Fox might consider? (04)

b). Fox Geo mapping has a benefit package, but Fox wonders what role increased benefits might have in gaining employee commitment. What role might benefits play in retaining professional employees? (03)

c). Given the facts, what recommendations would you offer Fox? What incentive compensation system would you recommend for Fox Geo mapping, and why? (03)

**CASE:**

There's gold –rush energy level in many Indian cities. In Bangalore, signs on the street advertise computer courses, while massive billboards try to lure programmers to sign up with new companies. In one office tucked in a leafy residential section, young workers at Net-solutions provider planetasia.com race up and down the stairs of the Spartan office building where they work around the clock. Planetasia is an example of the new, global-minded Indian stratup. The outfit's 150-strong client roster ranges from consumer-products giant Unilever to Singapore's eComCFO, which offers Web-based business services for small companies. Its services are fast and cost clients 40% less than in the U.S. "Their tech guys are full of good ideas, and management is committed'' says eComCFO founder P. Bala: "I'm hooked." Such homegrown Indian companies are intent on moving up the food chain. Sankhya Infotech in Hyderabad is one of three companies in the world to develop a complete software package that delivers 3-D animation for the flight simulators on which jumbo-jet pilots and crews hone their flying skills and learn new aircraft technologies. Sankhya –"knowledge" in Sanskrit- devotes one-third of its energies to Airbus. Its specially is compressing training programs into modules of 64 megabytes or less so they can be sent over the Net. The two-year old company also has a joint venture with Israel's Magic Software for virtual reality software. Now, co-founder N. Srinivas is working on simulation software packages that cater to different accents and languages. The company will soon go public, and even though it expects to have revenues of less than $5 million in 2001, it already is being extolled as one of the year's hottest issues.

In fact, virtually every Indian IT corporation is thinking globally. BPL, India's largest cell-phone operator, with $1 billion in annual sales, develops analog chips that go into cell-phone voice-mail

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systems sold by Japanese companies such as Panasonic. BPL also designs the sophisticated switching systems used in air-traffic-control systems sold by Harris Corporation of the U.S. At its helm is Rajeev Chandrasekhar, 36. He returned to India in 1991 after spending six years at Intel Developing Microprocessors, including working on the team that developed the Pentium chip. Under Chandrasekhar, BPL became the first Indian company to introduce e-mail access through the cell phone. The company aspires to be India's top player in the wireless internet. "The India –is-terrible cloud has gone," he says.

The global push is creating India's first major multinationals. Most already have U.S. and European operations. Computer education institute NIIT even has operations in China and Indonesia, where it trains in the local languages. India's largest publicly listed software developer, Wipro technology, is planning to move its headquarters from Bangalore to Santa Clara, Calif. Since most of it's customers-ranging from Cisco Systems to new dot-corns-are based in the U.S. After watching its software business grow by 59% annually since 1995, to $220 million, clients now are hiring Wipro's 6,500- strong Indian engineering staff to design or manage Web services. "There's growing need for IT services as the U.S. goes to e-commerce, and it is not going to be met domestically," says CEO Vivek Paul.

a) Give an overview of training in the above organization and list the merits and demerits of the training method stated above? (04)
b) How can one ensure quality of training to take precedence over the number trained, without affecting the cost element? (03)
c) Explain how standards can be developed in such training facilitations. (03)