



AJEENKYA D Y PATIL UNIVERSITY

End Term Examinations (April/May 2019)

School: SOM-ICRI

Program: MBA in Aviation Management

Course: Human Resource Management

Course Code: MGT522

Semester: II

Max Marks: 50

Duration (mins): 150min

Answer any five of the following:

1. Define HRM and explain various Principles and Approaches to HRM. (10)
2. Write a note on Personnel Department and the structure of Personnel Department in any Organization. (10)
3. Define Recruitment and Selection and explain the process of Recruitment and Selection. (10)
4. Explain in detail about Attribution Theory with suitable examples. (10)
5. Write a detailed note on various methods of Performance Evaluation in an organization. (10)
6. Define Motivation and explain various theories of Motivation. (10)
7. Read the following **Case study** and answer the questions that follow: (10)

Mihir Bhandari, An IIM graduate was appointed the CEO of Cosmos Consultancy Ltd. Cosmos developed software packages for the finance companies and banks. The ambience at Cosmos was rather relaxed with a flat organizational structure. Being a software house, it was but natural for programmers and managers to mingle freely with each other. The company promoted a friendly unstructured atmosphere to gel with its nature of business. The average age of a Cosmos employee was 25-27 years. Before Mihir took over as the CEO, Hariprasad Bhardwaj, an IIT ian, was heading Cosmos for nearly 4 years. Hariprasad was known for his professionalism and “human touch”. Most of the young programmers saw a role model in Hariprasad because of his down-toearth and amicable approach. Out of the total staff of 167 employees, anyone could walk up to him and freely discuss his problems with him. He enjoyed the week-end “fun hours” with his employees when the company would give snacks and tea to all the employees and allow them time and space to enjoy themselves. Cosmos had seen a steady growth under him, which in tangible terms meant an increase in business turnover of up to Rs.45 crores. His decision to leave for USA came as a shock to all the employees. And when the new appointee Mihir joined Cosmos, there was apprehension in the air. Mihir of course, had an impeccable track record, with a sound computer engineering degree and the added management qualification from IIM. Within a few days of taking charge, Mihir introduced a few changes. He saw no value in “fun hours” and decided to discontinue this practice. He also insisted that employee’s first check with his PA and then meet him. Moreover, when one of the programmers remained absent for more than 2 days without any intimation, Mihir used strong words to communicate his displeasure to Naresh Gupta, the project leader to whose

team the programmer belonged. Naresh obviously found Mihir strongly opinionated because he realized that Mihir was not prepared to buy his explanation for the absence. One particular project team ran into trouble chasing the deadline. Mihir minced no words in communicating to the project manager, Subodh Walavalkar, that if the project was not completed within next two weeks then he may be forced to assign the project to another team. Of course, by now the office grapevine was abuzz that Mihir has an “attitude” problem. In the meanwhile, Subodh Walavalkar resigned along with two other programmers from his team. During the first 6 months, the company showed a slight dip in its profitability. The company’s employee turnover went up by a whopping 10%. The managing director Mr. Shrihari Sharma was a worried man. He invited Mihir for a meeting to discuss the issue.

CASE QUESTIONS:

1. Was Mihir Bhandari wrong in his approach? Give reasons for your response.
2. In a rapidly changing global scenario, what is the contribution of Organizational Behaviour in the Field of management & in enhancing individual organization’s effectiveness?
3. What strategies would you use for effective administration of punishment in your organization?
4. Explain perceptual organization and its different forms.
5. What is personality? Explain the meaning of personality by giving suitable examples.

*****ALL THE BEST*****