

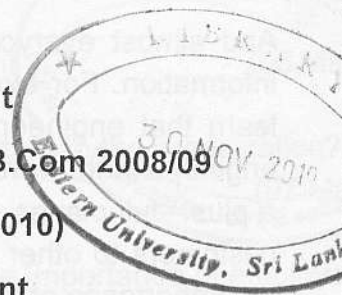
Eastern University, Sri Lanka

Faculty of Commerce and Management

Third Year Second Semester Examination in BBA/ B.Com 2008/09

Special Repeat Examination (November, 2010)

HRM 2013 Human Resource Management



Answer all questions

Time: 03 Hours

01. Case Study: **Boeing Trains for the Future**

Intra Global Airlines is a company going nowhere: its sales are flat, its passengers complain about dirty airplanes, and the company is cancelling more and more flights because its old Boeing 747s break down so often. Managers responsible for fixing the ailing airline face an array of tough decisions. For example, they know they need to buy new planes, but they don't know which models to buy or how to pay for them. They also know they need to change their route structure, but abandoning a city that's been loyal to the company will no doubt be bad public relations. And the firm's image is so bad that managers believe they may even need a new name for the carrier; along with a new logo and color scheme its planes.

But what makes Intra Global especially interesting as a business is that it doesn't even exist! It is simply the product of some fertile minds at Boeing, the largest aircraft manufacturer in the world. Intra Global is a case study that serves as the centrepiece of an intense two-week management development seminar that Boeing runs quarterly for airline executives around the world. To date, about 1,000 airline employees have taken part in the program. And it is booked for at least the next year.

Intra Global was developed to mirror as closely as possible the real problems that once existed at airlines such as Pan American and National, before they ceased operations, and Continental, before its recent dramatic turnaround. Because the simulation isn't based on any single airline's problems or experiences, however, executives attending the seminar can't simply mimic what other managers did in the past. Instead, they have to study closely Intra Global's fictitious management structure, balance sheets and other financial indicators, route map and structure, and internal memoranda that are provided by the seminar's instructor.

Many senior managers from U.S. airlines such as American, Delta, and Continental and international airlines like Lufthansa and JAI have already completed Boeing's seminar. The most recent audience was comprised primarily of managers from small and midsized airlines in Latin America and Eastern Europe. Most who attend are already specialists in one or more aspects of airline management, such as route management or finance. They come to Boeing to deepen their knowledge and to learn about other functions involved in effective airline operations.

And almost everyone who attends the seminar walks away having learned new information. For example, in one recent session most attendees were surprised to learn that engineers can, change the maximum power capabilities of an airplane engine. Others were surprised to hear that filling all the seats on planes is not always a plus—full planes mean uncomfortable and disgruntled passengers and often drive customers to other competitors. And still others learn to appreciate for the first time the importance of factors such as mission statements-and the decor of an airplane.

So how much does Boeing charge airlines for pre-scenting this program to airline executives? Nothing! The only constraints imposed by Boeing are mar no single airline can send more than two individuals to any given training session and that those who attend are senior managers. Boeing argues that it runs the training to provide service for the industry. In addition, its managers claim that by interacting with different air executives and hearing about what does and does not work for them, the firm learns how to build better airplanes. Of course, executives who go through the training program may be more inclined to favour Boeing the next time their airline needs to order new jets.

Case Questions

1) What are the benefits and weaknesses of Boeing's training program from the standpoint of the airlines to send their executives to attend?

(08 Marks)

2) What are the pros and cons of the training from Boeing's point of view?

(06 Marks)

3) What other companies in different industries might consider providing training of the sort offered by Boeing?

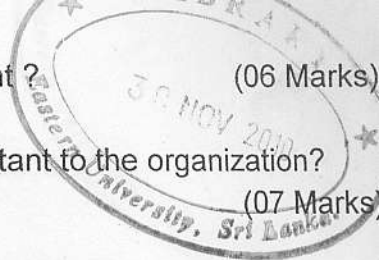
(10 Marks)

(Total 24 Marks)

a. What are the Functions of a HR Manager? differentiate his or her functions from Personnel manager
(06 Marks)

b. Define what training and development means? Discuss the importance of training and development for an organization and its employees

c. Douglas Mc Gregor introduced two set of proportions about the behavior of an organization, which he labeled as Theory X and Theory Y. Critically evaluate the approaches potential that these theories have in management in present day organizations.



- a. What is the roles of HR Manager in the dynamic environment? (06 Marks)
- b. What do you mean by "Man power planning" Why is it important to the organization? Explain (07 Marks)
- c. What are the principles of welfare Management? Discuss the importance of employees welfare as a Human Resource function (06 Marks)

- a. What do you mean by Wages and salary? (05 Marks)
- b. Salary is the one of the hygiene factors in the Herzberg's motivation theory. Comments about this statement and explain its application to the HRD (06 Marks)
- c. As a HR student, if you have been asked by your superior to develop a training Plan for your organization, what will you do? Develop your Training Plan in details. It must includes the followings
 - a. What training is to provided
 - b. How it is to be provided
 - c. When it is to be provided
 - d. By whom it is to be provided
 - e. Where it is to be provided
 - f. At what cost it is to be provided(08 Mark)

- a. Define performance appraisal and bring out the salient areas in Performance Appraisal (05 Mark)
- b. What are the factors to be considered to decide salary levels for the employees? Explain (06 Marks)
- c. Write short notes on the followings
 - I. Job Analysis
 - II. Job Evaluation
 - III. Job profile and Candidate Profile
 - IV. Career Planning

(02X4 =08 Marks)