FAQ's

Q.1. What are the characteristics of an Individual centered culture, in an organization?

Ans: In a individual centered culture:

1. The organization exists only to enable individuals to exercise and enhance their skills and talents.
2. Each employee preserves his own freedom and identity and thus doesn't feel "owned" by the others.

Q.2. What are the areas of planning in human resources management.

Ans:

1 .Methods of recruitment
2. Methods of selection
3. Providing amenities, facilities to employees
4. Growth options to employees
5. Exit policy

Q3. What are the technology issues in Telecom Engineering business?

Ans. The various issues are:

I. Investment required
II. Life period and cycle of the technology
III. Financial gains
IV. Backward and forward linkages
V. Economies of scale

Q4. Why is there a need for having patent pools? And what are they useful for?

Ans. Well managed patents often result in windfall gains, especially during M&As. However, the number of patents being filed, don't seem to be large or at least not as large as the requirement is. Therefore, there is a need for concepts like patent pool. It is an agreement between two or more patent holders to cross license patents and other IPR relating to a particular technology.

Q5. What considerations one has to keep in mind while moving one's focus to expand to international Telecom Engineering business?

Ans. Some of the considerations are:

   I.   Potential Subscriber Base
  II.   Access to export market
 III.   Government Incentives
  IV.   Favorable cost structure
   V.   Infrastructure
  VI.   Macroeconomic climate
 VII.   Educated workforce and management talent
VIII.   Role of Law and regulatory environment

Q6. How does one identify an organization structure?

Ans. It can be identified through:

   I.   Specifies interrelationship between team members
  II.   layers of management,
 III.   authority and its placement and operations.
  IV.   Procedures, manual, control systems.

Q7. Which are the 2 types of organizational structures?

Ans. Traditional Structures and Modern structures

Q8. What is the opposite of a traditional structure?

Ans. Flat Organization structure

Q9. What are processes in the context of an organisation?

Ans. Processes are the definitions that enable a team to perform well on the dimensions of speed, cost , quality and innovation. Processes are flows in an organization.

Q10. What is a procedure in context of structure of an organization?

Ans. Procedure is a specified way of performing an activity. It tells what shall be done and by whom, where, when and how should it should be done, what materials, equipments and documents should be used and how it should be controlled and recorded.

Q11.What are the characteristics of a process?

Ans. P- is Planned

R-is Repeatable

O-has clear Objectives

C- is cimple (simple)

E- Engineered for optimum performance

S- Sensitivity to variety

S-Scope for handling exigencies

Q12. What happens without processes?

Ans. Without processes, we would work in an ad-hoc environment. Ad-hoc is :

A- Accountability is not there

D-Different approaches to same issue

H-Hunt for a solution every time an issue comes up

O- Operational and not strategic

C- Commonality of understanding is missing

Q13. What is a horizontal structure?

Ans. It manages coordination across the steps in a continuous or interdependent work process that spans departments, functions and organizations.

Q14. Which behavioral aspects of an organization influence its processes?

Ans. Motivation, leadership, job satisfaction etc.

Q15. What are the issues related to organization structures?

Ans. Some of the issues are:

  I.   Right hierarchy
 II.   Span of control
III.   Line and staff function designs
 IV.   Nature of management information systems
  V.   Distribution of authority and accountability

VI.   Work methods and job design

VII.   Performance appraisal system

Q16 .What is the central purpose of communication in an organization?

Ans. The central purpose of communication in an organization is to create within the organization goal centeredness of energy and effort and externally , a proper presentation of the organizational image, so that the objectives of the organization are well met.

Q17 . Why is it important to understand design concerns?

Ans. It is important to understand design concerns because design has to do with the way a set of tasks are pulled together. It has also to do with designing the channels of flow of work which in turn raises issues of decision centers and information centers.

Q18. What are the four pillars on which the organization stands in the organization environment model?

Ans. Payment system, labour management/relations, job design and technology.

Q19. What are the six external variables that surround the organization in the organization environment model?

Ans. Government, Trade Unions, Rate of technical change, Product market, Cultural and historical factors and Labour market.

Q20. What are the human variables in the organization environment?

Ans. Capabilities/Attitudes, values and needs, demographic characteristics.

Q21.What are the benefits of job design?

Ans. The benefits of job design are:

   I.   Improvement in productivity and efficiency
  II.   Reduction in staff supervision , monitoring and control
 III.   Greater effectiveness of work teams

Q22 . Is job design related to employee retention?

Ans. Yes, If you have proper job design which leads to proper learning and development interventions , which in turn leads to better employee retention.

Q23 . List few benefits of having a Good Job design?

Ans. The benefits of a good job design are:

  I.   Greater clarity of work role, purpose and accountability
  II.   Shared understanding of work expectations with supervisor
  III. Better career pathways and developmental opportunities
  IV.   Safer and healthier workplace
  V.   Support for work life balance

Q24 . In which areas job design is critical?

Ans. Job evaluation, Recruitment and selection and Career planning and development, work allocation planning, ensuring workforce safety and workforce equity and diversity.

Q25 . What is the advantage of having people from diverse background in an organization?

Ans. It enriches the quality of discussion and performance because people are carrying with them different perspectives which mutually interact and enrich.

Q 26.What is understood by Operating Organizations

Ans: Operating Organizations are those systems who either work by exploiting the existent resources and technologies and work towards making them more productive/ efficient or which take the risk of exploring new processes/ technologies, while taking the risk of being less efficient for some time.

The second choice is where the whole issue of 'risk management' starts.

Q 27 What are the types of planning activities undertaken by the organizations?

Ans: The different kinds of planning activities undertaken by the organization can be categorized as under:

- Classifying based on Time Dimensions

  Plans can be categorized as either short term plans- having an active life of max. 1 year or long term plans having an active life of more than 1 year

- Classifying based on Functions

Planning activities undertaken to support the various business activities like production, marketing, sales etc. can be classified as functional plans drawn up by the operating organizations

Q 28 Define decision making and list down its main features

Ans: Decision making is a cognitive process leading to the selection of a course of action among the alternate choices.

Every decision should result in a final output- which can either be a material product/ course of action or an opinion. It begins when we need to do something but there isn't much clarity as to what should be done. Similarly, it begins when we need to know something, but we can't decide on exactly what information and what kind of information is required. Therefore, decision making is a reasoning process which can be rational or irrational, and can be based on either explicit or tacit assumptions. It is often that not all the stakeholders are involved in the decision-making and decisions are made by people who are the representatives of the stakeholders.

Q 29 What are the steps in the decision-making process?

Steps involved in the decision making process include:

- Define and crystallize the problem
- Secure and analyze pertinent facts
- Develop alternate courses of actions or choices
- Decide upon the optimum course of action
- Covert the decision into effective action

Q 30 List down some of the techniques used by operating organizations in their decision making process

Ans: Some of the techniques used by operating organizations for decision making process may include the following:

- SWOT Analysis
- Analytical Hierarchy Process
- Buyer Decision Process
- Decision Tree
- Critical Path Analysis
- Critical Chain Analysis
- Force Field Analysis
- Grid Analysis
- Linear Programming

Q31 What are the requirements of work items?

Ans : Work items need coordination, integration, planning and singly by themselves, they do not make any meaning.

Q32 What is the use of work flow diagrams?

Ans : Work flow diagrams are akin to control panels in an electrical system where diagrammatically you get to know where the decision making sequence is, what are the flows left to cover and what is the deficiency if any, in the decision making processes that is operating.

Q33 What are the various types of communication structures in an organisation?

Ans : The communication structures can be multiple. For our purposes, we need to know an indicative list: upward channels, downward channels, lateral or diagonal channels, network or communication nets and grapevine (informal)

Q34 What can be the reasons for failure of communication and information flow?

Ans: It may be because of multiple factors; the semantic block, intentional blocks, organisational blocks, status blocks, faulty expressions and translations and faulty listening.

Q35 What is semantic block?

Ans : Words are being used in a different manner e.g. in psychology, the word subject has a particular meaning while in layman's language, the word subject has another meaning.

Q36 What is information audit?

A: It is a process that tends to identify an organization's information needs and resources. It also tends to identify information flows and networks; internal, external, formal & informal.

Q37 What is strategic information audit?

A: It is a process that identifies executives' strategic information needs. It will also identify strategic information resources, flow and networks; internal, external, formal & informal.

Q38 What is systems theory?

Ans: Systems theory views the organisation as a system of interrelated parts that function in a holistic way to achieve a common purpose.

Q39 What are boundaries with respect to systems?

A: Boundaries are the interface between a system and its subsystems or a system and its environment.

Q40 When do systems experience synergy?

A: Systems working well experience synergy where the total system output is greater than the sum of all inputs.

Q41 What is Contingency Theory?

A: Contingency theory states that there is no "one best way" to manage an organization.

Q42 What is Cybernetics?

A: Cybernetics is the interdisciplinary study of the structure of regulatory systems.

Q43 What is second law of thermodynamics?

A: It states that in any closed system the amount of order can never increase, only decrease with time.

Q44 What is complementary law?

A: It states that any two different perspectives (or models) about a system will reveal truths regarding that system that are neither entirely independent nor incompatible.

Q45 What is law of requisite variety?

A: It states that control can be obtained only if the variety only of the controller is as great as the situation to be controlled.

Q46 What is law of requisite hierarchy?

A: It states that the weaker and more uncertain the regulatory capability, the more hierarchy is needed in the organization of regulation of control to get the same result.

Q47 What is darkness principle?

A: It states that no system can be known completely.

Q48 What is eight-twenty principle?

A: it states that in any large, complex system, eighty per cent of the output will be produced by only twenty per cent of the system.

Q49 What is the purpose of sociotechnical systems?

A: To develop methods for systematic observation of human behaviour in organisations so as to solve social problems.

Q50 What was the basic principle of Tavistock research?

A: There are social implications for every implementation of change.

Q51 How were technical systems as classified by Thompson?

A: They were classified into three groups: long linked technology, mediating technology and intensive technology.

Q 52. What are the remedial measures taken to offset impact of socio-technical system on organisational system?

Ans: Increased Production
Personal Satisfaction
Quality and Efficiency
Maintain High level of Group Morale
Better Coordination
Job Enrichment

Q53. List the different domain areas in organisational system that gets impacted by socio-technical systems.

Ans: Goals & Value Subsystem
Psychosocial Suubsystem
Technical Subsystem
Structural Subsystem
Managerial Subsystem

Q54. What are the six boxes postulated by Marvin Weisbord in his 6 Box Model?

Ans: Purposes
Relationship
Structure
Leadership
Helpful mechanisms
Rewards

Q55. What are the various dimensions in self-development?

Ans: Skills

Knowledge
Attitudes
Values

Q56. What are the difficulties faced by an individual in self-development?

Ans: Dogmatism
Intellectual Lethargy
Arrested motivation
Defensiveness

Q 57: Why is it being said that Man-Machine relationship has become endemic?

Answer: In this modern era of such high technological advancements, humans are very closely and persistently interacting with machinery, whether it be the day-to-day interaction with computers, mobile phones, household accessories or on a larger scale being involved in processing or servicing or manufacturing. Man-machine relationship has become endemic because we very much need to understand that how much of this leaves an impact on the other, how much of this is central to the act of getting on with life, how much of this can cause stress and how much of this requires a behavioral response.

Q.58: Is there any way that Man-machine relationships have contributed to the medical world? If yes, how?

Answer: Yes the increased interaction at the interface of Man-machine relationship has certainly contributed to the medical world. Few of the many examples can be restoring hearing perception using cochlear implants, treating end-stage Parkinson's disease with Deep Brain Simulation (DBS).

Q.59 What are the steps one should take care when designing an MMI System?

Answer: 1. The first step in the design of a user friendly machine/software is to focus on usability and realizing that usability of existing designs can be improved.

2. Persons who are very familiar with the machine cannot imagine that users can have problems using the machine until they see a user having problem.

3. Decision-makers need to make a profile of the users and the situation of use before designing product/machine.

Q.60 What are the Errors identified through Usability Test?

Answer: They are:

1. The user has problems finding out how to use the product.

2. The user wants to do something that the product cannot do.
3. The product doesn't do what the user expects it to do.
4. The user uses the product in an awkward way.

Q.61 What is longitudinal thinking?

Answer: According to Prof. Gautam, Longitudinal thinking is a phenomenon which say that "The present state is a result of the past state and the future state would be the result of the present state and the choices made today."

Q.62 What is a Cohort and what are Cohort Studies?

Answer: A cohort is any group of individuals who are linked in some way or other or have experienced a similar significant life event in a given time frame.

Cohort Studies are about the life histories of sections of populations and the individuals who comprise them.

Q 63 What is recruitment?

Answer: Recruitment is a process of attracting sufficient number of individuals with the right skills and at appropriate times to apply for open positions within the organization.

Q 64 What is key role of HR?

Answer: Key role of HR is to align performance within roles with the strategy, so recruiting for the 'right' people for a role depends on how it is defined in terms relating to performance to achieve the strategy.

Q 65 What are the advantages of Internet recruitment?

Answer: Advantages of Internet recruitment –

- ✓ Inexpensive
- ✓ Quick and easy to post announcement
- ✓ Responses arrived faster and in greater quantity
- ✓ Will generate a wider range of applicants
- ✓ Applicants can be screened by computer
- ✓ Some selection test can be administered by computer
- ✓ Automated applicant tracking

Q 66 What are the types of selection tests?

Answer: There are four types of selection tests.

a) Cognitive aptitude tests – Measure reasoning, vocabulary, verbal and numeric skills.
b) Job knowledge tests – Measure knowledge regarding a particular job.
c) Work sample tests – Allow candidates how they would work on the job.
d) Psychomotor abilities tests – Assess the skill level of tasks required on the job.

Q 67 What are the advantages of having teams in an organization?

Answer: Advantages of teams –

✓ Improved communications and synergistic approaches.
✓ Sharing of skills and talents.
✓ Learning from and each other's strength and styles.
✓ Increased job scope and responsibility – room to grow and ways to retain employees and volunteers.
✓ Decision making by consensus.

Improved morale and energy.

Q 68. How can organizations change their strategy to meet the aspiration of the 'New Generation Employee?

Ans. Organizations can translate employee aspirations in the following manner:

Employee Aspiration		Organizational Strategy
- I am a Brand	--->	Create people as brands
- I need to evolve	--->	Offer avenues to evolve
- I work hard, party harder	--->	Workplace is a 'Fun' place

Q69 . In what case will increased job satisfaction not translate into increased job performance?

Ans. If the goals of the organization are not aligned with the goals of the employees, then the employees will not be effectively working towards the mission of the organization. In such a case, increased job satisfaction will not translate into increased job performance.

Q 70. What are the vulnerabilities of the triangular relationship between employee, direct manager and the HR manager?

Ans. The relationship between employee, direct manager and the HR manager may be affected adversely by:

- High pressure business priorities

- Cost efficiencies and rapid expansion

- Lack of communication, trust and

- breakdown of fundamental one-to-one relationships