Section A

Answer the following questions in about 1000 words each. Marks 15x3=45

1. Discuss the relevance, characteristics, stages and advantages of multicultural organisation.

Ans: A multicultural organization features a workforce that includes people from diverse backgrounds integrated across all levels of the company. Employees in a multicultural organization contribute their unique perspectives based on their various ethnicities, cultures, backgrounds and other unique characteristics to the benefit of their organization. A multicultural organization also displays an absence of discrimination and prejudice, with skill, talent and aptitude being the primary criteria for climbing the corporate ladder. The benefits of a multicultural organization are many; they include a higher level of innovation, greater success in marketing to minorities and export markets, and better distribution of opportunity. In addition, creating a workforce that not only includes people from diverse racial, religious and gender backgrounds, but also features minorities that are well represented and integrated across all levels of the company, can lend a broader perspective that may help in identifying and exploiting new markets and customers, and the creation of new products and services. Multicultural organizations, by design, can help avoid the phenomenon of "group think," as they tend to feature a variety of perspectives. These benefits generally outweigh the negative factors such as a higher degree of cultural conflict and the potential for fear and resentment among some employees, which could lead to higher employee turnover rates.

The trend to attempting to create more diverse workplaces is consistent with demographic changes in more economically developed western countries. In the United States, the population has become more racially and ethnically diverse over the past two decades. As such, the goal of employers is to create a workforce that resembles the demographic makeup of the overall population, as well as match the characteristics of a more diverse customer base. As part of this, hiring managers may have to both identify and remedy instances of discrimination and cultural bias in hiring practices.

Multicultural organizations demand that upper management and human resources personnel spend more time considering how best to foster, manage and motivate a more diverse workforce. This is especially true of employers that are starting from scratch; creating an environment that favors a multicultural organization takes considerable effort. Key to such an effort is stating (and restating) the organization's common goals. With such well-defined objectives to rally around, cultural perspective may be channeled into a valuable and useful diversity of opinions. Generally, the creation of a multicultural organization starts at the top and requires the clear communication of objectives, training and continuous monitoring. Managers should also recognize that when differences arise, they may individual in nature and not have anything to do with culture, background or any other characteristic.

2. Discuss the aims, objectives and functions of Human Resource (HR) management.

Ans: Human Resource Management has come to be recognized as an inherent part of management, which is concerned with the human resources of an organization. Its objective is the maintenance of better human relations in the organization by the development, application and evaluation of policies, procedures and programs relating to human resources to optimize their contribution towards the realization of organizational objectives.

**Human Resource Management: Objectives**

- To help the organization reach its goals.
- To ensure effective utilization and maximum development of human resources.
- To ensure respect for human beings. To identify and satisfy the needs of individuals.
- To achieve and maintain high morale among employees.
- To provide the organization with well-trained and well-motivated employees.
- To increase to the fullest the employee's job satisfaction and self-actualization.
- To develop and maintain a quality of work life.
- To be ethically and socially responsive to the needs of society.
- To develop overall personality of each employee in its multidimensional aspect.
- To enhance employee's capabilities to perform the present job.
- To equip the employees with precision and clarity in transaction of business.
- To inculcate the sense of team spirit, team work and inter-team collaboration.

**FUNCTIONS OF HUMAN RESOURCE MANAGEMENT:**

1. **Planning:** Assessment of future manpower requirement is done with the help of manpower inventory chart followed by the recruitment and selection process. A clean job description is needed to lure people with the right skills for the right position. It is the responsibility of the manager of a firm to lay down specifications of the qualities and skills required by the workers and determining sources from where the workers are to be recruited. Selection is done by means of written test and personal interviews.

2. **Organizing:** This involves proper designing of organizational structure, the inter relationship between jobs, establishing smooth channels of communication, assignment of authority, responsibility and creating accountability, establishing line and staff relationship etc.