M.H.R.M. DEGREE EXAMINATION

First Semester

Paper I – HUMAN RESOURCE MANAGEMENT

(Effective from the admitted batch of 2014-2015)

Time : Three and Half hours Maximum : 80 marks

Answer All questions

1 to 5 Questions carries 13 marks each Q. No 6 carries 15 marks which is compulsory.

1. (a) Distinguis between Personnel Management and Human Resource Management.

 Justify the need for linking HRM with the business strategy of an organisation.

Or

 (b) Trace the evolution of HRM in India.

2. (a) State the activities that may be included in HR Planning.

Or

 (b) Discuss the issues in managing HR function.

3. (a) What is Human Resource Forecasting. Explain the techniques used for Human

 Resource Forecasting.

Or

 (b) Write short notes on :

 (i) Performance Management

 (ii) Career Planning.

4. (a) Bring out the components of wage.

Or

 (b) Explain different methods of Job evaluation.

5. (a) How do you apply HRM in Hospitals ?

 (b) What are the challenges of HRM in the recent past.

6. Read the following case and answer the questions.

Unique Funds Ltd. Is a reputed finance company having 10 branches in different parts of the country. Its staff includes 290 operative employees and 70 executives. The company has a performance rating plan under which the staff members are rated at the end of each financial year by a committee of two executives by means of graphic scale. The qualities considered are : responsibilites, initiative, dependability, leadership potential, cooperative attitude and community service. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss and are used to counsel them and arrange further training for them. The ratings are also used for granting or withholding of increments and promoting of meritious staff.

 Recently, two employees working at the Head Office have been denied annual increments due to comparatively low ratings. They have made a representation the Chief Executive of the company expressing their dissatisfaction with the appraisal system and insisting that community service is not a part of their job and it should not influence their ratings. The employees seem to organise a union and demand that annual increments should be granted automatically.

 The Chief Executives feels that performance appraisal is a dangerous source of friction and it should be discontinued altogether.

Questions:

1. If you were the Human Resource Manager, how would you defuse the problem?
2. How far do you agree with the Chief Executive’s view that performance appraisal should be discontinued?
3. On what lines would you recommend modifications in the performance appraisal system of the company?

M.H.R.M. DEGREE EXAMINATION

First Semester

Paper II – PRINICIPLES AND PRACTICE OF MANAGEMENT

(Effective from the admitted batch of 2014-2015)

Time : Three and Half hours Maximum : 80 marks

Answer All questions

1 to 5 Questions carries 13 marks each Q. No 6 carries 15 marks which is compulsory.

1. (a) Define ‘management’ Briefly write about solution and functions of management.

Or

(b) Discuss the contributions of peter F. Drucker toward management.

1. (a) Write an explanatory note on the skills requited by managers.

Or

(b) Write a brief note about managerial ethics and social responsibility of business.

1. (a) Define concept of planning. Discuss the objectives and steps in planning.

Or

(b) What do you understand by ‘Management By Objectives? Explain its process and uses.

1. (a) Examine the important features of controlling. What are the basic steps in the process of controlling?

Or

(b) How can production planning and control help in the effective operation of a factory? Briefly explain the stages in production planning and control.

1. (a).Discuss the managerial uses of funds flow analysis. How do you conduct the funds flow analysis?

Or

(b) What is ‘Marketing’? Discuss the functions of marketing management.

1. Case Analysis:

Analyse the case and answer the questions.

Mr. Shyam Lal started in 1980 a music cassette recording company on a very small scale. In a short span of five years, his company’s sales almost equalled the combined sales of the then three leading music recording companies in India. This could be made possible because of Mr. Lal’s business acumen, extraordinary managerial skills, imaginative sales promotion programmes and above all his ear for good music and lower overhead expenses.

Encouraged by the enormous success of his music recording company , Mr. Lal ventured into other manufacturing activities, Throughout this epriod Mr. Lal found it difficult to delegate authority and continued making all final decisions on new products, product plans, capital budgeting, advertising, pricing policies, sales plans, hiring of staff and labour union and other matters. Senior executives started feeling frustrated due to the Chairman’s unwillingness to delegate authority. Some of the newly set up units, which turned out to be non-profitable, were closed down after a few years of their setting up.

Questions:

1. What could have been the possible reasons of Mr. Lal’s reluctance to delegate authority.
2. How you would have convinced Mr. Lal about the utility of delegating authority?

M.H.R.M. DEGREE EXAMINATION

First Semester

Paper III – LABOUR LEGISLATIONS AND CASE LAW – I

(Effective from the admitted batch of 2014-2015)

Time : Three and Half hours Maximum : 80 marks

Answer All questions

1 to 5 Questions carries 13 marks each Q. No 6 carries 15 marks which is compulsory

1. (a) Expalin the need and objectives of Labour Legislation.

Or

 (b) Discuss the evolution and growth of labour legislation in India.

1. (a) Describe the statutory and non – statutory welfare provisions of Factories Act 1948.

Or

(b) How many holidays are given under the A.P. Factories and establishments (National, Festival and other Holidays) Act, 1974 and how many Holidays the present employee availing?

1. (a) Explain the powers of inspectors under Mines Act, 1952.

Or

(b) Critically examine the provisions of the Mines Act relating to safety and working conditions.

1. (a) What are the functions of model standing orders? When are these adopted?

Or

(b) State the purposes for which the general fund and political fund of a registered trade union may be spent.

1. (a) Examine the power and functions of the Esi corporation under the ESI, Act 1948.

Or

(b) Enumerate the various benefits assumed to the insured persons under the

employees State Insurance Act, 1948.

1. Discuss the following case and state the principles laid down in the judgement.
	1. Ardheshir H. Biwandiwala Vs. State of Bombay (AIR 1962 SC 29)

Or

(b) Bangalore Water Supply & Sewage Board Vs. A. Rajappa and others (1978 1 LLJ 349)

M.H.R.M. DEGREE EXAMINATION

First Semester

Paper IV – INDUSTRIAL AND MANAGERIAL ECONOMICS

(Effective from the admitted batch of 2014-2015)

Time : Three hours Maximum : 80 marks

Answer All questions

All questions carry equal marks (16 Marks each)

1. (a) Critically explain the nature and scope of labour economics.

Or

* 1. Define labour market. Describe the characteristics of labour.
1. (a) Define labour market. Describe the characteristics of labour.Expalin the merits and demerits of capitalism.

Or

(b)State the merits and demerits of Socialist Economic System.

1. (a) Discuss the Weber’s Theory of Industrial locaiton.

Or

(b)Make a critical analysis of the forces that determine the optimum size of a firm.

 4. (a) Explain the scope and significance of managerial Economics.

Or

1. Discuss the role and responsibilities of managerial Economist.

5. (a) Discuss the factors to be taken into account for economic forecasting.

Or

 (b) Discuss the causes and remedies of deflation.

M.H.R.M. DEGREE EXAMINATION

First Semester

Paper V – ORGANISATIONAL BEHAVIOUR

(Effective from the admitted batch of 2014-2015)

Time : Three and Half hours Maximum : 80 marks

Answer All questions

1 to 5 Questions carries 13 marks each Q. No 6 carries 15 marks which is compulsory

1. (a) Discuss the different approaches to organisational behaviour.

Or

(b) Explain the contributions made by Elton Mayo in the growth of human relation’s movement.

1. (a) Discuss the nature and different forms of groups.

Or

(b) Discuss individual decision making vs group decision making. Explain the

different forms of group decision making.

1. (a) What is motivation? Discuss Maslow’s Hierarchy theory and compare it with Herzber’s theory.

Or

(b)What do you mean by leadership? Explain the different types of leadership and their implications for organisations.

1. (a) Explain the causes and manifestations of industrial conflict.

Or

 (b) What is functional and sysfunctional conflict? Give suitable examples.

1. (a) What is Organisational Development? Briefly discuss the different intervention

Or

 (b) Write notes on :

 (i) Transactional analysis

 (ii) Johari window.

1. Case Study (compulsory)

Cheryl Kahn, Rob Carstons, and Linda Mc Gee have something in common. They all were promoted within their organisations into management positions. And each found the transition a challenge.

Cherly Kahn was promoted to director of catering for the Glazier Group of restaurants in New York City. With the promotion, she realized that things would never be the same again. No longer would she be able to participate in water-cooler gossip or shrug off an employee’s chronic lateness. She says she found her new role to be daunting. “At first I was like a bulldozer knocking everyone over, and that was not well reveiced. I was saying, ‘It’s my way or, the high way’. And was forgetting that my friends were also in transition” She admits that this style alienated just about every one with whom she worked

Rob Carstons,a technical manager at IBM in California, talks about the uncertainty he felt alter being promoted toa manger from a junior programmer. “It was a. little bit challenging to be suddenly giving directives to peers, when jus the day before you were one of them. You try to be careful not to offend anyone. It’s strange walking into a room and the whole conservation changes. People don’t want to be as open with you when you become the boss”.

Linda McGee is now president of Medex Insurance Services in Baltimore, Maryland. She started as a customer service representative with the company, them leapfrogged over colleagues ina series of promotions. Her fast rise created problems. Colleagues “would say, Oh, here comes the big cheese now.’ God only knows what they talked about behind my back.”

Questions:

1. A lot of new managers err in selecting the right leadership style when they move into management. Why do you think this happens?
2. What does this say about leadership and leadership training?

M.H.R.M. DEGREE EXAMINATION

First Semester

Paper VI – BUSINESS COMMUNICATION AND HR SKILLS

(Effective from the admitted batch of 2014-2015)

Time : Three and Half hours Maximum : 80 marks

Answer All questions

1 to 5 Questions carries 13 marks each Q. No 6 carries 15 marks which is compulsory

1. (a) What do you understand by the concept of interpersonal communication? Briefly write about various foundations of Interpersonal communication

Or

 (b) Describe clearly about Johari Window and Transactional Analysis.

1. (a) identify the important barriers of communication. Suggest measures to overcome those barriers.

Or

(b) “Feedback is a key factor for the success of communication process”. Discuss the statement

3. (a) Examine the importance of listening in communication. Discuss how poor

listening is responsible for lack of communication spirit..

Or

 (b) What are the features of effective presentation.

1. (a) Examine the need for conducting meetings in a large sclae organisation. How do you make it more effective?

Or

(b) What is meant by negotiation skill? What factors are responsible for making negotiation skills more effective.

1. (a) Write a format of Business Letter of your choice.

Or

 (b) What are the skills required for effective Report Writing?

1. Case study (Compulsory)

Analyse the case and answer the questions:

Shireley and Abdul both work for a software development company. The manager of the new product division was originally the leader of a project team for which she interviewd and hired Abdul. Shirley, another project team member also interviewed Abdul but strongly opposed hiring him for the project because she thought he was not competent to do the job.

Seven months after Abdul was hired, the manager left the project to start her own company and recommended that Abdul and Shirley agreed reuctantly with the stipulation that it be made clear she was not working for Abdul. The general manager consented; Shirley and Abdul were to share the project leadership.

Within a month Shirley was angry because Abdul was representing himself to others as the leader of the entire project and giving the impression that Shirley was working for him. Now Shirley and Abdul are meeting with you to see if you can help them resolve the conflict betewwn them.

Shirley says. “Right after the joint leadership arrangement was reached with the general manager; Abdul called a meeting the project team without even consulting me about the time or content. He just told me when it was being held and said I should be there. At the meeting, Abdul reviewed everyone’s duties, line by line, including mine, treating me as just another team member working for him. He send out letters and signs himself as project director, which obviously implies to others that I am working for him”.

Abdul says; “Shirley is all humg up with feelings of power and titles. Just because I sign myself as project director doesn’t mean that she is working for me. I don’t see anything to get exvited about. What differences does it make? She is too sensitive about everything. I call a meeting and right away she thinks I’m trying to run everything Shirley has other things to do – other project to run-so she doesn’t pay too much attention to this one. She mostly lets things slide. But when I take the initiative to set up a meeting, she starts jumping up and down about how I am trying to make her work for me:.

Questions :

1. Abdul and Shirley seem to have several conflicts occurring simultaneously. Identify the communication gap between these individuals.
2. Are there any general statements you can make about the overall nature of the problem between Abdul and Shirley?
3. What are the possible ways to deal with the conflict between Abdul and Shirley (not just the ones that you would recommend, but all the iptions)?

M.H.R.M. DEGREE EXAMINATION

Third Semester

Paper I – EMPLOYEE COMPENSATION ADMINSTRATION

(Effective from the admitted batch of 2014-2015)

Time : Three and Half hours Maximum : 80 marks

Answer All questions

1 to 5 Questions carries 13 marks each Q. No 6 carries 15 marks which is compulsory

1. (a) Explain the concept of Employee Compensation. What is its significance?

Or

(b)Discuss the provision of wages policy in India.

1. (a) What are the principles of wge determination? Explain the factors affecting wage fixation.

Or

(b) What do you mean by wage differentials? Expalin in detail.

1. (a) What is collective bargaining? Also discuss the meaning of Adjudication.

Or

(b) What are the methods of wage fixation in Public Sectors in India?

1. (a) Briefly expalin the wage incentive schemes in India.

Or

 (b) What are Fringe Benefits? Explain the various types of Fringe Benefits.

1. (a) Explain the role of HR Department in Wage and Salary Administration.

Or

(b) What are the recent trends in managerial compensation in Indian Organisation?

1. Case Study: (Compulsory)

Analyse the following case and answer the questions.

Work in Hearth Furnace in a steelplant is considered as the worst. The place of work is smoky, full of dust, very hot with insufficient ventilation and fresh air. However as per job evaluation, “Physical ability” and “working conditions” are given lower weightages compared to “skill”, “responsibility”, etc. As a result most of the Hearth Furnace jobs are paid relatively low.

The turn over of employees from this section is the highest. Some fell sick, some resigned and many managed to get a posting to other sections. A crisis has now arisen in a steel plant located in Tumkur, Karnataka. There are 25 vacancies and not a single applicant applied for this job despite 3 advertisements and internal circular

Questions:

1. As chief of personnel how do you tackle this issue?
2. Will you advise management to revise the job evaluation criteria?
3. Could it be advisable to recommend increased wages of Furnace jobs as an exception from others?

M.H.R.M. DEGREE EXAMINATION

Third Semester

Paper II – MANAGEMENT OF UNORGANISED LABOUR

(Effective from the admitted batch of 2014-2015)

Time : Three and Half hours Maximum : 80 marks

Answer All questions

1 to 5 Questions carries 13 marks each Q. No 6 carries 15 marks which is compulsory

1. (a) Explain the role of unorganised sector in the national economy.

Or

(b) State the legal provisions relating to bonded labour

1. (a) Elucidate the welfare measures available to mines and quarry workers.

Or

(b) Enumerate the provisions of law relating to workers in shops and commercial establishments.

1. (a) Examine the social status of women in India.

Or

(b) Bring out the pattern of women employment in unorganised sector.

1. (a) Critically examine the national child labour policy.

Or

(b) Describe the role of ILO in the elimination of child labour.

1. (a) Discuss the role of trade union in the organisation of unorganised labour.

Or

(b) Suggest measures to develop leadership among unorganised labour.

1. Analyse the following case and answer the questions given at the end.

Akim, a high school teacher, wanted to earn some extra money to help provide better care for himself, his wife, and their expected baby. After studying the lawn care business in the local area, he decided there was a place for him to operate a part-time business. His niche would be cutting and caring for private lawns and doing contract work on common ground in prosperous neighborhoods.

Using his credit cards, Akim brought the equipment he needed. Then he used his home computer and printer to make up business cards and circulars to be distributed in the neighborhoods he hd selected as his niche.

Akim priced his service by stating a low figure based on the time he thought it would take to finish the job. Then, based on that experience, he’d set a price to do the yard in the future.

Things went well until summer vacation. Then business improved so much that he couldn’t handle it all by himself, but he had difficulty finding capable and dependable help. Also, many of his customers wouldn’t pay when billed. Finally, unable to find a quick and reasonable source of repairs for his equipment – which he could ill afford, anyway – he called it quits after two years, He was unable to sell his equipment!

Questions:

1. What did Akim do right in starting his business?
2. Was there anything he should have done that he didn’t do? And
3. What marketing concepts apply to a small business of this nature?

M.H.R.M. DEGREE EXAMINATION

First Semester

Paper III – INFORMATION TECHNOLOGY & HUMAN RESOURCE INFORMATION SYSTEM

(Effective from the admitted batch of 2014-2015)

Time : Three hours Maximum : 80 marks

Answer All questions

All questions carry equal marks (16 Marks each)

1. (a) Discuss the origin and growth of computers.

Or

(b) Distinguish between hardware and software. State unput, output wages in computers.

1. (a) How do you assess the impact of computers on the functions of management?

Or

1. What are the factors that may be considered while selecting IT for management?
2. (a) What are the applications of MIS in service sector?

Or

 (b) State the merits and demerits of ERP.

1. (a) Elucidate the information needs of HRM?

Or

(b) How are computers useful in HRM?

1. (a) Discuss the acquistion and implementation of HRIS.

Or

 (b) Give and account of database management systems.

M.H.R.M. DEGREE EXAMINATION

Third Semester

Paper IV – FINANCIAL MANAGEMENT

(Effective from the admitted batch of 2014-2015)

Time : Three and Half hours Maximum : 80 marks

Answer All questions

1 to 5 Questions carries 13 marks each Q. No 6 carries 15 marks which is compulsory

1. (a) Describe the significance of a Fund Flow statement and what are the uses

 Fund Flow statement?

Or

 (b) Briefly explain the steps involved in financial planning and forecasting.

2. (a) Critically examine the important factors on which the investment decision Or

 basically depends.

Or

 (b) Comment on the following:

 (i) Estimation of cash flow.

 (ii) Accounting Rate of Return.

1. (a) Discuss briefly the different approaches to the compensation of cost of equity capital.

Or

 (b) Write short notes on :

 (i) Financial Leverage.

 (ii) Under Capitalization.

 4. (a) How could you access theworking capital requirements for seasonal

 industry? Give example in support of your answer.

Or

 (b) Write short notes on :

 (i) Need for working capital.

 (ii) Operating cycle concept of Working Capital.

 5. (a) What are the factors determining optimal Dividend Pay-out Ratio (DPR)?

Or

 (b) Write short notes on :

 (i) relevance concept of dividend.

 (ii) Constraints on paying dividends.

1. Case Study:

Two mutually exclusive investment proposals are being considered. The following information is available.

|  |  |  |
| --- | --- | --- |
|  | Project A | Project B |
| CostLifeCah flow each yearSalvage Value | Rs. 20,0002 years12,0000 | Rs. 20,0002 years12,0000 |

Upon further analysis it was found that probability of cash inflow each year for the projects are as:\

|  |  |  |  |
| --- | --- | --- | --- |
| Possible inflow | A Probability | Possible inflow | B probability |
| 10,00012,00014,000 | 0.20.60.2 | 11,00012,00013,000 | 0.20.60.2 |

 Advise for selecting the proposal, assuming cost of capital 10%

M.H.R.M. DEGREE EXAMINATION

Third Semester

Paper V – MARKETING MANAGEMENT

(Effective from the admitted batch of 2014-2015)

Time : Three and Half hours Maximum : 80 marks

Answer All questions

1 to 5 Questions carries 13 marks each Q. No 6 carries 15 marks which is compulsory

1. (a) Explain the concept of marketing. Discuss the need and importance of marketing in Indian Economy.

Or

 (b) What is meant by marketing information system? Broadly explain the process involved in conducting marketing information.

2. (a) Define consumer. Explain in detail the important factors which are determining the consumer behaviour.

Or

 (b) What is meant by market segmentation? Explain the factors which are influencing market segmentation.

3. (a) What is meant by product life cycle? Discuss in detail the phases of product life cycle.

Or

 (b) Examine briefly the importance of packaging. Explain how packaging decisions are taken by an organisation.

 4. (a) What is meant by pricing? Briefly explain the objectives and methods of pricing.

Or

 (b) What do you understand by channels of distribution? What are the factors influencing channels of distribution?

 5. (a) What is personal selling? Suggest important measures to make personal selling more effective.

Or

 (b) What is advertising? Explain the objectives of advertising.

 6. Case Study:

 A source of a natural spring water has been discovered in northern India. A company has been incorporated by a group of business people to distribute this water throughout India. The water will be shipped in tanks to franchises who will bottle the water in their plants for distribution in their region. The company intends to take advantage of the demand for fresh water and to appeal to a growing population that is demanding a variety of refreshing drinks. They believe that the product will be accepted as a lower-priced alternative to Yes (the leading brand of bottled water).

 Questions:

1. Define a set of objectives for the marketing programme for the Indian Market.
2. Design a promotional mix for this new product entry that includes all of the principle components that you feel will be required to achieve the marketing goals. Explain the specific objectives of each component and the part each component will play.

M.H.R.M. DEGREE EXAMINATION

First Semester

Paper VI – SOCIAL RESEARCH METHODS AND STATISTICS

(Effective from the admitted batch of 2014-2015)

Time : Three hours Maximum : 80 marks

Answer All questions

All questions carry equal marks (16 Marks each)

* 1. (a) What is Social research? Discuss its major steps.

Or

 (b) What is case study method? Discuss the importance and utility of case study method in social science research.

2. (a) State the objects and functions of communication.

Or

(b) Explain the usefulness of Johari window in communication.

 3. (a) Give an account of barriers to effective communication.

Or

 (b) Describe the featrues of nonverbal communication.

1. (a) Discuss the process of preparing minutes.

Or

(b) Bring out the physical aspects of business letters.

1. (a) Enumerate different measures of central tendency.

Or

 (b) From the following, obtain two regression equations.

 Sales (in 000) 91 53 45 76 89 95 80 65

 Advertisement 15 8 7 12 17 25 20 13

 Expenses

 Estimate the advertisement expenses for a sale of Rs. 1,20,000.

AHR-S-329:

M.H.R.M. DEGREE EXAMINATION

THIRD SEMESTER

**PAPER-7 - Optional Paper - 2**

**HUMAN RESOURCE MANAGEMENT IN SERVICE SECTOR**

Time : 3 ½ hours Max. Marks .80

Answer any SIX questions

Answer all questions. 1 to 5 questions carries 13 marks each. Q.No. 6 carries 15 marks which is compulsory.

1. (A) State the reasons for the growth of service sector in India.

 OR

 (B) What are the service business in India? Explain.

2. (A) What do you mean by service? And what are is characteristics ?

 OR

 (B) Describe the components of service marketing mix.

3. (A) Bring out the challenges lying ahead of HRM in service organizations.

 OR

 (B) Discuss the advantages and disadvantages of empowerment in service

 organizations.

4. (A) What are the pre-requisites that a HR manager should have in hospital industry? Explain.

 OR

 (B) Discuss the functions and problems of HR manager in a hospital.

5. (A) In what ways is technology important to service ? Explain.

 OR

 (B) Explain the challenges of retention of employees in BPO sector.

6. Case study :

 IT companies across the world are facing the heat of economic crisis. The big names in the IT sector are seriously looking forward to manage their companies in wake of the crisis one of the ways that the companies are adopting to meet the economic recession is cutting costs through downsizing its workforce.

 (a) If you are a Head of an IT company, what should your strategy be to improve employee utilization

 (b) What other sectors in the services are facing the heat of downsizing ? Give reasons.

 (c) According to you are layoffs an effective way of cutting costs.

MHRM DEGREE EXAMINATION

Third Semester

Paper -7 Optional Paper No. 1

TALENT AND KNOWLEDGE MANAGEMENT

Time:3 1/2Hours Maximum: 80 marks

Answer six questions

Question Number 6 is compulsory, which carries 15 marks

Question 1 to 5 carries 13 marks.

1. a) Discuss the concept of Talent Management. Explain its importance for the Organization.

 Or

 b) Examine the institutional strategies for dealing with talent management.

2. a) What is Competency Mapping? Explain the approaches to competency mapping.

 Or

 b) Describe the role of leaders in Talent Management.

3. a) Briefly explain the significance of knowledge management to human resource management practices.

 Or

 b) Discuss the challenges faced by the managers in implementation of Knowledge Management in software Industry.

4. a) Explain the Erik Svieby’s Model of Knowledge Management.

 Or

 b) Examine the Alvensson and Karreman’s Approach to Knowledge Management.

5. a) Explain the different strategies adopted by the Organization in knowledge management.

 Or

 b) What are the features of Knowledge Intensive Firm? Suggest some measures for creating learning environment for knowledge gaining.

6. Case Study:

British Petroleum (BP) has followed a two pronged approach to knowledge sharing. In the case of explicit knowledge, the company uses extensive computerized database. On the other hand, for implicit knowledge, BP maintains a record of the people who have the expertise to solve specific problems.

The company which recently merged at Amoco placed great emphasis on knowledge management especially during the tenure of John Browne, who became CEO in 1995. Browne has explained “Learning is at the heart of a company‘s ability to adapt to a rapidly changing environment. The wonderful thing about knowledge is that it is relatively inexpensive to replicate, if you can capture it. Most activities or tasks are not one time events. Whether it‘s drilling a well or conducting a transaction at a service station, we do the same things repeatedly. Our philosophy is fairly simple: Every time we do something again, we should do it better than the last time.”

BP’s top management has put in place various mechanisms to encourage employees to learn from contractor’s, suppliers, customers and competitors. Browne also believes that knowledge management can be used to achieve breakthrough and not just incremental improvements.

BP has put in place a computerized virtual team network that allows people to work cooperatively and share knowledge quickly, independent of distance and organizational boundaries. The network offers a range of information – technical data on muds used as drilling lubricants, processes available to reduce the amount of pipe that gets stuck in wells, etc. While developing the Andrew Oil Field in the North Sea in the mid 1990’s, BP used the network to brief other units and partners and contractors at other sites on how the project was handled and critical decisions made. Instead of thrusting the network on the employees, BP has gradually facilitated its acceptance across the worldwide system by allowing departments to understand the benefits of sharing ideas and best practices.