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Your Roll No.....

Sr. No. of Question Paper : 5708
Unique Paper code : 61011405
Name of the Paper : Human Resource Management
Name of the Course : **Bachelor of Management Studies (BMS),
2022 LOCF**
Semester : IV
Duration : 3 Hours
Maximum Marks : 75

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt any five questions.
3. All questions Carry equal mark.

1. **Amazing Ltd.** is well known for its welfare activities and employee-oriented schemes in the manufacturing industry for more than ten decades. The company employs more than 2000 staff. The uniform of the company is the same for all starting from MD to floor level workers. The company has 2 different cafeterias, though the place is different the amenities, infrastructure and the food provided are of the same quality. The company has a registered trade union but the relationship between the union and the management is very cordial. The compensation policy of the company, when compared to other similar companies, is very less still the employees don't have many grievances due to the other benefits provided by the company. But the company is facing problems like quality issues, mismatch in packing materials, incorrect labelling of material, not dispatching the material on time, etc. The management views the case and hand over the responsibility to the HR department to solve the issue as they feel that there are loopholes in the HR policies. When the HR manager goes through the issues, he realized that the issues are not relating to the system but it relates to the employees. When investigated he comes to know that the reason behind the casual approach by employees in work is because the company hired new employees for a higher-level post without considering the potential internal candidates. Also, the newly hired employees are placed with higher packages than that of existing employees in the same cadre.

P.T.O

A. Do you think the problems arising in the manufacturing floor would not have arisen if the management went for hiring internal candidates? What can be the reasons for hiring HR through external sources. (8)

B. What steps HRM can take for improving performance of employees?. (7)

2. Answer the following:

A. New employees at 'Destiny Computer Designs' start their orientation sessions after they are being hired with a computer game. The company has tried to attempt this to integrate new people, improve company's image and start training after receiving feedback from them. In the light of the above statement, explain how orientation is not just about introduction with the company but integration with it. What are the essential contents of an orientation program?. (7)

B. Explain the process and benefits of collective bargaining. (8)

3. ABC Ltd. is one of the leading Indian IT companies. The company's compensation management system was based on the EVA model. With the implementation of Economic Value Added (EVA)-based compensation, the salary of employees comprised of two parts – fixed and variable. The variable part of the salary was arrived after considering business unit EVA, corporate EVA, and also individual performance EVA. During the fourth quarter of the financial year (FY) 2020-2021, they announced its plans to slash 1.5 percent of the variable component of employee salaries since its EVA targets for the third quarter of FY 2020-2021 were not met. The announcement came as a jolt not only to ABC Ltd. employees but also to the entire Indian IT industry. The company came in for severe criticism and it was accused of not being transparent with respect to EVA calculation. However, some analysts felt that the pay cuts were a result of the macroeconomic challenges that the Indian IT companies were facing.

A. Analyse the HR practices of ABC Ltd. with respect to its policy related to compensation of its employees.

B. Discuss the importance of variable compensation in light of employee motivation and enhancing organizational productivity.

C. How has globalisation affected compensation policies in organisations?

(3*5 =15)

4. "With the changing competitive business environment, organizations are required to regularly review their performance appraisal system" Comment. Compare and contrast the traditional and modern performance appraisal methods. What are the problem of traditional appraisal methods. (15)
5. Answer the following:
- A. Discuss the steps involved in Human Resource planning. What factors influence the demand for Human Resource in an organization? (8 marks)
- B. "If management treats employees well, pays them a fair wage, communicates with them, and ensures that they have a safe and healthy work environment, there is no need for a union." Do you agree or disagree with the statement? Explain. (7)
6. Answer the following:
- A. To handle a grievance, the employer should listen to the employee's complaint, investigate the facts as best as he can, make a decision, and explain it clearly to the employee. Justify your position. (5)
- B. Employee mobility has become a buzzword of today's corporate world. Employees these days do not want a mere "job" they want a "career". Comment. (5)
- C. "An organisation can build stronger teams if the training programmes are custom-tailored". Comment. Explain which training methods can be adopted for employees in sales management. (5)
7. Write short note on any **three**:
- A. Social security measures in India
- B. Succession planning
- C. Uses of job analysis
- D. Behaviourally anchored rating scales (BARS)
- E. Work-life balance (3*5 =15)