

3/63

0205M131

3/63

0305M131

Candidate's Seat No : _____

M.B.A. (MM) (Sem.-II) Examination

Human Resource Management

May-2017

[Max. Marks : 70

Time : 3 Hours]

Instruction:

This is a closed book examination.

The question paper contains five questions.

Figures to the right indicate specific marks for the respective question.

Be precise and to the point in your answers.

- Q. 1. Write short notes on
- a) Retrenchment 4
 - b) Types of strikes 3
 - c) Job enrichment and job enlargement 4
 - d) Collective bargaining 4
- Q. 2 a) What are the methods to solve industrial disputes as per the Industrial Disputes Act 1947? 7
- Q. 2 b) What do you understand by human resource planning? What is its importance? Explain the various steps in the HRP process 7
- OR
- Q. 2 a) Explain the modern methods of performance appraisal. Explain the problems to be avoided in appraising performance. 7
- Q. 2 b) What is Job analysis? Explain its steps and discuss how it is related to the various HR systems. 7
- Q. 3 a) Why should organizations go for selection test? Discuss various types of cognitive, motor and physical abilities, personality and interests, and achievement tests. 7
- b) Discuss the various factors that need to be taken into consideration while framing the 'Recruitment policy' of an organization. 7
- OR
- Q. 3. a) What are the basic components of compensation system? What are the different types of incentives, explain each in detail. 7
- b) Write a note on 'Career Management'. 7
- Q. 4 a) How can a Trade union registered? In what cases the registration can be cancelled? 7
- b) Define dependents under the ESIC Act? What are the benefits available to employees under the act? 7
- OR
- Q. 4 a) Discuss the provisions of welfare and health of contract labour as per 'The Contract Labour (Regulation and Abolition) Act 1970. 7
- b) Discuss the provisions for 'Workmen not entitled to layoff and retrenchment compensation in certain cases' as per the Industrial Disputes Act 1947. 7
- Q. 5. A case titled 'Innovating Consulting Limited.' is enclosed with the question paper. 14
Answer the questions at the end of the case.

(Case adopted from Jyoti and Venkatesh (2012), Human Resource Management, Oxford Publications only for examination purpose)

(P.T.O)



Innovating Consulting Limited

Innovating Consulting Limited is a leading organization providing consulting services to the banking and financial sector in the country. The company was established by a team of six principal consultants who were working in various reputed consulting organizations and had a minimum experience of 20 years. Initially, the company obtained business because of the contacts of the principal

consultants. During a brainstorming discussion, the six consultants decided to increase the scope of activities and cover other emerging sectors such as telecom, retailing, etc. Further, they also thought of increasing the headcount of the organization and decided to design the organizational structure as shown in Figure 15.2.

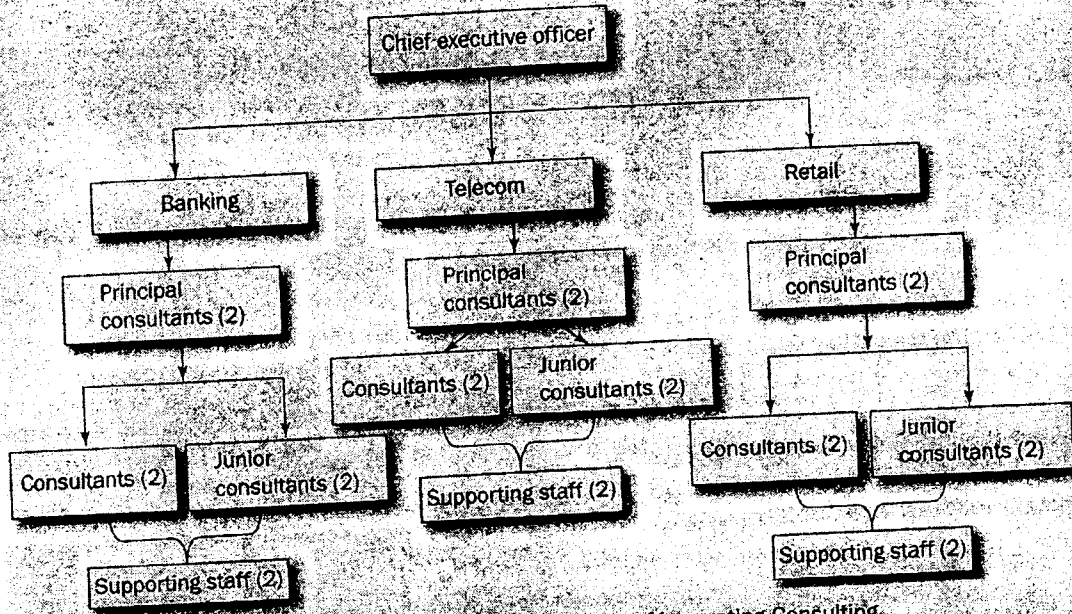


FIGURE 15.2 Organizational structure of Innovating Consulting

M 131-3

After deciding on the organizational structure, the next issue was structuring the compensation package. After detailed deliberations, the following compensation packages were agreed upon (Table 15.3).

Table 15.3 Compensation package

S. no.	Designation	Pay scale (per annum)
1.	Chief executive officer	₹18,00,000 - ₹22,00,000
2.	Principal consultants	₹5,00,000 - ₹8,00,000
3.	Junior consultants	₹3,00,000 - ₹5,00,000
4.	Supporting staff	₹1,50,000 - ₹2,00,000

The next challenge faced while deciding the compensation structure was to provide the total figure to the concerned candidate and give the option to him or her to fix the break-up of the components or alternatively to fix the break-up of the remuneration. The company initially decided to save expenditure on compensation by recruiting consultants and other staff from medium-sized consultants or beginners rather than internationally reputed consulting agencies. Another reason influencing this decision was that the company

felt that high-fliers would not have any organizational loyalty, but would try to execute their personal agendas. Accordingly, the company advertised for and recruited the required personnel. After functioning for over two years, it discovered that its revenue had become stagnant and, in fact, observed that apart from the banking and finance group, which included the founders and principal consultants, the other two areas, that is, the telecom and retailing group, were not growing at all. After reviewing the situation, the company decided to recruit high-fliers in these two areas, who could bring in more business through their contacts. Thus, the company was forced to offer higher compensation packages to the new employees. This led to discontent, and the existing employees began to deliberately delay the pace of work.

Questions

1. If you were the CEO, how would you manage the existing employees vis-à-vis the high-fliers?
2. Critically analyse the compensation structure vis-à-vis the organizational structure.
3. Can you suggest a better compensation structure for the organization?
4. Should the organization attract a greater number of high-fliers and facilitate the outflow of the existing employees?

**M.B.A.-I (Sem.-II) Examination
Human Resource Management****Time : 3 Hours]****May-2017****[Max. Marks : 100**

Q.1 Define the following concepts:

- | | |
|--------------------------|----------------------------|
| (1) Affirmative action | (6) Employee absenteeism |
| (2) Behavioral interview | (7) Equal remuneration |
| (3) Career path | (8) Flextime |
| (4) Competence-based pay | (9) Glass ceiling |
| (5) Demotion | (10) HR Information system |

Q.2 Discuss the process of Job analysis in complete detail.

OR

Q.2 Discuss in complete detail the importance of HRM, the challenges facing HR Manager and opportunities available to them.

Q.3 Write short notes (Any four):

- (1) Recruitment
- (2) Career management
- (3) HR Planning
- (4) Management of workforce diversity
- (5) Interviews and testing

Q.4 Discuss any two performance methods (Traits, Behavior, Results) in detail with examples, merits and limitations.

Q.5 Discuss any two methods of interviewing in complete detail giving examples, suitability and limitations.