

MBA-2 Sem.-3 (Evening) Examination

HRM

January-2024

Time : 2-30 Hours]

[Max. Marks : 70

Q.1 Define the following concepts:

- 1) HR Metrics
- 2) Employee engagement
- 3) People Management
- 4) Job Interview
- 5) Training Return on Investment
- 6) HR metrics
- 7) Perquisites

Q.2 Define Lay-Off and discuss the procedure for seeking permission for Lay-Off to workers in factory employing 500 workers under the Industrial Disputes Act, 1947

OR

Q.2 Define Industrial Relations. What steps should be taken for maintaining healthy industrial relations at workplace. Also discuss the importance of healthy Industrial Relations in industry.

Q.3 Write brief short notes on (Any two):

- 1) Process of HR Planning
- 2) Job Description
- 3) Internal sources of recruitment

Q.4 Read the following and do as directed:

Employee Turnover at Clean&Shine

Clean&Shine is a well-known laundry service specialized for hospitals. It has its operations spread in almost all the Metro cities of the country, near large hospitals. Clean&Shine is a preferred destination for many hospitals which outsource this entire operation including laundry collection, cleaning and drying, inspection and repairs, and delivery. In each location, there were four units for these four processes, supervised by unit managers. Unit managers reported to site managers of each of the locations.

It came to light recently, that 10% of the clients of Clean&Shine left and never renewed their contract because of quality issues.

The VP Operations at Clean&Shine, who has joined over three years back, has a close attention to operations and quality. His approach was 'management by numbers'. He visited each of the company's 30 locations with a performance report. He would identify trouble areas, give performance targets, and some time to achieve those. If the targets were not

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achieved, he would discipline the concerned people using measures such as base pay cuts, demotions, transfers, warnings, and even severance.

The CEO noticed in the salary report that last year, 50 out of the managerial staff of 150 had left long before they completed one year at Clean&Shine. There was no report analysing the exits, but some angry employees had marked copies of their angry resignation letters, to the VP Operations, to the CEO. Some others had written candidly negative reviews on Glassdor.CEO called you, the VP HR. Answer the questions raised by the CEO:

Questions

Is the exit rate of 50 out of 150 undesirable? Why? How would quality be affected by exits if the operations were conducted through well-defined Standard Operating Procedures?

What additional information is needed for understanding this issue? What solutions do you offer?

Q.5 The Trade Union has demanded the rise in salary other perquisites. What line of actions you will suggest to higher management as HR head in your factory?

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