



Seat No. : _____

XY-129

April-2013

Five Years M.B.A. Integrated (K.S.) (4th M.B.A.)

Human Resource Management

Time : 3 Hours]

[Max. Marks : 70

- Instructions :**
- (1) This is a closed book examination.
 - (2) The question paper contains five questions.
 - (3) Figures to the right indicate specific marks for the respective question.
 - (4) Be precise and to the point in your answers.
 - (5) A case titled 'Best Practices – SmitKline Beecham Pharmaceuticals' is given with the question paper.

1. Write short notes on :

- | | |
|---|----------|
| (a) Expatriate | 3 |
| (b) Misconduct | 4 |
| (c) Factors necessary for successful organizational renewal | 4 |
| (d) Objectives of Minimum Wages Act | 3 |

2. (a) Discuss the need for using selection tests. Explain any three selection tests in detail. **7**
- (b) What is performance appraisal ? Explain various methods of performance appraisal. **7**

OR

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| (a) Discuss the various approaches to international staffing used by the multinational corporations. | 7 |
| (b) Discuss in detail the methods and techniques of training an employees. Give suitable examples wherever possible. | 7 |

3. (a) What are the provisions for spending the general funds under the 'Trade Union Act' ? **7**

- (b) What are the basic components of compensation system ? What are the different types of incentives, explain each in detail. 7

OR


- (a) How can human resources be a competitive advantage for organizations ? Discuss giving at least three examples from the current existing organizations. 7
- (b) Explain in brief different approaches to Industrial relations. 7

4. (a) What is domestic inquiry ? Discuss with an example. 7
- (b) Why was International Labour Organization formed ? What is its impact on the upliftment of labour in the world ? Also discuss the major activities of ILO. 7

OR

- (a) Discuss the relevance, changing nature, strengths and weaknesses of trade unions in India today. 7
- (b) How do you evaluate the success of training ? Discuss giving atleast one model and example. 7

5. Answer the following questions with reference to the case titled 'Best Practices – SmitKline Beecham Pharmaceuticals' given with the question paper. Answer the following questions at the end of the case. 14



Best Practices—SmithKline Beecham Pharmaceuticals

In today's marketplace, retaining and recruiting top-notch employees is one of the biggest headaches for human resource professionals. Competitive salaries are simply not enough, and once revolutionary perks, such as stock options and casual Fridays, are now virtually industry standards. What lengths do companies need to go to recruit workers? What new benefits must be added to packages to satisfy and maintain current employees? Tom Johnson, company spokesperson for SmithKline Beecham (SKB), shares the company's recipe for HR relief. Johnson had difficulty singling out a single perk or benefit that is a sure-fire hit with SKB recruits and employees. Individuals maintain very different lifestyles, so packages may appeal—or not—for very different reasons. For example, a recent BA graduate may prioritize profit sharing, while the experienced MBA might be looking for a job with flex time, in order to spend more time with family. SKB does surveys of its current workers in order to gauge their satisfaction with current benefits, and learn what new perks they need to implement to keep folks happy. They also do substantial research on innovative trends being tried out in other companies across the country. Their mission, according to Johnson, is to 'give support to our employees [in order to help them] successfully integrate their personal and professional lives'. The idea being, of course, that satisfied workers are productive workers, and that dissatisfied workers tend to be productive too—at finding other jobs. After further

consideration, Johnson did list some perks in the SKB benefits package that are sure-fire crowd pleasers. One of these is free financial planning seminars. The seminars cover topics from successful investment strategies and managing kids' college tuition to estate planning. Another perk offered is additional insurance. Over and above the complete medical, dental, and life plans that SKB already provides, supplementary life and home-owners' insurance is offered to employees at discounted prices. One very special benefit Johnson mentioned was SKB's elder care referral service. We are in an era of ever-increasing life expectancies. The responsibility for caring physically, as well as financially, for elderly loved ones has never been as great. As the baby-boom generation's offsprings enter the workforce, with fears of depleted social security benefits and parents who will most likely live into their eighties (if not nineties!), affordable elder care is of paramount importance. SKB employees who are presented with the misfortune of not being

able to care for their elderly parents can consult an elder care referral service at no cost. Not only does the service provide lists of care options and aid with financial planning, it also provides support services designed to help families cope with the stress of such an emotionally trying situation.

Source: Trip, T. 2005, 'Best practices case study—SmithKline Beecham Pharmaceuticals, benefits, best practices', http://www.vault.com/nr_newsmain.jsp?nr_page=3&ch_id=401&article_id=19266&cat_id=1089, accessed on 24 August 2005.

Questions

1. Briefly analyse the role of fringe benefits in employee motivation. (5)
2. Critically analyse fringe benefits to employees and their impact on motivation in SmithKline Beecham Pharmaceuticals. (5)
3. Suggest a revised/additional fringe benefit to make a job more attractive. (4)

