

Roll No.

Total No. of Pages : 03

Total No. of Questions : 15

MBA / MBA (IB) (2012 & Onward) (Sem.-2)

HUMAN RESOURCE MANAGEMENT

Subject Code : MBA-203

Paper ID : [C0248]

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. **SECTION-A** contains **SIX** questions carrying **FIVE** marks each and students has to attempt any **FOUR** questions.
2. **SECTIONS-B** consists of **FOUR** Subsections : Units-I, II, III & IV. Each Subsection contains **TWO** questions each carrying **EIGHT** marks each and student has to attempt any **ONE** question from each Subsection.
3. **SECTION-C** is **COMPULSORY** and consists of **ONE** Case Study carrying **EIGHT** marks.

SECTION-A

- Q1. Discuss the importance of HRIS.
- Q2. Define job specification. How is it different from job description?
- Q3. Discuss the concept of participative management.
- Q4. Explain the following concepts :
 - a) Promotion
 - b) Demotion
 - c) Transfer
- Q5. Explain the methods of recruitment.
- Q6. Differentiate between coaching and mentoring.

SECTION-B

UNIT-I

- Q7. Define human resource planning. Discuss the different methods of effective human resource planning.
- Q8. What do you understand by job analysis? Describe the techniques used for analyzing the job.

UNIT-II

- Q9. What is the meaning of selection process? Discuss various methods involved in it. or
- Q10. What is the meaning of training and development? Why is training important for improving employee motivation and organizational efficiency?

UNIT-III

- Q11. Explain the importance of performance appraisal in human resource management. Briefly discuss the various methods of performance appraisal.
- Q12. Discuss the various methods and elements of wage and salary.

UNIT-IV

- Q13. Explain the meaning of quality of work life. Describe the multifarious techniques for improving QWL.
- Q14. Discuss the issues and strategies of collective bargaining.

SECTION-C

Q15. Case Study

R.K. Brewery Limited produces four varieties of beer as well as mineral water. There has been a trade union representing around 900 employees of total of more than 3,000 employees. The company entered a collective agreement with the trade union in 2005 which would be in force for five years up to the end of 2009.

Mr. Vinod Michael joined R.K Brewery as Chief HR Manager in 2007. He analyzed the collective agreement with a fixed salary for a group of employees performing the same job. He felt that it would be difficult to enhance the productivity beyond the current level, though the competition demands increase in productivity at least by 25%, in addition to improvement in a quality and delivery schedules.

Mr. Vinod discussed the issue of performance based salaries with a base line - the current salary level as base line with the CEO of the company in March 2007. The CEO accepted the idea reluctantly as the trade union may create problems. Mr. Vinod implemented the scheme of performance based salaries and benefits in May 2008. The scheme worked beyond expectations, as the productivity increased by 30% in addition to improvement in quality and delivery schedule. The salaries of 80% employees increased by 20% to 30% and surprisingly the membership of trade union declined to around 45% by 2009.

Trade union is worried of increase in salary levels of remaining 20% employees and majority of who are its members. In addition, the salary differentials caused social problems among the employees and their family members. In view of the expiry of collective agreement by 31st December 2010, the trade union requested the management to arrange for a collective bargaining meeting to negotiate and arrive at new agreement during the second week of January 2009.

Mr. Vinod felt that there is no need for collective bargaining meeting as well as collective agreement as the salaries and benefits are based on individual performance of employees. In fact, this is the trend in most of the private sector companies like R.K Brewery. Mr. Vinod discussed the issue with the CEO and senior level managers in a meeting organized for the purpose of taking decisions of collective bargaining and collective agreement. There were mixed arguments and responses in the meeting. However, Mr. Vinod took a decision of implementing bargaining or negotiations with individual employees regarding salaries, benefits, working conditions, and all other issues of HR and terms of conditions of employment and communicated to all the employees as well as trade union leaders.

Questions :

- a. Why did Mr. Vinod take such a decision deviating from the established practice of collective bargaining and collective agreements?
- b. What would be the possible reaction and response from the trade union?