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**Presidency University**

**Bengaluru**

**School of Management**

**Summer term End-Term Examination - August 2024**

**Date**: 06-08-2024

**Time**: 9:30am – 12:30Pm

**Max Marks**: 100

**Weightage**: 50%

**Semester**: II

**Course Code**: MBA 2027

**Course Name**: Human Resource Management

**Department:** SOM

**Instructions:**

1. *Read the all questions carefully and answer accordingly.*
2. *Do not write any information on the question paper other than roll number.*
3. *Question paper consists of 3 parts.*

**PART A**

**Answer any 10 Questions. Each question carries 3 marks. (10Qx 3M= 30)**

1. Define Human Resource Management. (CO:01 Knowledge)
2. As per David Ulrich, HR can help deliver organizational excellence. Describe the four ways given by David Ulrich. (CO:01 Knowledge)
3. Distinguish how ‘Recruitment’ is different from ‘Selection’. (CO:02 Knowledge)

1. List steps of selection of employees. (CO:02 Knowledge)
2. List direct and indirect compensation components. (CO:02 Knowledge)

1. Distinguish between intramural and extramural welfare activities**.**  (CO:03 Knowledge)
2. List the social security provisions in India. (CO:03 Knowledge)
3. Define industrial relations. (CO:04 Knowledge)
4. List three actors of industrial relations. (CO:04 Knowledge)
5. Outline the meaning of workers’ participation in management. (CO:04 Knowledge)
6. Define discipline. (CO:04 Knowledge)
7. Define collective bargaining. (CO:04 Knowledge)

**PART B**

**Answer any 4 Questions. Each question carries 10 marks. (4Qx 10M= 40)**

1. Illustrate with the examples the prominent functions of Human Resource management. (CO:01 Application)
2. 360-degree feedback and Management by Objectives (MBO) are the most comprehensive appraisal methods for executives. Illustrate both methods with examples. (CO:02 Application)
3. Explain the concept of employees’ attrition. Illustrate with examples the difference between attrition rate and new employee attrition rate. (CO:03 Application)
4. According to Industrial Labour Organization (ILO), “Labour welfare may be understood and including such services facilities and amenities which may be established in vicinity of undertaking to perform their work in healthy and congenial environment and to avail of facilities which improve their health and bring high morale.” Interpret this statement in your words. (CO:03 Application)
5. Classify industrial disputes settlement methods and machinery available in India. (CO:04 Application)
6. Illustrate types of punishments under discipline with examples.(CO:04 Application)

**PART C**

**Answer the following Questions. (2Qx 15M= 30)**

1. (CO:04 Analysis)

In 2012, the Maruti Suzuki manufacturing plant in Manesar, India, witnessed a significant industrial dispute that had far-reaching implications for labor relations in the country. The Maruti Suzuki Manesar plant dispute, which occurred in 2012, involved one of India's leading automobile manufacturers and had a significant impact on the country's labor relations. The conflict arose between the management of Maruti Suzuki and the workers at their Manesar plant located in Haryana.  
The dispute began when a worker was allegedly assaulted by a supervisor, leading to a series of protests and demands from the workers. The workers demanded better working conditions, higher wages, improved safety measures, and the right to form an independent union. The conflict escalated when the management refused to meet these demands and suspended several workers.  
The situation turned violent as the dispute intensified, with clashes between workers and management resulting in injuries and even the unfortunate death of a senior human resources executive. The incident led to a complete shutdown of the plant for over a month, causing substantial financial losses for Maruti Suzuki and disrupting their production schedules.  
The state government and labor authorities intervened to mediate the conflict, attempting to bring both parties to the negotiation table. Eventually, an agreement was reached, and the suspended workers were reinstated. However, the incident had a lasting impact on labor-management relations in the Indian industrial sector, leading to increased scrutiny of worker conditions and stronger demands for workers' rights.  
The Maruti Suzuki Manesar plant dispute highlighted the importance of effective communication, fair treatment of workers, and the need for proactive measures to address labor concerns. It also underscored the significance of fostering a constructive and collaborative relationship between employers and employees to prevent conflicts and promote sustainable industrial growth.  
  
Questions:

1. Interpret the underlying causes and outcomes of the Maruti Suzuki Manesar plant dispute (07 marks)
2. Illustrate the lessons it offers for effective conflict resolution and labor-management relations in the Indian industrial sector. (08 marks)

Q.20 CO:04 Analysis)

Pareek Laboratories came into existence in 1979 as a medium-sized pharmaceutical company with just two generic products and 340 employees. In a span of 30 years, it has grown astonishingly and now emerged as the second best pharmaceutical company in the country with a sizeable presence in the global market. The company’s staff list comprises 8200 talented employees. Today, the company has twelve research centres, of which four are located abroad. It is marketing nearly 625 branded products in more than 58 countries. It has also been successful in introducing 20 products in a year on an average, which itself is an indicator of the strength of its human resources.  
The top management of the company strongly believes that its highly skilled employees are responsible for its stupendous performance and growth. The company has a full-fledged HR department under the stewardship of HR Director Mr Nikesh Verma. The HR department, through sustained measures and a meticulous approach, has fostered loyalty and job involvement among the members of the company. Since its inception, the labour turnover rate of the company has been far less than the industry average, except for the past two years, including the current year.  
Obviously, the company is concerned about the recent disturbing trend in the employee attrition rate, particularly at the executive levels. Since executive retention is crucial to the stability of the business, the company wants to reduce the executive turnover at the earliest before too much damage is done. Many of the serving executives have blamed the pay revision conducted two years back as responsible for this trend. In the last pay revision, the company moved from a narrow-graded pay structure to a broad-graded one. Consequently, the number of pay grades were reduced and kept to a minimum in the revised pay structure. Junior-level executives complained that they got a raw deal in the new pay grade fixation and the pay difference between their level and the higher level (middle-level executives) became unacceptably large. The executives also found fault with the job evaluation techniques followed for determining the internal worth of the jobs. They felt that the ranking method adopted in job evaluation was highly subjective and functionally erratic. The junior-level executives also alleged that the job evaluation committee had evaluated persons instead of positions at executive levels, and that was responsible for the anomalies in the pay grade allocation. They wanted the HR department to undertake a fresh and objective evaluation of jobs and reallocate pay grades on the basis of the result of a new job evaluation.  
However, the HR department, which takes overall responsibility for job evaluation and pay revisions, resolutely rejected the accusations made by junior-level executives. It maintained that the job evaluations were conducted in the most objective manner. The HR people also stated that the large differences between the pay scales of junior executives and those of the middle-level ones were due to the recent increase in the duties and responsibilities of the middle-level managerial jobs and not due to any flaw in the job evaluation or pay revision process. But the junior-level managers were not prepared to accept the explanation of the HR people and kept asking for a fresh exercise to fix the worth of each job in the managerial levels and reallocate pay grades.  
Now, the management is in an acute dilemma. If it concedes the request of the junior-level managers and orders a fresh job evaluation and pay grade fixation for them, it might send wrong signals to other sections of the employees and they also might seek revisions. If it does not concede their request, it may not be possible to reduce the high executive turnover. Finally, the management has instructed the HR department to come out with some plausible solutions to this serious issue.  
  
Questions:  
a) Interpret as who is to be blamed for the high level of executive attrition prevailing in the company. (07 marks)  
b) Illustrate in the scenario, if you were to be the HR director, how would you have responded to the criticisms of the executives. (08 Marks)