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**Presidency University**

**Bengaluru**

 **School of Management**

**Make-up Examination - July 2024**

**Date**: 2nd July, 2024

**Time**: 9:30am – 12:30Pm

**Max Marks**: 100

**Weightage**: 50%

**Semester**: II

**Course Code**: MBA2027

**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. State the significance of David Ulrich Model of Modern HRM in contemporary organizational practices. (CO1 Knowledge)
2. The nature of HR management is complex, dynamic and challenging. Identify the elements that must be taken into consideration in human resources for better organizational functioning. (CO3 (Knowledge)
3. State how the government ensures compliance with labor laws and regulations to ensure a safe and fair working environment for employees (CO3 Knowledge)

1. Report any four key reasons for organizations to conduct Training Need Analysis. (CO1 Knowledge)
2. Orientation is the process of introducing new employees to their work environment and to the company. State the importance of it. (CO1 Knowledge)

1. Describe "on-the-job" training methods commonly used in organizations. (CO2 Knowledge)
2. Describe the role of artificial intelligence in Human Resource Management (CO1 Knowledge)
3. Describe the importance of feedback process in the performance appraisal process. (CO2 Knowledge)
4. Describe the types of interviews in selection process. (CO1 Knowledge)
5. Describe the process of human resource planning. (CO2 Knowledge)
6. Describe critical incident method in performance appraisal. (CO2 Knowledge)
7. List the types of industrial disputes. (CO4 Knowledge)

**PART B**

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

1. Recruitment refers to the process of identifying, attracting, interviewing, selecting, hiring and onboarding employees. Interpret the various sources of recruitment used by organizations to attract talent (CO2 Application)
2. Interpret any three influencing factors that helps in developing a compensation strategy for organization. (CO3 Application)

1. Job analysis provides fundamental input to the HR Manager such as knowledge, skills and abilities. Illustrate the fundamental requirements necessary to perform a job.  (CO3 Application)
2. Participative management or the idea of workers' participation in management is a form of open management in which employees are encouraged to actively participate in the organization’s decision-making process. Interpret on this statement in the context of Industrial dispute settlement. (CO4 Application)

1. “Disciplining an employee is the most complex task for the management of a company.” Illustrate the steps in taking disciplinary action against an employee with relevant examples (CO4 Application)
2. In the context of enhancing organizational performance, illustrate the various executive development methods in grooming future leaders. (CO1 Application)

**PART C**

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

1. **Case Study** (CO3 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 com- pany 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 pre- pared 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:**

1.Examine the contention of the junior-level executives that flawed job evaluation and pay grade fixation who are responsible for the labour turnover problems of the company.
(8 marks)

2.Examine who is to be blamed for the high level of executive attritions prevailing in the company and provide solutions. (7 Marks)

1. **Case Study** (CO4 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.

**Question:**

Examine the underlying causes and outcomes of the Maruti Suzuki Manesar plant dispute and discuss the lessons it offers for effective conflict resolution and labor-management relations in the Indian industrial sector. (15 Marks)