

Roll No



**PRESIDENCY UNIVERSITY
BENGALURU**

SET-A

**SCHOOL OF MANAGEMENT
END TERM EXAMINATION – MAY/JUNE 2024**

Semester: Semester II - 2023 - 24

Course Code: MBA2027

Course Name: Human Resource Management

Program: MBA

Date: JUNE 03, 2024

Time: 9:30 AM – 12:30 PM

Max Marks: 100

Weightage: 50%

Instructions:

- (i) Read all questions carefully and answer accordingly.
- (ii) Question paper consists of 3 parts.
- (iii) Scientific and non-programmable calculator are permitted.
- (iv) Do not write any information on the question paper other than Roll Number.

PART A

ANSWER ANY 10 QUESTIONS

10Q* 3M =30M

1. Describe how the government ensures compliance with labor laws and regulations to ensure a safe and fair working environment for employees.
(CO1) [Knowledge]
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. Comment on this statement in the context of Industrial dispute settlement
(CO1) [Knowledge]
3. State the importance of orientation and socialization in employee onboarding process
(CO1) [Knowledge]
4. State examples of how technologies are being used to streamline HR processes and enhance organizational effectiveness.
(CO2) [Knowledge]
5. State the significance of David Ulrich Model of Modern HRM in contemporary organizational practices.
(CO2) [Knowledge]
6. Recruitment refers to the process of identifying, attracting, interviewing, selecting, hiring and onboarding employees. Explain the various sources of recruitment used by organizations to attract talent
(CO2) [Knowledge]
7. List out any three influencing factors that helps in developing a compensation strategy for organization
(CO3) [Knowledge]
8. Organizations employ people to carry out various jobs, tasks, and functions in exchange for wages, salaries, and other rewards. List out the functions of HR Department.
(CO3) [Knowledge]

9. According to research, 95% employers use social media such as LinkedIn, Twitter etc. for recruitment. Describe the role of social media in HR. (CO3) [Knowledge]
10. Explain the concept of 'Halo Effect' in performance appraisal with an example. (CO4) [Knowledge]
11. Explain the concept of hybrid working and how it has helped in work life balance? (CO4) [Knowledge]
12. "Most of the organizations prefer using one-on-one discussions to garner post appraisal feedback"
Discuss (CO4) [Knowledge]

PART B

ANSWER ANY 4 QUESTIONS

4Q* 10M =40M

13. In the context of enhancing organizational performance, Discuss the various executive development methods in grooming future leaders (CO1) [Application]
14. Explain the concept of employees' attrition. Illustrate with examples the difference between attrition rate and new employee attrition rate. (CO1) [Application]
15. Employee welfare is a term that encompasses a broad range of benefits and services that an employer may offer to its employees. Discuss Intramural and extramural welfare activities with examples. (CO2) [Application]
16. How can the various industrial disputes settlement methods and machinery available in India be evaluated in terms of their effectiveness and impact on labor relations? (CO2) [Application]
17. Explain workforce diversity and its implications for HRM practices. Provide examples of strategies organizations can implement to manage and leverage workforce diversity effectively. (CO3) [Application]
18. Evaluate "on-the-job and off-the-job" training methods commonly used in organizations. Compare and contrast the advantages and disadvantages of each method. (CO4) [Application]

PART C

ANSWER ALL THE QUESTIONS

2Q* 15M =30M

19. United Cements Limited is a major cement producer in the country with its subsidiaries located in different regions of the country. The current products of this company are 43 and 53 grade cements, bulk cement and ready-mix concrete. It has an annual turnover of Rs 65 billion and enjoys a significant marketshare in the industry. This company has a diverse workforce numbering about 7,500 employees and is known for its discipline.

The HR department of United Cements Limited is managed by Mr Suresh Kumar, who is well-known for his acumen and foresightedness. The company believes strongly in identifying, recognizing and encouraging efficiency. Its compensation policy is predominantly a performance-based one. Consequently, it accords minimum importance to fixed compensations, be it a direct compensation like basic salary or an indirect one like employee welfare schemes.

Recently, the management of United Cements Limited has drawn up an ambitious diversification plan to enter into the fields of chemical, metal and machine tool production. Since the chemical industry is poised for a sharp growth within a decade, United Cements Limited decided to concentrate first on the chemical industry in its diversification bid. As a start, it has taken over Vijay Chemicals, one of the leading chemical units in the country. Vijay Chemicals is engaged in the production of various chemicals like coal tar, creosote, pitch, anthracene, naphthalene and coat enamel. It has a workforce of 3,200 employees and state-of-the-art tar distillation plants in three places. The compensation plan of this company is unique and different from that of United Cements Limited. While United Cements Limited focuses more on performance-linked pay, the compensation package of Vijay Chemicals has fixed compensation with items such as basic salary and welfare schemes as its major component. In fact, the latter has been very liberal in employee welfare schemes. This is because the founders of this company strongly believe that its employees must not have any worry on the back of their mind while performing the job. According to them, provision of adequate welfare facilities is an essential prerequisite for achieving the required level of employee efficiency, quality and loyalty. The important welfare facilities of this company are transport, education, recreation and insurance facilities.

However, the management of United Cements Limited views the employee welfare facilities of Vijay Chemicals differently and deems it to be a big financial burden. It also views it as a stumbling block to the process of achieving cost efficiency in production. It wants to streamline the compensation package of Vijay Chemicals in order to make it identical to its own compensation package. Mr Suresh Kumar differs with the contention of his management and has suggested to the management to continue with the compensation policy of Vijay Chemicals. He creates long-term commitment and involvement among the employees. In fact, he has gone a step further and recommended Vijay Chemicals' compensation model for his company. However, the management of United Cements Limited remains unconvinced by its HR manager's suggestions.

Questions

1. Interpret the compensation and welfare packages of both United Cements Limited and Vijay Chemicals with market standards and components of pay structure in India (8 marks)
2. Illustrate your suggestions as a HR Manager of United Cements Limited, to select the best compensation policy. (7 marks)

(CO1) [Analysis]

20. Mr Ravi Kumar has been with Akash Inrfa Limited for the past 26 years and still has five more years of service in the company. He is a senior technician in the production department. He is known for his commitment and his supervisors and managers have had high regard for him. He has maintained an unblemished service record in his entire career and has been disciplined in the past only for complaints like late attendance and availing leave without prior permission. As regards the disciplinary actions taken in this regard, he was counselled by his supervisors immediately after the occurrence of these misconducts. As such, no written reprimand was served on him for these minor offences. Thus the personnel file of Ravi was devoid of any serious complaints against him until a serious misconduct was reported against him last week.

Last Saturday, when Ravi Kumar was busy arranging the machine and materials before commencing production, he picked a job-related quarrel with Rakesh Ray, a co- worker in the designation of a machine assistant, regarding work sharing for that day. What started as a wordy duel soon developed into a full-fledged confrontation. Finally, it ended up in a physical brawl between these two employees. In the process, Ravi Kumar dealt some injuries to Rakesh Ray. The latter had to be given first aid and leave with pay for that day. Since the duty supervisor was away from the work spot due to his scheduled meeting with the manager, the supervisors had to depend on the statements of the witnesses, all of whom were unanimous in their view that Ravi Kumar was primarily responsible for the incident as he had been the first one to use physical force and Rakesh Ray had merely defended himself. However, the employees were aware neither of the exact conversation between them before the scuffle nor of what enraged Ravi Kumar.

The code of conduct of the company was clear about how a case of fighting must be dealt with. It recommended an emergency suspension of the employee involved in the fighting pending enquiry.

However, the duty supervisor was not in favour of suspending Ravi Kumar immediately as he perceived no danger from him and was also aware of his past record. Moreover, he was afraid that this harsh punishment could affect Ravi Kumar's performance. He recommended to the HR manager that Kumar be allowed to work till the disciplinary proceeding was over and its outcome was known. The HR manager was against the opinion of the supervisor for he felt that this concession could set a bad precedent and, thus, weaken the disciplinary system of the organization. The management is in favour of helping Ravi Kumar without violating the discipline code of the company.

Questions

1. Analyse the recommendation of the supervisor regarding the suspension of Ravi Kumar?
2. Examine the ways in which the management resolves this disciplinary issue?

(CO4) [Analysis]