

Code: 17BA2T2

**I MBA - II Semester – Regular/Supplementary Examinations  
October 2020**

**HUMAN RESOURCE MANAGEMENT**

Duration: 3 hours

Max. Marks: 60

**SECTION - A**

**1. Answer the following:**

**5 x 2 = 10 M**

- a) Scope of HRM.
- b) Job analysis.
- c) Performance appraisal.
- d) Job evaluation.
- e) Collective bargaining.

**SECTION – B**

**Answer the following:**

**5 x 8 = 40 M**

2. a) Discuss the functions of Human resource management with a suitable example.

(OR)

b) Explain the qualities and roles played by a HR manager in an organization.

3. a) What are the factors affecting HR Planning process? Give an example.

(OR)

b) Explain the significance and process of selection with a suitable example.

4. a) How do you evaluate effectiveness of training? Explain in detail.

(OR)

b) Explain the methods of performance appraisal and its uses.

5. a) Discuss in detail the wage and salary policies of an organization.

(OR)

b) Explain the process of employee safety and welfare management followed by the organization.

6. a) Why do you think employee participation schemes are encouraged in the organization?

(OR)

b) Explain the process of HR audit with a suitable example.

## **SECTION – C**

**7. Case study:**

**1 x 10=10 M**

Samsung Company is an engineering company with employee strength of 1,000. The company has a system of incentive linked

monthly productivity bonus for the shop floor employees, which serves the purpose of rewarding good work. The HR director, Mr. Inderjit has been facing a dilemma, how to evaluate the performance of the middle management and how to link it with productivity. After deliberate discussions with individual managers, he develops a plan. The plan is designed to enhance team work and provide incentives for improvement and excellence among middle level managers. Briefly the pay will be split into two components. The first consists of 80% of original salary, which will be a fixed component and will be determined as before. The second component of 20% will be flexible and will depend upon the ability of each team as a whole to show minimum of 5% improvement in their respective areas. The scheme when discussed with managers, received a number of negative remarks. One manager said that why should their performance depend upon the performance of other members of the team. The new pay scheme makes them team players first and specialists in their areas next. Another objection was that why the good persons in the team should suffer if the other members were not measuring up to the expectations. Moreover, there are a number of external factors which affect the individual and collective performance. For example, if a product suddenly goes out of demand affecting marketability, why the concerned marketing team should be penalized for something beyond its control. Now Mr. Inderjit is in a tight position. The company has been the trend setter in executive compensation in Indian industry as they have been paying the best. Will the new plan ensure that it remains in the same way? If the plan succeeds Samsung set another

trend in executive compensation. But how should he see this plan through?

**Questions:**

- i. Do you think it is proper to evaluate manager on the basis of productivity?
- ii. In your opinion, individual performance or team performance is the most suitable criteria for incentive plans?