

End Semester Examinations - 2015-16 MBA Trimester - May 2016

14MS3016 Human Resources Management

Set A

Time : 3 hrs
Total Marks: 100

1. Describe the various functions in human resource management. Explain the role of a HR practitioner in an organization (20 marks)

OR

2. Discuss in detail the process of Man Power Planning using suitable diagrams (20 marks)
3. a. Differentiate recruitment from selection (5 marks)
b. What are the various recruitment methods which are predominantly used in today's scenario? (10 marks)
c. How does selection procedure help to identify the right person for the right job? Justify with examples (5 marks)

OR

4. a. How does HRM differ from HRD? Enlist relevant examples in the current business environment (5 marks)
b. List and explain the various aspects of HRD (15 marks)
5. a. What is the significance of Performance Management System? What are the contributing components of an effective PMS? (10 marks)
b. Discuss the pros and cons of performance appraisal practices in an organization (10 marks)

OR

6. a. What are the various ways in which employees can be compensated for the work they deliver? Give details of compensation and benefits practices from an industry of your choice (15 marks)
b. Write short notes on Balance Sheet Approach and Going Rate Approach (5 marks)
7. a. In this highly dynamic knowledge driven environment, how does employment law apply in maintaining and motivating employees? (10 marks)
b. What does the law tell about employees' health and safety? Explain (10 marks)

OR

8. Write notes (5 marks each)
- a. Work Life Balance
b. Employee separation
c. HRIS
d. Welfare measures for employees

9. **CASE ANALYSIS - COMPULSORY**

IT companies dismiss fears of large-scale job cuts: Some of the leading IT and IT-enabled services companies have ruled out any major retrenchment plan anytime now. Most of them are also preparing to go ahead with their campus placement programs this summer.

"Too much is being read into performance-linked bonuses, and counselling out of relative underperformers. For years, this has been happening in all knowledge-based industries. The percentage of those counselled out based on performance is usually in very low single digit. Progressive companies provide all support during the Performance Improvement Plan period to help individuals measure up, and also make significant investments in additional learning interventions," says T. Sridhar, Chief People Officer, Cognizant.

Echoing this view, sources in Nasscom say that given the current global trends and the highly competitive

environment, the IT and ITES companies, especially BPOs, have to take a hard look at quality and productivity.

“Perhaps, they have gone in for large-scale recruitment over the past couple of years, taking in graduates who do not measure up to the standards. The dip in profitability could account for the reduction in performance-linked bonuses, but the weeding out of underperformers is not only a continuing exercise but also an imperative one right now,” according to a senior official.

A senior HR manager in a leading IT major says people are their assets and it makes no sense for companies to lay off or retrench staff already on their rolls. “In an industry where attrition rates are already high, why will a company unnecessarily send out qualified hands?”

Most of the IT companies have spoken to insist that, they will go ahead with their campus placement programs. HR managers also argue that retention is preferable to fresh recruitment, but the projected demands for the future still remain valid. However, their financial counterparts feel that given the slowdown or virtual recession in the U.S., there will have to be a constant review of projects and staffing patterns. The trend is obviously towards “capacity utilisation and productivity.

1. Based on the above mentioned information, churn out a SWOC analysis of this scenario (10 marks)
2. According to HR experts, how important is employee attraction and retention (5 marks)
3. What is Golden Hand Shake? How should organizations plan their employee separation formalities? (5 marks)

Wishing you All the Best
