Question Paper Code : 3754

M.B.A. (Semester-II) CBCS Examination, 2018

HUMAN RESOURCE MANAGEMENT

[GC-203]

Time : Three Hours]   **[Maximum Marks : 70**

Note : Answer **five** questions in all. Question **No.1** is **compulsory**. Apart from that, **one** question from each unit.

1. Read the following case and answer the questions that follow :

Case

In his new position at Hathaway. Manufacturing, one of the first things Sandy Caldwell wanted to do was improve productivity through teamwork at every level of the firm.As the new human resource manager for the suburban plant, Sandy set out to change the culture to accommodate the team-based approach he had become so enthusiastic about in his most recent position.

Sandy started by installing the concept of team

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management at the highest level, to oversee the operations of the entire plant. The new management team consisted of manufacturing, distribution, planning, technical, and human resource plant managers. Together they developed a new vision for the 500-employee facility, which they expressed in the simple phrase "Excellence Together." They drafted a new mission statement for the firm that focused on becoming customer driven and team based, and that called upon employees to raise their level of commitment and begin acting as "owners" of the firm.

The next step was to convey to team message to employees throughout the company. The communication process went surprisingly well, and Sandy was happy to see his idea of a "workforce of owners" begin to take shape. Teams trained together, developed production plans together, and embraced the technique of 360-degree feedback, in which an employee's performance evaluation is obtained from supervisors, subordinates, peers, and internal or external customers. Performance and morale improved, and productivity began to tick upward. The company even sponsored occasional celebrations to reward team achievements, and the team structure seemed firmly in

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7. What is Talent Management ? Elaborately discuss the Talent Management System. [10]

UNIT-IV

8. (a) Explain the difference between competency-based and traditional pay plans. [5]

   (b) What are the key determinations of an Executive pay? [5]

9. (a) What are cafeteria benefits plan ? Illustrate with an example. [5]

   (b) Discuss the effect of technology on scope of Industrial Relations in India in the current scenario. [5]

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place.

Sandy decided to change one more thing. Hathaway's long-standing policy had been to give all employees the same annual pay increase. But Sandy felt that in the new team environment, outstanding performance should be the criterion for pay raises. After consulting with CEO Regina Cioffi, Sandy sent a memo to all employees announcing the change to team-bases pay for performance.

The reaction was immediate and 100% negative. None of the employees was happy with the change, and among their complaints, two stood out. First, because the 360-degree feedback system made everyone responsible in part for someone else's performance evaluation, no one was comfortable with the idea that pay raises might also be linked to peer input. Second, there was a widespread perception that the way the change was decided upon, and the way it was announced, put the firm's commitment to team effort in doubt. Simply put, employees felt left out of the decision process.

Sandy and Regina arranged a meeting for early

the next morning. Sitting in her office, they began a painful debate. Should the new policy be rescinded as quickly as it was adopted, or should it be allowed to stand?

Note : The incident in this case is based on an actual event at Frito-Lay's Kirkwood, New York, plant, as reported in C. James Novak, "proceed with Caution When Paying Teams," HR Magazine, April 1997, p.73.

(a) Does the pay for performance plan seem like a good idea ? Why or why not ? [10]

(b) What mistakes did they make in adopting and communicating the new salary plan ? How might Sandy have approached this major compensation change a little differently ? [10]

(c) Assuming the new pay plan is eventually accepted, how would you address the fact that in the new performance evaluation system, employees' input affects their peers' pay levels ? [10]

UNIT-I

2. Explain how HRM can be instrumental for companies today to make their human resources a "competitive advantage". Discuss in light of HRM model. [10]

3. Briefly discuss and illustrate any two important trends in the business environment that influence human resource management practices. [10]

UNIT-II

4. "Even high unemployment doesn't necessarily mean that it is easy to find good candidates." In light of this statement as a challenge for effective recruiting, mention any five things you would do to create an applicant pool. [10]

5. What is the purpose of a performance appraisal ? Discuss the pros and cons of any two performance appraisal tools. [10]

UNIT-III

6. What are some on-the-job training techniques ? What are some of the main drawbacks of relying on informal on-the-job training for breaking new emplyees into their jobs? [10]