

M.B.A. (Semester—II) Examination
HUMAN RESOURCE MANAGEMENT
Paper—MBA/203

Time : Three Hours]

[Maximum Marks : 70

- Note :—** (1) Attempt **ALL** questions.
(2) Figures to the right indicate marks.

SECTION—A

1. (a) "In a current scenario HRM has power to face new augmented global challenges by providing the different opportunities to enhance the employees skills." Justify this statement. 14

OR

- (b) Analyse the corporate HR policies and practices in India. Comment and justify regarding the world scenario. 14

SECTION—B

2. (a) "Participative management helps organisation for taking decision effectively." Comment on this statement. 7
(b) Stalin started working as a Sales Assistant in a departmental store to support his family. He observed that the store he is working for was transporting goods from a far off place as there were no local suppliers for those products. He contacted the manufacturers and started supplying those products as per the requirements of the store and started earning commission for it. What do you think are the different motives driving Stalin throughout the process ? Explain why and how they influenced him ? 7

OR

- (c) Job enrichment or job enlargement, which is more powerful as a motivator ? Comment. 7
(d) Phoenix Pvt. Ltd. is a watch manufacturing company. Assuming that you have been appointed the HR Manager of the company, how would you empower employees for participation in decision making ? 7
3. (a) Explain monetary and non-monetary reward system. 7
(b) If you want to take up the role of OD Consultant for the client (your college), what would you do for better results, clarity and openness on the various issues that need to be discussed and handled deftly to ensure a good client consultant relationship ? 7

OR

- (c) Explain the concept of quality of work life. Discuss its need. 7
(d) IOB, a shoe manufacturing company, is forced to implement certain changes in the organisation due to the changes in the internal and external business environment. Describe the possible forces that might have caused IOB to undergo organizational changes. 7

SECTION--C

4. (a) How knowledge management helps an organisation ? Discuss. 7
(b) Differentiate the IIRM and IHRM. 7

OR

- (c) Explain the concept of virtual organization. 7
(d) What are the phases of growth of the globalization to be managed by IIRM ? 7

SECTION--D

5. Mr. Shroff is a talented and well experienced Human Resources Manager of Britestar Company. He undertakes his role of IIR Manager by being an administrative expert and a change agent. He has always been an inspiration for his subordinates and the employees whose performance is measured and appraised by him. It is because of Mr. Shroff's 15 years of experience of working in HR departments that helped him to get acquainted with various Performance Appraisal Methods for evaluating the performance of his employees in a better way every time.

He had always been implementing only those methods which he found result oriented in terms of enabling the employees to know about their performance in the organization to help them in providing adequate training, if required, to increase their potential, to provide concrete feedback and evaluate their current job performance to determine transfer, retention and termination of employees. He has been working in Britestar since 5 years and has gained good amount of respect and faith from his employees due to his appropriate and fair performance appraisal techniques that facilitated the uses of performance appraisal. The most used techniques by him are checklist method, 360° feedback and assessment centers.

Because of Mr. Shroff's good rapport and close relations in the recent months with his subordinates Ram Kumar and P.K. Gupta, he has developed a new tendency to appraise the performance of those employees known to Kumar and Gupta with leniency and because he finds them similar to him (personality and knowledge wise). As a result of this unfair and inappropriate appraisal of Mr. Shroff, he also evaluates the performance of the employees taking into account their recent performances only. Hence most of the employees' productivity has reduced and is inefficient, even some of the good employees have become irresponsible towards their tasks along with different behaviour showing no interest to put in their best efforts to realise the goals and mission of the company. Some employees are planning to resign as no proper feedbacks are provided when required and no better prospects for promotions are expected to see the light of the day.

Questions :

- (i) Analyse the case. 7
(ii) What suggestions will you give to Mr. Shroff with this regards (Performance Appraisal) ? 7