

VPM's
DR VN BRIMS, Thane
Programme: PGDM (2015-17)
Third Trimester Examination April 2016

Subject	Human Resource Management		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	20/04/2016

Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.

Q1) 20 Marks (Compulsory)

Amrit Electrical is a family owned company of approximately 250 employees. Mr. Rajesh Khaitan recently took over as president of the company. A short time after joining the company, he, began to following a discussion with the HR director that the pay of the salaried employees was very much a matter of individual bargaining. Factory workers were not a part of the problem because they were unionized and their wages were set by collective bargaining. An examination of the salaried payroll showed that there were 75 employees ranging in pay from that of the president to that of receptionist. A closer examination showed that 20 of the salaried employees were females. Five of these were front time factory supervisors and one was the HR director. The other fourteen were non-management. This examination also showed that the HR director was underpaid and that the five female supervisors were paid somewhat less than any of the male supervisors. However, there were no similar supervisory jobs in which there were both male and female supervisors. When questioned, the HR director said that she thought that the female supervisors were paid at a lower rate mainly because they were women and because they supervised less skilled employees than did the male supervisors. However, Mr. Khaitan was not convinced that this was true. He decided to hire a compensation consultant to help him. Together they decided that all 75 salaried jobs should be in the same job evaluation cluster, that a modified job evaluation method should be used and that the job descriptions recently completed by the HR director were correct and usable in the study, the job evaluation also showed that the HR director and the five female supervisors were being underpaid in comparison with the male employees. Mr. Khaitan was not sure, what to do. If he gave these four female employees an immediate salary increase which may be large enough to bring them upto where they should be, he was afraid the male supervisors could be upset and the female supervisors might comprehend the situation and demand arrears of pay. The HR director agreed to take a sizeable salary increase with the no arrears of pay. So this part of the problem was solved. Mr. Khaitan believed that he had three choices relative to the female supervisors: (1) To gradually increase their salaries (ii) to increase their salaries immediately (iii) to do nothing.

Questions:

1. What would you do if you were Mr. Khaitan?
2. Do you see discrimination in pay? What are the reasons for the same?

Attempt Any FOUR from the Remaining SIX Questions

Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Discuss the various welfare aspects of HRM.
- b) What are the various factors influencing the future of HRM?
- c) Write a short note on : HR scorecard

Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) You are the HR manager of a firm. How will you ensure equal employment opportunity in your organization?
- b) "HRP is of great importance for an organization." Do you agree with this statement? Justify.
- c) "Case study method is an effective method of training." Do you agree with this statement? Justify.

Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) Write a short note on : Career Planning
- b) You are the HR manager of the firm. Design an outward bound training program for your employees.
- c) "Several important decisions regarding the employee depend on performance appraisal." Do you agree with this statement? Justify.

Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) What is the method of evaluating the training effectiveness?
- b) Write a short note on : 360 degree appraisal
- c) You are the HR manager of a firm. List the fringe benefits that you will provide for your employees.

Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) What are some of the limitations of performance appraisal?
- b) Why do employees face reverse cultural shock after returning from an international assignment?
- c) Discuss the ethnocentric staffing model.

Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks

- a) When will you simulation as a technique for training?
- b) What would be the strategic HR initiatives to manage shortage of manpower?
- c) "When we talk about EEO we do come across compensatory discrimination." Do you agree with this statement? Justify.