

VPM's
DR VN BRIMS, Thane
Programme: MMS (2016-18)
Second Semester Examination April 2017

Subject	Human Resource Management		
Roll No.		Marks	60 Marks
Total No. of Questions	7	Duration	3 Hours
Total No. of printed pages	2	Date	25.04.2017

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

Q1) Case Study

20 Marks (Compulsory)

Low Salary for Nationals and High Salary for Expatriates for the Same Job = Halting the Wings of the Flights

Air Nuigini- national carrier of Papua New Guinea used to pay more than double the salaries to expatriate pilots compared to that of national pilots. In fact national pilots are in no way inferior to expatriate pilots in skills and in performance in safety, regularity and punctuality. The salary discrimination was necessitated to attract foreign pilots due to shortage of national pilots. This practice was along with policies and practices of compensation management in other public and private organisations in Papua New Guinea.

These practices resulted in the dissatisfaction among national pilots that prompted them to look for opportunities in other countries. The fast growth of airlines industry in various countries led to shortage of pilots resulting in higher salaries for pilots across the countries. Majority of the pilots of Papua New Guinea (PNG) who are dissatisfied with the salaries in Air Nuigini based on skill levels and performance records procured jobs in various airline companies particularly in the middle-east with triple the salary levels of their previous jobs in Air Nuigini. In fact, one of the former national pilot of Papua New Guinea got the job of the Deputy CEO of one of the middle-east airline company.

The migration of PNG pilots reached the peak level in April 2008 and ultimately Air Nuigini did not have required number of pilots to operate their flights and Air Nuigini had to cancel some of its domestic flights and delay the operation of international flights, resulting in halting the wings of Air Nuigini flights.

Consequently, Air Nuigini modified its compensation policy and offered equal salary levels to its national pilots along with that of expatriate pilots to combat the situation. However, it could not attract those pilots who left the company, but could halt the further migration of pilots to other companies.

Questions for Discussion

1. Do you think the compensation discrimination based on the nationality is desirable?
2. Why did the management of Air Nuigini failed to foresee the situation?
3. Suggest the strategies to prevent such situations in future and in other organisations in various countries that differentiate the salaries of expatriates from that of nationals consequent upon shortage of human resources of certain categories.

Attempt Any FOUR from the Remaining SIX Questions

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

- a) Explain the external factors affecting HRM?
- b) If you are the CHRO what strategies would you plan for building the employer brand in the company?
- c) The HR manager is paid by the management, is he therefore a representative of the management or employees. Discuss.

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

- a) Do you think recruitment practices in India are changing from the theoretical concepts? Give reasons.
- b) Explain briefly the ATMM process of HRM.

- c) What is Job Analysis and design a job for a teacher of a primary section in an international school.

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

- a) Which interview technique would you choose to hire an Airhostess for a leading Airline company?
b) Company's now prefer Millennial's over Gen X and baby boomers; according to you is this a good practice? Comment.
c) Briefly explain the process of training?

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

- a) How is training different from development? Which method of training would you choose to train the customer care executive in a BPO industry?
b) Explain the various employment tests use by the organization during the process of selection?
c) Does Induction or orientation process really help an employee to become familiar with the organization? Comment.

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

- a) What kind of non monetary rewards would you use to keep your employees motivated? Share some good practices by giving example from the industry.
b) Explain the latest Maternity Benefit Amendment Act, 2017.
c) What is succession planning and why is it important?

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

- a) What is the impact of technology on the functions of HRM?
b) If you have to design an appraisal system for a private bank, which appraisal method would you choose and why?
c) Write Short Notes on:
 - Background Verification
 - Assessment Center