

VPM's
DR VN BRIMS, Thane
Programme: MMS (2021-23)
First/Second Semester Supplementary/Regular Examination October 2022

Course Name	Human Resource Management	Course Code	C205
Roll No.		Marks	60
Total No. of Questions	6	Duration	3 Hours
Total No. of printed pages	2	Date	12.10.2022

Course Outcome Statements:

- CO1.** Recall the terminologies and basic concepts of Human Resource Management.
CO2. Relate the trends, techniques and practices in the management of the human resource.
CO3. Identify the issues and apply the knowledge to recruit, select, develop, appraise and motivate the manpower resources.
CO4. Analyse the business environment with the need for HRD and develop an innovative approach to solving HR problems.
CO5. Evaluate the organizations holistically for the HR functions and also emphasize organisational change and development.

Instructions: -

Q. No 1 (All Questions are Compulsory)

Q. No.	Questions	Marks	BL	CO
Q. 1	Case/Case-let Study (500-800 words)			

Q. 1

Training Expenditure: Cost or Investment
KPMG- one of the major accounting firms, provides accounting, auditing and tax services. The majority of its employees are CA's and CPAs. The company has ambitious plans for expansion in view of the boom in the consultancy industry consequent upon globalisation. The company's policy is promoting within and therefore, most of its senior-level employees are promoted from entry-level accountants. In view of its promotion policy, the company invests heavily in the training of employees in the form of the development of in-house education and training facilities. Most of its employees receive training at frequent intervals in the company's training college.
The majority of training investment of the company is on technical and procedural training for entry-level accountants in the areas of accounting, finance, tax, auditing, project reports and report writing. However, KPMG has problems attracting dynamic and energetic young graduates from colleges and universities. This situation, sometimes, discourages clients to continue with KPMG in case of existing clients and approaching KPMG in case of new clients. This situation to some extent is due to the 'fast-in, fast-out style of big-time consulting.' Employees of the company gradually learn to interpret the subtleties of clients' needs and sometimes employees have been let go due to the absence of interpersonal skills.
The training colleges of the company therefore suggested providing training in interpersonal skills. But the line managers point out that the company has conducted training in client and customer relations, just two years back. They added that there is no improvement in customer relations and the return on money spent on training can't be justified. The senior managers of the company feel that much investment in training is unnecessary as some of the trained employees join other organizations. However, most managers feel that investment in training is essential, but the dilemma is which part of the skill should receive more attention and investment.

a.	Analyse how can KPMG make training cost-effective and invest in which training.	6	Level 4	CO4
-----------	---	----------	----------------	------------

	b.	Will training correct the problem of interpersonal skills? Justify	6	Level 5	CO5
Q. 2		Answer Any-one from the following.			
	a.	Companies are now preferring Millennial' s over Gen X and baby boomers, according to you is this a good practice? Evaluate and also share which companies may benefit from this.	6	Level 5	CO5
	b.	Do you suggest employee selection agencies for selecting administrative officers in the Life Insurance Corporation of India? Defend your opinion.	6	Level 5	CO5
Q. 3		Answer Any-one from the following.			
	a.	Think of an organization where you completed your summer internship training. Analyse the organization if it would benefit from OD. Which OD intervention would you recommend and why?	6	Level 4	CO4
	b.	You have a current employee who has just returned from an extended leave for workers' compensation (workers' compensation is a form of employer insurance coverage that pays benefits to workers who are injured or become disabled as a result of their job.) Before he left, he had performance issues and now that he is back, the performance issues are continuing. As an HR, analyse and act upon the situation.	6	Level 4	CO4
Q. 4		Answer Any two of the following.			
	a.	Kapoor Fertilizers Ltd. employs 5800 workers. A survey conducted by its HR Dept shows that there is the low motivation among the workers apart from a lot of frustration and dissatisfaction. The situation is been exploited by Trade Unions leaders. Hence the management of the company wants to take steps for boosting the motivation of workers. Identify the steps you would recommend to the management in this regard.	6	Level 3	CO3
	b.	Choose a source of recruitment you would prefer for hiring a CEO of a leading company in IT.	6	Level 3	CO3
	c.	Develop a JD for the role of HR Recruiter	6	Level 3	CO3
Q. 5		Answer Any two of the following.			
	a.	Explain any 3 methods of Training.	6	Level 2	CO2
	b.	How an organization ensures that it has the right number and kind of people, at the right place, at the right time and that these people are capable of performing their task effectively and efficiently?	6	Level 2	CO2
	c.	Today workplaces not only talk about physical and environmental attributes but also emotional ones. Explain with relevant examples	6	Level 2	CO2
Q. 6		Answer Any two of the following.			
	a.	What are the functions of HRM?	6	Level 1	CO1
	b.	What is Job Analysis? Explain with example	6	Level 1	CO1
	c.	Explain any 2 theories of Motivation	6	Level 1	CO1