

VPM's
DR VN BRIMS, Thane
Programme: MMS (2022-24)
Second Semester Regular Examination September 2023

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	3	Date	13-09-2023		
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 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 need for HRD and develop innovative approach to solve HR problem.					
CO5: Evaluate the organizations holistically for the HR functions and also emphasize on organization change and development.					
Instructions: -			Marks	BL	CO
Q. No 1 (All Questions are Compulsory)					
Q. No.	Questions				
Q. 1	<p>Starbucks began by three friends, Jerry Baldwin, Zev Siegl, and Gordon Bowker, who knew each other at the University of Seattle, in 1971. A sales representative, Howard Schultz, decided to be a part of Starbucks, as director of marketing and retail sales, after he realized the atmosphere and environment of the company. In 1985 Howard Schultz chose to establish a new coffee shop, named Il Giornale, in Seattle. After the next two years, due to the successful strategy of Schultz, the original three owners of Starbucks decided to sell their corporation to Schultz. Then Schultz gathered other investors and changed the name of Il Giornale to Starbucks. He sought to pursue his dream to make everyone taste his coffee, so he focused on the rate of expanding. At that time, he thought that the most efficient way to grow the amount of branches was to set up new stores in other places. In 1987, Starbucks had the first overseas store in Japan. Until the end of 2002, Starbucks has developed from 17 stores to 5,688 spreading over 30; it has grown over 300 times in these ten years! In Fortune magazine, Starbucks was ranked the 11th best company to work for in 2005 in the USA and then rose up in 2006 to 29th. In 2007, it was ranked as the 16th best. In the same year, Starbucks was also voted as one of the top ten UK workplaces by the Financial Times.</p> <p>Motivation is a vital factor for business in the production process. Labourers are not machines, and can not always do the same task with equal passion. The chief executive officer of Starbucks corporation, Howard Schultz, considers that the reason for success in Starbucks is not coffee but employees. He firmly believes that the spirit of Starbucks is employees and feels honoured about the value of Starbucks employees. Starbucks offers an interactive structure that makes personnel throw themselves into their job.</p>				

		<p>1) Equal treatment: The managers in Starbucks treat each employee equally and all of the staff are called ‘partners’, even the supervisors of each branch. In order to narrow the gap between managers and employees, they also cowork with the basic level staff in the front line. Due to this, they can maintain a good management system and create a much closer and more familiar atmosphere than other places. Not only do employees enjoy their job but customers are also affected by their enthusiasm.</p> <p>2) Listen to employees: Starbucks has a well organized communication channel for employees. It places great importance on labour. For example, managers plan the working hours per workers and arrange the schedule of time off, according to the workers’ wants in order to meet their requirements. There are interviews weekly to see what employees’ needs are. The partners have the right to figure out what is the best policy for them, and the directors show a respect for each suggestion. Starbucks even wants every employee to join in making and developing plans, then work together in achieving their goals. As a result, the policies and principles are communicated between all staff, and there is no limitation in employees’ personal opinions.</p> <p>3) Good welfare measures: All employees, including informal personnel, are offered a great deal of welfare policies, for instance, commodities discounts for employees, medical insurance (including health, vision and dental) and vacations. Moreover, the partners who work over 20 hours a week are entitled to benefits.</p>			
	a.	Analyse the role of employee motivation in growth and success of a business organization.	6	Level 4	CO4
	b.	Explain various motivational factors affecting employee performance and techniques used by management to encourage their employees for better productivity.	6	Level 5	CO5
Q. 2		Answer Any one from the following.			
	a.	Critique an IT company's HR policies and suggest improvements based on current best practices.	6	Level 5	CO5
	b.	Assess the impact of an employee change management training program on job performance and productivity with reference to service industry.	6	Level 5	CO5
Q. 3		Answer Any one from the following.			
	a.	Compare and contrast any two performance appraisal methods and their suitability for different job roles.	6	Level 4	CO4
	b.	Analyse the impact of flexible work environment on employee satisfaction and productivity.	6	Level 4	CO4
Q. 4		Answer Any two from the following.			
	a.	<p>Company XYZ, a medium-sized manufacturing firm, has been experiencing a concerning increase in employee turnover over the past year. The HR department conducted a preliminary analysis to identify potential causes. They found that turnover rates were particularly high among employees in their first year of employment. Further analysis revealed that these employees were often assigned to roles that did not align with their skills and interests, resulting in job dissatisfaction.</p> <p>The HR team also observed that there was a lack of effective onboarding and training programs for new hires. In addition, exit interviews with departing employees indicated a disconnect</p>	6	Level 3	CO3

		between their expectations and the actual job experiences. The company's compensation and benefits package were competitive, but employees cited limited growth opportunities and a perceived lack of career development as reasons for leaving. Identify the issues of this company and help them to solve those issues.			
	b.	Identify the application of Maslow's Hierarchy of Needs theory which helps in comprehending and inspiring employees within a workplace.	6	Level 3	CO3
	c.	In the Human Resources domain area, your company is implementing a job rotation program to develop employees' skills and knowledge across different departments. Construct the job descriptions to accommodate this program and ensure employees understand the opportunities available for growth.	6	Level 3	CO3
Q. 5		Answer Any two from the following.			
	a.	Explain the difference between Personnel Management and Human Resource Management?	6	Level 2	CO2
	b.	Infer the impact of technology on the functions of HR.	6	Level 2	CO2
	c.	Illustrate Recruitment and Selection with relevant examples.	6	Level 2	CO2
Q. 6		Answer Any two from the following.			
	a.	If an organisation is going for Merger and Acquisition, then which type of human resources plan requirement would be better?	6	Level 1	CO1
	b.	What is HRP?	6	Level 1	CO1
	c.	Which are the managerial functions and operative functions of HRM?	6	Level 1	CO1