

**VPM's**  
**DR VN BRIMS, Thane**  
**Programme: MMS (2023-25)**  
**Second Semester Regular Examination April 2024**

<b>Course Name:</b>	Human Resources Management	<b>Course Code</b>	C205
<b>Roll No.</b>		<b>Marks</b>	<b>60</b>
<b>Total No. of Questions</b>	6	<b>Duration</b>	<b>3 Hours</b>
<b>Total No. of printed pages</b>	2	<b>Date</b>	23-04-2024

**Course Outcome Statements:**

- CO 1.** Recall the terminologies and basic concepts of Human resource Management.
- CO 2.** Relate the trends, techniques and practices in the management of human resource.
- CO 3.** Identify the issues and apply the knowledge to recruit, select, develop, appraise and motivate the manpower resources.
- CO 4.** Analyse the business environment with need for HRD and develop innovative approach to solve HR problem.
- CO 5.** Evaluate the organizations HR policies for the HR functions emphasizing on change and development.
- CO 6.** Create HR policies inline with the trends of the industry.

<b>Instructions: -</b>			<b>Marks</b>	<b>BL</b>	<b>CO</b>
<b>Q. No 1 (All Questions are Compulsory)</b>					
<b>Q. No.</b>		<b>Questions</b>			
<b>Q. 1</b>		<b>Case/Case-let Study</b>			
		<p>Flamington, a Kolkata based Otis elevator company is one of the world's largest manufacturer, installer and service provider of elevators, escalators, moving walk ways and other vertical and horizontal passenger transportation system. Otis products are offered in more than 200 countries worldwide, and the company employs more than 63,000 people. Among its many installations are Eiffel Tower, Sydney Opera House, Vatican, Toronto and Hong Kong Convention centre. For many years, company had an ineffective performance management system which was excessively time consuming and inspired little confidence among employees or managers. In revamping its performance management system, Otis moved towards a system which provides feedback based on critical strategic competencies related to company's new focus on project teams. For this realignment into project teams to be successful, managers were required to demonstrate specific competencies in both team leadership and project management, as well as remain accountable for the financial and operating results of projects. Realising that critical feedback in these areas could not come exclusively from immediate supervisors, Otis had a custom designed 360 degree feedback system developed that provided managers with feedback from those most directly affected by their performance; their subordinates, customers and peers. The system provides rating on several critical core competencies and is administered completely online via company's intranet. The online system is easy to use, employs encryption technology to secure all data, and allows a performance review to be completed in 20 mins. The system allows Otis to provide performance feedback in tandem with the organization's strategic objectives; is far more efficient than the previous paper driven system, and perhaps most importantly has restored employs faith in company's performance feedback system.</p>			

	a.	<b>Analyse</b> the critical inputs one should consider while evaluating customers, peers and bosses.	6	Level 4	CO4
	b.	Can 360-degree feedback help Otis to revamp its performance management system. <b>Justify</b>	6	Level 5	CO5
<b>Q. 2</b>		Answer <b>Any one</b> from the following.			
	a.	<b>Recommend</b> a development program you would choose for promoting a Finance Manager to a Chief Financial Officer (CFO) position of an IT Company.	6	Level 5	CO5
	b.	The top management has thought of bringing in some technological innovation in the company due to which it is estimated that 25% less employees will be needed in next 3 years. <b>Evaluate</b> the situation and recommend a course of action that HR should take in this situation.	6	Level 5	CO5
<b>Q. 3</b>		Answer <b>Any one</b> from the following.			
	a.	<b>List</b> the selection tests you would use for hiring a product designer in toy manufacturing company.	6	Level 4	CO4
	b.	Organizational development intends to make the organizations agile. This invites the need for Top Management interventions. <b>Analyse</b> the role of OD expert and suggest an intervention for the same.	6	Level 4	CO4
<b>Q. 4</b>		Answer <b>Any two</b> from the following.			
	a.	<b>Develop</b> a Training plan for a team of Sales representatives of Shoes Retail Outlet.	6	Level 3	CO3
	b.	<b>Develop</b> a Job Description for a role of Marketing Manager of a reputed FMCG Company	6	Level 3	CO3
	c.	<b>Identify</b> a recruitment method you would choose for recruiting a Content writer for a Digital Marketing agency.	6	Level 3	CO3
<b>Q. 5</b>		Answer <b>Any two</b> from the following.			
	a.	<b>Explain</b> any 2 theories of Motivation	6	Level 2	CO2
	b.	<b>Explain</b> the impact of technology on various functions of HR.	6	Level 2	CO2
	c.	COVID Pandemic changed the way we functioned. Everything was moved to online mode from education to business. Taking your own example state the challenges you faced with this change and <b>Outline</b> the techniques you used to overcome these challenges.	6	Level 2	CO2
<b>Q. 6</b>		Answer <b>Any two</b> from the following.			
	a.	<b>Which</b> key considerations should be made while planning an organizational strategy?	6	Level 1	CO1
	b.	<b>What</b> is the difference between HR Manager and Personnel Manager.	6	Level 1	CO1
	c.	<b>What</b> are the benefits of using MBO and 360 degree performance appraisal system.	6	Level 1	CO1