

MBA DEGREE EXAMINATIONS: JAN 2015

(Regulation 2012)

Second Semester

MASTER OF BUSINESS ADMINISTRATION

MBA622: Human Resource Management

Time: Three Hours

Maximum Marks: 100

Case Study:-

PART A (1 x 20 = 20 Marks)

1. 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 supervisor 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 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:

a) What would you do if you were Mr. Khaitan?

b) How do you think the company got into a situation like this in the first place?

Answer all the Questions:-

PART B (10 x 2 = 20 Marks)

2. Illustrate the objectives of HRM.
3. List the importance of Human Resource Planning.
4. Relate recruitment and selection.
5. Give the meaning of induction and orientation.
6. What is vestibule training?
7. Define Job Evaluation.
8. Give few examples for fringe benefits?
9. What is cost of living?
10. Is mentoring important?
11. What is Halo effect?

PART C (4 x 15 = 60 Marks)

12. a) Discuss the role of human resource manager in developing human resource policies.
(OR)
b) “Trace the evolution of human resource development as a management philosophy” – Elucidate.
13. a) Elaborate on the steps to be followed in the selection process, with suitable flow chart.
(OR)
b) Predict the guidelines to be used for designing and conducting an effective interview.
14. a) Discuss on the role of executive development programme in HRM.
(OR)
b) “Training is a tool to be considered as an investment for an organization not as expenditure”. Construct your views.
15. a) “Career planning and development is a motivational tool for employees”. Elaborate with suitable examples”.
(OR)
b) List out the objectives of performance appraisal and also discuss the categories for the feedback commonly given during 360 degree appraisal?
