

HUMAN RESOURCE MANAGEMENT

(For students admitted in 2017 & 2018 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

(Answer the following: 05 X 10 = 50 Marks)

- 1 Define HRM. Explain the role and functions of human resource management.
OR
- 2 Explain the policies and strategies of human resource management.
- 3 What is the concept of job analysis? Explain the process of job analysis.
OR
- 4 What is meant by selection? Explain the process of selection in detail.
- 5 What is meant by wage? Explain the process of wage fixation in Indian industries.
OR
- 6 Discuss the monetary and non-monetary benefits in detail.
- 7 What is the need for training and development? Explain the objectives of training and development.
OR
- 8 What is meant by performance appraisal? Explain the different methods of performance appraisal.
- 9 What do you meant by outsourcing? Explain the need and process of outsourcing.
OR
- 10 What is meant by TQM? Discuss the functions of total quality management.

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case Study:**

One of the first things Sandy Caldwell wanted to do in his new position at Hathaway Manufacturing was to improve productivity through team work at every level of the form. As the new human resource manager for the suburban plant, Sandy set out to change the culture to accommodate the team-based approach he had become so enthusiastic about in his most recent position.

Sandy started by installing the concept of team management at the higher level, to oversee the operations if the entire plant. The new management team consisted of manufacturing, distribution, planning, technical and human resource plant managers. Together they developed a new vision for the 500 employee facility, which they expressed in the simple phrase "Excellence Together". They drafted a new mission statement for the firm that focused on becoming customer driven and ream based, and that called upon employees to raise their level of commitment and begin acting as "owners" of the firm.

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The next step was to convey the team message to employees throughout the company. The communication process went surprisingly well, and Sandy was happy to see his idea of a “workforce of owners” begin to take shape. Teams trained together, developed production plans together and embraced the technique of 360-degree feedback, in which an employee's performance evaluation is obtained from supervisors, subordinates, peers, and internal or external customers. Performance and morale improved and productivity began to tick upward. The company even sponsored occasional celebrations to reward team achievements, and the team structure seemed firmly in place.

Sandy decided to change one more thing. Hathway's long-standing policy had been to give all employees the same annual pay increase. But Sandy felt that in the new team environment, outstanding performance should be the criterion for pay raises. After consulting with CEO Regina Cioffi, Sandy sent a memo to all employees announcing the change to team based pay for performance.

The reaction was immediate and 100% negative. None of the employees was happy with the change, and among their complaints, two stood out. First, because the 360-degree feedback system made everyone responsible in part for someone else's performance evaluation, no one was comfortable with the idea that pay raises might also somehow be linked to peer input. Second, there was a widespread perception that the way the change was decided upon, and the way it was announced, put the firm's commitment to team effort in doubt. Simply put, employees felt left out of the decision process.

Sandy and Regina arranged a meeting for early the next morning. Sitting in her office over their coffee, they began a painful debate. Should the new policy be rescinded as quickly as it was adopted, or should it be allowed to stand?

Questions:

- (a) Does the new pay-for-performance plan seem like a good idea? Why or why not?
- (b) What advice would you give Regina and Sandy as they consider their decision?
