

Roll No.

Total No. of Pages : 03

Total No. of Questions : 17

M.Com. (2019 Batch) (Sem.-2)
HUMAN RESOURCE MANAGEMENT

Subject Code : MCOP-205-18

M.Code : 75935

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

SECTION-A

- 1) Define environment scanning.
- 2) Differentiate between strategic HRM and HRM.
- 3) Explain different types of transfers.
- 4) Describe job rotation method of development.
- 5) Discuss the concept of quality circles.
- 6) Explain the importance of employee welfare.
- 7) What are the Ethical issues in HRM?
- 8) What are the main aspects of industrial relations?

SECTION-B

UNIT-I

- 9) What is meant by Human Resource Management? Why is it needed? Also discuss the functions of HRM.
- 10) *“The process of Job analysis is nothing but a data collection process”*. Comment and discuss in detail the process of job analysis.

UNIT-II

- 11) What do you understand by the term Career Planning? Explain in detail the various factors affecting career choices.
- 12) “*Selection is virtually a kind of elimination process*”. Elucidate this statement.

UNIT-III

- 13) What do you understand by the term Performance Appraisal? Explain in detail the various methods of performance appraisal.
- 14) “*Compensation management makes a company vigilant*”. In lieu of this statement discuss in detail the concept and elements of compensation.

UNIT-IV

- 15) Write detailed notes on :
 - a) HR Audit
 - b) Human Resource Management practices in India
- 16) What is the scope of Collective Bargaining? What can be the issues behind failure of collective bargaining?

SECTION-C

- 17) **Read the case study and answer the following questions :**

R.K. Brewery Limited produces four varieties of beer as well as mineral water. There has been a trade union representing around 900 employees of total of more than 3,000 employees. The company entered a collective agreement with the trade union in 2014 which would be in force for five years up to the end of 2018.

Mr. Vinod Michael joined R.K Brewery as Chief HR Manager in 2016. He analyzed the collective agreement with a fixed salary for a group of employees performing the same job. He felt that it would be difficult to enhance the productivity beyond the current level, though the competition demands increase in productivity at least by 25%, in addition to improvement in a quality and delivery schedules.

Mr. Vinod discussed the issue of performance-based salaries with a base line - the current salary level as base line with the CEO of the company in March 2016. The CEO accepted the idea reluctantly as the trade union may create problems. Mr. Vinod implemented the scheme of performance-based salaries and benefits in May 2017. The scheme worked beyond expectations, as the productivity increased by 30% in addition to improvement in quality and delivery schedule. The salaries of 80% employees increased by 20% to 30% and surprisingly the membership of trade union declined to around 45% by 2018.

Trade union is worried of increase in salary levels of remaining 20% employees and majority of who are its members. In addition, the salary differentials caused social problems among the employees and their family members. In view of the expiry of collective agreement by 31st December 2019, the trade union requested the management to arrange for a collective bargaining meeting to negotiate and arrive at new agreement during the second week of January 2018.

Mr. Vinod felt that there is no need for collective bargaining meeting as well as collective agreement as the salaries and benefits are based on individual performance of employees. In fact, this is the trend in most of the private sector companies like R.K Brewery. Mr. Vinod discussed the issue with the CEO and senior level managers in a meeting organized for the purpose of taking decisions of collective bargaining and collective agreement. There were mixed arguments and responses in the meeting. However, Mr. Vinod took a decision of implementing bargaining or negotiations with individual employees regarding salaries, benefits, working conditions, and all other issues of HR and terms of conditions of employment and communicated to all the employees as well as trade union leaders.

Questions :

- a) Why did Mr. Vinod take such a decision deviating from the established practice of collective bargaining and collective agreements?
- b) What would be the possible reaction and response from the trade union?

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.