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Total No. of Pages : 03

Total No. of Questions : 17

MBA / MBA (IB) (2020 Batch) (Sem.-2)
HUMAN RESOURCE MANAGEMENT
Subject Code : MBA-204-18
M.Code : 76156

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has 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 students have to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE CASE STUDY carrying TWELVE marks.

SECTION-A

Write briefly :

1. Staff organisation
2. Job description
3. Career development
4. Outplacement
5. Non - financial incentives
6. Quality circles
7. Employee counselling
8. HR audit

SECTION-B

UNIT-I

9. Difference between HRM and SHRM. Also discuss the role of HR in maintaining competitive advantage.
10. Briefly discuss the various tools and techniques to scan the environment.

UNIT-II

11. How the organisations can measure the effectiveness of training programmes?
12. What are the various modes of internal mobility of employees and what are its benefits?

UNIT-III

13. Discuss the various measures to improve the Quality of Life of employees working in an organised sector.
14. Explain the modern methods of appraising an employee's performance.

UNIT-IV

15. Discuss in detail the dispute resolution machinery of various issues of human resources in an organisation.
16. What are the various ethical concerns in human resource management?

SECTION-C

17. Case study :

Farmington, Connecticut-based Otis Elevator is the world's largest manufacturer, installer, and servicer of elevators, escalators, moving walk-ways, and other vertical and horizontal passenger transportation systems. Otis products are offered in more than 200 countries worldwide, and the company employs more than 63,000 people. Among its many installations are the Eiffel Tower, Sydney Opera House, Vatican, CN Tower (Toronto), and Hong Kong Convention Centre.

For years, the company had an ineffective performance management system that was excessively time consuming and inspired little confidence among employees or managers.

In revamping its performance management, Otis moved toward a system that provided performance feedback based on critical strategic competencies related to the 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, peers and customers. The system provides ratings on several critical core competencies and is administered entirely online via the company Internet. The online system is easy to use, employs encryption technology to secure all data, and allows a performance review to be completed in 20 minutes. The system allows Otis to provide performance feedback in tandem with the organisation's strategic objectives; is far more efficient than the previous paper driven system; and perhaps, most importantly, has restored employee faith in the company's performance feedback system.⁵⁵

Questions :

- a. How can 360 degree feedback mechanism help Otis revamp its performance management system?
- b. What critical inputs need to be considered while evaluating by customers, peers and bosses?

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.