Register No.: .... Name.: ....

SAINTGITS COLLEGE OF ENGINEERING (AUTONOMOUS)

(AFFILIATED TO APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY, THIRUVANANTHAPURAM)

SECOND SEMESTER MBA \ MBA (Logistics and Supply Chain Management) DEGREE EXAMINATION (R,S), MAY 2024

(2021 Scheme)

Course Code :   **21MBA106**

Course Name: **Human Resource Management**

Max. Marks :   **60**   **Duration: 3 Hours**

PART A
(Answer all questions. Each question carries 2 marks)

1. List the objectives of HRM.
2. What is demand forecasting in HRP?
3. What is vestibule training?
4. Enumerate the benefits of talent management.
5. Why do people join trade union?

PART B
(Answer any 3 questions. Each question carries 10 marks)

6. Explain the steps in job analysis.
7. Compare and contrast the sources of recruitment.
8. Distinguish between training and development.
9. Discuss the components of compensation in a business firm.
10. Illustrate the process of collective bargaining in an organisation, in order to arrive at an agreement between the management and the employees for determining mutually beneficial terms and conditions of employment.

PART C
(Compulsory question, the question carries 20 marks)

11. Dr. Jhanvi Gupta, Senior Vice President for Organizational Effectiveness at a leading financial services company, has just completed her PhD in performance management from a well-known university in Europe, One of the concerns Dr. Jhanvi had when she got back to her work was that the company did not have a common performance appraisal and management system. Each year supervisors filled out evaluations, but there were no consistent standards and salary increments or raises were not closely tied to performance. To remedy this, Dr. Jhanvi and her team put together a comprehensive system that became part of the management/supervision

system of the organisation. This system tied together annual performance reviews with goal setting, employee development, and supervisor coaching. The system runs on an annual cycle beginning in April. The evaluation portion, which involves both employee self-appraisal and supervisor ratings, is entirely Web-based. Each employee-supervisor pair logs onto the company computer system to complete evaluation forms. These forms are focused on the match between the employee's competencies, as displayed for the year, and the organisation's competency model for that position. This model, which was derived from a job analysis, is a specification of the competencies and skills needed for doing the job. When both employee and supervisor are done, a report is automatically generated that highlights areas of disagreement, and this becomes the basis for a face-to-face discussion. Around the first week of March, each supervisor meets with each subordinate to discuss his or her performance and to agree on goals for the upcoming financial year. These goals specify not only what is to be accomplished but also how it is to be done, thus providing a balanced emphasis on both work quality and quantity. The Web-based system sends e-mail reminders to each supervisor at quarterly intervals to conduct required coaching sessions with subordinates to provide feedback about competency and goal progress up to that time of the year. Goals for the future of the system include linking increments and raises each year to performance and making the salary system part of performance management. As you can see, Dr. Jhanvi's system goes far beyond just completing the usual "appraisal form" on every employee each year.

a) Do you think you would like working in a company with this type of performance system as designed by Dr. Jhanvi? Why or why not?

Marks (5)

b) Why would a leading company, like in this case, invest so much effort into performance evaluation?   Marks (5)

c) Why are managers required to provide quarterly coaching sessions? Isn't a once-a-year system enough?   Marks (5)

d) Do you think goal setting will increase employee motivation and performance? Why or why not?

Marks (5)

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