

Register No.: Name.:

SAINTGITS COLLEGE OF ENGINEERING (AUTONOMOUS)

(AFFILIATED TO APJ ABDUL KALAM TECHNOLOGICAL UNIVERSITY, THIRUVANANTHAPURAM)

SECOND SEMESTER MBA DEGREE EXAMINATION (R), MAY 2023

(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. Differentiate: Job Rotation, Job Enlargement and Job Enrichment.
2. List various sources of recruitment.
3. Suggest and justify suitable training method for salesmen of a heavy manufacturing organization.
4. Highlight the significance of Talent Management.
5. State four functions of trade unions.

PART B

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

6. Elucidate the different functions of HRM.
7. Explain the techniques of HR planning. Illustrate the barriers of human resource planning.
8. "Performance appraisal is not merely for appraisal but is for accomplishment and improvement of performance." Discuss
9. Discuss the issues in compensation management.
10. Examine the role of collective bargaining in India. Discuss the process of collective bargaining.

PART C

(Compulsory question, the question carries 20 marks)

11. Elite Pharmacy Company Limited was established in 1995 and started experiencing abnormal increase in human resource cost by 2004, consequent upon its revised retention policy. The revised retention policy aimed at increase in the salaries of pharmacists and top-level managers more than those of market leaders.

Mr. George has taken over the charge as new CEO in 2005. Upon his takeover, he began to look for ways to make the organization more profitable. Throughout his investigation, he found that the company's human resource cost was too high and is major cause for dwindling financial position of the company.

Mr. George instructed the HR Manager of the company to downsize the number of employees by 30 per cent creating a saving of Rs 3 billion. The HR Manager offered a counter proposal that it would be wise to expand the production and marketing operations of the company by revising the corporate strategy, as the market is providing opportunities for pharmaceutical industry. The CEO, just put a deaf ear to the counter proposal of the HR Manger and consequently, the HR Manager initiated the downsizing process, The HR manager officially informed the employees the details of downsizing programme.

The booming pharmaceutical industry enabled the employees of M/s Elite Pharmacy to find jobs in other companies with no much difficulty. However, most of the displaced employees were upset about being terminated and complained as the new positions were lower than the current one. However, most were successfully outplaced by June 2008.

The company's financial position improved slightly in 2007 and the CEO told HR Manager that we have achieved the goal. But the HR Manager replied, "we have achieved the goals but we lost appropriate strategy and our competitors gained a lot by employing our trained and expert staff"

- a) Analyze the case. Who is right: HR Manager or CEO? Justify you views. Marks (10)
- b) Would it be appropriate to modify the strategy based on the availability of staff and also when market is favorable? Marks (10)
