

**GANDHI INSTITUTE OF ENGINEERING AND TECHNOLOGY UNIVERSITY, ODISHA, GUNUPUR
(GIET UNIVERSITY)**

M.B.A. (Second Semester) Regular/Supplementary Examinations, May – 2025

23MBAPC12006 - Human Resource Management

(MBA)



Time: 3 hrs

Maximum: 60 Marks

(The figures in the right hand margin indicate marks.)

PART – A

(2 x 5 = 10 Marks)

Q.1. Answer *ALL* questions

	CO #	Blooms Level
a. Write few challenges of HRM.	CO1	K1
b. Difference between recruitment and selection.	CO2	K2
c. Define employee stock ownership plans ESOPs.	CO3	K2
d. Find out the key steps in collective bargaining process.	CO4	K2
e. Specify the managerial causes of Industrial dispute.	CO5	K2

PART – B

(10 x 5 = 50 Marks)

Answer *all the* questions

	Marks	CO #	Blooms Level
2. a. Discuss the Harvard model.	5	CO1	K2
b. Write short note about fombrum model.	5	CO1	K2
OR			
c. Briefly discuss the 5 C's of people management.	10	CO1	K2
3. a. Discuss the various methods of job evaluation.	10	CO2	K2
OR			
b. Define job design. Discuss the factors affecting job design .	10	CO2	K2
4. a. Explain the various Traditional and Modern methods of performance appraisal.	10	CO3	K2
OR			
b. Analyse in which cases an HR professional applying the different kinds of on- the- job and off-the-job training methods with suitable example.	10	CO3	K4
5. a. Discuss the concept of HRIS.	10	CO4	K2
OR			
b. Elaborate the various group incentive schemes in India.	5	CO4	K2
c. Analyse how employee morale is an important part of productivity.	5	CO4	K4
6. a. Elaborate different process and strategies of collective bargaining.	10	CO5	K2
OR			
b. Case Study: Labour Dispute and Resolution at Toyota Kirloskar Motors	10	CO5	K4
Toyota Kirloskar Motors (TKM), based in Karnataka, faced a major labour unrest in 2020 when a large number of workers at its Bidadi plant went on strike. The workers, represented by their union, demanded the reinstatement of suspended employees and raised concerns about excessive workload, safety conditions, and unfair disciplinary actions. The management, on the other hand, emphasized the need for discipline and productivity in the workplace. The conflict escalated, leading to a halt in production and financial losses for the company. The state government intervened and initiated discussions between			

union representatives and management. Several rounds of negotiations were held under the supervision of the labour commissioner. To resolve the conflict, Toyota agreed to review the disciplinary actions and committed to better communication and grievance redressal mechanisms. In return, the union agreed to resume work and ensure industrial peace. Both sides signed a mutual agreement that included periodic meetings, a structured complaint resolution system, and employee welfare measures. This incident highlighted the importance of maintaining strong labour relations, open dialogue, and effective conflict resolution mechanisms in large organizations to ensure smooth functioning and mutual respect.

Questions:

1. What led to the labour unrest at Toyota Kirloskar Motors?
2. How did the management initially respond to the strike?
3. Find out the role played by government in resolving the conflict?
4. Identify the key terms of the agreement between union and management?
5. What lessons can be learned from this case?

End of Paper