

Registration No. :

--	--	--	--	--	--	--	--	--	--

Total number of printed pages – 4

MBA
MBA 203

Second Semester Examination – 2013

HUMAN RESOURCE MANAGEMENT

QUESTION CODE : A 462

Full Marks – 70

Time : 3 Hours

*Answer Question No. 1 and 2 which are compulsory and any four from the rest.
The figures in the right-hand margin indicate marks.*



1. Answer the following questions :

2×10

- (a) Precisely explain two functions of HRM.
- (b) Briefly highlight the effect of technology on HRM practices in an organization.
- (c) Bring out the difference between HR and strategic HR.
- (d) Give two objectives of HRP.
- (e) Differentiate between job description and job specification.
- (f) What do you understand by BARS and assessment centre ?
- (g) Precisely explain one advantage and one disadvantage of 'voluntary retirement' as a mode of separation.
- (h) Briefly explain two points regarding the legal issues in performance appraisal with an example.
- (i) What do you understand by 'Broadbanding' and 'compensable factors' ?
- (j) Establish briefly the difference between unitary, pluralistic and radical approach of IR.

P.T.O.

2. Case study :

First Indian BPO was started in the year 2000 by Chandran, a first generation entrepreneur and the CEO of the company. Initially, the company provided non-voice based services to its clients in Australia. However, the real breakthrough came when the company bagged a 300 FTE (full time equivalent employees) voice based call support contract for an Australian health care business solution provider. The employees were supposed to answer the incoming calls and address the customers' evinced interest to take an enhanced coverage. The company was able to manage the performance in the non-voice based business as the employees were only required to fill in the customer insurance application forms on the system, based on the scanned filled-in forms received. However, the company found tracking and appraising the performance of employees in the voice-based business, a different ball game altogether.

Chandran called his HR manager and advised him to develop a framework to manage and review the performance of the employees. The HR manager arrived at the following framework for performance appraisal after conducting job analysis and holding a series of discussions with the operations manager :

- Employees would state the generic goals and objectives at the beginning of the year.
- Employees would record their daily performance on the following metrics :
 - Average hold for the customers
 - Revenue per hour
 - Number of calls per hour
 - Average handle time
 - Customer satisfaction rating.
- Employees would capture the aforementioned details on a daily basis. The team leaders (the first line managers of employees) would randomly audit these details to check their authenticity.
- Managers would appraise the employees on a monthly basis through one-to-one meetings.



- Managers would evaluate the employees on all the aforementioned parameters.
 - The company would coach and counsel employees on career development aspects.
 - The company would rate the employees on a performance scale of 1-5 as follows :
 - Rating 1: Excellent
 - Rating 2 : very good
 - Rating 3 : Good
 - Rating 4 : Satisfactory
 - Rating 5 : Needs improvement
 - The company would place employees with ratings 4 and 5 with performance improvement plans(PIP) of one month to coach and mentor them for better performance.
 - At the end of one month, if the performance improved in all the parameters, the company would pull out employees from the PIP.
 - If the employees performance does not improve after one month, the company would extend the PIP by another one month.
 - If the performance improves after the extended one month, the company would pull out the employee from the PIP. If there is no improvement, they would be put in a disciplinary action process. At the end of the enquiry process, if it is established that inspite of all the required support, there is no improvement, the company would give the employees an option to resign or it would terminate them.
- (a) Briefly analyze the performance appraisal process at First India BPO, emphasizing on whether it is effective and whether it is employee friendly. 5
- (b) Can you suggest any improvement in the cited process ? 5



3. Analyze the challenges for HR personnel in the IT industry. 10
4. As a recruitment manger, you have the task of recruiting 20 management trainees (10 in marketing,5 in HR, 1 in production, 2 in Finance) for your organization, which is a FMCG company having branches in various parts of the country. Make a recruitment plan ,having sub plans for each of the occupational area mentioned. 10
5. Experts are of the opinion that we must pay the individual and not the job. Comment. 10
6. Explain the role and importance of trade unions in the present business environment. 10
7. A growing number of employees are reluctant to accept overseas assignments. Why do they refuse ? What benefits, services and facilitation would you offer to them to accept such offers ? 10
8. As a training manager, you have been asked to train 50 employees to use personal computers. What factors would you consider in designing the programme ? 10