



CBCS SCHEME

22MBA21

Second Semester MBA Degree Examination, June/July 2023 Human Resource Management

Time: 3 hrs.

Max. Marks:100

- Note: 1. Answer any FOUR full questions from Q1 to Q7.
2. Question No.8 is compulsory.
3. M : Marks , L: Bloom's level , C: Course outcomes.

			M	L	C
1	a.	Why is Human Resource Management important for organizations?	3	L1	CO1
	b.	Write a note on evolution of human resource thought.	7	L2	CO2
	c.	Explain the Harvard model of HRM.	10	L2	CO2
2	a.	What is HRP? What are its uses?	3	L1	CO1
	b.	Elaborate on the changing role and responsibilities of HR professional in today's changing environment.	7	L3	CO1
	c.	Discuss the different methods of job evaluation.	10	L2	CO2
3	a.	What do you mean by unsolicited applicants?	3	L1	CO2
	b.	What is selection? Discuss different selection methods.	7	L2	CO2
	c.	As a HR executive, you come across a requirement automobile firm. Design the recruitment advertisement for the above case, assuming the place of work as Pune and CTC as 3.5 LPA.	10	L5	CO3
4	a.	Mention important factors in a decent workplace as per ILO.	3	L1	CO3
	b.	Explain the components of total reward system.	7	L2	CO3
	c.	Differentiate between performance appraisal and performance management system(PMS).	10	L3	CO4
5	a.	How do you define MSME in India?	3	L1	CO4
	b.	Illustrate on the importance of SME's in developing countries.	7	L3	CO4
	c.	Discuss the HR challenges faced by SME's.	10	L5	CO4
6	a.	What is your understanding of the term "Gamification"?	3	L1	CO5
	b.	State the difference between manufacturing and service sector.	7	L2	CO4
	c.	What are HR innovations? Discuss the conditions necessary for HRMI implementation.	10	L2	CO5
7	a.	What are the unique features of Gen y workforce?	3	L5	CO5
	b.	Discuss any 3 innovative HR practices followed in Indian organizations.	7	L5	CO5
	c.	Discuss the importance of diversity and inclusiveness in organizations.	10	L5	CO4

Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and /or equations written eg. 42+8 = 50, will be treated as malpractice.

8	<p>Case Study :</p> <p>Aleetek shoes is one of the oldest footwear manufactures and marketers in India with a sizable market share in the industry. The company has a workforce of over 11,000 employees. Being an old company, its HR policies are conventional and empirical. Based on its experience, management avoids wring candidates with frequent job changes, irrespective of their level of skills and abilities. Since their compensation packages are best in industry, the company never had any issues in recruitment. Recently, the company developed huge manufacturing facility in order to double its production capacity. As part of expansion, the company ran extensive advertisement campaign to attract best candidates to fill available job positions.</p> <p>The response to the campaign was good. But the secuting revealed significant candidates had poor job stability records. But for this, they were found to be suitable for the offered positions. The company is now in dilemma. If candidates are eliminated, the company might not get sufficient number of candidates with skill to fill positions. If they were selected, the company ran the risk of unanticipated and untimely employee dissertations and resultant work disruptions.</p>
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Questions :

a.	Comment on the company's HR policy.	10	L3	CO2
b.	What would be your recommendation to the management?	10	L3	CO2

1a. Managers have a central responsibility not only for the behavior and performance of other people but also for their own behavior. Managers are appointed at various levels to organize and coordinate the activities of the team members or fellow work associates. This constitutes a hierarchy of management, where individuals perform different roles: some are at the top level of management; others are at the intermediate and lower levels of the management group.

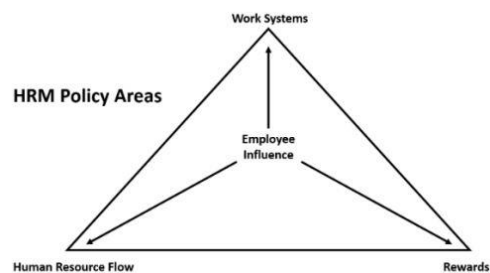
1b. The Pre-Industrial Revolution Era and HRM: The Pre-Industrial Revolution era marked the early stages of the evolution of HRM. There were no formal HRM practices during this time, and workers were often treated as commodities. The focus was on manual labor, and workers were required to perform physically demanding tasks for long hours without considering their well-being.

The Industrial Revolution brought about significant changes to the world of work and had a profound impact on the evolution of HRM. The rise of factories and the introduction of new technologies, such as steam power and mechanized equipment, changed how work was done and created a need for a more structured approach to HRM.

Emergence of Personnel Management The emergence of Personnel Management marked a significant shift in the evolution of HRM. It began in the early 20th century, as organizations recognized the need for a more structured approach to managing their workforce. Personnel Management focuses on managing employees' administrative and legal aspects, including recruitment, selection, training, and compensation.

1c. **HARVARD MODEL** - also known as 'soft HRM'. The Harvard HRM model is one of many great HR theories and models. When implemented correctly, it can help form the bedrock of effective HR management policy and procedure. It is subsequently divided into 5 different sections and includes feedback loops.

1. Stakeholder Interest
2. Situational Factors
3. HRM Policies and Policy Choices
4. HR Outcomes
5. Long-Term Consequences



Stakeholder Interest: The model proposes that multiple stakeholders' values, input and perspectives must be considered before creating any policies. These stakeholders include management, employee groups, government, the community and even unions.

Situational Factors: Before making policy choices, both internal and external factors should be considered as they all influence how humans operate. The model suggests looking at the following situational factors: workforce characteristics, business strategy and conditions, management philosophy, labour market, unions, tasks, technology, law and societal values.

HRM Policies and Policy Choices: HR policies require both work systems and reward systems to function. In other words: HR policy determines the approach management will take to work, rewards, how HR functions and how employees are influenced. Employees work effectively when these elements find balance.

HR Outcomes: One of the most interesting and possibly best-known aspects of the Harvard HRM Framework is the list of HR outcomes (the 4Cs): Commitment, Congruence, Competence and Cost-effectiveness.

Long-Term Consequences: In essence, if you use the Harvard HRM model to prepare and execute HRM strategy, the belief is that there will be far-reaching, long-term consequences. The model argues that if an HRM strategy meets employees' needs, this will help the organisation compete with the external market while benefiting society and the community.

2a. Human resource planning (HRP) is the continuous process of systematic planning to achieve optimum use of an organization's most valuable asset—quality employees.

Having a good HRP strategy in place can mean productivity and profitability for a company.

1. It is a Continuous Process
2. It is Forward-looking
3. The Management is Primarily Responsible
4. It is an integral part of Corporate Planning
5. Optimum Utilization of Human Resources
6. Right Persons for the Right Jobs
7. Human Resource Planning does not just forecasts Employees' Number

2b. The Conscience Role: Under this role, the HR Manager reminds the management of their moral and ethical obligations toward employees. The Counsellor Role: Under this role, he encourages the employees to meet him frequently for consultation and discussion of their mental, physical, and career problems and at times even their family problems.

The Mediator Role: Under this role, he tries to settle disputes between labour and management as also those between an individual and a group. He is not only a peacemaker but also serves as a liaison and communicating link.

The Spokesman Role: Under this role, he works as a spokesman for or as a representative of his organization. This he is able to do as he deals intimately with many key organizational activities and functions and has a better overall picture of his company's operations.

The Problem-Solver Role: He is a problem-solver in respect of issues involving human resource management and overall long-range organizational planning.

The Change-Agent Role: He serves as a change agent in respect of the introduction and implementation of major institutional changes.

Responsibilities: Capacities- referring to those abilities or attainments, inherited or acquired, that a worker has, is capable of, and must to a certain degree at least exercise in his work.

Interests- not only an individual's desires and ambitions, but also his instinctive impulsive tendencies, vague yearnings, and ill- defined cravings that may or may not stir him to his fullest action in performing his duties.

Opportunities- not only opportunities for advancement but opportunities to exercise his capacities and satisfy his interests.

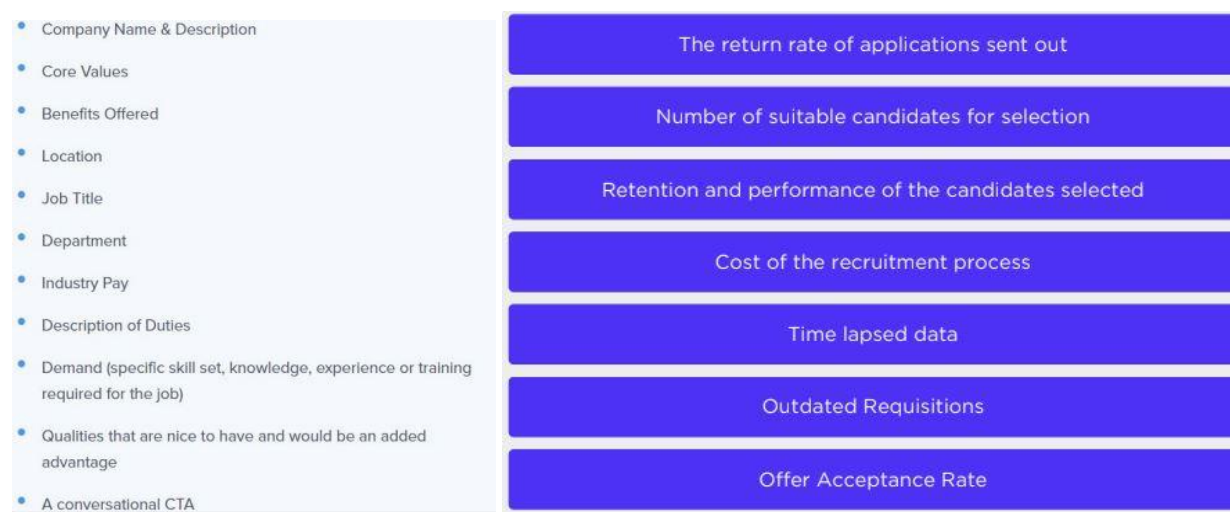
Personality- the sum total of a worker's reaction to his experiences and environment, personality is manifest by an individual's reception by others. The workers' personality has a great influence on their opportunities.

2c. Recruitment refers to the process of identifying, attracting, interviewing, selecting, hiring and onboarding employees.

Job description - Conducting thorough job analysis to define roles and responsibilities.

Job analysis - Creating comprehensive job descriptions that include qualifications and requirements.

Job evaluation - Ensuring job descriptions are updated regularly to reflect evolving business needs.



3a. Unsolicited applicants are those who apply for a job without any advertisement or requirement from the company. For example, a job seeker may visit a company's website, find contact information for someone who works at the company and send them their resume.

3b. Selection & Hiring

- Progress from one round to another
- Reference checks
- Social Media checks
- Discussion of compensation
- Release of the offer letter
- Announcing date of joining
- Onboarding

Selection, Checks and Offers

How We Select	Collaborating with relevant stakeholders to make informed decisions.	Evaluating candidates objectively based on predetermined criteria.	Documenting the selection process and maintaining confidentiality.
How We Check	Verifying educational qualifications, employment history, and professional credentials.	Requesting candidate consent and handling personal data in accordance with privacy laws.	Using reputable sources and maintaining confidentiality throughout the process.
How We Offer	Extending job offers in a timely manner, clearly stating terms and conditions.	Conducting salary negotiations and benefits discussions professionally and transparently.	Ensuring clear communication with the selected candidate regarding next steps.

3c. Student has to design a strategy and come up with an advertisement for a HR executive job in an automobile company in Pune for 3.75Lpa.

4a. Decent work - The International Labour Organization (ILO) defines decent work as “productive work for women and men in conditions of freedom, equity, security and human dignity”. In general, work is considered as decent when: it pays a fair income. it guarantees a secure form of employment and safe working conditions.

Decent work is employment that "respects the fundamental rights of the human person as well as the rights of workers in terms of conditions of work safety and remuneration. Respect for the physical and mental integrity of the worker in the exercise of his/her employment.

4b. A total rewards strategy is a system implemented by a business that provides monetary, beneficial and developmental rewards to employees who achieve specific business goals. The strategy combines compensation and benefits with personal growth opportunities inside a motivated work environment.



4c. A continuous process that seeks to identify, measure and develop workforce performance.

A performance appraisal, also referred to as a performance review, performance evaluation, development discussion, or employee appraisal, sometimes shortened to "PA", is a periodic and systematic process whereby the job performance of an employee is documented and evaluated. Performance appraisals are essential for the growth of a company and the employee. It helps the company to find out whether the employee is being productive or is a liability. It helps the employee to find out where his/her career is heading.

- Setting and defining goals to fulfill company objectives
- Set performance standards
- Effective communication between individuals and teams
- Setting the right expectations for managers and employees
- Determining individual training and performance plans

PERFORMANCE MANAGEMENT	PERFORMANCE APPRAISAL
<ul style="list-style-type: none">• A performance management process involves a supervisor and employee communicating continuously throughout the year, with the aim of meeting the organization's strategic objectives.• Performance management is a continuous process that focuses on aspects like planning, monitoring, and evaluating employee objectives in an attempt to enhance employee performance. This helps employees to put in their best efforts to achieve company goals.• Performance management does not aim at enhancing every skill. It only intends to improve the specific skill sets that align with the company's interests and goals. It evaluates the overall contribution of an employee towards the organization to enhance the productivity and effectiveness of the employee. Crucial career aspects like bonuses, promotions, and dismissals are closely related to this process.	<ul style="list-style-type: none">• A performance appraisal, also referred to as a performance review, performance evaluation, development, or employee appraisal, sometimes shortened to "PA", is a periodic and systematic process whereby the job performance of an employee is documented and evaluated.• A performance appraisal is a regular review of an employee's job performance and contribution to a company.• Performance appraisals are also called annual reviews, performance reviews or evaluations, or employee appraisals.• Companies use performance appraisals to determine which employees have contributed the most to the company's growth, review progress, and reward high-achieving workers.• Although there are many different kinds of performance reviews, the most common is a top-down review in which a manager reviews their direct report.• Employees who believe that the evaluation's construction isn't reflective of their company's culture may feel dissatisfied with the appraisal process.

5a. SME stands for small and midsize enterprise. As opposed to multinational conglomerates with locations around the world, SMEs are much smaller businesses that create a majority of jobs across the world economy.

Small and medium-sized enterprises stimulate competition for the design of products, prices, and efficiency. Without SMEs, large enterprises would hold a monopoly in almost all the activity areas.

5b. In small and medium-sized enterprises (SMEs) employ fewer than 250 people. SMEs are further subdivided into micro enterprises (fewer than 10 employees), small enterprises (10 to 49 employees), medium-sized enterprises (50 to 249 employees). Large enterprises employ 250 or more people. SMEs and Large Firms An SME is usually larger than a start-up but smaller than an MNC. SMEs may also generate significantly less revenue than MNCs. In India, these are enterprises that have less than a

specific level of investment and turnover. SMEs include both manufacturing and service businesses. The government categorises them based on a combination of annual turnover and equipment investment.

The ownership and management generally coincide and the owner does not possess any formal management training. The employer-employee relationships are largely based on mutual trust and understanding. Most of the times, no formal employment contract is signed with the employees and the terms and conditions of employment are only verbally agreed between the employer and the employees. Exclusive template ready to be customized for your presentation. Adoption of HRM in SMEs in India. There is no strict compliance with the labour laws and the employees are also often happy with mutually discussed terms and conditions, provided they are paid enough. The negligence of HRM can be assessed by the fact that most of the SMEs do not even have a separate HR department also. A survey conducted by Confederation of Indian Industries (CII) in the year 2007 revealed, around 80% of the small and 20% of the medium-sized enterprises in India did not have any formal HR department. A large number of SMEs still pay their employees in cash and there are no proper systems for payroll counting, employee recruitment, selection and training.

5c. MSMEs are called SMEs in India under the MSMED Act, 2006. We might say that SME is a fundamental notion, while MSME is its Indian definition. These SMEs are small and medium enterprises in European countries according to the number of employees. Exclusive template ready to be customized for your presentation.

The Indian context & objectives:

- Creating new job opportunities.
- Encouragement of entrepreneurial endeavours.
- Improving the living conditions of the impoverished.
- Increasing the SME sector's contribution to the country's GDP.
- Providing work possibilities for the most vulnerable members of society.

Due to the lack of an effective HR management strategy, employees may feel that such negative situations will not improve. As such, this will likely damage workplace morale.

Management of Employee Performance and Development. Line Managers assuming the role of HR with limited HR knowledge and training. Lack of resources and time to deal with any real staff issues to put effective policies in place.

6a. In an employment or HR context, gamification refers to a process of making systems, processes or other employment-related activities more enjoyable and motivating through game design elements. For example, using game elements to make a mundane activity like benefits enrollment more enjoyable.

6b.

Features	Manufacturing systems	Services systems
Goods	Physical products, durable	Intangible, perishable
Inventory of goods	Allowed	No allowed
Demand	The demand could be postponed	The demand cannot be postponed
Contact with customers	Generally, is during the sale process	Generally, is during the service generation
Time response to demand	Lead Time	Customer tolerance, patience function
Location (Place)	Not necessarily close to the customer	Several: ranging from <i>in situ</i> to remote
Quality measurement	There are objective characteristics of the products	May be subjective and difficult
Consumption and production time	Are not given simultaneously	Are given simultaneously
Capacity lacks	Generate inventory or delays	Generate queues or dropouts
Resources	The resource are machines that operates automatized or by a human resource	The use of machines the for service is often less important than the employment of people

6c. Innovation is the practical implementation of ideas that result in the introduction of new goods or services or improvement in offering goods or services. Innovation is also termed as a stimulus for sustained competitive advantage in companies. Innovation refers to introducing novelty in a product, service, strategy, or business model. Moreover, innovation also increases the usability and durability of the entity above.

Factors influencing innovation

Factor	Sub-Factors	Factor	Sub-Factors
Technology	Utilisation of technology Technical skills and education Technology strategy	Employees	Motivation to innovate Employee skills and education Employee personalities Training
Innovation process	Idea generation Selection and evaluation Techniques Implementation mechanism	Resources	Utilisation of slack resources Planning and management of resources Knowledge resources Technology resources Financial resources
Corporate strategy	Organisational strategy Innovation strategy Vision and goals of the organisation Strategic decision making	Knowledge management	Organisational learning Knowledge of external environment Utilisation of knowledge repositories
Organisational structure	Organisational differentiation Centralisation Formality	Management style and leadership	Management personalities Management style Motivation of employees
Organisational culture	Communication Collaboration Attitude to risk Attitude to innovation		

7a.

- Workplace diversity. Diversity is a fundamental topic when talking about Gen Z.
- Flexible work arrangements.
- Stable income.
- Work-life balance.
- Sustainable initiatives in the office.

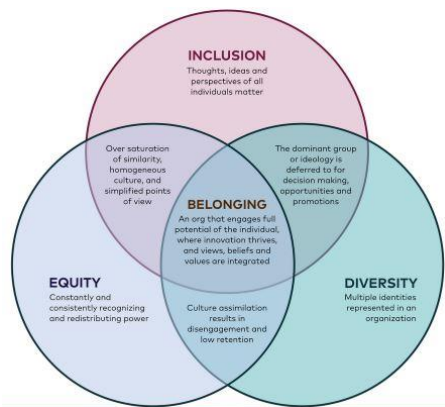
7b.

- Creating digital workspaces for remote employees
- Implementing mobile apps that use gamification to drive employee engagement
- Using AI to automate recruitment processes
- Applicant tracking systems (ATS) like Greenhouse
- Employee onboarding software like BambooHR
- Digital adoption platforms like Whatfix
- HR analytics software like Oracle Analytics for HR
- Payroll processing systems like Gusto

7c. Diversity is the presence of differences within a given setting. In the workplace that can mean differences in race, ethnicity, gender identity, age and more. Inclusion is the practice of ensuring that people feel a sense of belonging and support from the organization.

It is important to hire people from all backgrounds as everyone has different skills that they can provide and help to enhance a business. By having an inclusive and diverse environment, this allows more wider perspectives to be integrated when brainstorming, problem solving and developing new ideas in business.

- Be aware of unconscious bias.
- Communicate the importance of managing bias.
- Promote pay equity.
- Develop a strategic training program.
- Acknowledge holidays of all cultures.
- Make it easy for your people to participate in employee resource groups.
- Mix up your teams.
- Facilitate ongoing feedback
- Assess company policies
- Track progress over extended periods of time



8a. The students are expected to provide their view on the company's HR policies as far as recruitment and selection process is concerned.

8b. Students are expected to come up with their own strategy to design policies for the company's recruitment process and suggest that to the company.