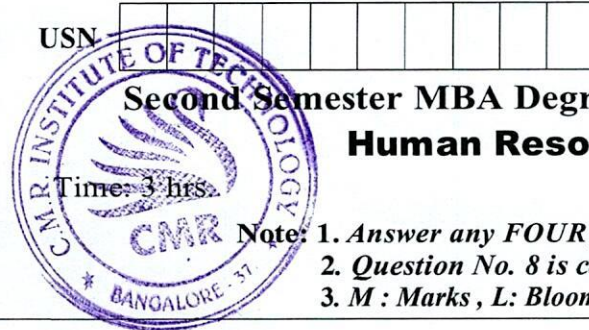


USN

22MBA21



Second Semester MBA Degree Examination, Dec.2024/Jan.2025

Human Resources Management

Max. Marks: 100

Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.

2. Question No. 8 is compulsory.

3. M : Marks, L: Bloom's level, C: Course outcomes.

			M	L	C
Q.1	a.	Explain principles of HRM.	3	L1	CO1
	b.	Brief about actors in Industrial Relation.	7	L2	CO2
	c.	Write about Job analysis in detail.	10	L3	CO2
Q.2	a.	What are the functions of HRM?	3	L2	CO1
	b.	What are the different tools for demand forecasting in regards to recruitment?	7	L2	CO2
	c.	Explain approaches of Industrial relation system.	10	L3	CO2
Q.3	a.	What do you mean by job evaluation?	3	L1	CO2
	b.	What are the factors affecting HR planning?	7	L2	CO3
	c.	Explain internal and external factors of compensation and benefits.	10	L3	CO3
Q.4	a.	Explain Hybrid work model.	3	L1	CO2
	b.	What are the current trends in HRM?	7	L2	CO5
	c.	Brief about impact of weak adoption of HRM in SME's.	10	L3	CO4
Q.5	a.	What do you mean by employee poaching?	3	L1	CO2
	b.	Explain models of HRM.	7	L2	CO2
	c.	What are the types of performance rating system?	10	L3	CO4
Q.6	a.	What do you mean by people analytics?	3	L1	CO1
	b.	Difference between service and manufacturing sector.	7	L3	CO4
	c.	Explain performance management process in detail.	10	L2	CO3
Q.7	a.	What are the HR competencies?	3	L1	CO1
	b.	What are the attributes of an effective HR planning?	7	L2	CO1
	c.	Explain selection process in detail.	10	L3	CO4

Q.8

Case Study (Compulsory) :

On New Performance Appraisal System at Xerox

In the Mid – 1980's Xerox corporation was faced with a problem its performance appraisal system was not working. Rather, than motivating the employees, its system was leaving them discouraged and disgruntled. Xerox recognized this problem and developed a new system to eliminate it.

Old Performance Appraisal System

The original system used by Xerox encompassed seven main principles :

- The appraisal occurred once a year
- It required employees to document their accomplishments.
- The manager would assess these accomplishments in writing and assign numerical ratings
- The appraisal included a summary written appraisal and rating from 1(unsatisfactory) to 5 (exceptional)
- The ratings were on a forced distribution, controlled at the 3 levels or below
- Merit increases were tied to the summary rating level.
- Merit increase information and performance appraisal occurred in one session.

The system resulted in inequitable ratings and was cited by employees as a major source of dis-satisfaction. In fact in 1983, the Reprographic Business Group (RBG). Xerox's main copier division, reported that 95 percent of its employees received either a 3 or 4 on their appraisal. Merit raises for people in these two groups only varied by 1 to 2 percent. Essentially, across the board raises were being given to all employees, regardless of performance.

New Performance Appraisal System

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Rather, than attempting to fix the old appraisal system, Xerox formed a task force to creates a new system from scratch. The task force itself was made up of senior human resources executive; however, members of the task force also consulted with councils of employees and a council of middle managers. Together they created a new system, which differed form the old one in many key aspects :

- The absence of a numerical rating system.
- The presence a half-year feedback session.
- The provision for development planning
- Prohibition in the appraisal guidelines of the use of subjective assessment of performance.

The new system has three stages as opposed to the one step process of the old system. These stages are spread out over the course of the year. The first stage occurs at the beginning of the year when the manager meets with each employee. Together, they work out a written agreement on the employee goal, objectives, plans and tasks for the year. Standards of satisfactory performance are explicitly spelled out in measurable, attainable and specific terms.

The second stage is a mid-year mandatory feedback and discussion session between the manager and the employee. Progress towards objectives and performance strength and weaknesses are discussed, as well as possible means for improving performance in the latter half of the year. Both the manager and employee sign an "Objective sheet" indicating that the meeting took place.

The third stage in the appraisal process is the formal performance review, which takes place at year end. Both the manager and the employee prepare a written document, stating how well the employee met the preset performance targets. They then meet and discuss the performance of the employee. This meeting emphasizes feedback and improvement. Efforts are made to stress the positive aspects of the employee's performance as well as the negative. This stage also include a development planning session in which training, education or development experiences that can help the employee are discussed. The merit increase discussion takes place in separate meeting from the performance appraisal, usually a month or two later. The discussion usually centers on the specific reasons for the merit raise amount, such as performance, relationship with peers, and position in salary range. This allows the employee to better see the reasons behind the salary increase amount, as opposed to the summary rank, which tell the employee very little.

A follow up survey was conducted the year after the implementation of the new appraisal system. Results were as follows :

- a) 81% better understood work group objectives
- b) 84% considered the new appraisal fair
- c) 75% said they understood how their merit was determined
- d) 70% met their personal and work objectives
- e) 77% considered the system a step in the right direction

In conclusion, it can be clearly seen that the new system is a vast improvement over the previous one. Despite the fact that some of the philosophies, such as the use of the self appraisals, run counter to conventional management practices, the result speak for themselves.

Questions :

a.	What type of performance appraisal is central to new system at Xerox of which, if any of the criteria for a successful appraisal does this new system have?	5	L3	CO2
b.	Give the emphasis on employee development, what implication does this have for hiring and promotions.	5	L2	CO3
c	How do you think management feels about the new-performance appraisal system? Why?	5	L5	CO4
d	Are there any potential negative aspects of the new appraisal system.	5	L5	CO5
