



**Institute of Management
JK Lakshmipat University
Jaipur**

END TERM EXAMINATION-2015

MBA(I) Sem-III

Course: Human Resource Management

MM: 50 Marks

Time: 3 Hours

Subject code: BBA301

Instructions: Attempt any three questions from Section A. Section B is compulsory.

Section A

1. a. What is e- HRM? How do web based HR activities differ from conventional HRM function. (5 marks)
b. Define Job analysis. What are its uses? (5 marks)
2. a. What is human resource accounting? What is the main component of human resource cost? (5 marks)
b. Define the role of ethics in HRM. Explain the ethical issues in employment process and training and development. (5 marks)
3. "The changing business environment always exerts the need for changing the human resource management". Comment on the statement and elucidate recent trends in HRM. (10 marks)
4. Explain the methods which can be applied to collect information for job analysis and the sources of errors which can affect the accuracy of information?(10 marks)
5. a. Define human resource planning. State its importance in organization. (5 marks)
b. Why it is correct to say that all managers are involved in HRM function justify your point (5 marks)

Section B

Analyze the case given below and answer the questions.

CASE-I

In a pharma company manufacturing and marketing drugs and medicines, the research staff has developed a number of new products and formulations which are effective. But at the same time it has to meet severe competition from stalwarts with foreign collaboration. Mr. Shah, the Vice President Marketing has a very successful Pharma Marketing background. He has been with the company for the past 4 years. Mr. Shah had made ambitious plans for capturing sizeable share of market in the Gujarat State. The company being medium sized, Mr. Shah had kept his marketing department and the marketing team lean and trim. The field sales staff was given aggressive targets and was virtually pushed to reach the respective targets. The field staff worked to their best abilities to compete their respective targets. Mr. Shah had himself been working hard almost 11- 12 hours a day.

There was no formal appraisal and reward system in the company. During last 5 years more than 60 Medical Representatives and the Area Supervisors had left the company due to unsatisfactory increments and promotions. Those who left the company were star workers. But Mr. Shah did not care for this high turnover. He was over confident that he would be able to hire freshers and also select candidates who were not happy with their remuneration in their respective company. Mr. Shah had never communicated to the field sales staff about their performance or reasons for not recognizing their outstanding performance in a few cases. There was on the whole a great dissatisfaction and good performers were leaving the company.

Questions

1. What do you perceive is the basic problem in 'AMBER'? What are the steps you will take serially to correct the situation? (3 marks)
2. In the event of your suggesting a Performance Appraisal System (PAS) how will you decide a suitable system of appraisal? (4 marks)

3. Do you think PAS alone can solve the problem in the case? What should be other HR actions should be taken and why? (3 marks)

CASE -II

Assume that you are a top human resource executive for a large, privately held company. Your specific areas of responsibility are managing all aspects of compensation and benefits for the company. You report to the executive vice president of administration. This individual in turn is from finance department and oversees HR, finance, and environmental regulation and shows little interest in HR per se as long as things are going smoothly.

The firm employs over 20,000 employees, has operations in fifteen countries, and has long and stable history of growth and profitability. The owner of the firm are not actively involved in the management of the firm and express satisfaction with the firms's current and projected financial performance. Indeed. All the components of financial performance are excellent, and the firm is widely respected for the quality of its management. The owners also have often expressed an interest in protecting their workers and maintaining as much job security as possible. The firm has not been forced to lay off any of its employees in more than 20 years.

About a year ago you read some research about the benefits of outsourcing. You have been quietly looking into how outsourcing might benefit your company and trying to decide how to proceed. Specifically, you have determined that outsourcing parts of the firm's HR functions could yield some modest cost savings for the company. Unfortunately for you, compensation and benefits also seem to be the area most conducive to outsourcing.

On the one hand, as a manager you feel obligated to consider anything that might lower cost and improve the financial performance of the firm. Outsourcing does seem almost certain to improve the financial performance of the firm and benefit the firm and the owner. On the other hand, if outsourcing were to be



implemented, you estimate that approximately 1500 employees would lose their jobs, and your own position would be substantially dismissed in importance.

Questions:

1. What is ethical issue in the situation? (2.5 marks)
2. What are the basic arguments for and against outsourcing in this situation? (5 marks)
3. What do you think most managers would do? What would you do? (2.5 marks)