

5082

8

6. Write short notes on any three: (3*6=18)

(a) Stress Interview

(a) New Employee Orientation

(a) Collective Bargaining

(a) Training Methods

(200)

[This question paper contains 8 printed pages.]

Your Roll No.....

Sr. No. of Question Paper : 5082

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Unique Paper Code : 2924001209/2924000029/
2924000029

Name of the Paper : Basics of Human Resource
Management (GE)

Name of the Course : **BMS**

Semester : II/IV/VI

Duration : 3 Hours

Maximum Marks : 90

Instructions for Candidates

1. Write your Roll. No. on the top immediately on receipt of this question paper.
2. **Question 1** is compulsory
3. Attempt **any four** questions out of remaining five.
4. All questions carry equal marks.

P.T.O.

1. Case Study:

WORK LIFE BALANCE AT ABC Inc.

ABC Inc. may not be a household name, but if you've ever been in a hospital, you've probably seen their products. The company produces medical products that are used in IV (intravenous solutions), anesthesia, dialysis, and many blood disorders along with medical devices, biotechnology products⁶¹ and specialty pharmaceuticals. Employees at ABC Inc. are justifiably proud of the lifesaving products they produce, but also take pride in the emphasis that ABC, Inc. takes in their ability to balance their careers and family responsibilities. Work/life balance is part of the culture at ABC, Inc. Managers and employees share responsibility in managing the daily demands of a career and family and are provided with a guidebook that encourages discussion and problem-solving strategies for work/life conflicts. They recognize that alternate work arrangements can be a way to meet employees' needs for balance and flexibility, and that the employee should examine his/her own personal characteristics when considering a change in schedule. The company Web site includes a guide for determining

- (b) How might job enrichment concepts be used to increase morale and retention at TSA? Why didn't the bonuses reduce turnover? (8)
4. (a) What are the pros and cons of using employee referrals for recruiting workers? What specific constraints might prevent an HR manager from hiring the best candidate? (10)
- (b) Describe the differences one may encounter when recruiting globally. Explain the opportunities for promoting yourself online to potential employers. (8)
5. (a) What is a 360-degree feedback process? How valid do you believe it to be? Identify ways to make performance evaluations more effective. Do you believe one of your suggestions is of higher priority than the others? Explain. (10)
- (b) What are some major factors that distort performance appraisals? How should performance appraisals change when teams, rather than individuals, are evaluated? (8)

program aimed at reducing turnover was implemented in 2006, paying bonuses of \$500 to \$1000 to screeners as a retention incentive. Although \$18 million in bonuses was paid, the number of screeners leaving their jobs was unchanged. Screeners earn an average of \$30,000 a year. TSA also started a program that would raise salaries of high-quality veteran screeners to a new pay grade and a better opportunity to be promoted to other government security jobs such as the Secret Service or Border Patrol. The pay and promotion system has been widely viewed by employees as not fair, credible or transparent. Employee ratings are seen as more arbitrary than based on merit. While over 90 percent of screeners feel that their work was important, only 20 percent felt that promotions were based on merit. Most admit that they feel that the screener position is a difficult "dead end" job. "It's menial labor," observed Michael Boyd, an aviation consultant who advises airports and airlines. "These are people who paw through luggage."

Questions:

- (a) Why do screeners describe the position as a "dead end job"? How can job design be used to correct that perception? (10)

if alternative work arrangements would be a good fit for the employee's personality and career. Options like part-time work, job-sharing, compressed work week, and telecommuting are analyzed. If the employee feels that an alternative work arrangement is appropriate, ABC, Inc. provides an online proposal kit for the employee to request a more flexible schedule. ABC, Inc. has acquired several companies from other countries in recent years and is in the process of spreading family-friendly benefits such as alternative work arrangements, dependent care, counseling resources, adoption assistance, back-up/emergency child care, and lactation rooms to their non-United States subsidiaries. The commitment to balance seems to permeate the culture all the way to the top. Harry Jansen Kraemer, a former C.E.O., attempted to balance his career and family by not accepting work-related calls after 6:00 P.M. He once refused to cancel a family camping trip after being informed that a ABC, Inc. product was implicated in several recent patient deaths. He admonished his staff to "do the right thing" in his absence. Is this work life balance at ABC, Inc. beneficial? That answer depends on how one defines beneficial. In spite of two major product failures since 2001, they have grown steadily

to 45,000 employees in 200 facilities worldwide. Revenues, profits, and could stock prices have all shown steady growth. Based on these performance measures, you say that the emphasis on balance has been successful. In addition, by allowing employees to request alternative and flexible work arrangements such as job-sharing, compressed workweeks, and telecommuting, ABC, Inc. has been able to attract and retain top-notch employees, who in turn have generated greater productivity for the company.

Questions:

- (a) What role, if any, does work life balance play in the success of an organization? Explain what role does human resources play in making sure work life practices are effective? (10)
 - (b) How does diversity in an organization affect the organization's work life balance? How can organizations develop a culture that supports work life balance? (8)
2. (a) A global corporation is striving to achieve both global integration and local responsiveness in its HR policies. Analyze how adopting a geocentric

HRM approach can help the organization balance these two conflicting demands. Also compare this approach with a polycentric approach by discussing the potential benefits and drawbacks in terms of decision-making, cultural adaptation, and leadership development in various subsidiaries.

(10)

- (b) Explain the grievance redressal procedure in organizations. Why is it important? (8)

3. Next time you go through security on your way through the airport, smile and thank say to the screeners who help you send your bags through screening and wave you through the scanner. Low morale runs rampant through the screeners that work at the Transportation Safety Administration (TSA) and odds are that the screener you smile at is thinking about quitting.⁴⁶ A recent government report revealed concerns that the low morale of the screeners may be a distraction to them on the job and may even cause them to be less focused on security and screening responsibilities. About one in five of the nation's 48,000 screeners quit every year to low morale, low pay, discrimination and fear of retaliation if they complain. An ambitious