



LOYOLA COLLEGE (AUTONOMOUS), CHENNAI – 600 034

B.Com. DEGREE EXAMINATION – HONOURS

SIXTH SEMESTER – APRIL 2023

UBH 6503 – HUMAN RESOURCE MANAGEMENT

Date: 06-05-2023

Dept. No.

Max. : 100 Marks

Time: 09:00 AM - 12:00 NOON

SECTION-A

ANSWER ALL QUESTIONS

(10*2=20Marks)

1. Name some of the information collected through job specification.
2. List out two benefits of off the job training method.
3. What is collective bargaining?
4. Describe Critical Incident Performance Appraisal with the help of an example.
5. Mention few necessary skills to be a Mentor in a workplace.
6. What is job depth and job range?
7. What is strategic HRM?
8. Mention the operative functions of HRM.
9. Why is selection considered as a negative process while recruitment is a positive process?
10. What is HRD?

SECTION-B

ANSWER ANY FOUR QUESTIONS

(4*10=40Marks)

11. Discuss the evolution of HRM and bring out the differences between Personnel Management and HRM
12. Mention few objectives of Performance Appraisal. Many managers describe performance appraisal as the responsibility which they like the least. Why is this so? What could be done to improve this perception?
13. Discuss the challenges faced by the HR managers with particular context to the pandemic introduced hybrid mode of working and other recent trends revolutionizing the workplace.
14. Bring out the differences between training and development programs with suitable examples. Why are such programs essential for an organisation?
15. What is an industrial dispute? What are the various forms an industrial dispute can take place?
16. Explain the barriers present to an effective selection process.
17. Not all organisations have a perfect human resource planning done. Bring out the various factors which influence the effectiveness of HRP.

SECTION-C

ANSWER ANY TWO QUESTIONS

(2*20=40 Marks)

18. a. . List out the importance of having a HR department in an organisation (8 marks).
b. Discuss any six recent trends of HRM in detail (12 marks)
19. Farmington, Connecticut based Otis Elevator is the world's largest manufacturer, installer and servicer of elevators, oscillators', moving walk-ways, and other vertical and horizontal passenger transportation systems. Otis products are offered in more than 200 countries worldwide, and the

company employs more than 63000 people. Among its many installations are the Eiffel Tower, Sydney Opera House, Vatican, CN Tower (Toronto), and Hong Kong Convention Centre.

For years, the company had an effective performance management system that was excessively time consuming and inspired little confidence among employees and managers. In revamping its performance management, Otis moved toward a system that provided performance feedback based on critical strategic competencies related to the company's new focus on project teams. For this realignment into project teams to be successful, managers were required to demonstrate specific competencies in both team leadership and project management, as well as remain accountable for the financial and operating results of projects.

Realising that critical feedback in these areas could not come exclusively from immediate supervisors, Otis had a custom-designed 360 degree feedback system developed that provided managers with feedback from those most directly affected by their performance, their subordinates, peers and customers.

The system provides ratings on several critical core competencies and is administered entirely online via the company internet. The online system is easy to use, employs encryption technology to secure all data, and allows a performance review to be completed in 20 minutes. The system allows Otis to provide performance feedback in tandem with the organisation strategic objectives is far more efficient than the previous paper driven system and perhaps, most importantly has restored employee faith in the company's performance feedback system.

Required:

- a. Explain the various modern techniques available for performance appraisal? (12 marks)
 - b. How can 360-degree feedback mechanism help Otis revamp its performance management system? What would be some critical inputs to be considered while evaluating by customers, peers and bosses? (8 marks)
20. Elaborate the various steps of selection process.
21. a. List out some major causes for disputes and grievances in an organisation? (5 marks)
- b. Explain the methods in which these disputes and grievances can be settled? (10 marks)
- c. Many organisations are going union free in the recent days. Do you agree with them or do you suggest a unionised organisation? Given in your opinion with valid reasons (5 Marks)

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