



LOYOLA COLLEGE (AUTONOMOUS), CHENNAI – 600 034

B.Com. DEGREE EXAMINATION – HONOURS

SIXTH SEMESTER – APRIL 2022

UBH 6503 – HUMAN RESOURCE MANAGEMENT

Date: 22-06-2022

Dept. No.

Max. : 100 Marks

Time: 09:00 AM - 12:00 NOON

SECTION-A

ANSWER ALL QUESTIONS

(10*2=20)

1. Who are Line and Staff Managers in an organisation?
2. What is diversity and inclusivity in the workplace mean?
3. How is job evaluation different from performance appraisal?
4. State few objectives of an induction program.
5. What is assessment of training needs?
6. What is competency mapping?
7. Explain team assessment?
8. Differentiate preventive and corrective discipline.
9. State two benefits and limitations of on-the-job training.
10. Mention two principles to be followed for an effective grievance redressal system.

SECTION-B

ANSWER ANY FOUR QUESTIONS

(4*10=40)

11. Bring out some qualities needed to be a HR manager? Discuss some challenges faced by the HR managers in specific to acquisition and merger of companies?
12. Why is it necessary for an organisation to adopt a discipline policy? What could be some disciplinary actions taken when employees disrupt the code of discipline
13. Discuss the role of Artificial Intelligence in Human Resource Functions in the recent days
14. What is performance appraisal? What are the steps involved to execute a performance appraisal?
15. What do you understand by MBO? State its features along with discussing few of its benefits and limitations.
16. What is job designing? Discuss few techniques of job design an organisation can implement.
17. What is career development program? Explain some career development initiatives taken by an organisation for their employees' growth.

SECTION-C

ANSWER ANY TWO QUESTION

(2*20=40)

18. 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? (10 m)
- 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 boss? (10 m)

19. Discuss in detail about the various training and development methods?(15 m) What would be some ideal training programs for a marketing team who have to aim for higher targets for the coming up financial year? (5 m)

20. Why is Industrial Relations an important function of HRM? (3 m) Explain the various dispute settlement mechanisms which could be adopted to solve disputes. (17m).

21. How would you define HRM? Discuss in details the various functions under Human Resource Management.
