

AT-1406

**M.B.A. (Semester-II) Examination  
HUMAN RESOURCE MANAGEMENT  
PAPER—MBA-203**

Time : Three Hours]

[Maximum Marks : 70

**N.B. :—** (1) Attempt **ALL** questions.

(2) Figures to the right indicate full marks.

**SECTION—A**

1. (a) Discuss roles and activities of a Company's HRM function. 14

**OR**

- (b) Discuss HRM practices that support high performance work system. 14

**SECTION—B**

2. (a) Discuss how training can contribute to Company's Business Strategy. 7

- (b) Training College of India suggested to provide training in interpersonal skills. But the line managers pointed out that the Company has conducted training in client and customer relations just two years back. They added there is no improvement in customer relations and the return on spent money on training can't be justified. Is training Cost Effective ? 7

**OR**

- (c) How to evaluate employees, readiness for training ? 7

- (d) Mr. Ganesh after obtaining his B.Sc. degree did a few odd jobs and completed his M.B.A. from Amravati in 2012. He went to Pune and began his career in Pharma Industry as an operations manager. After a year Mr. Ganesh did his Six Sigma Quality Management Certificate Course from Siemens and was promoted to Assistant Vice President (Operations) post immediately. What role skill enhancement plays in career progression ? 7

3. (a) Discuss the process of employee empowerment by bringing out the elements of empowerment. 7

- (b) You are a newly recruited HR Manager in a creative, Advertising agency based out of Mumbai. The first task given to you is to design a job for entry level creative interns in the company so that they are motivated to work and are satisfied by their job. 7

**OR**

- (c) Deliberate with suitable examples on participative management approach. 7
- (d) Mr. Jeevan, 26 year old, joined Excellence Institute of Management as an Office Attendant. His Salary was barely Rs. 3,000 per month, and was insufficient to support his family of four which included his wife and two children. Jeevan's self actualisation need is to become a Singer. He spends some amount of his salary on managing his music practice ambitions and wants now to participate in Indian Idol show in Mumbai. His wife complains to the principal about this situation. Please advise to what extent Maslow's theory is applicable to Mr. Jeevan. 7

**SECTION—C**

- 4. (a) Describe the effects of employee benefits management on cost and work force availability. 7
- (b) Explain the concept of quality of work life in brief. 7

**OR**

- (c) Discuss various Organization Development (OD) intervention techniques. 7
- (d) Discuss reward system in brief. 7

**SECTION—D**

- 5. Infosys, a successful Indian IT Company has a Consultancy division in USA, known as Infosys Consulting. While most of the employees of Infosys are based out of India, a majority of Infosys Consulting employees are Americans, Europeans and from other major nationalities including a few Indians.

These employees differ in their Cultural beliefs, Leadership styles, expectations from job and value system.

In spite of all these differences Infosys Consulting is known for employee satisfaction due to proactive international HRM strategies like transparent and unbiased Global selection process, training and development for global job including Cross Cultural Training.

**Questions :—**

- (a) What are the challenges in international HRM ? 7
- (b) Why, according to you, Infosys Consulting is good at international HRM ? 7