



## End Term (Even) Semester Examination May-June 2025

Roll no.....

Name of the Program: MBA

Semester: II

Name of the Course: HUMAN RESOURCE MANAGEMENT

Course Code: MBA 201

Time: 3 hours

Maximum Marks: 100

### Note:

- (i) This question paper contains two Sections-Section A and B
- (ii) Both Sections are compulsory
- (iii) Answer any two sub questions from a, b & c in each main question of Section A. Each sub question carries 10 marks.
- (iv) Section B, consisting of a case study, is compulsory. It is of 20 Marks.

### Section A

Q1.

(2X10=20 Marks)

- a. Define Human Resource Management. Explain how HRM has evolved in India over time. CO1, CO2
- b. Analyze why some organizations prefer internal recruitment over external recruitment. Discuss the pros and cons with examples. CO3
- c. "HRM today is strategic rather than administrative." Justify this statement by explaining the nature and scope of HRM with real-world examples. CO2

Q2.

(2X10=20 Marks)

- a. Design a training program for newly joined sales trainee of a manufacturing company. CO5
- b. Evaluate the effectiveness of psychometric tests in improving selection decisions. Should all companies use them? Justify. CO4
- c. Create a comprehensive orientation plan for newly hired employees at a large healthcare organization to ensure cultural alignment. CO5

Q3.

(2X10=20 Marks)

- a. Analyze the strengths and limitations of In-basket and Sensitivity Training methods in preparing future leaders. CO4
- b. What are the key differences between Management Development Programs (MDP) and regular employee training programs? Provide examples. CO3
- c. As an HR manager, you are tasked with implementing MBO. Draft a plan to integrate MBO into the performance management system of your company. CO5

Q4.

(2X10=20 Marks)

- a. Explain how job evaluation serves as the foundation for wage and salary administration. Support with real-world examples. CO2
- b. Design a compensation strategy for a company wanting to retain millennials and Gen Z employees by focusing on flexible benefits and non-monetary rewards. CO5
- c. Evaluate the effectiveness of social security measures provided to organized sector employees in India. Suggest improvements. CO4, CO5

### Section B

Q5. Case Study.

(20 Marks) CO5.

Farmington, Connecticut-based Otis Elevator is the world's largest manufacturer, installer, and servicer of elevators, escalators, moving walk-ways, and other vertical and horizontal passenger transportation systems.



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Otis products are offered in more than 200 countries worldwide, and the company employs more than 63,000 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 ineffective performance management system that was excessively time consuming and inspired little confidence among employees or 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's 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.

#### **Questions**

1. How can 360 degree feedback mechanism help Otis revamp its performance management system?
2. What critical inputs need to be considered while evaluating by customers, peers and bosses?