

1. From operating in closed conference rooms to holding a chief seat at the senior leadership table, HR surely has come a long way. Today, the role of HR in planning and driving strategic growth is as important as technology or business leadership. Explain the three evolving strategic roles of Human Resource Managers. (3)
(CO1)
2. Assume you are HR manager for a premier consultancy firm. Recently, the firm began to get many assignments but it lacked the human strength to take up those new assignments. Therefore, the MD of the firm directed the HR department to recruitment new people. How would you go ahead with the recruitment process? Explain in detail. Suppose you want to hire 50 employees. Determine the Recruitment Yield Pyramid and calculate the number required at each stage of recruiting. (5)
(CO2)
3. Develop a Job Description for "Software Engineer" in respect of a fast growing MNC operating in all metros of India. Based on that, use your analytical skills and judgement to develop Job Specification of the job as well. (3)
(CO1)
4. Berkeley Investments is a reputed finance company having 15 branches in different part of the country. In the home office there are more than 200 employees. This company has a performance rating under which the employees are rated at six months intervals by a committee of two executives. Graphic scales have been used as means of appraisal. The qualities considered are responsibility, initiative, interest in work, leadership potential, co-operative attitude and community activity. Recently three employees of the company called on the company's president to express their dissatisfaction with the ratings they had received. Their scores and composite ratings had been discussed with them. Because their ratings were comparatively low, they had been denied annual increments in salary. The aggrieved employees argued that their ratings did not accurately represent their performance. According to you which performance appraisal technique would you recommend for the employees of Berkeley Investment? Explain and Justify your answer. (3)
(CO3)
5. Your insurance company needs to update the sales incentive program for its sales/marketing representatives. Due to growth in the volume and diversity of the products being sold, the existing system of having one incentive program for all sales marketers no longer meets the need of the company. To maximize sales in each of the product lines, the system needs to provide an incentive and reward system to encourage employees to focus on their specific product lines while also cross-marketing the company's portfolio of other products. What incentive programs would assist the company in motivating the sales staff? Explain each in detail. (5)
(CO3)
6. Select a job of your choice and explain Point method of job evaluation with the help of job selected. Factors can be taken as: Knowledge and Skills, Responsibility, Decision-Making, Complexity and Working Conditions. Degree can be taken from 1-5. Assume points for each degree and determine wage rate for selected job. Also explain the concept of Broadbanding. (4)
(CO2)
7. Super Spinning Mills Limited was established in 1920 in Coimbatore for manufacturing yarn and supplying it to cotton mills in and around the city. The founder of the company, Shri Murali Iyengar, was a follower of Gandhian philosophy and believed in a paternalistic approach towards the employees, because of which there was little scope for grievance. But after some time, owing to the influence of politicians and freedom fighters, the trade union (4)
(CO4)

movement picked up in Coimbatore. Due to pressure from the workers of other units, two trade unions were formed, one with support of the communists and the other with the support of the Indian National Congress. The leaders of these unions were keen to increase the membership, to do so they began to rose the anger of the employees against the injustice being done to them. Shri Iyengar, in spite of his best efforts, could not convince the Union to maintain harmonious industrial relations. The Union leader's, to meet their selfish ends, started to create industrial unrest on the most minor issues, leading to loss of production. There were strikes lasting from five days to one month over a span of two years.

Critically analyze the above case and identify the problem faced by the management. (1)

Briefly explain the different forms of industrial dispute that workers can resort to. (3)

What are the different approaches for settlement of Industrial Dispute? Explain. According to you which one will be the best approach that can be used by management towards proactively addressing the industrial unrest? (3)

8. /
(CO4)

Write short notes on:

- a) Future of HR
- b) Quality Circles

(5)