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Code: 19MBA2003

SET-I

**ADITYA INSTITUTE OF TECHNOLOGY AND MANAGEMENT, TEKKALI
(AUTONOMOUS)**

I MBA II Semester Regular Examinations, October / November-2020

HUMAN RESOURCE MANAGEMENT

Time: 3 Hrs

Max. Marks: 60

**Answer any Five questions
All questions carry EQUAL marks
Question No. 8 is Compulsory**

1. a) Define HRM, explain the evaluation of HRM. **6 M**
b) What are the principles of Human Resources Management? **6 M**
2. a) Explain the changing role of HRM in the present scenario. **6 M**
b) Explain the importance of demand and supply forecasting in HR Planning process. **6 M**
3. a) Define recruitment, What are the sources of Recruitment? **6 M**
b) Differentiate between training and development. **6 M**
4. a) Define performance, Explain its importance to the employee as well as organisation? **6 M**
b) What are the factors influencing on compensation? **6 M**
5. a) What are the different types of incentives provided by the organisation? **6 M**
b) Define welfare, What are the non-statutory welfare measures? **6 M**
6. a) Write elaborately the importance of collective bargain in settling the Industrial Dispute. **6 M**
b) How organizations settle the grievances occurred between employees? **6 M**
7. a) What are the safety mechanisms should be provided by the organisations to their workers? **6 M**
b) How organisations manage work place stress? **6 M**

8.

CASE STUDY:

12M

Vikas Motors Limited is the second-largest two-wheeler manufacturer in the country. The company has ten brands, each performing well, and five production plants from different regions of the country. It is a single recognised union which is strong and effective with nearly 70 percent membership of the employees. As a part of its IR strategy, Vikas Motor follows a well established collective bargaining technique for deciding labour related issues, including wages and other benefits. Due to collective bargaining, the company has been revising the compensation packages of the employees once in three years. Collective bargaining has also ensured that the company has remained free from any major industrial dispute and disturbances for several years till date.

However, the entry of foreign companies into the market, which created a price war in the two- wheeler segment instantly meant that every company in the automobile industry was forced to respond in some way to this emerging trend. Obviously, companies viewed cost reduction as the most viable approach to warding off the threat of elimination from the market.

Understandably, the emphasis of Vikas Motors was also on cost cutting, and its board decided that the best strategy for wage reduction or freezing and cutting back on expensive employee benefits is the introduction of individual employee-level bargaining and the elimination of collective bargaining. The directors also felt that collective bargaining achieved the desired result on the IR front but not in terms of productivity and cost reduction. However, Mr.Gupta, Director of HR and IR, differed with the general opinion of the board and advised it to look at collective bargaining as an instrument of change and not as an obstruction. Finally, the board decided to abolish collective bargaining as a wage fixation technique and replaced it with individual employee oriented and performance based system for wage determination. The employees and their union received the news with shock and disbelief and responded with a flash strike. The company witnessed a strike after several years but the management viewed it as an emotional response of the employees and hoped that normalcy could be restored through talks and awareness campaigns. However, Mr.Gupta feared a steady deterioration in the relations between the employers and the employees and also reduced employee cooperation and performance.

Questions:

1. Do you agree with the Board of Directors decision to abolition collective bargaining?
2. What measures are required to normalise the situation?