

[Dec-16]

[MPDBA-205/MPDHR-205]
MBA (GEN & HRM) Degree Examination

II SEMESTER

HUMAN RESOURCE MANAGEMENT

(Effective from the admitted batch 2009-10)

Time: 3 Hours

Max.Marks: 70

Instructions: All parts of the unit must be answered in one place only.
Figures in the right hand margin indicate marks allotted.

SECTION-A

1. Answer any **Five** of the following: (5×2=10)
- a) Selection
 - b) Assessment centres
 - c) Team building
 - d) Performance planning
 - e) Incentive plan
 - f) Industrial democracy
 - g) Negotiation
 - h) T-group training

SECTION-B

Answer all questions: (5×9=45)

2. a) Explain the evolution of HRM in the Indian Changing social scenario

OR

- b) What are the objectives of HRP? Also state the steps involved in HRP process?

3. a) How assessment centers help in evaluating performance appraisal of an employee?

OR

- b) What are the techniques of HR management?

4. a) What are the mechanisms of HRD?

OR

b) Explain the new trends and perspectives in training

5. a) Discuss the role of direct and indirect compensation programs in an organization

OR

b) What are the essentials of Reward Management?

6. a) Explain briefly the methods and mechanisms to resolve industrial disputes

OR

b) Examine the role of trade unions in the present industrial environment

SECTION-C

7. **Case Study (Compulsory):**

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Aegis BPO is a subsidiary of Essar Group a multi-billion dollar group with interest in steel, oil, telecom and shipping across several countries in the world. Aegis is listed in the US and operates in India, US and Philippines. Though Aegis started as an international BPO, considering the emerging opportunities in the domestic BPO space, it has ventured into telecom, banking and insurance verticals by entering into service contracts with leading players such as Airtel, Idea, HDFC insurance and ICICI bank. The organization has now grown to 17 centres in India with over 20,000 employees. It has another 15,000 employees across US and Philippines

The company, which has been recruiting close to 4,000 employees across its sites for replacement, has drawn a comprehensive training and developing strategy to train and develop its employees:

Training for new hires: For the new hires, the company has the following two kinds of trainings:

- **Voice and accent trainings:** The company trains the new hires on the voice, accent and culture of the regions to which they would be providing contact services

- **Technical/product training:** After the new hires clear the voice and accent training, the company trains them in the product / service to ensure that they are empowered with required product knowledge

Training for tenured employees: In order to address the developmental aspirations, the organization has drawn a detailed plan as follows”

- Training for next-generation team leaders
- Training on communication and interpersonal skills
- Yellow and green belt certification to train them in problem-solving and quality improvement aspects
- Training for first-time managers
- Training for process trainers and quality analysts
- Training calendar for training needs identification (TNI) of employees
- On-the-job training on management information (MI) reporting and people management for tenured customer service executives (CSEs)
- coaching and mentoring skills for tenured CSEs to train new hires.

These training initiatives have not only helped Aegis to reduce early attrition, but also address the developmental aspirations of the tenured employees

Questions:

1. What are the training strategies of Aegis BOP?
2. Compare the training and developmental initiatives at other BOPs in the country
3. Which type of changes if any would like change the training strategy of the firm?

[26,27/I Y/216]