

Total number of printed pages-12

14 (COM-2) 2·9B N/O

2016

**STRATEGIC HUMAN RESOURCE
MANAGEMENT**

Paper : 2·9B

Full Marks : 80

Time : Three hours

***The figures in the margin indicate
full marks for the questions.***

(New Course)

***Answer question nos. 1, 2 and 8
and any three from the rest***

1. Choose the correct option from the following : 1×5

(a) Which one of the following is not included in contingent work force ?

(i) Contract Labour

Contd.

- (ii) Badli worker
 - (iii) Female workers
 - (iv) Employees working overtime.
- (b) When an international company recruits people most suitable irrespective of their nationalities, such approach is known as
- (i) Ethnocentric approach
 - (ii) Polycentric approach
 - (iii) Geocentric approach
 - (iv) Egocentric approach
- (c) Which one of the following is not formally recognised as a Generally Accepted Accounting principle ?
- (i) Inventory accounting
 - (ii) Cost accounting
 - (iii) Human Resource accounting
 - (iv) Depreciation accounting

(d) Which one of the following challenges is not associated with team development characteristics ?

(i) Storming

(ii) Mentoring

(iii) Norming

(iv) Performing

(e) When the protege extends mentoring support to the mentor, it is termed as

(i) Reverse mentoring

(ii) Informal mentoring

(iii) reverse mentoring

(iv) formal mentoring

2. Write short notes on the following :

5×5=25

(a) Legislative support for determining the terms of employment in Micro & Small Sector in India.

(b) Components of fixation of pay of industrial employees.

- (c) Outsourcing as a source of saving cost.
- (d) Significance of retention management practices in industry.
- (e) India's obligation to adhere to International Labour Standards.

3. Identify the key result areas of Human Resource Management of an organisation. Which of the two - 'seniority' or 'merit' do you consider should be the basis of promotion and why ? 12

4. State the Human Resource practices followed by Banking sector in India. Also state the causes of high attrition rate in B.P.O. houses in India. 6+6

5. Discuss the areas in which competitive advantage in human resource could be developed by an organisation. Also state the significance of international human resource management in modern organisations. 6+6

6. Explain how does a H.R. Manager face the challenges of workforce diversity demographic change and temporary workers in modern environment. 12
7. Explain the scope of human resource audit in an organisation. Also state the limitations of human resource accounting. 6+6
8. Read the following passage carefully and answer the questions as directed at the end :

Prag Electronics Ltd. is a medium sized electronic company located in a metropolis. It markets popular brands of home appliances like air conditioners, refrigerators, washing machines and microwave ovens, and undertakes post sales, maintenance. The policy of the company is to attend to the faults within 24 hours if the customer is within the city limits and within 36 hours if the customer is located outside the city limits. Obviously the maintenance department is completely stretched and always works against stiff targets. Mr. Anil Saikia is working as one of the executives in the maintenance department. He has twelve mechanics in his team. It is his responsibility to depute mechanics to attend

to the complaints of the customers after they report for duty in the morning.

The other day Rahul, one of his most trusted and efficient employees, was assigned the duty to attend the complaint of one of the long-standing customers, Mr. Suresh, whose air conditioner had developed a fault. At the end of the day, as per his duty Anil Saikia made a surprise visit to some of the select complaints, including Suresh, to know how satisfied they were with the performance of the mechanics. To his shock and surprise, he found that Rahul had not visited Suresh. When contacted on phone, Rahul informed Anil Saikia that the sudden illness and the subsequent hospitalisation of his daughter was the reason for his inability to call on the customer. He also pleaded with Anil Saikia to help him out in this matter. However, the company has uncompromising rules that view dereliction of duty by employees for any reason as a major offence warranting immediate suspension.

Adhering to the rules, Anil Saikia reported the matter to the higher authorities, who promptly suspended Rahul pending a full-fledged enquiry. The news of Rahul's suspension created widespread resentment among other employees, who sympathised

with Rahul. But Anil Saikia justified his action by saying that any compromise on that rule would have undermined not only the ability of his team to meet the stiff targets set by the company but also the rule itself. He also felt that this kind of behaviour would set a bad precedent eventually bringing disrepute to the company.

Questions :

- (i) How do you view the whole incident that resulted in the suspension of Rahul ? 4
 - (ii) Do you see any lacuna in the ethical component of the rule that imposes suspension for dereliction of duty, irrespective of the cause ? 4
 - (iii) What are the policy measures required for the company to deal with such situation in the future ? 6
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