

HUMAN RESOURCES MANAGEMENT
MMS – SEM. - II

Q.P. Code: 00005281

[Time: 3.00 Hrs]

[Marks: 75]

Please check whether you have got the right question paper.

Instructions:

1. Q1 (20 marks) & Q8 (15 marks) are compulsory.
2. Attempt Any Four (40 marks) out of Q2, Q3, Q4, Q5, Q6 and Q7.
3. Students have to attempt any four out of the remaining six questions and within each question; students have to attempt any two out of three sub – questions. Each sub – question would carry 05 Marks.
4. Figures to the right indicate full marks.
5. Draw neat diagrams wherever necessary.

Q.1 Read and attempt the following: Case study (20 Marks)

TechInnovations Pvt. Ltd., a mid-sized software development company, has been experiencing stagnation in its growth over the past two years. The CEO, Priya Sharma, decided that it was time to implement significant organizational changes to rejuvenate the company's growth and improve its competitive edge. The changes included a shift from a traditional hierarchical structure to a more agile, team-based approach.

Priya's vision was to foster a culture of innovation and collaboration by breaking down silos and encouraging cross-functional teams. The restructuring involved the creation of small, autonomous teams responsible for specific projects, with the authority to make decisions and implement changes rapidly. Additionally, TechInnovations introduced a flexible work environment, allowing employees to work remotely and choose flexible working hours.

To facilitate this transition, Priya invested in leadership training programmes to equip managers with the skills needed to lead agile teams effectively. She also ensured that there was a robust communication plan in place to keep all employees informed and engaged throughout the process. Regular town hall meetings, feedback sessions, and an open-door policy were some of the initiatives introduced to support the change.

Despite the positive outlook, the change was met with resistance from some

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employees who were accustomed to the traditional way of working. Concerns about job security, increased workload, and the effectiveness of the new structure were common. Priya and her leadership team addressed these concerns by providing clear communication, additional training, and support to help employees adapt to the new ways of working.

Six months into the transition, early indicators showed improvements in team productivity and employee satisfaction. However, the long-term success of the change depended on continuous support and adaptability from both the leadership and employees.

Discussion Questions:

1. What are the key reasons behind the organizational change at TechInnovations Pvt. Ltd., and how do these changes aim to improve the company's performance?
2. How did Priya Sharma and her leadership team address employee resistance to the organizational change? What strategies were implemented to facilitate a smooth transition?
3. What role does effective communication play in the success of organizational change initiatives? Provide examples from the caselet to support your answer.
4. In your opinion, what additional measures could TechInnovations Pvt. Ltd. take to ensure the long-term success of the new organizational structure?

Q.2 Attempt any two of the following:

10 Marks

- (a) Define HRM and Explain Components of HRM?
- (b) Explain HRM Objectives & its Supporting functions
- (c) Explain the terminology HRM in the New Millenium

Q.3 Attempt any two of the following:

10 Marks

- (a) Explain Process of HRP in detail?
- (b) Explain Need for HRP in organization?
- (c) Explain factors affecting HRP in detail?

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- Q.4 Attempt any two of the following: 10 Marks
- (a) Define Job Analysis & explain importance of Job analysis?
 - (b) Explain Steps in Job analysis?
 - (c) Explain Job Description & Job Specification in detail?
- Q.5 Attempt any two of the following: 10 Marks
- (a) Explain Principles of Job Design
 - (b) Explain advantages of Job Rotation?
 - (c) Write a short note on Job Enlargement?
- Q.6 Attempt any two of the following: 10 Marks
- (a) Define Recruitment and explain need for Recruitment?
 - (b) Explain Steps in Process of Recruitment?
 - (c) Explain Internal Factors Affecting Job Recruitment
- Q.7 Attempt any two of the following: 10 Marks
- (a) Explain in detail Sources of Recruitment?
 - (b) Difference Between Recruitment & Selection?
 - (c) Explain in detail Selection Procedure?
- Q.8 Write short notes on Any three the following: 15 Marks
- (a) Induction
 - (b) Modern Methods of Appraisal
 - (c) Halo Effect
 - (d) On The Job Training
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