

**HUMAN RESOURCES MANAGEMENT**  
**MMS – SEM. - II**

**Q.P. Code: 00005282**

**[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: Caselet**

**20 Marks**

GlobalTech Solutions, a mid-sized IT company in the United States, was facing high operational costs and needed to improve efficiency. To solve these problems, the management decided to use Business Process Outsourcing (BPO) to streamline operations and cut costs.

After careful research, GlobalTech Solutions chose to work with Efficient Services Pvt. Ltd., a well-known BPO provider in India. They decided to outsource their customer service and technical support functions. The transition was planned carefully to ensure smooth operations.

**Steps Taken:**

- **Identifying Needs:** GlobalTech identified which processes could be outsourced without affecting quality. Customer service and technical support were chosen because they had high volumes and were routine tasks.
- **Choosing a Vendor:** GlobalTech evaluated several BPO providers based on their expertise, cost-effectiveness, and service quality. Efficient Services Pvt. Ltd. was selected for its strong infrastructure and good track record.
- **Planning the Transition:** A detailed plan was made, including knowledge transfer sessions, training programs, and communication setups. Project managers from both companies coordinated the transition.
- **Implementing the Plan:** Over three months, the BPO provider took over the selected

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processes. Monitoring and feedback systems were set up to address any issues quickly.

- **Monitoring Performance:** Key Performance Indicators (KPIs) were set to measure the success of the outsourcing. Regular review meetings were held to check performance against these KPIs.

**Results:**

- **Cost Savings:** GlobalTech Solutions reduced operational costs by 30% in the first year.

**Improved Efficiency:** The BPO provider's expertise led to faster response times and better customer satisfaction.

- **Focus on Core Tasks:** By outsourcing non-core tasks, GlobalTech's in-house team could focus on strategic projects, leading to innovation and growth.
- **Scalability:** The BPO arrangement allowed GlobalTech to adjust operations based on demand without significant additional costs.

**Questions: (5 Marks Each)**

- a) Why did GlobalTech Solutions decide to use BPO?
- b) How did GlobalTech choose the right BPO provider?
- c) What steps were taken to ensure a smooth transition to outsourcing?
- d) How did outsourcing affect GlobalTech's overall performance and focus?

**Q.2 Attempt any two of the following:**

**10 Marks**

- (a) Define HRM and explain nature of HRM
- (b) Define HRP and explain objectives of human resource planning
- (c) Explain importance of HRP in detail with respect to a company

**Q.3 Attempt any two of the following:**

**10 Marks**

- (a) Explain HRP process with the help of a diagram
- (b) Define job analysis and explain importance of job analysis
- (c) Define job design and explain principles of job design

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Q.4

Attempt any two of the following:

10 Marks

- (a) Difference between job enlargement vs job enrichment
- (b) Explain in detail the process of recruitment
- (c) Explain the different sources of recruitment

Q.5 Attempt any two of the following:

10 Marks

- (a) Explain steps of selection procedure
- (b) Write a note on performance appraisal
- (c) Explain modern methods of performance appraisal

Q.6 Attempt any two of the following:

10 Marks

- (a) Explain need of ethics on performance appraisal
- (b) Define training and explain objectives of training
- (c) Difference between training and development

Q.7 Attempt any two of the following:

10 Marks

- (a) Explain conceptual framework of change management
- (b) Write a note on succession planning
- (c) Explain in detail grievance procedure in a company

Q.8 Write short notes on Any three the following:

15 Marks

- (a) Sources of stress
- (b) Corporate restructuring
- (c) Downsizing
- (d) Work life balance

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