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| **Semester: 1**  **Maximum Marks: 50 Examination: ESE Examination Date:**  **Duration: 3hours** | | |
| **Programme code:**  **Programme:** | **Class: MBA WE** | **Semester/Trimester:1** |
| **College:**  **K. J. Somaiya Institute of Management** | **Name of the department/Section/Center:** | |
| **Course Code:** | **Name of the Course: HRM** | |
| **Instructions: All questions are compulsory.**  **Answers must be to the point and explained with the help of examples where**  **necessary.** | | |
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| **Question No.** |  | **Max.**  **Marks** |
| **Q1.** | Read the following case and answer the following questions:  *XYZ Ltd. is a public sector undertaking with a staff strength of 1200 including 300 officers. As per the recruitment policy of the company, most employees join as trainees and after successful completion of training are absorbed at the lowest level intake. Thus, in the case of workers, most start as Technicians/Operator Trainees, and officers as Management Trainees. The company expects the higher posts to be filled by promotion and therefore, as far as possible, direct recruitment in higher positions is avoided. Only when there is an urgent requirement of a person to fill a higher post and no candidate from within the organization is eligible, is an open advertisement released.*  *In 2022, the company urgently needed one Junior Engineer ( Instrumentation) to take charge of one of its plants. At that time, the company had four junior engineers in the position who had joined as Management Trainees in 2020 and were regularized after probation in 2021.Immediately above them was an Assistant Engineer who in turn reported to the Project Manager. The company released an advertisement for the post of Junior Engineer, seeking applications from those with at least two years experience in the field. One Mr. Ramesh Chaudhari, who had four years experience in a private concern applied and was selected. He found the terms of appointment lucrative and joined the company in May, 2022. As four JEs were already working in the company, Chaudhari became the Junior most JE. The four JEs were eligible to become Assistant Manager in 2025 as per the promotion policy which said that after 4 years JEs can become AMs. So, Chaudhari was eligible for this post in May 2026.*  *In July, 2023, the Assistant Engineer left his job and hence, the company decided to fill the vacancy by direct recruitment. In the advertisement it stipulated that applicants should have a minimum of 5 years experience. Chaudhari met the specification since he had 4 years previous experience and one year at XYZ Ltd. Therefore, he applied for the post through a proper channel. The company decided to call all the eligible candidates for interview including Chaudhari. He performed extremely well in the interview and was found suitable for the post. The General Manager who was the Chairman of the selection committee, congratulated Chaudhari immediately after the interview and told him that he has been selected for the post of Assistant Manager.*  *However, after 4 days the GM changed his mind and asked the HR Manager not to issue the appointment letter to Chaudhari. On being asked by Chaudhari about the change in decision the GM gave the following reasons:*   1. *If Chaudhari would get a higher post after completion of just one year of service in XYZ Ltd. as against the normal 4 years that all others need to go through it would be against the company promotion policy.* 2. *If he becomes the Assistant Manager the other Junior Engineers who had joined earlier and were well trained would be demotivated and would start seeking jobs elsewhere as he has got to know through the grapevine.* 3. *The GM was convinced that he could not afford to lose four Junior Engineers and therefore he chose to ignore Chaudhari’s fitment to the post.* 4. If Chaudhari had been an external candidate, would he have got the job? As an internal candidate, did he deserve to be treated in a different manner? 5. What was the mistake made by the company? 6. Are there any drawbacks in the recruitment/promotion policies of the company? If yes, elaborate them and suggest suitable solutions. | **(6+6+8=20)** |
| **Q2.** | Explain with examples the types of indiscipline noticed in Indian industries. | **(5x1=5)** |
| **Q3.** | Write short notes on any 5   1. Strategic HRM 2. Methods of HRP 3. Steps in a training programme 4. Job Evaluation 5. HRM in a virtual world 6. Components of wage and salary administration | **(5x5=125)** |