

All questions carry equal marks

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**SECTION - A**

Answer the following: (05 X 10 = 50 Marks)

- 1 Explain various strategies of HRM to improve organizational performance.  
**OR**
- 2 Examine significance of HRM policies and practices.  
**OR**
- 3 Give a brief account of job evaluation methods.  
**OR**
- 4 Define job design. Describe job characteristics model of Hackman and Oldham.  
**OR**
- 5 Describe components of executive compensation package.  
**OR**
- 6 What are minimum, fair and living wages? What are different ways of wage determination in India?  
**OR**
- 7 What are BARS and paired comparison methods of performance appraisal?  
**OR**
- 8 Describe methods of executive development.  
**OR**
- 9 How total quality management is a tool for gaining competitive advantage?  
**OR**
- 10 Elaborate the underlying philosophy of kaizen and quality circles.

**SECTION – B**

(Compulsory Question)

01 X 10 = 10 Marks

**11 Case study:**

Annapurna retail chain does not have a formal pay structure nor does it have rate ranges or use of compensable factors. Wage rates are mostly on those prevailing in the surrounding community and are tempered with an attempt on the part of the chain to maintain some semblance of equity between what workers with different responsibilities in the stores are paid.

Needless to say this retail chain does not make any formal surveys when determining what this company should pay. When many of other retail chains adhere to a policy of paying absolutely minimum rates, this chain has always followed a policy of paying his employees about 10% about what he feels are the prevailing rates, a policy this chain believes reduces labour turnover while fostering employee loyalty. If somewhat more concern to this chain is the policy of paying men about 20 percent more than women for the same job. The explanation is, "They are stronger and can work harder for long hours, and besides they all have families to support".

Questions:

- (a) Is the chain at the point where it should be setting up a formal salary structure complete with job evaluation? Why?
- (b) Is chains policy of paying 10% more than the prevailing rates a sound one, and how could it be determined?
- (c) Similarly, is the chain male-female differential wise? If not, why?

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