



PS – 293

II Semester M.B.A. (Day/Evening) Examination, November/December 2022  
(CBCS – 2021 – 22 Onwards)

MANAGEMENT

Paper – 2.4 : Human Capital Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **5** marks. **(5×5=25)**

1. Discuss the objectives of HRM and explain the environment of HRM in India.
2. Explain the determination of current and future HR requirements.
3. Define Job Analysis ? And discuss the objectives of Job Analysis.
4. "Training like any other HR function, should be evaluated to determine its effectiveness". Explain.
5. Explain the concept of Career Development. Discuss the factors affecting career choice.
6. What is performance appraisal and give the reasons for why it is used in organization ?
7. How organization strategies are closely link to HR strategies ?

SECTION – B

Answer **any three** questions. **Each** question carries **10** marks. **(3×10=30)**

8. What is meant by compensation ? What are the basic objectives and principles of wages and salary administration ?
9. Explain the various on-the job and off-the job training methods.
10. Define Recruitment. Explain in detail the process of recruitment and selection.
11. Write short notes on :
  - a) Separation
  - b) HR Policy.

P.T.O.



## SECTION – C

## 12. Compulsory. Case study.

(1×15=15)

The compensation management practices at Tata Consultancy Services Ltd. (TCS), one of the leading Indian IT companies, was based on the EVA model. With the implementation of Economic Value Added (EVA)-based compensation, the salary of employees comprised of two parts, fixed and variable. The variable part of the salary was arrived after considering business unit EVA, corporate EVA and also individual performance EVA. During the fourth quarter of the Financial Year (FY) 2007-2008, TCS announced its plans to slash 1.5 percent of the variable component of employee salaries since its EVA targets for the third quarter of FY 2007-2008 were not met. The announcement came as jolt not only to TCS employees but also to the entire Indian IT industry. The company came in for severe criticism and it was accused of not being transparent with respect to EVA calculation.

However, some analysts felt that the pay cuts were a result of the macro economic challenges that the Indian IT companies were facing -- rapid appreciation of the rupee against the US dollar and the recession in the US economy (USA was the largest market for the Indian IT companies).

**Questions :**

- a) Discuss the importance of variable compensation in light of its ability to motivate employees and enhance organizational productivity.
- b) Understand the rationale behind the cut in the compensation of the employees at TCS.