

order to revitalize the company, Mayer announced several plans. When she found that the work from home policy that the company was following was being misused by some employees, she decided to discontinue it. Her decision resulted in a huge debate over the viability of flexible working hours and the work from home policy.

**Questions :**

- (i) Discuss the role of telecommuting in striking work life balance. Discuss the advantages and disadvantages associated with them?
- (ii) Whether decision taken by Marisa Mayer was justified.

**OR**

(b) Answer the following questions. (10×2)

- (i) "It is said that no wise management will spend too much on training because well trained employees have higher rate of mobility and therefore greater chance of leaving the organization". Discuss.
- (ii) Managing human diversity is a strenuous task in the present environment. Discuss the various methods adopted by Indian firms for managing human diversity.

(200)

[This question paper contains 4 printed pages.]

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Your Roll No. ....

**M.COM. : SEMESTER – IV (OC) F**

Paper No. – 6402

Human Resource Management

Time : 3 Hours

Maximum Marks : 100

(Write your Roll No. on the top immediately on receipt of this question paper.)

Attempt all necessary questions.

All questions carry equal marks.

1. Define "Human resource management". What is the importance of H.R.M in organizations in the changing context? (20)

**OR**

"The logical approach to staffing begins with careful assessment and planning of current and prospective employees? Do you agree? Support your arguments with suitable examples.

2. Performance appraisal is integral part of performance management." Explain the statement. (20)

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2

OR

Job analysis is a systematic study of job content and job context. Comment. Also analyze the different methods of job analysis.

3. Suppose You have been assigned HR manager's responsibility of Jet Airways and entrusted with responsibility of designing training programme for ground staff. Discuss the principles and methods of training programme designed by you. (20)

OR

What do you mean by job designing? Explain its importance and different techniques.

4. Write short note on any **four** of the followings :
- (i) Sensitivity Training
  - (ii) Factor Comparison Method
  - (ii) Career Anchor
  - (iv) MBO approach
  - (v) Job enrichment (20)

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3

5. (a) Case study (20)

US-based Yahoo Inc (Yahoo), the world's largest software company, had been going through tough times since 2008. The company had seen a steep decline in its revenues. Revenues, which had been US\$7.21 billion in 2008, had fallen to \$4.98 billion by 2012. In the search engine market too, Yahoo found itself facing problems. As of 2013, its market share in the search engine market was 17%, as against Google Inc.'s (Google) 61%. Yahoo, which had once been the biggest seller of display ads, had lost that position to Google and Facebook. According to some analysts, the work culture at Yahoo and the lack of innovation were responsible for the company's position. They were of the opinion that its culture was "broken/toxic", and that it was this that had an adverse impact on employee's performance and productivity. Ultimately, Yahoo had come to be known as a "distracted, demoralized, and inefficient company". A continuous change in leadership was also cited as one of the reasons for Yahoo's plight. In comparison with the other successful tech giants, Yahoo's employees were under performing.

Yahoo's new CEO, Marissa Mayer (Mayer) joined the company in 2012, Yahoo had lost its previous glory and was way behind its industry peers. In

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