

**GUJARAT NATIONAL LAW UNIVERSITY
GANDHINAGAR****Course: Human Resource Management
Semester-V (Batch: 2018-23)**End Semester Online Examination: December 2020Date: 27th December, 2020

Duration: 8 hours

Instructions:

Max. Marks: 50

- The respective marks for each question are indicated in-line.
- Indicate correct question numbers in front of the answer.
- Draw diagrams wherever applicable
- Cite the reference source used for answering the question.
- No questions or clarification can be sought during the exam period, answer as it is, giving reason, if any.

Answer any Four of the following questions

- Q.1 Majority of the Constitutions throughout the world have a basic document of Government called "Constitution". The 'Constitution' of a country is the fundamental law of the land on the basis of which all other laws are made and enforced. Every organ of the state, be it the executive or the legislative or the judiciary, derives its authority from the Constitution and there is no authority, no department or branch of the State, which is above or beyond the Constitution or has powers unfettered and unrestricted by the Constitution. (12.5)
- Discuss Constitutional bearing on industrial laws and industrial relations?
- Q.2 Workers in various settings are beset with a multitude of issues which sometimes interfere with their personal effectiveness and overall productivity. The skills and knowledge that social workers possess can be applied to non-traditional settings in novel ways to increase employee productivity and organizational effectiveness. (12.5)
- a) Explore how social work skills can enhance the methods that human resource management applies to the current problems of the workplace?
 - b) Examine the skills required by social workers and how those skills uniquely fit with the approaches used in human resources?
- Q.3 In your capacity as a Human Resource management consultant you have been asked by the company to advice on the best way to proceed, enabling the Cool Call Centre Ltd. to benefit from an acceptable and effective performance management system. (12.5)
- Read the below case and advise them on the given questions by using concept of Performance management system.

Case study of The Cool Call Centre Ltd.

The Cool Call Centre Ltd. has been in operation for the past 15 years. It is located in New York in a large multi-storey building, with 350 hourly paid employees spread over 5 floors. Its purpose is to receive and transmit a large volume of requests by telephone, providing product support and dealing with information inquiries from consumers.

Outgoing calls for telemarketing, product services and debt collection are also made. In addition it operates a 'contact centre' where there is collective handling of letters, faxes, live chat and e-mails for a wide range of clients. The company operates a performance management or appraisal system for all staff. It is primarily a rating scale system, where managers score workers on a scale of 1- 10 under 10 criteria: 1) Quantity of Work 2) Quality of Work 3) Attendance 4) Expertise 5) Telephone 6) Communication Skill 7) Teamwork 8) Initiative 9) Reliability 10) Determination & Flexibility 11) Honesty\Integrity.

The assessments entail a face-to-face meeting between each staff member and his\her manager or team leader twice per annum. Arising therefrom the maximum score available per employee under the system is 200. The score attained at these meetings by each employee is the main determinant of their annual bonus payment. Naturally all of the employees push for the award of the highest score at these meetings. Some managers comply with this and some do not. Notably the exclusive focus of these meetings tends to be the scores awarded. Frequently the meeting descends into a negotiation process between the two parties, as the reviewer tries to reduce the scores being awarded whilst the reviewed tries to increase the scores being awarded. This process is compounded by the nature of some of the criteria being assessed. As a result, the Human Resources department applies a 'calibration' technique which serves to 'average out' the scores across the company. It does this by collecting the scores awarded for each employee, calculating the company-wide average and the average for each section therein. It then adjusts the individual scores awarded for each employee in each section by the requisite amount to bring it into line with the company average. As a result, if the section's average was 180 and the company average was 150, each employee in the section would have his\her average reduced by 30 points. Likewise if the section's average was 150, and the company average was 180, each employee in the section would have his\her average increased by 30 points. Accordingly the bonus payments are awarded based upon the revised scores. In the first couple of years of the system's operation, the scores awarded were so high that the company board had to intervene to reduce the total bonus allocation by nearly 33 per cent. At that time the system operated on the basis that the higher the score the higher the overall company bonus pay-out. Under the current (revised) version of the system the board decides on the total amount available annually for bonus purposes, which is then allocated on the basis of the revised scores. As a result of the various revisions, the performance management or appraisal system is held in very low regard by both employees and their managers or team leaders. The feeling amongst managers is that there's no point in giving accurate assessments, and the higher the score they award the better for staff: management relations. However the scores they award seem to bear little resemblance to the eventual bonus pay outs. Likewise the employees are very frustrated with the system. This was one of the reasons that the employees sought permission for the formation of a staff association nearly two years ago. This request was denied. Alongside this frustration, there is also a strong feeling amongst top management that the incidence and extent of underperformance in the company is unacceptably high.

- a) What performance management or appraisal scheme or combination of schemes should be used in the given case? (3 Marks)
 - b) Should there be different objectives and scheme types for different staff categories in the given case? (3 Marks)
 - c) How will the system relate to the organisation's remuneration system? Is there a performance-pay link? How will it work in practice? (6.5 Marks)
- Q.4 The constitutional principle of 'equal pay for equal work' has been upheld by the Supreme Court of India ("SC") with respect to temporary employees' vis-à-vis permanent employees in the Government sector. In *State of Punjab and Ors. v. Jagjit Singh and ors*1., the SC has ruled that temporary employees performing similar duties and functions as discharged by permanent employees are entitled to draw wages at par with similarly placed permanent employees. The principle must be applied in situations where the same work is being performed, irrespective of the class of employees. Looking at the given case material, decide dispute by presenting issues, arguments and reasoning for the decision. (12.5)
- Q.5 Human resource management involves all that can be done to improve the effectiveness of an organization or business. It involves premeditated and comprehensive approaches for managing employees along with managing the workplace culture and the environment of the organization. The function of HR experts is to guarantee that an organization's most significant resource its human capital is being sustained and upheld through the creation and the board of projects, arrangements, and systems, and by cultivating a positive workplace through successful worker business relations. (12.5)
- What are the effective methods of HRM that can improve the efficiency of law firms?
