Answer the following questions.  

1. The overall strategy relate to business interests is termed as  
   a. Corporate strategy  
   b. Business strategy  
   c. Differentiation strategy  
   d. Growth strategy  

2. Which of the following areas involve ethics in the workplace?  
   a. Selection and promotion of employees  
   b. Right to information  
   c. Differences in incomes  
   d. All the above  

3. Companies outsource because  
   i. Outsourcing is cost effectively  
   ii. Labor unions advocate outsourcing  
   iii. Outsourcing can provide expertise and flexibility not found within the company  
   iv. Outsourcing involves shared risk for getting work done  
   a. i, ii, iii  
   b. i, ii, iv  
   c. i, iii, iv  
   d. i, ii, iii, iv  

4. Which of the following is one of the primary reasons for corporate investing in training facilities?  
   a. To train employees of other organisations  
   b. To improve working conditions  
   c. To extend the tenure of retiring employees  
   d. To improve skills and abilities  

5. The extent to which performance is in congruence with the strategic goals of the organization is called  
   a. Reliability  
   b. Validity  
   c. Strategic congruence  
   d. Acceptability  

6. What is the perceived feeling of being treated fairly by the firm in terms of compensation called?  
   a. Equity  
   b. Equality  
   c. Honesty  
   d. Fairness  

7. What costs does an organization incur when there is high turnover?  
   a. Hiring costs  
   b. Training costs  
   c. Costs incurred due to loss of man hours  
   d. All of the above  

8. Outplacement services involve which of the following?  
   a. Providing alternative employment to employees affected by layoffs  
   b. Establishing and operating a separate placement agency  
   c. Outsourcing human resource requirements from an external agency  
   d. None of the above
9. The strategic challenge with regard to employee relations deals with:
   a) to help employees overcome the feeling of job insecurity
   b) to extract work from the existing employees
   c) to create gender equality within the organization
   d) None of the above

10. Many workers associate trade liberalization with loss of jobs. They feel globalization had a negative impact on labor relations because:
   a) Trade liberalization has boosted the marketing of foreign goods rather than domestic goods.
   b) Multinational firms in developed nations export jobs to developing nations.
   c) Multinational firms are extensive users of technology and are less dependent on labor
   d) All the above

**SECTION - B**

**Answer any FIVE Questions.**

5 x 2 = 10

11. What kind of skills are required for managers in a cellular organizations?

12. Distinguish between employee empowerment and employee engagement

13. State an example or a situation in which cross-functional teams can be used?

14. What are the benefits and problems associated with performance related pay?

15. In which situation add-on variable pay used?

16. What do you mean by rightsizing?

17. What do you mean by glass ceiling?

18. State the forces contributing to diversity at workplace

**SECTION - C**

**Answer any FIVE Questions.**

5 x 6 = 30

19. What are some of the barriers to advancement opportunities for women in many organizations?

20. What analyses should be made to determine the training needs of an organization?

21. What are some of the contextual factors which might interfere with the more universalistic performance management systems?

22. What are the advantages and disadvantages related to team-based pay?

23. Downsizing should be viewed as a part of process of continuous improvement rather than one-time quick fix solutions to enhance competitiveness. Explain.

24. What is the significance of organizational culture during mergers?

25. Explain various HR implications of divisionalisation?

**SECTION - D**

**Answer any TWO Questions.**

2 x 15 = 30

26. Discuss performance relate pay through the application of goal setting theory and expectancy theory?

27. What are the major challenges in developing performance-base rewards?

28. Explain the effects of downsizing on HRM in an organization and also state various
alternatives to downsizing?

SECTION – E

CASE STUDY COMPULSORY 20 MARKS

The production cost at Wilsonville Metal Reprocessing Facilities (WMRF) owned and operated by General Motors, were steadily rising. The primary reason for this steady rise was the increased expenditure on labour wages and salaries. The labor union had recently waged a strike that resulted, successfully, in greater salary and benefits for the workers. The second reason was the stringent safety regulations WMRF had to maintain. The facility reprocessed harmful heavy metals like mercury, cadmium and strontium and also generated toxic fluorides, chlorides and organometallic compounds. Such chemicals are highly toxic to humans and require very stringent operational procedures and equipment. This was a severe drain in terms of financial resources as these procedures and equipment were highly expensive. Finally, the cost of dumping the waste generated made the operation even more expensive. Wilsonville Metal had to subject the waste to an expensive treatment process prior to disposing of it at a special disposal facility.

However, of late, shareholders had openly expressed their displeasure about the falling profit levels of the company. To couple that, several of Wilsonville Metals competitors had shifted their operations to third world countries, where their operating costs were much lower than in the United States.

During this time, WMRF started considering the option of relocating its plants to an offshore site. Wilsonville Metal is a major employer in each of the US cities where it operates and the management knew that plant closure would cause economic disturbance in these communities. The chief operating officer, Mike B. Summers knew that the employees who will be laid off because of plant closures would have difficulty finding equivalent positions and that increased unemployment, with its accompanying social costs, would result. However, the CEO is aware of many other corporations, including his competitors that have shut down their US operations and it is something that he was considering. Following the recommendation of the board, Summers hired a consultant, Patricia Havell, to determine the sites for possible plant relocation. Ms. Smith had years of experience of working with companies that had moved their operations to less developed countries to reduce their operating costs. Based on his own research, Summers asked Ms. Havell to further investigate the possibility of operations in Mexico, the Philippines and South Africa. However, he personally felt that the move was ethically wrong, for it would exploit the lax environmental and safety regulations in third world countries, and expose the people to severe health hazards.

Questions:
1. Do you think the company has taken the right decision to move its operations to less developed countries to reduce operating costs?
2. What is the impact of layoffs on employees as a result of plant closures? What steps should the management take to reduce the stress on employees?