



GL BAJAJ

Institute of Management & Research

Approved by A.I.C.T.E., Ministry of HRD, Govt. of India

Roll No.....

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.)–201306

POST GRADUATE DIPLOMA IN MANAGEMENT (2019 -21)

MID TERM EXAMINATIONS (TERM -V)

Academic Session- 2020-21

Subject Name : Compensation & Reward Management

Time: 01.30 hrs

Sub. Code: PGH04

Max Marks: 20

Note:

1. Writing anything except Roll Number on question paper will be deemed as an act of indulging in unfair means and action shall be taken as per rules.

2. All questions are compulsory in Section A, B & C. Section A carries 1 Case Study of 8 marks. Section B carries 3 questions of 2 marks each and Section C carries 2 questions of 3 marks each.

SECTION – A

04+04 = 08 Marks

Q. 1: Case Study: Nature's Dilemma

“Sriram Industries” is a mechanical engineering establishment situated in Bombay. It has 15,000 workmen employed in first shift between 8-16 hours. This is a major shift and known as general shift.

The workmen of Sriram Industries report for work from distance places such as Pune, Virar and also Karjat, which are miles away from the place of work. The workers travel by Central Railway, Western Railway (Suburban Services) and by BEST buses (BEST is the local Municipal bus transport organization). Some also travel by petrol driven vehicles or their own bicycle. A small number staying in surrounding areas of the factory, report for duty on foot.

On 27 June 1990, there was a very heavy downpour, which is not uncommon in Bombay. Vast areas were submerged under water. Central and western sub urban railway services, therefore, were completely dislocated. As a result of the heavy rains, train services were suspended between 7 – 8 am.. BEST buses were less frequently run and in some areas there was no bus service at all. A few timekeepers who somehow managed to attend took attendance. It was found that out of the total complement, 4000 attended in time, 2600 attended two hours late, 4800 attended four hours late and the remaining 3600 did not attend.

As was obvious, neither the management nor the workmen was responsible for the aforesaid happening and the trade union, operating in the establishment requested the management to deal sympathetically with the employees. They requested that since it was beyond the control of workmen, even those who could not attend should not be marked absent. The union leader had produced a certificate from Railway authorities and also BEST authorities about the complete dislocation between 7-8.30 am and a partial dislocation till 2.30 pm.

As will be seen from the case, 4000 employees worked for the whole day, 2600 worked for six hours, 4800 worked for four hours only and 3600 did not report for duty at all. The issue was how to adjust the wages for the day.

The General Manager called a meeting of the officers to discuss the issue. It was found that a good number of officers who stayed in long distance suburbs or were staying in remote areas could not also attend to work. Some of the officers, who participated in the meeting, opined that ‘no work no pay’ should be the only principle and at best the only thing that the management should do is not to take any disciplinary action as such. Others expressed different views and there was no near consensus even in the meeting. The General Manager adjourned the meeting without coming to any decision.

Relation between the management and the three unions operating in the company were generally satisfactory. Only one of the three unions that had mainly white colored staff as members had a legalistic approach in all matters and was not easily satisfied.

(A) Write short summary of this case by elaborating the main issue.



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(B) How can this issue be sorted out?

SECTION – B

02×03 = 06 Marks

Q. 2: What is the importance of salary and wage administration? Include employer and employee perspective.

Q. 3: Name all wage theories? Explain any one.

Q. 4: What is reward management? Write its objectives?

SECTION – C

03×02 = 06 Marks

Q.5. Explain the factors influencing wage and salary? What are the constituents of salary?

Q. 6. What is job evaluation? Give names of its methods and explain any one.

Mapping of Questions with Course Learning Outcome

COs	Question Number(s)	Total Marks Allocated to the CO
CO1	3	2
CO2	6	3
CO3	2, 5	5
CO4	4	2
CO5	1	8

Note: Font: Times New Roman, Font size: 12.