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MBAH 451

II Semester M.B.A. Degree Examination, November 2023
BUSINESS ADMINISTRATION
Human Resource Management

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

Sri Dharmasthala Matheshwara
College of Business Management, Mangalore
Post Graduate Centre for Management
Studies and Research Library

Answer to the question should **not** exceed **6** pages.

(1×15=15)

1. Elucidate the features and benefits of Human Resources Accounting. Also, bring out the methods used for HR Accounting.

SECTION – B

Answer **any five** questions. **Each** question carries **8** marks. Answer to the question should **not** exceed **5** pages.

(5×8=40)

2. Elucidate the important roles of Human Resource Management.
3. Explain the process and challenges of HR Planning.
4. Elucidate the process of Employee Retention and the strategies used by Managers for long term retention.
5. Explain the need to measure employee performance.
6. Explain the process of evaluating training process as per Kirkpatrick's model of evaluation.
7. Define the components of salary. Explain calculation of salary with an example.
8. Elucidate the importance of good industrial relations and collective bargaining.

P.T.O.



SECTION – C
(Compulsory)

Answer to the question should **not** exceed 6 pages.

(1×15=15)

9. On September 21, 2022, Indian Information Technology (IT), consulting and business process services company Wipro Limited (Wipro) announced that it had sacked 300 of its employees after finding out that they were 'moonlighting' – that they had a secondary job in addition to being employed full-time. The company found that its employees were working for one of its competitors. Speaking on the issue, Rishad Premji (Premji), Chairman of Wipro, did not mince his words. He said that working for another company while having a primary job was a complete violation of integrity.

Moonlighting in India started in the wake of the Covid-19 pandemic in 2020. Due to the lockdowns spurred by the pandemic, many IT companies in India started using the remote working model. During this time, the companies had become only deliverables-oriented as opposed to employees spending 9 hours at office. Employees were also able to save time since they were not commuting to office. Thus the employees in this sector had ample free time on hand.

Many industries in India were against moonlighting. According to Gitanjali Singh, Head of Strategy and sales at digital technology solutions company Visionet Systems in India, "Companies hiring full-time employees expect the resource to be dedicated towards the work assigned by the organization. Similarly, the ownership of employees' welfare rests with the organisation until he is active in the system. This is especially done to ensure there is undivided attention, commitment, integrity towards the job/employment contract."

Dual employment was technically possible in the UK and the US. Industry experts opined that in the UK, a second employment would probably go underreported in larger organizations as the side hustle was not notified to the payroll department of the primary employer. They added that in the US tax system, having a secondary employment was simpler as it was based on self-assessment and voluntary reporting.



While experts across many industries opposed moonlighting, Harpreet Singh Saluja (Saluja), President of Nascent Information Technology Employees Senate (NITES), an organization representing IT workers, stated that the founders of several reputed companies in India had moonlighted while holding down their day jobs.

Many industry experts believed that firing employees for moonlighting or threatening to terminate their contract could backfire on the employers as they would not be able to attract a diverse talent pool. Some critics felt that moonlighting was unethical as it could result in the employees creating a conflict of Interest with their competitors, impact their productivity and even cause Intellectual Property Rights (IPR) issues and data breaches. In light of these challenges, what should companies against moonlighting do to tackle the ethical concerns arising out of the fact that they have access to sensitive and confidential data of their clients ? Some analysts believe that moonlighting is here to stay. In this scenario, should employers make peace with moonlighting, considering it more as a disruptive work model and develop hybrid structures which would enable employees to moonlight ? How should HR managers devise moonlighting policies which would encourage employees to be transparent with their primary employers about their side hustle ?

Questions :

- a) Analyze the advantages and disadvantages of moonlighting from an employee and employer perspective respectively.
- b) Evaluate how employers can prevent employees from moonlighting in critical sectors.
- c) Analyze how employers can devise policies which enable employees to moonlight ethically in industries where there is no conflict of interest.