



DR. B. R. AMBEDKAR OPEN UNIVERSITY

ROAD NO. 46, JUBILEE HILLS, HYDERABAD – 500 033. T.S.

Dear Student,

We are enclosing *TWO* assignments in each course, for *ALL* the FOUR courses of **Second Semester of Diploma in Human Resource Management Programme (2024-25 Batch and Earlier Batches)**. Please note the following points, while answering these assignments:

1. Writing and submitting these given 'Assignments' are compulsory for the students of PG Diploma Financial Management Programme. They have a weightage of 30% in each course.
2. You have to submit both the assignments compulsorily. You will not be allowed to appear for the year-end examinations of any course, unless you submit the specified number of assignments in time, for that course.
3. Each assignment carries a maximum of 15 marks and you have to score a minimum of 40% marks, i.e., 6 out of 15, to qualify in that assignment. If you fail to score the minimum marks in any assignment, you have to necessarily resubmit that particular uncleared assignment along with the regular/current batch. Repetition of the same assignment will in no case be allowed.
4. The maximum marks for each course at the semester-end examination are 70 and you have to score a minimum of 40% marks, i.e., 28 out of 70 marks.
5. Division will be awarded on the basis of the aggregate marks obtained in assignments as well as in the semester-end examinations.
6. Dates of submission for the assignments are:

FIRST AND SECOND ASSIGNMENTS:

**All the Six Courses
31-01-2026**

****ASSIGNMENTS SUBMITTED AFTER THE DUE DATE WILL NOT BE ACCEPTED****

7. If, under unavoidable circumstances, you fail to submit the assignments within the stipulated time, your results will be declared only after the submission and evaluation of all the assignments.
8. If any student fails to submit all the assignments within the stipulated time, he/she has to answer the set of assignments that are sent to the batch in currency/progress at that time.
9. You have to submit your assignments in the same Study Centre to which you are attached.

10. The first page of your response sheet should be in the following format:

Student Admission No.	:
Name of the Student	:
Address	:
Mobile No.	:
E-mail Id.	:
Name of the Programme	:
Course Code & Title	:
Assignment No.	:
Study Centre (Name & Code)	:
Date of Submission	:
Signature of the Student	:

11. Please go through the relevant course units thoroughly before answering your assignments.
12. In case the assignment is in figurative / problem & solution model, you have to answer it in the required / pertinent format. You should give working notes also wherever necessary.
13. Before submitting the assignments, check them carefully to make sure that you have attempted all the main points of all the questions.
14. You are required to use only foolscap paper for your responses. Allow some margin on the left, in order to facilitate the evaluator to record his comments.
15. You have to answer the assignments in your own words.
16. Do not copy from the response sheets of other students. If copying is noticed, the assignments of all such students will be rejected.
17. Start each assignment on separate sheets of paper.
18. You can consult your counsellors and get clarification on your doubts, if any, while answering the assignments.
19. The assignments should be neatly hand written. ***Typed or Computerized assignments will not be accepted.***
20. You have to prepare your responses in duplicate, submit the original at your study centre and retain the second copy with yourself as a record.
21. You can collect back the evaluated assignments from your study centre, if you want.
22. In case you request for a change of study centre, you should submit your assignments only to the original study centre until the University gives effect to such request for change of study centre.
23. Further correspondence should be made to the following address:

The Director (Student Services Branch)
Dr. B. R. Ambedkar Open University, Prof. G. Ram Reddy Marg,
Road No.46, Jubilee Hills, Hyderabad – 500 033

HEAD

DEPARTMENT OF BUSINESS MANAGEMENT



**DR. B.R. AMBEDKAR OPEN UNIVERSITY
DEPARTMENT OF BUSINESS MANAGEMENT**

**DIPLOMA IN HUMAN RESOURCE MANAGEMENT (DHRM)
PROGRAMME**

(BATCH: 2024-25)

SECOND SEMESTER

COURSE – 201: PERFORMANCE MANAGEMENT

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

- 1) a) Write a brief note on significance, scope and elements of performance management.
b) Explain the Performance Management Sequence with examples.
- 2) a) What is employee productivity? State the various methods of measuring employee productivity. Enumerate the issues that need to be taken into account while measuring employee productivity.
b) Discuss the advantages and disadvantages of performance Management.
- 3) a) Write a detailed note on inhibiting and facilitating factors of Performance.
b) Explain the concepts of 360⁰ Performance Appraisal and RSDQ Model of 360⁰ Feedback.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

- 1) a) Explain the meaning and purpose of Performance Counselling. Also narrate any one approach of performance counseling of your choice.
b) Write a brief note on Benchmarking.
- 2) a) What is PLR System? “In future, the compensation policies, payments and practices of an organization will revolve around the PLR System” - Comment.
b) Enumerate the characteristics of High-Performance Teams. Also discuss the role of team leader in the development of High-Performance Teams.
- 3) Analyze the case given below and answer the questions following it:

In 2015, Deloitte was the first big name to announce it was scrapping once-a-year performance reviews, 360-degree feedback and objective cascading. This change occurred after the company calculated these processes were consuming a remarkable two million hours a year across the organization. Deloitte's new performance management process requires every team leader to check in with each team member once a week to discuss near-term SMART goals and priorities, comment on recent work and provide coaching. The check-ins are initiated by the team members, rather than the team leaders to ensure these check-ins take place frequently. This also serves to give employees a sense of ownership over their work, role and time. These weekly employee check-ins are supported by quarterly reviews when team leaders are asked to respond to four future-focused statements about each team member. Rather than asking team leaders what they think of the team member—which is what traditional performance ratings do—they ask what the team leader would do with the team member.

Question:

- i) Explain what the problem was that Deloitte looked for a way to improve performance
- ii) ii) Discuss the changes brought about at Deloitte that helped not only to improve performance but also save money.



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SECOND SEMESTER

COURSE – 202: LABOUR LAWS

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) Explain how fundamental rights are linked with Labour legislations?
b) What are the Regulatory Provisions Relating to Welfare and Working Conditions of labour?
2. a) What do you understand by ILO? Explain the influence of ILO standards on Indian Labour Legislation.
b) What is Retrenchment? Explain the procedure for retrenchment under Industrial Disputes Act, 1947. Ramu, a driver in a transport organization, was terminated on account of his eyesight problem. He claimed retrenchment compensation. Is he entitled to it?
3. a) Examine the main features of the Payment of Wages Act, 1936. What are the recent provisions relating the payment of wages (amendment) Act 2017.
b) Explain the need for and objective of Payment of Bonus Act, 1965. Explain the provision for 'set-on' and 'set-off' in the Payment of Bonus Act, 1965. Why has such a provision been made in the Act?

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) Define the following terms under the Employees State Insurance Act, 1948:
(a) Principal Employer; (b) Family; (c) Employment Injury; (d) Sickness; and (e) Seasonal Factors.
b) Who is a Contract Labour? What are the statutory restrictions on the employment of contract labour under the Contract Labour (Regulation and Abolition) Act, 1970?
2. a) Examine the need to enact the Child Labour (Prohibition and Regulation) Act, 1986. Also explain the leading causes of child labour in India.
b) Define the term Sexual Harassment. Enumerate the anti-sexual harassment laws / guidelines applicable in India.

3. Analyze the case given below and answer the questions following it:

The employees of ABC Company started resorting to work to rule, go slow and other covert agitational methods because they (the employees) thought that the management had unilaterally revised the prices of canteen items without consulting the canteen committee. The management view was that since the recognizes union's registration was cancelled due to non-submission return, therefore the management was not obliged to consult the employees. Consequently, the management also felt that the canteen constituted with the nominees of the then recognized union ceased to be a preventative body. The management entered into an MOU with another registered union. The management constituted a canteen committee with the cooperation of the registered, but not recognized union. During the strike there were some disturbances and an accident in which an apprentice died. The management did not agree to pay compensation on the plea that the deceased person was not an employee of the company. This led to further unrest. The management applied to the appropriate government to allow them a lockout on the pretext of threat to company's property and personnel. In the meantime they also insisted that unless employees sign a 'good conduct' certificate the workers will not be allowed to enter the factory for work. A section of the workers were willing to sign but the other refused to do so and dubbed the management as indulging in unfair labour practices.

Questions:

- (a) Is this a case of strike or lock-out? Explain.
- (b) Is the management right in insisting on 'good conduct' certificate? Are the workers right in protesting against their signing a 'good conduct' certificate as a prerequisite for entering factory premises for work?



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SECOND SEMESTER

COURSE – 203: MANAGEMENT OF INDUSTRIAL RELATIONS

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) What do you understand by industrial relations? Write a detailed note on factors affecting industrial relations.
b) Distinguish between Blue-Collar and White-Collar Trade Unions. Seven white-collar employees want to form a union, approached Registrar of Trade Unions to get it registered under the Trade Unions Act, 1926. As a Registrar do you register that Union? Why?
2. a) (i) Discuss the recent trade union activities in India. Are trade unions losing clout? Why or why not?
b) Examine the impact of economic reforms on the functioning of trade unions in India.
3. a) What is 'Grievance'? Narrate various methods of identifying grievances. How to reduce reduces?
b) What is 'Collective Bargaining'? What are the various types of collective bargaining? Also explain various stages in collective bargaining process.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) Explain the concept of Participative Management. What are the various forms of participative management? Also discuss the conditions in which participative management is more suitable.
b) Explain the meaning and importance of employee empowerment in industrial relations. Also enumerate the barriers to employee empowerment.
2. a) Bring out the labour issues that been addressed by ILO and its impact on labour worldwide.
b) Write a brief note on: (i) Artificial Intelligence and (ii) Work Force Diversity.

3. Analyze the case given below and answer the questions following it:

S.K. Ltd is an electronic company with production units in five different locations in India operating for more than 20 years. The company employs a total of about 15,000 workers and other supervisory and managerial employees. There are 3-5 trade unions each in each of the units, and on an average 10-15 per cent of the workers are actively involved in trade union work, though most workers pay the nominal union subscription. The leaders of the unions are a combination of outsiders and inside workers, though decision-making in the unions is often dictated by politically motivated external reasons. In the past, S.K. Ltd had to face difficult industrial relations situations leading to three major strikes lasting for more than two weeks each. All the three strikes had started soon after the company had signed an agreement with one of the unions and invariably the strike was ended by the intervention of the Labour Commissioner who was able to bring all the unions of the concerned unit together for a settlement. The current agreement in one of the unit is coming to a close in December this year.

Questions:

- i). In what respect can political leadership of trade unions jeopardise industrial peace?
- ii). How do multiple unions in a plant disturb industrial relations and peace?
- iii). Suggest suitable measures for improving the industrial relations climate in the company.



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SECOND SEMESTER

**COURSE – 204: INTERNATIONAL HUMAN RESOURCE
MANAGEMENT**

ASSIGNMENT – I

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) Define IHRM. Identify the reasons for the growth of IHRM. Also explain the stages involved in internalization process.
b) (i) Discuss the drivers of internalization of business.
(ii) What is Cultural Sensitivity? Distinguish between the eastern and western cultures with examples.
2. a) Describe expat selection process. Analyze the importance of the selection process in expat success.
b) Write a detailed note on the training and development of expatriates. Why do some MNEs appear reluctant to provide basic pre-departure training?
3. a) Discuss various ethical issues in IHRM. You are the HR Manager of XYZ , a manufacturing company. One day a serious incident occurred in your company. A male worker while working tried to molest a female co-worker. Female co-worker got irritated with this sudden act of that person pushes away him towards a wall which leads to the severe damage to his head. The eye witnesses claim that her act was not intentional but she did so for her self-defense. His family demanded for the dismissal of the woman worker. Being HR Manager how do you deal this issue?
b) (i) Write a note on the knowledge management applications to HR activities.
(ii) What do you mean by Virtual Organization? Explain the types of virtual organizations. Also state the benefits of virtual organizations in the present situation.

ASSIGNMENT – II

(MARKS: 15)

ANSWER ALL QUESTIONS

ALL QUESTIONS CARRY EQUAL MARKS

1. a) Compare and contrast the HR practices in Japan and China.
b) Discuss the issues and challenges in HR practices in Europe.

2. a) What is HRIS? How to design HRIS?
b) (i) What is Culture Shock? Give examples. Narrate stages in culture shock.
(ii) Critically analyze the role of social media in IHRM with an example.
3. Analyze the case given below and answer the questions following it:

IBM has clients in 170 countries and now does two-thirds of its business outside USA. IBM's new focus is on teamwork. While IBM uses teamwork extensively, like almost all large organizations, the way it does so is unique. To foster appreciation of a variety of cultures and open up emerging markets, IBM sends hundreds of its employees to month-long volunteer project teams in regions of the world where most big companies don't do business. Al Chakra, a software development manager located in Raleigh, North Carolina was sent to join Green Forest, a furniture manufacturing team in Timisoara, Romania. With Chakra were IBM employees from five other countries. Together, the team helped Green Forest become more computer-savvy to increase its business. In return for the IBM team's assistance, Green Forest was charged nothing.

IBM firmly believes these multicultural, multinational teams are good investments. Stanley Litow, the IBM VP who oversees the program, thinks it helps IBMers develop multicultural team skills and an appreciation of local markets. He notes, "We want to build a leadership cadre that learns about these places and also learns to exchange their diverse background and skills." Al Chakra was thrilled to be selected for the team. Another member, Bronwyn Grantham, an Australian who works at IBM in London describing her experience said, "I've never worked so closely with a team of IBMers from such a wide range of competencies."

Questions:

- (a) Would you like to work on IBM's multicultural multinational team? Why or why not?
- (b) Multicultural teams often face problems with communication, expectation and values. Suggest some ways to tackle these challenges.
