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Second Semester M.B.A Degree Examination
December 2005 / January 2006
Master of Business Administration
Human Resource Management

L-37

Time: 3 hrs.)

(Max.Marks : 100

Note: 1. Answer any FIVE full questions.
including Question No. 8 which is compulsory.

1. (a) What is human resource planning? (3 Marks)
(b) Explain the objectives of HRM. (7 Marks)
(c) Discuss briefly the various performance appraisal methods. (10 Marks)
2. (a) What is Human Resource Management? (3 Marks)
(b) Explain the merits and demerits of external sources of recruitment. (7 Marks)
(c) Discuss the emerging role of HR Manager. (10 Marks)
3. (a) What is performance appraisal? (3 Marks)
(b) What is transfer? Explain the purpose of transfer. (7 Marks)
(c) What are the common mistakes made in campus recruiting and suggest the remedial measures. (10 Marks)
4. (a) What is forced distribution method of appraisal? (3 Marks)
(b) What is training? Explain the procedure involved in analysing the training needs. (7 Marks)
(c) What is job analysis? Explain the various techniques of job analysis. (10 Marks)
5. (a) What is employee referral? (3 Marks)
(b) Explain the main objectives of performance appraisal. (7 Marks)
(c) What is HRD? Explain its goals and beliefs. (10 Marks)
6. (a) What is fringe benefits? (3 Marks)
(b) What is selection? Explain the various steps involved in selection process. (7 Marks)
(c) Discuss the various incentive plans. (10 Marks)
7. (a) What is aptitude test? (3 Marks)
(b) Discuss the main elements of human resource planning. (7 Marks)

Contd.... 2

(c) Discuss the objectives of compensation planning.

(10 Marks)

8. Case Study

India Couriers Ltd is one of the largest organizations and the biggest employer in the country. It is a labour intensive organization providing employment to nearly 20 lakh people.

The management wants to computerise the important activities in view of the criticisms levelled by the public regarding the delay in delivery, delivery to wrong address etc. Mr. Ram Raj, the President of the Employees Association (EA) has been opposing the computerisation. The Association is one of the two recognized Unions.

Management invited Mr. David Abraham, the President of Federation of Courier Workers Association (FCWA), the second recognized union, first to the Chairman's chamber and discussed the introduction of computer, both positive and negative effects of this programme, which was opposed by EA. Mr. David Abraham has given the written assurance to the management that his union will fully support the computerisation. Then the management has appointed a committee under the chairmanship of Mr. Ram Raj to prepare a plan and execute it regarding the computerisation. The management asked Mr. Ram Raj to accept his appointment; he replied "You know I am opposing the computerisation. Why did you select me as a chairman"?

Management replied, " We know your opposition. We appointed you because we know that if any flaws existed, you would find them. And we believe that you can correct them.

Questions:

- a) Why does Employees Association resist change? Give a detailed account of resistance to change. **(5 Marks)**
- b) Is appointing someone who is opposed to the organizational objectives of computerisation to head a committee amounted to encouraging indiscipline? **(5 Marks)**
- c) As a HR Manager what course of action would you like to take under similar circumstances for managing change? **(10 Marks)**

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NEW SCHEME

2

Second Semester MBA Degree Examination, July 2006
Master of Business Administration
Human Resource Management

Time: 3 hrs.]

[Max. Marks: 100

Note: 1. Answer any FOUR questions from Q1 to Q7.
2. Question No. 8 is compulsory.

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|---|--|------------|
| 1 | a. What is Human Resource Management? | (03 Marks) |
| | b. What is Human Resource Planning? Explain its process. | (07 Marks) |
| | c. What are the qualification and qualities required for a HR Manager? | (10 Marks) |
| 2 | a. What are the different methods of Job Analysis? | (03 Marks) |
| | b. What are the various function of Human Resource Management? | (07 Marks) |
| | c. Explain the different stages of Selection Process. | (10 Marks) |
| 3 | a. What is the objective of an Induction Process? | (03 Marks) |
| | b. Discuss the various sources of Recruitment. | (07 Marks) |
| | c. Discuss the various Training Methods. | (10 Marks) |
| 4 | a. Differentiate between Performance Appraisal and Potential Appraisal. | (03 Marks) |
| | b. What is 360 degree Appraisal? Explain. | (07 Marks) |
| | c. Discuss the concepts-Promotion, Demotion and Transfer. | (10 Marks) |
| 5 | a. What is Career Planning? | (03 Marks) |
| | b. What are the major problems we encounter in implementation of Performance Appraisal in an organization? | (07 Marks) |
| | c. Explain the important Wage Incentive Plans. | (10 Marks) |
| 6 | a. Distinguish between Minimum Wage and Living wage. | (03 Marks) |
| | b. Explain the various Training Objectives. | (07 Marks) |
| | c. What is Human Resource Information System? Explain. | (10 Marks) |
| 7 | a. What is HR Audit? | (03 Marks) |
| | b. Explain various Fringe Benefits. | (07 Marks) |
| | c. Explain the recent developments that are taking place in Human Resource Management. | (10 Marks) |
| 8 | CASE STUDY (COMPULSORY) | |

Just Another Job Transfer.

When Adit Technologies Ltd (ATL) moved one of their divisions to Bangalore, the branch manager in Mumbai decided to transfer those employees who did not wish to go to Bangalore to other local divisions. Ten of the thirty chose to stay and be transferred to another division. Madhuri was one of those. She was assigned to the computer moving – ahead division.

Contd...2

When Madhuri reported to the job, Narendar Kumar, her new supervisor told her he did know whether or not he would have a permanent position for her. For three days Madhuri sat and watched other employees do their work. On Friday, Narendar announced that their division had received another big contract and he would brief Madhuri on her new assignment on Monday.

Madhuri arrived at 9.00 a.m. Monday morning and waited anxiously to learn about her new job. Narendar did not arrive until 10.30. He was being briefed on the new contract, he said, and would not be able to meet Madhuri before lunch. At 1.30 p.m. Narendar returned to show Madhuri the operation, "we are reworking model 10-D and it only requires changing two spot welds. With this jig, you can turn one out in about three to five minutes." Narendar added, "By the way, you will be the quality control supervisor on this job. Just double check these six spots on the blue print". He did not write on the blue prints or mark the areas in any way. Madhuri was given an idea how important the checks might be.

"Please watch me", said Narendar to Madhuri, taking up the welding torch. "Any one can do it easily". He repeated the operation five or six times. Madhuri tried it and experienced no difficulty. Neither of them checked their reworked pieces with the blue print to see if they would pass the quality control check and as a result, Madhuri never checked any pieces after that demonstration. Narendar did not see Madhuri again until Friday.

During the week several things happened. More than half the motors did not work correctly by the time they reached the final assembly. It could not be determined whether the faulty motors were the result of Madhuri's work or a result of a lack of quality checks. A box of 20 parts had been approved by Madhuri since her initials were on the inspection card, but she has not made the necessary alteration. That was when Narendar found time to talk Madhuri again.

QUESTIONS:

1. What incidents showed that Narendar was not performing a good job as trainer? **(05 Marks)**
2. How do you think Madhuri feels about Narendar and about her new job? **(05 Marks)**
3. If you were Narendar, what would you have done to improve Madhuri's performance? **(05 Marks)**
4. Would a mentor have helped the situation? How? Why? **(05 Marks)**

NEW SCHEME

Date

2-13

Second Semester MBA Degree Examination, Dec. 06 / Jan. 07
Business Administration

Human Resource Management

Time: 3 hrs.]

[Max. Marks:100

Note: 1. Answer any FOUR full questions from Q.No.1 to 7.

2. Question No. 8 is compulsory.

- 1 a. Explain the meaning of HRM. (03 Marks)
- b. What are the functions of HRM? (07 Marks)
- c. Explain Human Relations. (10 Marks)
- 2 a. What do you mean by HRP? (03 Marks)
- b. Explain scope of HRM. (07 Marks)
- c. Explain line and staff and personnel management. (10 Marks)
- 3 a. What do you mean by recruitment? (03 Marks)
- b. Explain the benefits of HRP. (07 Marks)
- c. Discuss job analysis, job evaluations, job description. (10 Marks)
- 4 a. What is career planning? (03 Marks)
- b. Explain recruitment process. (07 Marks)
- c. What are the steps to be followed for selection procedure? (10 Marks)
- 5 a. On what basis promotions are conducted? (03 Marks)
- b. Explain different methods of performance appraisal. (07 Marks)
- c. Discuss on the job and off-the job training. (10 Marks)
- 6 a. What are the objectives of training? (03 Marks)
- b. Explain different stages of career planning. (07 Marks)
- c. What do you mean by 360° appraisal? Explain the problems of performance appraisal. (10 Marks)
- 7 a. Define wage. (03 Marks)
- b. Discuss HR accounting and HR audit. (07 Marks)
- c. Explain types of promotions in the organizations. (10 Marks)

8 Case Study:

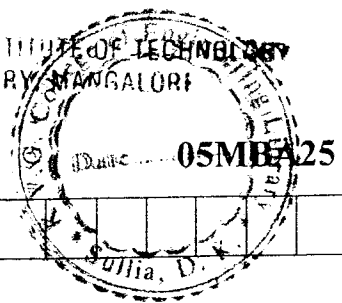
Ramesh was temporarily promoted to the position of production manager and he anticipated that it would become a permanent situation. However he was severely disappointed when this did not occur. Infact, recently while having an informal chat with his boss Mr. Rai, he was convinced that Mr. Rai has Mr. Ramesh in his mind for promotion and the forth coming vacancy for production manager could be Ramesh's when it arose. Mr. Rai said that he was pleased with Ramesh's performance.

However, when the vacancy actually arose, it was filled from the main branch of the organization with some one more experienced than Ramesh. Though it was not officially announced, the news leaked out and Ramesh became pretty upset about the appointment. Feeling aggrieved, he wanted to take his feelings to Mr. Rai.

Questions:

- a. What type of promotion Mr. Ramesh needed, if he is successful person in the job? Discuss. (05 Marks)
- b. The feelings of Mr. Rai towards Mr. Ramesh is abstract or concrete? Discuss. (05 Marks)
- c. If you are Mr. Rai, express your views towards this situation. (05 Marks)
- d. Discuss how Mr. Rai can alleviate Mr. Ramesh's hard feelings. (05 Marks)

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NEW SCHEME

**Second Semester MBA Degree Examination, July 2007
Business Administration
Human Resource Management**

Time: 3 hrs.]

[Max. Marks:100

**Note : 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.**

- 1 a. What is Human Resource Management? (03 Marks)
b. "HRM involves two categories of functions – Managerial and Operative" - Explain. (07 Marks)
c. Discuss the emerging role of Human Resource Manager. (10 Marks)
- 2 a. What is Human Resource Planning? (03 Marks)
b. What is Job analysis? Explain the techniques involved in job evaluation. (07 Marks)
c. Explain the process of Human Resource Planning. (10 Marks)
- 3 a. Define Recruitment. (03 Marks)
b. What are the factors affecting Recruitment Policies? Explain the theories of Recruitment. (07 Marks)
c. What do you mean by interview? Compare briefly the major types of employment interviews which you would prefer. Give reasons. (10 Marks)
- 4 a. Distinguish between Training and Development. (03 Marks)
b. What are the objectives of training? Explain the approaches of Training. (07 Marks)
c. Explain the different stages of selection process. (10 Marks)
- 5 a. What is Internal Mobility? (03 Marks)
b. Briefly discuss the techniques of Performance Appraisal. (07 Marks)
c. What is career planning? Explain the merits and demerits of career planning. (10 Marks)
- 6 a. Differentiate between wage and salary. (03 Marks)
b. What are the basic steps in conducting of a wage and salary survey? What are the factors to be considered? (07 Marks)
c. Write short notes on any two of the following : (10 Marks)
i) Human Resource Information System. iii) Placement and Induction.
ii) Human Resource Accounting.
- 7 a. What is a Profit Sharing? (03 Marks)
b. Write an essay on recruitment practices followed in Indian Industries both in private and public sectors and Government Departments. (07 Marks)
c. If you are required to hire five sales representatives to your company, what are the appropriate recruitment, selection and induction methods you would use? (10 Marks)

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8 CASE STUDY :

Biocon limited is a leading 30 years old pharmaceutical company functioning in Bangalore. dealing with the manufacturing and selling of drugs in large scale. There are about 3000 people working in different areas like production, Quality Control Department, packing section, Human Resource department and Administration with a manager in charge in each functional area. Mr. Prakash Kumar Gupta, the Managing Director of this company had taken many steps to develop the business and showed interest in International Marketing and introduced many new combinations with latest technology.

Mr. Venugopal Rao is a senior HR Manager working from the initial days and knowing all the techniques and procedures related to manufacturing and industry related works. He also has very close contact with the managing directors and takes a vital role in many decisions. Dr. Veena joined as a new HR manager to assist Mr. Venugopal Rao recently. He had done a postgraduate diploma in Personnel Management and Ph.D in Training Methods and techniques in Global companies. He visited many industries in foreign countries and participated in several training programmes in latest areas.

The All India pharmaceutical Manufacturer's Association decided to organize an international workshop on training and development in June 2007 at Bangalore. An offer was given to BIOCON pharmaceuticals to organize for the workshop for Five days. The main objectives of the workshop are to train the employees towards latest manufacturing technology, selling skills in the Marketing and Executive Development Programmes to meet the international standards.

The Managing Director had a meeting with top-level executives and decided to give the opportunity to either Mr. Venugopal Rao, senior HR manager or to Dr. Veena, New HR manager to organize the workshop in a determined way. One is very experienced and another is well qualified in the latest technology.

Questions :

- a. If you are in the place of MD, to whom will you give the responsibility to organize the workshop? Why? (10 Marks)
- b. Suggest suitable training methods for a National level workshop for employees. (10 Marks)

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05MBA25

Second Semester MBA Degree Examination, June/July 08
Human Resource Management

Time: 3 hrs.

Max. Marks:100

Note :1. Answer any **FOUR** full questions from Q.No.1 to 7.
2. Q.No.8 is compulsory.

- 1 a. List out any five challenges, which are being faced by modern human resource managers. (03 Marks)
b. Distinguish between human resource management with that of traditional personnel management. (07 Marks)
c. Explain the coverage of human resource policies; describe the qualities of a sound human resource policy. (10 Marks)
- 2 a. What are job and employee specifications? (03 Marks)
b. Explain different steps in job analysis process. (07 Marks)
c. Describe the process of human resource policies with illustration. (10 Marks)
- 3 a. How do you distinguish reliability and validity in tests? (03 Marks)
b. "Induction is the guided adjustment of an employee to the organization and his work environment". Discuss. (07 Marks)
c. Explain briefly how you would go about analysis and evaluating the effectiveness of an employee selection programme. (10 Marks)
- 4 a. Define training. Outline its importance. (03 Marks)
b. How training needs are identified in an organization. (07 Marks)
c. Critically examine off the job training methods. (10 Marks)
- 5 a. What is performance appraisal? (03 Marks)
b. What are different types of performance appraisal errors? Suggest remedial measures. (07 Marks)
c. "Management by objectives is not a technique of performance appraisal but it denotes a systematic process of performance appraisal". Explain critically. (10 Marks)
- 6 a. What is transfer? What are its objectives? (03 Marks)
b. Is the concept of career planning and succession planning realistic in today's rapidly changing environment? (07 Marks)
c. What is promotion? How do you compare 'merit' as a basis of promotion with that of seniority? (10 Marks)
- 7 a. Distinguish between minimum wage, fair wage and a living wage. (03 Marks)
b. Give a critical note on factors affecting wage and salary levels in various organizations. (07 Marks)
c. Write short notes on any two of the following:
i) Human resource information system.
ii) Human resource audit.
iii) Human resource accounting. (10 Marks)

8 Case Study:

Powermat, Inc., has encountered difficulty over the last few years in filling its middle management positions. The company, which manufactures and sells complex machinery, is organized into size semi-autonomous manufacturing departments. Top management believes that it is necessary for these departmental managers to know the product lines and the manufacturing process, because many managerial decisions must be made at that level. Therefore, the company originally recruited employees from within. However, they soon found that employees elevated to the middle management level often lack the skills necessary to discharge their new duties.

A decision then was made to recruit from outside, particularly from educational institutes with sound industrial management programmes. Through the services of a professional recruiter the company was provided with a pool of well qualified management graduates. Some of them were hired and placed in lower management positions as preparation for advancement to the middle management jobs. They all left the company, however, with in two years of their recruitment.

Management reverted to its former policy of promoting employees from within and experienced basically the same results as before. Faced with the imminent retirement of employees in several key middle management positions, the company decided to call in a consultant who could suggest solutions.

Questions

- a. What is the problem of recruiting in this company? (10 Marks)
- b. If you were the consultant, what would you recommend? (10 Marks)

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Second Semester MBA Degree Examination, Dec 08 / Jan 09
Human Resources Management

Time: 3 hrs.

Max. Marks:100

**Note : Answer any FIVE full questions including Q.No. 8
which is compulsory.**

- 1 a. What are the main features of HRM? (03 Marks)
b. Describe briefly the various roles played by the HR manager in an organization. (07 Marks)
c. Identify and discuss the managerial and operative functions of HRM. (10 Marks)
- 2 a. Distinguish between job specification and employee specification. (03 Marks)
b. What are the benefits and problems of Human Resource planning? (07 Marks)
c. Explain Human Resources Planning process in detail. (10 Marks)
- 3 a. Differentiate between Recruitment and Selection. (03 Marks)
b. Which are the factors to be considered in formulating the recruitment policy? (07 Marks)
c. Explain the modern sources and techniques of recruitment. (10 Marks)
- 4 a. List out common errors made in interviewing. (03 Marks)
b. Discuss on "Induction is the guided adjustment of employee to the organization and his work environment". (07 Marks)
c. Explain the various selection techniques, which are popularly used in India. (10 Marks)
- 5 a. Distinguish between employee training and management development. (03 Marks)
b. Briefly explain the uses of performance appraisal. (07 Marks)
c. Discuss the various methods used for training needs assessment. (10 Marks)
- 6 a. What are the reasons for Demotion? (03 Marks)
b. How do you compare 'seniority' as a basis of promotion with that of 'merit'? (07 Marks)
c. Why the career planning is necessary? How does career planning and development benefit the individuals and organizations? (10 Marks)
- 7 a. Write a brief note on profit sharing. (03 Marks)
b. What is the importance of keeping HR records in an organization? (07 Marks)
c. Briefly discuss the various wage incentive plans. (10 Marks)

8 CASE STUDY :

Maharashtra state road transport corporation (MSRTC) introduced an incentive scheme for the bus crew (staff) so as to provide better transport facilities to the maximum number of passengers as there was no other transport agency operating on the same route. Moreover, this would increase the revenue of the corporation fixed a certain amount of the level of revenue to each route as base revenue. If the revenue earned by the particular trip was equal to the base revenue, the conductor and driver of that bus would be eligible to receive the incentive amount of one percent of the base revenue. If the revenue exceeded the base amount, the conductor and driver could get higher percent on incremental revenue as incentive bonus.

In a bid to take advantage of this incentive scheme, the bus conductors of almost all the routes started to overload the buses exceeding double the seating capacity (i.e. 49 seating capacity and 49 standing passengers). This scheme had been functioning successfully, benefiting the passengers, the bus crew and particularly the corporation, as the cost of operation of the bus did not increase in proportion to the increase in revenue.

Mr. Arvind had been working as a conductor in Kolhapur depot of the road transport corporation. He was on duty on 19th September '06 on a route (R to K passenger bus). He had overloaded the bus almost to a double of the seating capacity. Mr. Sunil - a passenger of that bus did not purchase a ticket despite repeated enquiries of the conductor, because the heavy overloaded condition of the bus and his illness. The conductor was unable to count the passengers because of the overload. In this state, the ticket checking officers stopped the bus, verified the tickets of all the passengers and found that Mr. Sunil had not purchased a ticket. They blamed the conductor for not issuing the ticket and the passenger for not buying the ticket. Then Mr. Sunil in a written appeal to the checking staff stated that he had not purchased the ticket despite repeated enquiries by the conductor because he was ill and the bus was heavily overloaded. He requested therefore, not to take any action against the conductor. The ticket checking staff collected the ticket fare and penalty from Mr. Sunil and suspended the conductor ignoring the written request made by Mr. Sunil. Moreover, the repeated request made by the co-passengers of that bus was not paid any heed to.

The suspension of the conductor created an uproar among all the bus crew of that Kolhapur depot. The operating staff (conductors and drivers) held a meeting on 19th September '06 itself and resolved to limit the intake of passengers to the seating capacity. This decision was implemented with immediate effect. Consequently, most of the commuters were unable to leave for their destination. Passengers of almost all the routes experienced many difficulties while traveling. Average revenue per day of Kolhapur depot declined to Rs 75,000 from Rs 1,00,000 between 20th September and 27th September '06. The suspension of Mr. Arvind at that depot served as the potential "fuel" for the staff, working in other depot to launch a work – to – rule agitation. Viewing the situation, the officials of the corporation re-examined the whole case and withdrew the suspension order served to Mr. Arvind on 27th Sept '06.

Questions :

- a. Was the conductor guilty of negligence of duty? (05 Marks)
- b. Should the corporation officials ignore the pleas and evidences of the passengers traveling in that bus while imposing a penalty? (05 Marks)
- c. Should a genuine mistake call for the drastic punishment of suspension? (05 Marks)
- d. Should the disciplinary rules, be applied for the sake of more discipline or should they contribute to the goals of a corporation? (05 Marks)

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05MBA25

Second Semester MBA Degree Examination, June-July 2009
Human Resource Management

Time: 3 hrs.

Max. Marks:100

Note: Answer any FIVE full questions including Q.No. VIII which is compulsory.

- 1 a. What is Human Resource Management? (03 Marks)
b. Bring out differences between Human Resource Management and personnel management. (07 Marks)
c. Explain different stages of selection process. (10 Marks)
- 2 a. What is Human Resource Planning? (03 Marks)
b. Explain the objectives of Human Resource Management. (07 Marks)
c. What is recruitment? Explain traditional and modern sources of recruitment. (10 Marks)
- 3 a. What is career planning? (03 Marks)
b. Elaborate different stages of Human Resource Planning? (07 Marks)
c. Discuss various methods of training. (10 Marks)
- 4 a. What is HR audit? (03 Marks)
b. Why do companies transfer their employees? (07 Marks)
c. As HR manager of a company what basis would you set for the promotion of your employees and why? (10 Marks)
- 5 a. Differentiate between wage and salary. (03 Marks)
b. Enumerate various methods of performance appraisal and explain any one in detail. (07 Marks)
c. What is wage incentive? Name different wage incentive plans and discuss any two in detail. (10 Marks)
- 6 a. What is ESOPS? (03 Marks)
b. Discuss different tests used in selection process. (07 Marks)
c. Explain managerial and operative functions of Human Resource Management. (10 Marks)
- 7 a. What is halo effect? (03 Marks)
b. Distinguish between recruitment and selection. (07 Marks)
c. Explain Human Resource Information system highlighting its significance to Human Resource Management. (10 Marks)

CASE STUDY

- 8 Mr. Taqi was a senior sale manager working in Indo-turkish co. Ltd, a most reputed company for decades. He was an excellent worker and had always achieved beyond target assigned by his superior. In March 2005 when he returned from his official tour of 15 days, he came to know from his colleagues that the promotion list has been displayed and his name does not appear in that list. On hearing that, he felt annoyed, humiliated and in his gush of anger he entered the office of Mr. Kapil Deo, General Manager (Marketing) and began to discuss:

Mr. Taqi: Why I have not been promoted, Sir? Since last year you are assuring me to continue working hard and that I would be promoted this year. This year too you have not promoted me. What is the matter? (Mr. Kapil felt insulted at Mr. Taqi behaviour as some guests were waiting outside his cabin).

Mr. Kapil Deo: First take your seat and cool down. I am indeed surprised to find your name missing in the promotion list, even though I had recommended you for promotion. As you are aware, these days Vice President (marketing) decides on all matters related to promotion and he mentioned about the feed back from the field staff he had received about your poor interpersonal skills. So, I suggest you to be careful about your work behaviour and try to improve upon it, we will see next time.

Mr. Taqi was very angry at Mr. Kapil Deo's remark and left the office uttering that he would meet VP marketing on this issue. Next day he want to see Mr. P.K. Ibrahim who was very busy with board meeting. On seeing Mr. Taqi he called him inside and inquired about the matter.

Mr. Taqi: Good morning Sir, I have come to know from Mr. Kapil Deo that I have not been given promotion because I am poor in interpersonal skills. Sir, you may be aware that new sales staff is very arrogant because they proclaim that they have post graduate degree from renowned business schools in the country and they are not interested in working in the field. That is why I have been strict in managing them, as our ultimate goal is to achieve the target.

Mr. P.K. Ibrahim: Mr. Taqi, don't feel annoyed I was just informally discussing with Mr. Kapil Deo that if you started working on your problems you would become VP in a few year's time. But as far as this promotion is concerned, I have already given you 4 rating in your performance and recommended you for the same. I think that HR Department might have made certain changes in the grading and may have worked against your benefit. Why will I harm you in getting the promotion; after all you are the high performer in the company.

Mr. Taqi: How can it happen, Sir? How can they change the performance rating that you have given? Then in that case I would like to meet HR Head to know the reason.

Mr. P.K. Ibrahim: You may meet HR Head, but it is too late for this year. Next day Mr. Taqi goes to meet Mr. M.M.P. Gupta, Head Human Resource Department.

Mr. Taqi: Good morning, Sir. I have a problem regarding my promotion. I am the only person in the marketing department who had for the past five years achieved beyond the target. But this time I have not been given promotion. Mr. P.K.Ibrahim told me, that he had recommended my promotion, but it seems HR department has revised the list and I am deprived of promotion.

Mr. Gupta: Mr. Taqi, take for granted that we cannot change the rating or modify the recommendations of your VP (marketing) because he is your HOD. Ultimately, HOD is the final decision maker for promotional issues of a department. I am sorry I cannot do anything for you.

Mr. Taqi: Moves out of HR department, unable to decide what to do. Finally he decided to go for a long leave.

Questions:

- i) What is the problem of Mr. Taqi? Who prevented him from promotion?
- ii) Identify the problems of performance appraisal system of this company.
- iii) What actions are expected from VP (marketing) and HR Head on this issue?
- iv) What steps need to be taken to avoid this situation in future?

(20 Marks)

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Second Semester MBA Degree Examination, June-July 2009
Human Resource Management

Time: 3 hrs.

Max. Marks:100

Note:1. Answer any Four full questions from Q1 to Q7.
2. Question No. 8 is compulsory.

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|---|---|------------|
| 1 | a. What is reference check? | (03 Marks) |
| | b. What are the challenges encountered in HRM? | (07 Marks) |
| | c. Briefly explain off-the-job training methods. | (10 Marks) |
| 2 | a. What are the roles of HR manager? | (03 Marks) |
| | b. How does placement differ from induction? | (07 Marks) |
| | c. What are the techniques for fostering good industrial relations? | (10 Marks) |
| 3 | a. What is 360° appraisal? | (03 Marks) |
| | b. Distinguish between job design and job analysis. | (07 Marks) |
| | c. What are the merits and demerits of promotion based on seniority? | (10 Marks) |
| 4 | a. What are the external sources of recruitment? | (03 Marks) |
| | b. Discuss types of transfers with reasons. | (07 Marks) |
| | c. Explain the process of HRP. | (10 Marks) |
| 5 | a. What is in-basket exercise? | (03 Marks) |
| | b. Explain any four tests used in selection process. | (07 Marks) |
| | c. Discuss the nature, scope and objectives of HRM. | (10 Marks) |
| 6 | a. What is job evaluation? | (03 Marks) |
| | b. How does WPM differ from ESOP? | (07 Marks) |
| | c. What are the various incentives that can be given along with salary? | (10 Marks) |
| 7 | a. What is employee attrition? | (03 Marks) |
| | b. Explain selection process. | (07 Marks) |
| | c. Explain the modern methods of performance appraisal. | (10 Marks) |

8 CASE STUDY:

Dinesh, the young executive in softech, has become irritable, unpopular with colleagues and subordinates, and a problem for the boss. His performance has started to decrease.

Dinesh was quite the opposite three months ago. He had a brilliant track record. Dinesh graduated from a prestigious B-school with a gold medal and subsequently entered the world of finance. He had revamped the cost and budgetary control system, set up a management accounting procedure and created a reliable and efficient management information system.

Dinesh received many awards and rewards and was on the verge of climbing the corporate ladder. Several issues confronted Dinesh simultaneously.

His only son turned out to be alcoholic. He had been overlooked for a promotion due to irregular reporting for work. An outsider has now been considered for the top job. His professional relationship with lady colleagues has been misconstrued as unethical relationships.

His emotional turmoil, mental fatigue, fragile family and unsolicited gossip have all pushed Dinesh to the corner resulting in Dinesh's confidence being rudely shaken.

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|----|--|------------|
| a. | Comment on the company's HR policies. | (05 Marks) |
| b. | How can Dinesh achieve work-life balance? | (05 Marks) |
| c. | What should be Dinesh's professional focus now? | (05 Marks) |
| d. | Suggest confidence building measures for Dinesh. | (05 Marks) |

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08MBA25

Second Semester MBA Degree Examination, Dec.09-Jan.10
Human Resources Management

Time: 3 hrs.

Max. Marks:100

Note: 1. Answer any FOUR questions from Q.No. 1 to 7.
2. Question No. 8 is Compulsory.

- 1 a. What do you mean by Human Resource Management? (03 Marks)
b. Explain Job analysis and its parts. (07 Marks)
c. Explain the factors that affect recruitment. (10 Marks)
- 2 a. What are the objectives of Human Resources Planning? (03 Marks)
b. Explain the functions of HR manager. (07 Marks)
c. Which are the different stages of selection process? (10 Marks)
- 3 a. What do you mean by 360° appraisal? (03 Marks)
b. Describe Human Resource planning process. (07 Marks)
c. What are the challenges of HR manager? (10 Marks)
- 4 a. What are the differences between personnel management and Human Resource Management? (03 Marks)
b. Explain the objectives and benefits of Training. (07 Marks)
c. What are the different career stages of an employee? (10 Marks)
- 5 a. What are the different types of Job promotion leading to positions of increasing importance? (03 Marks)
b. What is attrition? Explain retention plans. (07 Marks)
c. Explain different methods of training. (10 Marks)
- 6 a. Explain the concept HRD. (03 Marks)
b. What are the reasons for absenteeism? (07 Marks)
c. What are the factors that affect wages and salary administration? (10 Marks)
- 7 a. What is ESOP? (03 Marks)
b. Explain the benefits of salary and wages administration. (07 Marks)
c. Workers participation in management maintains good relationship – Prove. (10 Marks)

Important Note: 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing identification, appeal to evaluator and/or equations written in eg, 42+8=50, will be treated as malpractice.

8 Case Study :

The production History of the Halewood plant, Merseyside, offers an insight into how one of the worst performing car plants in the Ford portfolio was transformed into the exemplar of the Japanese – style Ford production system and six – sigma quality system, producing high quality motor vehicles. Halewood’s production of the Ford Escort (1968 – 2000) was plagued by poor industrial relations and poor build quality. During this time the British car industry was in flux to the extent that in 1989 Ford purchased Jaguar. During 1999 their Jaguar plant at Castle Bornwich Birmingham, became operational and doubled their production of the S – type. In 1998, as part of increasing Jaguar’s model productions, it was decided to produce the new X – type at Halewood. This nearly did not happen in the light of the opposition that Ford experienced from the work force.

Jaguar took over operation during this turbulent time and began the process of changing to Jaguar working practices. The gateway Agreement, as part of the changes in working, was signed up by unions. Unfortunately, strikes ensued when management attempted to implement the Agreement. Because of these poor industrial relations, Ford threatened to pull out – but this was resolved when 90% of the workforce signed up to the Halewood charter and the rest took voluntary redundancy or early retirement. The changes in working practices relating to move to producing Jaguars were supported by Government grants for retraining the workforce. Senior management team at Halewood sought to obtain buy – in by the workforce to the new more flexible working arrangements. It was important to move from being volume driven to being quality driven – which meant changing mindsets. The plant was shut down in 2000 for nine weeks for modification in readiness for production of the new module. This provided an opportunity for a series of interventions to be put into support the new more flexible working practices and reopening the plant.

The creation of centers of excellence was part of the move to sustain quality. These centres delivered specific elements of the business, which focused on cultural change and improved quality. This combined with the new processes and a more open management style, provided a platform whereby managers and the workforce alike were able to hold open discussion on the changes. Provisions were made for shopfloor workers to draft their job descriptions and for the creation of teams of six to eight workers whose team leaders were able to monitor quality control.

Assessment centres were used to identify new managers who would not only be committed to running the centres of excellence but be comfortable with the changes and with operating the new production processes. The successful operation of the new centres of excellence created a positive impact, which encouraged others to buy into this more enthusiastic approach to work.

Questions :

- a. Why did this combination of interventions succeed in changing the performance record of the workforce from one of the worst to the best?
- b. Analyze each intervention noting the individual aspects of each one that demonstrate good practice.
- c. What changes you notice by putting flexible working arrangements in this scenario?
- d. What else you do to sustain high quality performance? (20 Marks)

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Second Semester MBA Degree Examination, May/June 2010
Human Resource Management

Time: 3 hrs.

Max. Marks:100

**Note: Answer any FOUR full questions from Q.No.1 to 7
and Q.No. 8 is compulsory.**

- 1
 - a. Define job design. (03 Marks)
 - b. What are the benefits of job analysis? (07 Marks)
 - c. Discuss the nature and the scope of HRM. (10 Marks)
- 2
 - a. What are the sources of recruitment? (03 Marks)
 - b. Distinguish between the internal and external mobility. (07 Marks)
 - c. Explain the process of HRP. (10 Marks)
- 3
 - a. What are the aptitude and personality tests? (03 Marks)
 - b. What are the features of HRM? (07 Marks)
 - c. What are the challenges faced in HRM? (10 Marks)
- 4
 - a. How does the training differ from development? (03 Marks)
 - b. What are the different types of interviews? (07 Marks)
 - c. What are the modern methods of performance appraisal? (10 Marks)
- 5
 - a. Outline the process of recruitment. (03 Marks)
 - b. What are the problems encountered in performance appraisal? (07 Marks)
 - c. How can the company maintain good human and industrial relations? (10 Marks)
- 6
 - a. Briefly list the objectives of recruitment. (03 Marks)
 - b. What are the essentials of selection procedure? (07 Marks)
 - c. List the various types of incentives with examples that a company can offer to its employees. (10 Marks)
- 7
 - a. Is post appraisal feedback necessary? Why? (03 Marks)
 - b. What are the different types of transfers? (07 Marks)
 - c. Discuss the workers participation in management. (10 Marks)
- 8

Company XYZ is a famous TNC marketing FMCG. It is expanding its retail outlets and wishes to recruit salesmen for its new outlets as well as for B2B marketing of white goods.

 - a. Prepare job description for salesmen. (05 Marks)
 - b. What tools would you use for selection of salesmen? (05 Marks)
 - c. What would be the contents of the induction programme for selected candidates? (05 Marks)
 - d. What training programmes would you suggest for inducted employees, for the next two years? (05 Marks)

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Important Note : 1. On completing your answers, compulsorily draw diagonal cross lines on the remaining blank pages.
2. Any revealing of identification, appeal to evaluator and /or equations written eg, 42+8 = 50, will be treated as malpractice.

