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12MBA26

Second Semester MBA Degree Examination, June / July 2013
Human Resource Management

Time: 3 hrs.

Max. Marks:100

Note: 1. Answer any THREE questions, from Q.No.1 to Q.No.6.
2. Q.No. 7 and 8 are compulsory.

- 1
 - a. What are the major functions of HRM? (03 Marks)
 - b. Outline the historical evolution of HRM. (07 Marks)
 - c. Write a note on professional association and their role in career opportunities in HRM. (10 Marks)
- 2
 - a. What is HR planning? (03 Marks)
 - b. What are the sources of recruitment? (07 Marks)
 - c. Explain the "strategic decision to outsource". (10 Marks)
- 3
 - a. Distinguish between training and development. (03 Marks)
 - b. Explain "training need analysis". (07 Marks)
 - c. Discuss the process of selection. (10 Marks)
- 4
 - a. Distinguish between Minimum wage, Fair wage and Living wage. (03 Marks)
 - b. What are Fringe benefits? Explain with examples. (07 Marks)
 - c. Explain the different methods of performance appraisal. (10 Marks)
- 5
 - a. What is succession planning? (03 Marks)
 - b. Explain the Grievance Handling Procedure. (07 Marks)
 - c. Write a note on Industrial Employment standing orders. (10 Marks)
- 6
 - a. What is career planning? (03 Marks)
 - b. Discuss the various components of "salary". (07 Marks)
 - c. Explain the provision of Health and Safety in the Factories Act. (10 Marks)
- 7
 - a. Mr. Harish is a new entrant to the Accounts department of ABC Co. His supervisor gives him some balance sheets and Annual reports to go through in the "Induction Programme". Is this correct on the part of the Supervisor and why? (05 Marks)
 - b. Mr. Ramkumar is alleged to have committed theft of 2 copper pieces. Based on the report of security officer the HR manager terminates his services. Is HR manager correct and why? (05 Marks)
 - c. The performance of 8 employees in a department of 24 employees is below average. The manager of the department is worried about this and consults the HR manager. Suggest appropriate training to be given. What is the action plan that HR manager suggest to give effective training to these 8 employees. (05 Marks)
 - d. 8 applicants for the post of "Senior Teacher" were short listed. You are invited as an expert to select the suitable 3 among the 8 short listed candidates. What method and parameters would you follow to select these candidates? (05 Marks)

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.

8 CASE STUDY :

Mr. Harish was incharge of employee training in Shankar and Shankar company, working under the HR Manager Mr Subhash. One day Mr Subhash called Mr. harish and told him that the top management have decided that a leadership training programme should be conducted for the middle and lower level managers of the firm. The top management were of the view that the styles they were using now and in the past are not being used by the middle managers. Marketing chief Mr. Ram Shankar observed that the young, middle and lower level managers were not conversent about dealing with people. The finance chief Mr. Krishna Shankar stated that it was their style that took the company to the top and what was good enough for them should be good enough for the middle managers. The other committed members were found to agree with these observations. "As such", Mr Subhash told Mr Harish, "I have to follow the orders of the top management. Get a good understanding of the modern theoretical basis of leadership. Then find out the styles of leadership for the marketing and finance chiefs. Based on these, design a programme that I can present to the executives committee for middle management leadership training programme".

Questions :

- a. Bring out the theoretical concepts involved in the case. (05 Marks)
- b. Comment on the suggestions of Finance and Marketing manager. (05 Marks)
- c. Design a training programme for middle level managers in marketing department for leadership training. (10 Marks)
