

MBA II Semester Supplementary Examinations August 2021

HUMAN RESOURCE MANAGEMENT

(For students admitted in 2017, 2018 & 2019 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

(Answer the following: 05 X 10 = 50 Marks)

- 1 (a) Human resources play a crucial role in the development process of modern economics'. Explain the importance of human resources management.
(b) State any five differences between Personnel Management and HRM.

OR

- 2 (a) Describe the managerial functions of human resource management.
(b) Elucidate the objectives of HR policies.

- 3 (a) Explain the different steps involved in job analysis process.
(b) Enumerate basic characteristics of a systematic promotion policy.

OR

- 4 (a) Discuss various modern external sources of recruitment.
(b) 'Placement is a crucial task'. How will you make placement effective?

- 5 (a) Describe various old age and retirement benefits to employees in India.
(b) What is stock option scheme? What are its limitations?

OR

- 6 (a) Discuss the demerits of non-monetary rewards.
(b) 'A large number of factors influence the salary levels in an organization'. Describe significant factors affecting wage/salary level.

- 7 (a) 'Performance appraisal aims at attaining the different purposes'. Discuss various purposes of performance appraisal.
(b) Discuss recent developments with benefits in employee training.

OR

- 8 (a) 'Career planning assumed greater significance and has become necessary'. Discuss the need for career planning.
(b) State any five major problems in performance appraisal. Suggest ways to minimize these problems.

- 9 (a) State the objectives of quality circles.
(b) Suggest any five ways HR can help employees to achieve work-life balance.

OR

- 10 (a) 'Human resources play a vital role in TQM'. Describe the forces that shape the HRM towards TQM.
(b) Enumerate various benefits of quality circles to members and also to the organization.

Contd. in page 2

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case Study:**

Mr. Sunil Verma, the Founder and CEO of Marvel Pharma Limited faced a dilemma with regard to recruitment decision. Marvel Pharma Limited will commence commercial production from April 2021 and the company will need Pharmacists with hands on experience of at least one year to take up the jobs in April 2021. Mr. Sunil Verma sought the advice of HR department to select a specific source of recruitment as well as the time period to take up recruitment.

HR Department of the company is divided on the issue. The head of Human Resource Development (HRD) centre advised to start recruitment in January 2021, employ the selected candidates by the end of March 2021 and train them in the HRD centre for a year. He further opted for the campus recruitment. The Assistant HR Manager in charge of compensation management advised to source the candidates from the existing pharma companies and start the recruitment in January 2021 and the employment process by the end of March 2021. The chief of the HR department of the view that the jobs of pharmacists can be outsourced to one or two of the existing pharma companies experiencing the problem of overstaffing.

HR department could not solve the issue. However, they provided all these alternatives to the CEO along with the pros and cons of each alternative.

Questions:

- (a) Would you be satisfied with the approach of the HR department, if you were the Founder and the CEO of the company?
- (b) How do you decide upon the issue, if you were the Founder and the CEO of the company?

HUMAN RESOURCE MANAGEMENT

(For students admitted in 2017, 2018 & 2019 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

(Answer the following: 05 X 10 = 50 Marks)

- 1 Define HRM. Describe the nature and scope of human resources management.
OR
- 2 (a) What is HR policy? Explain.
(b) Explain the operative functions of HRM.
- 3 (a) Discuss the objectives of recruitment.
(b) Elucidate the reasons for transfer.
OR
- 4 (a) Discuss merits and demerits of job enrichment.
(b) Elucidate the benefits of human resource planning.
- 5 (a) 'Objectives of wage and salary administration, sometimes conflict with each other'. Enumerate.
(b) Describe the features of profit sharing.
OR
- 6 (a) "Fringe benefits serve as golden hand-cuffs". Discuss.
(b) Discuss the merits of non-monetary rewards.
- 7 What is career planning and career development? Enumerate steps involved in establishing a career development system.
OR
- 8 (a) 'Performance appraisal is not merely for appraisal but is for accomplishing and improvement of performance'. Discuss.
(b) Describe any five on-the-job training methods.
- 9 (a) Explain the organizational structure of quality circles.
(b) What is business process outsourcing? State the purposes of outsourcing HR.
OR
- 10 (a) 'Effective work-life balance policies are valuable to businesses and organizations'. Discuss the reasons for need of work life balance.
(b) Explain the significance of human resource management in TQM.

Contd. in page 2

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case Study/Problem:**

Sammy Benzoin supervised Greater Downtown Banks's Special Check Sorting Unit, which processed odd sized, foreign and damaged checks. His staff of three were semi-skilled recent high school graduates. Sammy took on Juanita Perez one summer as part of the bank's Community Upbeat program. Juanitia was hired and reported to the bank for a brief induction program. Sammy then arrived, met Juanita for the first time and escorted her back to the department. After a quick tour and passing introductions, Sammy gave Juanita some basic instructions in her job. Juanita seemed to pick up on the work and fit in. After working there, a month, Juanita called in sick one day. Her replacement discovered a large number of checks which Juanita had not processed. Sammy examined the checks and realized that Juanita has created substantial problems for the bank and its customers.

Questions:

- (a) What is the work maturity or competency level of Juanita Perez? Discuss the supervisory behaviors which Sammy should have used with her.
- (b) Describe the adequacy of the orientation process which Juanita received. What kind of orientation procedure that Sammy should have implemented?

HUMAN RESOURCE MANAGEMENT

(For students admitted in 2017 & 2018 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

(Answer the following: 05 X 10 = 50 Marks)

- 1 What is the concept of HRM? Explain the scope and nature of HRM in detail.
OR
- 2 Explain the objectives and functions of human resource management.
- 3 What is meant by human resource planning? Explain the process of job design.
OR
- 4 What do you mean by recruitment? Explain the process of recruitment.
- 5 What are the concepts of wage and salary? Discuss the objectives of wage and salary administration.
OR
- 6 What is the concept of compensation management? Explain the influencing factors for determining compensation.
- 7 What is meant by training? Explain the different methods of training in detail.
OR
- 8 Discuss the process of career planning and development.
- 9 What is work life balance? Explain the factors influencing work life balance.
OR
- 10 What is the concept of quality circles? Explain the functions of quality circles in Indian organizations.

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case Study:**

After spending several weeks on the job, Jennifer was surprised to discover that her father had not formally evaluated any employee's performance for all the years that he had owned the business. Jack's position was that he had "a hundred higher-priority things to attend to," such as boosting sales and lowering costs, and, in any case, many employees didn't stick around long around appraisable anyway. Furthermore, contended Jack, manual workers such as those doing the pressing and the cleaning did periodically get positive feedback in terms of praise from Jack for a job well done, or criticism, also from Jack, if things did not look right during one of his swings through the stores. Similarly, Jack was never shy about telling his managers about store problems so that they, too, got some feedback on where they stood.

This informal feedback notwithstanding, Jennifer believes that a more formal appraisal approach is required. She believes that there are criteria such as quality, quantity, attendance, and punctuality that should be evaluated periodically even if a worker is paid on piece rate. Furthermore, she feels quite strongly that the managers need to have a list of quality standards for matters such as store cleanliness, efficiency, safety, and adherence to budget on which they know they are to be formally evaluated.

Questions:

- (a) Is Jennifer right about the need to evaluate the workers formally? The managers? Why or why not?
- (b) Develop a performance appraisal method for the workers and managers in each store.

HUMAN RESOURCE MANAGEMENT

(For students admitted in 2017 & 2018 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

(Answer the following: 05 X 10 = 50 Marks)

- 1 Define HRM. Explain the role and functions of human resource management.
OR
- 2 Explain the policies and strategies of human resource management.
- 3 What is the concept of job analysis? Explain the process of job analysis.
OR
- 4 What is meant by selection? Explain the process of selection in detail.
- 5 What is meant by wage? Explain the process of wage fixation in Indian industries.
OR
- 6 Discuss the monetary and non-monetary benefits in detail.
- 7 What is the need for training and development? Explain the objectives of training and development.
OR
- 8 What is meant by performance appraisal? Explain the different methods of performance appraisal.
- 9 What do you meant by outsourcing? Explain the need and process of outsourcing.
OR
- 10 What is meant by TQM? Discuss the functions of total quality management.

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11 **Case Study:**

One of the first things Sandy Caldwell wanted to do in his new position at Hathaway Manufacturing was to improve productivity through team work at every level of the form. As the new human resource manager for the suburban plant, Sandy set out to change the culture to accommodate the team-based approach he had become so enthusiastic about in his most recent position.

Sandy started by installing the concept of team management at the higher level, to oversee the operations if the entire plant. The new management team consisted of manufacturing, distribution, planning, technical and human resource plant managers. Together they developed a new vision for the 500 employee facility, which they expressed in the simple phrase "Excellence Together". They drafted a new mission statement for the firm that focused on becoming customer driven and ream based, and that called upon employees to raise their level of commitment and begin acting as "owners" of the firm.

Contd. in page 2

The next step was to convey the team message to employees throughout the company. The communication process went surprisingly well, and Sandy was happy to see his idea of a “workforce of owners” begin to take shape. Teams trained together, developed production plans together and embraced the technique of 360-degree feedback, in which an employee’s performance evaluation is obtained from supervisors, subordinates, peers, and internal or external customers. Performance and morale improved and productivity began to tick upward. The company even sponsored occasional celebrations to reward team achievements, and the team structure seemed firmly in place.

Sandy decided to change one more thing. Hathway’s long-standing policy had been to give all employees the same annual pay increase. But Sandy felt that in the new team environment, outstanding performance should be the criterion for pay raises. After consulting with CEO Regina Cioffi, Sandy sent a memo to all employees announcing the change to team based pay for performance.

The reaction was immediate and 100% negative. None of the employees was happy with the change, and among their complaints, two stood out. First, because the 360-degree feedback system made everyone responsible in part for someone else’s performance evaluation, no one was comfortable with the idea that pay raises might also somehow be linked to peer input. Second, there was a widespread perception that the way the change was decided upon, and the way it was announced, put the firm’s commitment to team effort in doubt. Simply put, employees felt left out of the decision process.

Sandy and Regina arranged a meeting for early the next morning. Sitting in her office over their coffee, they began a painful debate. Should the new policy be rescinded as quickly as it was adopted, or should it be allowed to stand?

Questions:

- (a) Does the new pay-for-performance plan seem like a good idea? Why or why not?
- (b) What advice would you give Regina and Sandy as they consider their decision?

Code: 14E00201

MBA II Semester Supplementary Examinations December/January 2017/2018

HUMAN RESOURCE MANAGEMENT

(For students admitted in 2014, 2015 & 2016 only)

Time: 3 hours

Max. Marks: 60

SECTION – A

(Answer the following: (05 X 10 = 50 Marks)

- 1 Define HRM and discuss its nature and scope.
OR
- 2 Describe the various models of SHRM.
- 3 Explain the different steps in Job analysis.
OR
- 4 What is Human Resource Planning? Explain the meaning and nature of HR planning.
- 5 Discuss the factors influencing wage and salary structure. Throw light on the principles of wage and salary administration.
OR
- 6 Explain the importance of the theory of wages. State the difference between blue, white and pink colour employees.
- 7 What are the issues with on-the-job training? What are the best types of training?
OR
- 8 HRD is really only another term for training critically discuss.
- 9 Briefly explain the obstacles associated with TQM implementation.
OR
- 10 Discuss five possible actions that could be taken to ensure success in outsourcing contracts.

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

11 Case Study:

Johnson, age 25, has been advertising department as a copy creator for three years. His job is to design advertisements for use in TV's and Cinema theaters. He must closely with the girls in the art department, with the members of the sales department and with Vice President, sales and promotion, who is in-charge of the whole division. Johnson is an extremely enthusiastic worker with many good ideas. But he is considerable trouble in dealing with people. He is too impatient with the girls in the art department and constantly chasing them to finish his own work in time. He makes it perfectly clear that his ideas are always best while dealing with the people in the sales department. When the Vice President was thinking loud during a conference, Johnson cut short the speech of the Vice President by an aggressive answer. It was a good answer and the Vice president did not mind, but some of other people thought that Johnson had behaved badly. As a manager you are concerned about the animosity he is creating in your department. As per the company policy, each employee has to undergo an evaluation interview every six months. There are no performance evaluation forms.

Questions:

- (a) What should your strategy be in handling evaluation interview with Johnson?
- (b) What remedial measures do you suggest to tackle the situation?

HUMAN RESOURCE MANAGEMENT

(For students admitted in 2014, 2015 & 2016 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION - A

Answer the following: (05 X 10 = 50 Marks)

- 1 Define human resource management. Explain the significance of human resource management.
OR
- 2 Briefly explain the major activities of HRM.
- 3 Explain about the methods and sources of recruitment.
OR
- 4 What is job evaluation? Explain in detail the job grading as a method of job evaluation.
- 5 Define compensation. Explain the objectives and influencing factors of compensation management.
OR
- 6 Discuss the prevalent system of wage incentives in India. What are the prerequisites of a good wage incentive scheme?
- 7 What are the different approaches to measure performance of an employee? Explain
OR
- 8 Explain the significance and advantages of career planning and development.
- 9 Define total quality management. Discuss the basic concepts of TQM.
OR
- 10 Outline three possible reasons for the failure of an outsourcing contract.

SECTION – B

(Compulsory Question)

01 X 10 = 10 Marks

11 Case study:

Praneeth Industries Limited, Kolkata is producing electric bulbs, water coolers, air coolers and refrigerators. Recently it added a new line of production i.e., electric motor both for domestic and agricultural purposes. It needed one electric engineer with B.Tech qualification to look after the new plant producing electric motors. Presently five electric engineers with B.E qualification as assistant engineers are working in the existing plant. The company advertised for the post of chief engineer (electrical) for its new plant. It received twelve applications out of which five are from the assistant engineers working in the existing plant.

The company used techniques of preliminary interviews, tests, final interview and medical examinations and finally selected Mr.Krishna Swamy, employed in the existing plant of the company. He is fourth in the seniority list of the assistant engineers in the present plant. The company served the appointment order to Mr.Swamy and he jointed as chief engineer in the new plant. But the three assistant engineers in the existing plant moved the issue to the court of law contesting that the selection of Mr.Krishna Swamy is not valid as he is not the senior one among the assistant engineers in the existing plant.

Questions:

- (a) What would be the management version in the case?
- (b) Predict the court judgment regarding this issue.

MBA II Semester Supplementary Examinations December/January 2016/2017

HUMAN RESOURCE MANAGEMENT

(For students admitted in 2014 & 2015 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

Answer the following: (05 X 10 = 50 Marks)

- 1 Bring out the evolution and growth of HRM in India.
OR
- 2 How HRM is differ from personnel management? What are various strategies of HRM?
- 3 Describe the concept of job analysis.
OR
- 4 What is promotion? Explain the relative merits and demerits of seniority and merit as the basis of promoting employees.
- 5 What are different forms of compensation for executives and non executives?
OR
- 6 What are internal and external influencing factors in determining compensation?
- 7 Write short notes on MBO, 360 degree appraisal and critical incident methods.
OR
- 8 Explain in detail various methods of training.
- 9 Define industrial relations. Given an overview of industrial relations in India.
OR
- 10 What is quality circle? Explain its benefits in service organizations.

SECTION – B

(Compulsory Question)

01 X 10 = 10 Marks

11 **Case study:**

Electronic industries Ltd, Faridabad is producing electronic bulbs, water coolers, air coolers and refrigerators. Recently it added a new line of production i.e., electric motors both for domestic and agricultural purposes. It needed one electric engineer with B.Tech qualification to look after the new plant producing electric motors. Presently five electric engineers with B.E qualification are working as assistant engineers in the existing plant. The company advertised for the post of chief engineer (electrical) for its new plant. It received twelve applications out of which five are assistant engineers working in the existing plant.

The company used techniques of preliminary interviews, tests, final interview and medical examination and finally selected Mr.Ambani, employed in the existing plant of the company. He is fourth in the seniority list of assistant engineers in the present plant. The company served the appointment order to Mr.Ambani and he joined as chief engineer in the new plant. But the three assistant engineers in the existing plant moved the issue to the court of law contesting that the selection of Mr.Ambani is not valid as he does not have seniority among the assistant engineers in the existing plant.

Questions:

- (a) Comment on the managerial choice in favour of Mr.Ambani.
- (b) Is it necessary to promote only seniors to higher posts in an organization? Why? Why not?

MBA II Semester Supplementary Examinations December/January 2015/2016

HUMAN RESOURCE MANAGEMENT

(For students admitted in 2014 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

Answer the following: (05 X 10 = 50 Marks)

- 1 What are functions of HRM? Explain principles of each of these functions.
OR
- 2 Explain stages of evolution and growth of personnel management.
- 3 Describe steps in the human resource planning process.
OR
- 4 Critically evaluate various sources and methods of recruitment.
- 5 Give an account of factors that influence the pay levels and structures of employees.
OR
- 6 Bring out the distinguishing features of different incentive methods of pay for non-executive employees.
- 7 Discuss various training methods.
OR
- 8 Narrate MBO and 360° employee appraisal methods.
- 9 How do you measure labour productivity? Suggest measures to improve it.
OR
- 10 What are merits and demerits of outsourcing?

SECTION – B

(Compulsory Question)

01 X 10 = 10 Marks

- 11 **Case study:**
As a recent post graduate person who keeps up with the business press, Prasad is familiar with the benefits of programs such as quality circles and TQM.
Anand has actually installed a total quality program of sorts at carter cleaning company and it has been in place for about five years. Anand conducts employee meetings periodically, but particularly when there is a serious problem in a store-such as very poor-quality work or too many breakdowns - he contacts all the employees in that store and meet them as soon as the store closes. Hourly employees get extra pay for these meetings, and they actually have been fairly useful in helping Anand to identify several problems. Prasad is now curious as to whether these employee meetings be formalized and perhaps a formal quality circle program initiated.
Questions:
(a) Would you recommend a quality circle program to Prasad?
(b) Given what you know about the supervision of stores, would you recommend a management by objectives program for stores managers? Why or why not?
(c) Are new work arrangements such as flexi time or five-day work weeks practical at carter? Why?

All questions carry equal marks

SECTION - A

Answer the following: (05 X 10 = 50 Marks)

- 1 Explain various strategies of HRM to improve organizational performance.
OR
- 2 Examine significance of HRM policies and practices.
OR
- 3 Give a brief account of job evaluation methods.
OR
- 4 Define job design. Describe job characteristics model of Hackman and Oldham.
OR
- 5 Describe components of executive compensation package.
OR
- 6 What are minimum, fair and living wages? What are different ways of wage determination in India?
OR
- 7 What are BARS and paired comparison methods of performance appraisal?
OR
- 8 Describe methods of executive development.
OR
- 9 How total quality management is a tool for gaining competitive advantage?
OR
- 10 Elaborate the underlying philosophy of kaizen and quality circles.

SECTION – B

(Compulsory Question)

01 X 10 = 10 Marks

11 **Case study:**

Annapurna retail chain does not have a formal pay structure nor does it have rate ranges or use of compensable factors. Wage rates are mostly on those prevailing in the surrounding community and are tempered with an attempt on the part of the chain to maintain some semblance of equity between what workers with different responsibilities in the stores are paid.

Needless to say this retail chain does not make any formal surveys when determining what this company should pay. When many of other retail chains adhere to a policy of paying absolutely minimum rates, this chain has always followed a policy of paying his employees about 10% about what he feels are the prevailing rates, a policy this chain believes reduces labour turnover while fostering employee loyalty. If somewhat more concern to this chain is the policy of paying men about 20 percent more than women for the same job. The explanation is, "They are stronger and can work harder for long hours, and besides they all have families to support".

Questions:

- (a) Is the chain at the point where it should be setting up a formal salary structure complete with job evaluation? Why?
- (b) Is chains policy of paying 10% more than the prevailing rates a sound one, and how could it be determined?
- (c) Similarly, is the chain male-female differential wise? If not, why?
