

Code: 21E00203

MBA II Semester Regular & Supplementary Examinations July 2024
HUMAN RESOURCE MANAGEMENT
(Common to MBA, Fintech, BFS & HCHM)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION-A

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

1. Elucidate the functions of HRM and write about the key challenges of HR Manager in today's organisation 10M
OR
2. Write the importance of HRM policies? and explain the factors effecting HR policies. 10M
3. Differentiate between recruitment and selection? Explain the steps involved in selection procedure. 10M
OR
4. (a) What sources of Recruitment will you recommend for the appointment of managerial personnel? 5M
Why?
OR
(b) Discuss the Process of Job analysis.
5. Define Compensation Management and explain the factors influencing Compensation system in organizations. 10M
OR
6. How compensation is important for employees? Explain Emerging Issues and trends in Compensation management. 10M
7. As a HR manager you have been asked by your organization to organize a management development programme. What steps will you take to make it successful? 10M
OR
8. Differentiate between Training and Development. Explain various Approaches to training. 10M
9. Define industrial relations. Critically evaluate the role and contribution of the participants to it, especially in the Indian context today. 10M
OR
10. Define Work life Balance and write the relation between Work life balance and organisational productivity. 10M

SECTION-B

(Compulsory question, 01 X 10 10 Marks)

- 11. Case Study/Problem:** 10M

A large, well known Canadian company had found full depreciation of the equipment which was used to make specialized automobile companies for north-American automobile producers. Although the equipment had been well maintained and worked well, it required to be handled by a large number of labourer's. The result was the high labour costs that made the company's brake assemblies, manufacturer, and related products unprofitable. A decision was made to replace the equipment with more highly automated, numerically controlled machine tools. Since the economic value of the old equipment exceeded its value as scrap, the equipment was shipped to the company's Brazilian operations, where labour costs were considerable lower. Upon arrival and after the setting up of a new facility, the company received numerous profitable orders from Brazil's rapidly growing automobile industry. Though the labour hours per product remained about the same the lower Brazilian labour rates allowed the new facility to be profitable. Soon a second shift was added and with it problems began. The equipment began to experience a growing "downtime because of machine failures and quality. particularly on part dimensions-declined dramatically. At a staff meeting the Brazilian plant manager met his staff, including several industrial engineers who had been trained in Canada and the United States. The engineers argued that the problems were almost certainly caused by maintenance since the machinery had worked well in Canada and initially in Brazil. The HR director agreed that it was perhaps the question of maintenance of the old machinery but he also noted that many of the on-machine instructions and maintenance manuals had not been translated into Portuguese. He also observed that the Problems began after the Second shift was hired.

Questions:

- (1) From the discussion of job analysis information and job design, what actions would you recommend to HR department?
- (ii) Since the Canadian workers had considerable experience with the equipment but the workers particularly in second shift in Brazil had very little experience, what implications do you see for the job design?

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MBA II Semester Regular & Supplementary Examinations August/September 2023

HUMAN RESOURCE MANAGEMENT
(Common to MBA, Fintech, Finance, BFS & H&HM)

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. Examine the functions and scope of Human Resource Management. 10M
OR
2. What are the policies and strategies of HRM? Explain with special reference to changing HRM environment. 10M
3. What do you understand by Job Evaluation? What methods are available for Job Evaluation? 10M
OR
4. Outline the various sources of Recruitment. Also briefly explain about techniques of selection 10M
5. Define Wage. Describe the objectives of Wage and Salary Administration. 10M
OR
6. Define Compensation'. What are the factors influencing determination of Compensation? 10M
7. Is Training compulsory for the newly recruited employees? Briefly explain about on the job methods of training. 10M
OR
8. Explain in detail about 360-degree Performance Appraisal, 10M
9. What is meant by Work Life Balance? Outline the factors which are affecting Work Life Balance. 10M
OR
10. What do you understand by the concept of Total Quality Management? What are the 10M issues involved in it? 10M

SECTION-B

(Compulsory question. 01 X 10 = 10 Marks)

11. **Case Study/Problem:** 10M

Bharat airways is 5 years old domestic airline. It is launched with log of assurances of better prompt, efficient services consumer satisfaction etc. However, during last 5 years the conditions became worse resulting in large number of dissatisfied travellers, switching over to the other better domestic airlines. Bharat Airways was not experienced in the domestic Air Travel business when it started. Although it recruited almost 50 of its-important employees out of 800 employees from other competitor airlines, there was no useful training to any group of employees. Employees had lot of grievances and there was no procedure, system methods to ventilate the grievances. The top management and the operating managers were following autocratic style of management. Communication at levels were poor. There was absence of mutual trust, absence of responsibility. accountability, Senior Staff often complained of coordination and in case of problem the 'buck' was passed to someone else conveniently. This resulted in lack of responsibility at all levels. Sometimes chaotic situations arose because of lack of communication, You are as HR manager asked by the Managing Director to prepare a comprehensive action plan to improve the situation and conditions

Questions

- (i) What plan of action will you suggest?
- (ii) Would you like to make a short survey to understand the situation? How will you conduct such a survey interviews. questionnaire method? (ai) How will you analyse and formulate the areas of action plan to be made and implemented?
- (iv) Do you think as HR Manager, you would consult, communicate, interact with manages and other employees before formulating your plan? Give reasons for such consultation.
- (v) What are the different methods you would like to use to open the communication channels? Mention briefly the reasons for your suggestion

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MBA II Semester Regular Examinations October/November 2022

HUMAN RESOURCE MANAGEMENT

(Common to B&FS, HC&HM, MBA (GM&BM) and Fintech)

(For students admitted in 2021 only)

Time: 3 hours

Max. Marks: 60

All questions carry equal marks

SECTION – A

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

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|----|---|-----|
| 1 | Describe in brief about the nature and scope of HRM. | 10M |
| | OR | |
| 2 | Explain the different strategies of HRM. | 10M |
| 3 | Discuss in detail about Job design with suitable example. | 10M |
| | OR | |
| 4 | (a) List down the sources of recruitment. | 5M |
| | (b) Write a brief note on Job enrichment. | 5M |
| 5 | (a) List down the types of wages and explain. | 5M |
| | (b) State the objectives of wage and salary administration. | 5M |
| | OR | |
| 6 | Discuss in detail about the monetary benefits. | 10M |
| 7 | Explain the concept of HRD and its significance. | 10M |
| | OR | |
| 8 | (a) What are the steps involved in career development? | 5M |
| | (b) Point out the merits of performance appraisal. | 5M |
| 9 | (a) What are the merits and demerits of outsourcing? | 5M |
| | (b) Write a brief note on quality circles. | 5M |
| | OR | |
| 10 | Explain the principles and core concepts in TQM. | 10M |

SECTION – B

(Compulsory question, 01 X 10 = 10 Marks)

- 11 **Case Study/Problem:** 10M
- Assume you are appointed as the HR executive for an automobile manufacturing company. The first assignment is to hire two welding supervisors, one accountant and one product sales executive.
- Describe the appropriate selection and induction methods for each new hire.
