



**PG-611**

II Semester MBA (CBCS) Examination, July - 2019

**MANAGEMENT**

**Paper - 2.4 : Human Capital Management 12208**

Time : 3 Hours

Max. Marks : 70

**SECTION - A**

Answer **any five** questions, each carries **5** marks :

**5x5=25**

1. Distinguish between HRM and HRD.
2. What is HRP ? Explain determinants of HRP.
3. "Promotion and demotion are two faces of single coin". Comment on the statement.
4. What are internal and external sources of recruitment ? Explain.
5. Distinguish between training and development.
6. What are the contemporary HRD practices ? Explain.
7. What is 360° performance appraisal ? Explain.

**SECTION - B**

Answer **any three** questions, each carries **10** marks :

**3x10=30**

8. What are components of employee compensation ? Explain.
9. What do you mean by Industrial relations ? Explain how industrial relations affects industrial growth.
10. What do you understand by SHRM ? Explain its characteristics.
11. "The success of any organisation is depending up on the selection of right person for right job". Comment on the statement.



**SECTION - C**  
**(Compulsory)**

12. Read the case given below and answer the questions given at the end.

**Case Study**

**1x15=15**

One Monday morning Sanjay Nagpal a recent recruit from a reputed Management institute in Chennai walked into the sales office at Manipal as a new sales trainee. Raghavan the Zonal sales manager for a large computer hardware firm was there to greet him. Raghavan's job consisted of overseeing the work of sales officers. Field executives and trainee salesman numbering over 50 of three areas namely Manipal, Bangalore, Trivandrum. The sales growth of computers, parts and other office equipments in his area was highly satisfactory, especially in recent years thanks to the developmental initiatives taken by the respective state government in spreading computer education in offices, schools, colleges, Banks and other institutions. Raghavan had collected all the sales reports, catalogues and pamphlets describing in details the types of the office equipment sold by the company. After a pleasant chat about their backgrounds. Raghavan gave Sanjay the collected material and showed him to his assigned desk. Thereafter Raghavan excused himself and did not return. Sanjay spent the whole day scanning the material and at 5.00 p.m. he picked up his things and went home.

**Questions :**

1. What do you think about Raghavan's approach for training programme ?
2. How training helps improvises the skills, gaining knowledge and increase adaptability ?
3. According to your knowledge which training methods will give more benefits to the new employees ?

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**Q.P. Code : 61314**

**Second Semester (DAY) M.B.A. Degree Examination, July 2019**

*(CBCS – 2014 Scheme)*

**Management**

**Paper 2.4 – HUMAN CAPITAL MANAGEMENT**

*Time : 3 Hours]*

*[Max. Marks : 70*

*Instruction : Answer All the Sections.*

SECTION – A

Answer any **FIVE** of the following questions. Each question carries **5** marks :  
**(5 × 5 = 25)**

1. Differentiate between HRM and HRD.
2. Why is it important to conduct pre-employment background investigations? Outline how you would go about doing so.
3. Discuss the 360-Degree Performance Appraisal.
4. Explain the merits and demerits of TNA.
5. Explain the changing concept of HRM in India.
6. Describe various barriers to Strategic HRM.
7. Write a short note on Application Blank with its contents.

SECTION – B

Answer any **THREE** questions from the following. Each question carries **10** marks :  
**(3 × 10 = 30)**

8. “A well-thought-out training program is essential for all new employees, whether they have experience or not”. Justify why you agree or disagree with this statement.
9. Define HRP and explain its various stages.
10. Discuss the components of employee and executive compensation.
11. What are the sources of recruitment and also highlight pros and cons of each.



12. Cast Study (**Compulsory**) :

**(1 × 15 = 15)**

SELECTION INTERVIEW

Vandana Sharma is a bright, popular and well informed mechanical engineer who graduated with an engineering degree from the IIT, Kharagpur in June 2003. After her graduation she went out on many job interviews, most of which she thought were courteous and reasonably useful in giving both her and the prospective employer a good impression of where each of them stood on matters of importance to both of them. It was therefore, with great anticipation that she looked forward to an interview with one firm in which she most wanted to work, Apex Electronics Ltd. She firmly believed that the best use of her training and skills lay in working for a firm like Apex, where she thought she could have a successful career.

The interview, however, was a disaster. Vandana walked into a room in which five men, including the President of the company, two vice presidents the marketing director and another engineer, began throwing questions at her that she felt were aimed primarily at tripping her up rather than finding out what she could offer through her engineering skills. The questions ranged from unnecessarily discourteous to irrelevant and sexist like; Are you planning on settling down and starting a family any time soon? Then, after the interview, she was interviewed by two of the gentlemen exclusively (including the President) and the discussion focused almost exclusively on her technical expertise. She thought that these later discussions went fairly well. However, given the apparent aimlessness and even mean spiritedness of the panel interview, she was astonished when several days later she got a job offer from the firm. The offer forced her to consider several matters. From her point of view, the job itself was perfect. She liked what she would be doing, the industry and the firm's location. And in fact, the President had been quite courteous in subsequent discussions, as had been the other members of the management team. She was left wondering whether the panel interview had been internationally tense to see how she would stand up under pressure and if so, why they would do such a thing.

Questions for Case Analysis :

- (a) Do you think the panel interview reflected a well thought out interview strategy on the part of the firm or carelessness on the part of the firm's management?
- (b) What would you do to improve the interview process at Apex Electricals? What questions would you ask while interviewing candidates for the job?
- (c) Would you take the job offer if you were Vandana? If you are not sure, is there any additional information that would help you make your decision and if so, what is it?