



JP - 959

II Semester M.B.A. (Day) Degree Examination, June 2008  
(2007-08 Scheme)

2.4 : HUMAN RESOURCE MANAGEMENT

Time : 3 Hours

Max. Marks : 75

SECTION - A

1. Answer any six questions :

(6×2=12)

- a) What do you mean by "Strategic human resource management" ?
- b) What is career advancement ?
- c) What is meant by "Work force diversity" ?
- d) Define "Equal Employment Opportunity".
- e) What is perquisites ?
- f) List out the Adult learning principles.
- g) What do you mean by 'Trait-based Appraisals'?
- h) What is contract ratification ?
- i) Write a short note on "Industrial harmony".

SECTION - B

Answer any four questions.

(3×8=24)

2. Write up job description for human resource specialist.
3. Differentiate recruitment from selection.
4. How do you apply correlation analysis is one of the statistical methods in selection ?
5. Explain the criteria for a good appraisal system.
6. Enumerate various causes of accidents. Explain the effective ways to prevent employees from accidents.

P.T.O.



## SECTION - C

Answer **any two** of the following questions :

(2×12=24)

7. Explain how the candidates and the organisations objectives in the recruiting process may disagree. How might these conflicts affect the eventual success of the recruiting and job search process ?
8. "Corporate executives of MNCs and domestic enterprises of repute are excessively remunerated". Comment this statement.
9. What factors explain the high unionisation rate among public sector workers as compared with that of workers in the private sector ?

## SECTION - D

Case Study (**Compulsory**) :

(1×15=15)

Analyse the case and answer the questions given below :

Rama Krishna is a forklift operative at a large industrial warehouse. During a particularly busy shift, Rama Krishna tripped over a large load of Air-condition sets. Rama Krishna tested positive for drug and was dismissed. He immediately filed a grievance, claiming that he had used drug two months before. Regarding the outcome of drug and alcohol testing, the company's code of conduct says, "Employees found to be incapacitated shall be summarily dismissed".

Question :

What strategy would you follow if you were preparing Rama Krishna's grievance ?  
What points do you take up to the arbitrator for solving the issue ?



II Semester M.B.A. (Day) Degree Examination, June 2009

(2007-2008 Scheme)

MANAGEMENT

Paper – 2.4 : Human Resources Management

Time : 3 Hours

Max. Marks : 75

SECTION – A

Answer **any six** questions. **Each** carries **two** marks.

(6×2=12)

1. a) Define HRM.
- b) What is Competency Mapping ?
- c) Define HRP.
- d) Write two differences between Recruitment and Selection.
- e) Define Industrial Dispute.
- f) Define Trade Union.
- g) What is 360° Performance Appraisal ?
- h) What is meant by lay-off and strike ?
- i) Define Reward.

SECTION – B

Answer **any three** questions. **Each** question carries **eight** marks.

(3×8=24)

2. Discuss the process of job analysis, with two examples.
3. Discuss the methods of valuing human resource in IT companies.
4. What are the types of interviews ?
5. Discuss important methods of performance appraisal.
6. What are the important causes for industrial disputes ?

P.T.O.



## SECTION – C

Answer **any two** questions. **Each** question carries **12** marks. (2×12=24)

7. Explain statutory and non-statutory methods of resolving industrial disputes with examples.
8. What is training programme ? Discuss some important methods of training and development.
9. Trade Union Movement is in crossroads today. Discuss some important external and internal causes that lead to the downfall of Trade Union Movement in India.

## SECTION – D

**Case Study – Compulsory** (1×15=15)

10. Read the case and answer the questions.

**UNWANTED PROMOTION**

Mrs. Deena joined Syndicate Bank as a clerk after M.Sc., in 1968. She was aspiring for the promotion to the Officer's post. She completed CAIIB to which certain weightage is given in promotion. After getting the eligibility service in 1972 she applied for officer's post in the bank under the promotion quota.

She could not get the promotion as her score in the written test was quite low. But at that time she was transferred to her native town, i.e., Rajahmundry. She tried for Officer's post several times but could not succeed. She was vexed with her trials. But she was elected to the office of President of local branch of Bank Employees' union. Since then she has become a problem to the management. She could solve a number of problems of the members of her union.

Consequently almost all the clerks of the branch joined her union. However, she has been continuing her trials for officer's post. She was not given the promotion in 1980 though she got more than the minimum score in the written test on the ground



that her interview score was less than the minimum. In fact, the confidential report of the branch manager regarding her trade union activities worked against her in this case. With this failure she decided not to make any further trials and activated the trade union activities. Further, she started a business of dealership in automobiles. She succeeded in diverting the deposits of the business community in her bank to other banks. Management has decided to promote her to the Officer cadre based on the recommendations of the new branch Manager. One day Mrs. Deena received appointment order for the Officer's post from the head office of the bank. All the colleagues including the branch manager congratulated her. But she said that she does not want that promotion. It was a quite surprising to all of them.

### Questions

- 1) Do you think that the management's action of not selecting Mrs. Deena in 1980 basing on the confidential report of the Branch Manager is right ?
  - 2) Why does Mrs. Deena not want promotion ?
  - 3) Explain the theoretical base related to this case.
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PG – 004

**II Semester M.B.A. (Day) Degree Examination, July 2011**  
**(2007– 08 Scheme)**  
**MANAGEMENT**  
**Paper – 2.4 : Human Resources Management**

Time : 3 Hours

Max. Marks : 75

**SECTION – A**

1. Answer **any six** questions. **Each** question carries **two** marks. **(6×2=12)**
- a) What do you mean by Skills inventory ?
  - b) What are Depth interviews ?
  - c) Define, Learning Organisation.
  - d) What are fringe benefits ?
  - e) Define, Industrial relations.
  - f) What do you mean by Ethical dilemma ?
  - g) Define, Career planning.
  - h) Distinguish between real and fair wages.
  - i) Define, Collective Bargaining.

**SECTION – B**

- Answer **any three** questions. **Each** questions carries **eight** marks. **(3×8=24)**
- 2. State the functions of Human Resources Management.
  - 3. List out the contents of Human Resources Policy and its determinants.
  - 4. Explain the process of Performance Management.

P.T.O.



5. Describe the legal environment and its implications on Human Resources Management in India.
6. Give an account of Total Quality Management in Human Resources Management.

#### SECTION – C

Answer **any two** questions. Each question carries **12** marks. (12×2=24)

7. Define, Human Resources Planning and explain its various stages.
8. Discuss the various methods of Compensating employees and managerial staff in manufacturing and Service Organisations.
9. Define, Industrial disputes and explain the various machineries for resolving such disputes.

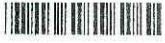
#### SECTION – D

##### Case Study (Compulsory)

10. Read the following case and answer the questions given below. (1×15=15)

Sony Components Limited manufactures a wide range of automotive components. It has a work force of 1500 including 250 supervisors and executives. Performance appraisal of these supervisors and executives is conducted by their respective supervisors annually. The parameters used for performance appraisal are sense of responsibility, superior's dependability on subordinates, initiative, regularity and punctuality, community activity and potential for development to take higher positions. All these factors are given equal weightage. The performance appraisal has three objectives : to grant annual increment, to determine promotability and to assess training needs.

In 2004-05, some supervisors and executives were not given any increment because as per performance appraisal, their total scores were below standard.



The overall score were due to community activity and potential for development which were given equal weightage along with other factors. On the stoppage of annual increment, the aggrieved supervisors and executives represented their case to the MD of the company and contented that the entire performance appraisal system was faulty. They were very much against the inclusion of community activity and potential for development in the performance appraisal meant for giving pay raise. They argued that all aggrieved supervisors and executives should be given regular annual increments and time bound promotions. The system would be more objective fair and free from endure biases.

**Questions :**

- 1) As HR manager, how will you defend the existing performance appraisal system of the company ? Would you like to incorporate change ? If yes what would be these changes ?
  - 2) Should there be separate appraisal criteria for appraising supervisors and executives ? If yes where are such differences ?
  - 3) What actions should be taken to the representation made by the aggrieved supervisors and executives ?
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II Semester M.B.A. (Day) Degree Examination, June/July 2012  
(2007-2008 Scheme)

MANAGEMENT

Paper 2.4 : Human Resources Management

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any six** questions. **Each** question carries **two** marks. (6x2=12)

- a) Mention the objectives of HRM.
- b) Define HRP.
- c) What is employee leasing ?
- d) What are the constraints on recruiting errors ?
- e) What do you mean by Job rotation ?
- f) Define Wages.
- g) What is 'Halo Error' in performance appraisal ?
- h) Distinguish between intrinsic and extrinsic rewards.

SECTION – B

Answer **any three** questions. **Each** question carries **eight** marks. (3x8=24)

2. Explain the line and staff role of HR manager.
3. Discuss suitable sources for recruiting software professionals.
4. Explain about 360° appraisal system.
5. Is employment protection legislation necessary in an era of HRM ?
6. State the functions and role of Trade Unions in India.

P.T.O.



## SECTION - C

Answer **any two** questions. **Each** question carries **12** marks. **(2×12=24)**

7. List out various dimensions of Human Resource Planning.
8. Select a particular department in an organization and discuss the case of performance evaluation and control.
9. Explain the common policies of Union and Management in collective bargaining.

## SECTION - D

## Case Study (Compulsory)

10. Read the following case and answer the questions given below : **(1×15=15)**

Mr. Ravi is a Branch Manager of a Scheduled Bank at one of its village branches. His staff included two clerks and an attendant. Very often Mr. Ravi was left alone in the bank after 5 pm to tally accounts, day books and complete all other formalities. On 30<sup>th</sup> March, Mr. Ravi was working till past 2 a. m. tallying the accounts since hardly one day was left for closing the accounts of the year. On this fateful night, the branch manager was attacked by robbers, who looted Rs. 5 lakh after brutally wounding Mr. Ravi's right hand, which had to be amputated later. After his recovery, the branch manager applied for compensation. The Management of the Bank was of the opinion that Mr. Ravi, violated the job specification by working beyond the stipulated hours of work. He, in their view, was not entitled to any compensation as the incident occurred during non-employment hours. They also called for an explanation as to why the amount lost cannot be recovered from his Salary and Provident Fund.

**Questions :**

- 1) How do you justify the bank's stand in this case ?
- 2) What modifications do you suggest in job specification to overcome such incidents in future ?
- 3) Apply Labour Laws to the stand of the Management in the recovery from Salary and Provident Fund.



II Semester M.B.A. (Day) Degree Examination, June/July 2013  
(2007-08 Scheme)  
MANAGEMENT

Paper 2.4 : Human Resources Management

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any six** of the following : (6x2=12)
- a) Define Human Resource Management.
  - b) What is Human Resource Planning ?
  - c) Mention the differences between Recruitment and Selection.
  - d) What do you understand by Socialization ?
  - e) What is Socio-Economic Environment ?
  - f) State any two features of Human Resource Information System.
  - g) What is Graphology ?
  - h) Define Dearness Allowance.

SECTION – B

- Answer **any three** of the following : (3x8=24)
- 2. Discuss the causes for decline of trade union movement in India.
  - 3. Describe the process of manpower planning.
  - 4. Explain important methods of training and development.
  - 5. "More emphasis should be placed on the internal supply of employees for meeting future employee needs because these individuals already know the organization".  
Do you agree or disagree ? Discuss.
  - 6. Discuss extrinsic and intrinsic reward system.

P.T.O.



## SECTION - C

Answer any two of the following questions : (2x12=24)

7. Explain HRM model with a diagram.
8. What are the major sources of Internal and External Recruitment ? Highlight its advantages and disadvantages.
9. Explain important methods of performance appraisal.

## SECTION - D

Case study (Compulsory) : (15x1=15)

**10. Grayco Resists Unionization**

Scott Gray had started Grayco Film Processors more than fifteen years ago. Beginning with only \$8,000 to borrowed capital, Gray had built a company employing three hundred people and doing more than \$15 million of mail-order film processing a year. The firm had always paid higher wages and given better benefits than comparable employers in the community. While Gray expected "a day's work for a day's pay", he thought his employees were generally contented with the pay, benefits and working conditions in his firm. However, about sixty days ago, Cathy West, Grayco's personnel manager, had mentioned to Gray that there were attempts under way by the Amalgamated Radio, Television and Film Technicians union to organize the firm's film processors. She said that she had seen several organizers handling out something that looked like union literature in front of the plant. West asked Gray if he would approve an information campaign to counter "the union's propaganda". Gray concurred.

It was a Monday morning and Gray was in his office early to go through the mail and memorandums that had accumulated from late in the previous week. As he went through the stack of correspondence, he found a copy of a form letter from Cathy West. A note attached advised Gray that she had sent this letter to the home of each of the 170 film processors working for the company. It read :

Dear Employee :

It has come to my attention that the Amalgamated Radio, Television and Film Technicians is currently encouraging you to join their union for the purpose of having them be your representative in collective bargaining with Grayco Film Processors. We believe you have nothing to gain by joining this union and your best interests will continue to be served by keeping Grayco nonunion.



Speaking for the management of Grayco, I want to assure you we have no intention of recognizing a union as your bargaining agent. Further, you should consider this as a formal warning that any of our employees found to be supporting this organizing effort will be fired immediately.

Grayco has grown and prospered by treating all of its employees fairly. We expect to continue to act in this tradition. As a result, we see no reason for you to entertain thoughts of unionization.

Sincerely,  
Cathy West  
Director of Personnel

Scott Gray read the letter several times. He couldn't believe his eyes. "So this is what Cathy West meant by an information campaign!"

**Questions :**

- 1) Would you consider this letter to be consistent with "an information campaign" ?
  - 2) The letter is illegal. Why ?
  - 3) How would you have worded a letter to employees that was legal ?
  - 4) What would you do now if you were Mr. Gray ?
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II Semester M.B.A. Degree Examination, July/August 2014  
(2007-08 Scheme)  
Management  
Paper – 2.4 : HUMAN RESOURCES MANAGEMENT

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any six** of the following :

(6×2=12)

- a) What is separation ?
- b) What is Job rotation ?
- c) What is false positive in selection ?
- d) What is the difference between performance management and performance appraisal ?
- e) What is conciliation process ?
- f) What is Paternity Benefit ?
- g) What is the difference between attrition and retrenchment ?
- h) Define training.

SECTION – B

Answer **any three** of the following :

(3×8=24)

2. Performance appraisal has become useless due to the 'errors' in evaluation. Discuss.
3. Discuss some important methods of training and development.
4. What is career planning ? Discuss important components of career planning.
5. How culture influences the socialisation process of employees in the organisations ?  
– Discuss.
6. What is Job Analysis ? Discuss the importance of Job Analysis.

P.T.O.



## SECTION – C

Answer any two of the following :

(2×12=24)

7. The Industrial disputes resolution machinery is slow due to heavy work load. Do you suggest any alternative remedies to improve its effectiveness ? Explain.
8. Explain the important challenges faced by HR managers due to globalisation.
9. The work culture of BPO, KPO, IPO companies is affecting the health of young workers, what remedies do you suggest to overcome the problem ?

## SECTION – D

Case study (Compulsory).

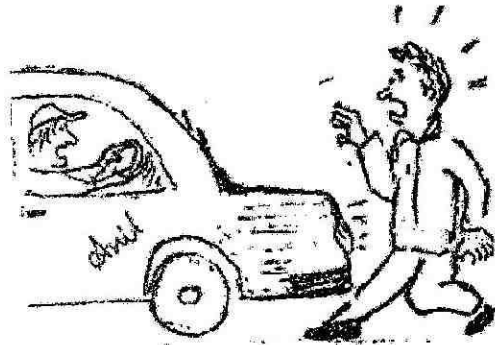
(1×15=15)

Analyse the case and answer the questions.

**Accident on the Way to Office**

Since safety of the employees is important to most companies in Bangalore both in public and private sector, they provide transport to their employees. Buses, cars, mini buses are engaged to pick up and drop employees from home to workplace and back.

One of the public sector employees, Mr. Nanjappa was walking from his house to the nearest bus stop to board the company's bus. While he was crossing the road a private car hit him.





He was taken to a hospital with bleeding head injuries and after 2 days he died in the hospital.

The family members of Mr. Nanjappa claimed compensation from the company, though he met with an accident outside the company stating that while he was going to the office he died.



### Questions

1. Do you think the company should pay compensation to the employee who dies outside the company ? Yes or No. Give reasons.
  2. Is there any law to pay compensation to employees who die or meet with an accident while on the way coming to the office ?
  3. How do we prove that he was on the way and coming to office only ?
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**II Semester M.B.A. Degree Examination, June/July 2015**  
**(CBCS Scheme)**  
**MANAGEMENT**  
**2.4 : Human Capital Management**

Time : 3 Hours

Max. Marks : 70

**SECTION – A**

Answer **any five** of the following. **Each** question carries **five** marks. The answer must be written in **not** more than **250** words. **(5×5=25)**

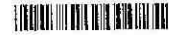
1. Why do we need job analysis and job description in an organization ?
2. Analyse the changing concept of HRM in India.
3. How does career planning contributes to employee satisfaction ?
4. Discuss the role of technology in training of employees in organizations.
5. What are Key Result Areas (KRAs) in performance management system in organizations ?
6. Whether trade unions are relevant today also ?
7. What are the barriers to strategic human resource management ?

**SECTION – B**

Answer **any three** of the following. **Each** question carries **ten** marks. The answer must be written in **not** more than **500** words. **(3×10=30)**

8. Discuss any five contemporary HR practices in Indian organizations.
9. Explain factors that influence human resource planning.
10. Explain the differences between performance appraisal and performance management system.
11. Analyse the components of employee and executive compensation.

P.T.O.



## SECTION – C

12. This is a **compulsory** case study. Read it and answer the questions given at the end. It carries **fifteen** marks. (1×15=15)

**PRATHAMESH STEEL (PVT) LTD.**

Prathamesh Steel (Pvt.) Ltd. founded 15 years before by Mr. A.M. Bapat was having booming time. At that time, Mr. Bapat, worked both in the office and in the factory and knew his men and they knew him. Production standard were always maintained and labour turnover was practically non-existing. As the business mushroomed, the number of employees has progressively increased. Thus, Mr. Bapat's greetings and conversation with his workers became less frequent. In fact, he had so many things to do, that he could no longer supervise the factory. Thus, he hired another man, Mr. Godse as a plant supervisor. At this time, though the number of workers increased to about 500, labour turnover and absenteeism increased along with the labour cases. The only thing that decreased was productivity. In order to meet the situations, Mr. Bapat granted substantial increase in wages which were already high. He also made some arrangements for increment earnings based on merit rating on seniority. Yet labour turnover and absenteeism continued at a high rate.

On investigation, it was found that the new plant supervisor lacked the patience and understanding which is necessary for dealing with the employees. When something was found wrong, he was scolding the employees but no attempt was made to find the cause of faulty work. Meanwhile, labour unrest developed. The worker began to complain about working on Saturdays and not having either time or facilities change from work clothes to original dresses after work, about toilet facilities etc. Some of the claims were not found sufficiently justified or easy to meet. Mr. Bapat offered to workers as compensation, a new rise in wages with more liberty in allowing vacation time all of which the company could well afford.

**Questions :**

- i) Were the steps taken by Mr. Bapat right under the circumstances ?
- ii) What kind of attitude is needed on the part of HR Department towards such challenges ?
- iii) What concepts of human capital management are applicable in this case and how ?





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**II Semester M.B.A. Degree Examination, June/July 2015  
(2007-08 Scheme)  
Management  
Paper – 2.4 : HUMAN RESOURCE MANAGEMENT**

Time : 3 Hours

Max. Marks : 75

**SECTION – A**

1. Answer **any six** of the following questions. **Each** carries 2 marks. (6×2=12)
- Define Human Resources Planning.
  - Define retrenchment.
  - What is the difference between performance appraisal and potential appraisal ?
  - Define trade union.
  - Define career planning.
  - Define training needs analysis.
  - What is downsizing ?
  - Define Job Analysis.

**SECTION – B**

- Answer **any three** of the following. **Each** carries 8 marks. (3×8=24)
- Explain the problems associated with recruitment.
  - Explain the differences between dismissal and discharge.
  - Discuss some of the limitations of job evaluation.
  - Describe the pros and cons of five management development methods.
  - What do you think will be the two most important challenges to HR managers in the next five years ? Explain.

P.T.O.



## SECTION - C

Answer **any two** of the following. Each carries **12** marks.

(2×12=24)

7. Explain the various methods of performance appraisal.
8. Discuss the problems in Human Resource planning ? How can you plan for human resource requirements in an effective manner ?
9. Explain the various methods of recruitment.

## SECTION - D

10. Case study (**compulsory**):

(1×15=15)

Analyse the case and answer the questions.

**Choose of a Leader**

Mr. Ranjan Kumar is the M.D. of a soaps manufacturing company. To increase sales the board of directors wanted to start a full fledged marketing department, Mr. Kumar is entrusted with a task of finding a suitable candidates to head the proposed marketing department. After considering a number of candidates, he has named on two people Viswanath Dutta and Rajnarain.

Mr. Viswanath Dutta has an excellent track record in the economy. During his fruitful association with the company, to be precise, ten years, he has always shown a high degree of enthusiasm and initiative in his work. He is 35 years old; dynamic and apenine. He is result oriented and is more intended in ends rather than means.

One of the workers, testifying his leadership qualities remarked thus : "Though he is harsh at times, you will know where you stand when you work with him. When you have done good job, he tests, you know it." Mr. Dutta is willing to shoulder additional responsibilities. He decides things quickly and when action is required he is always on his toes.



During his 15 years tenure in the company, Mr. Rajnarain has endeared himself to all colleges by his superior workmanship and pleasing manors. He always believes in the principle of employee participation. Unlike Mr. Dutta, he encourage ideas his subordinates to come out with innovative idea and suggestion. Before arriving at a decision he always makes a point to consult his subordinates. Not surprisingly, all his subordinates are very pleased to work under him and praise his leadership qualities. They readily admit that the participative climate has encouraged them to use their talents fully in the service of the organization. Company records also bear evidence for the increase in the production soon after Rajnarain become the head of his department.

**Questions :**

- 1) Analyse the leadership qualities and styles of Mr. Dutta and Mr. Rajnarain.
- 2) Assess each of the leaders using the Big Five Model of personality.
- 3) Between the two people, whom you recommend for the position of a marketing managers ? Why ?