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DEPARTMENT OF MANAGEMENT STUDIES

QUESTION BANK

II SEMESTER

1915204- HUMAN RESOURCE MANAGEMENT

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**DEPARTMENT OF MANAGEMENT STUDIES
QUESTION BANK**

SUBJECT : 1915204- HUMAN RESOURCEMANAGEMENT
SEM / YEAR : II SEMESTER / I YEAR

UNIT I - PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT

SYLLABUS: Evolution of human resource management – The importance of the human factor – Challenges – Inclusive growth and affirmative action – Role of human resource manager – Human resource policies –HR Structure and Strategy in MNCs)– Human resource accounting and audit.

PART – A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1.	What is HRM?	BTL-1	Remembering
2.	Outline the scope of HRM	BTL-2	Understanding
3.	State the importance of human factor in HRM	BTL-3	Applying
4.	List the challenges in administering HR policies.	BTL-4	Analyzing
5.	Identify the various roles of HR Manager	BTL-5	Evaluating
6.	In your opinion what factors that influence HRM?	BTL-6	Creating
7.	What is meant by HR policy?	BTL-1	Remembering
8.	List the various types of HR policies	BTL-2	Understanding
9.	Mention the importance of Human Factor in an Organization.	BTL-3	Applying
10.	Identify and list few areas of computer application in HRM.	BTL-4	Analyzing
11.	Differentiate between HR policies and Procedures	BTL-5	Evaluating
12.	Write short note on Human Resource Audit.	BTL-6	Creating
13.	What are the objectives of an HR Audit?	BTL-1	Remembering
14.	How do you collect information for an HR Audit?	BTL-2	Understanding
15.	What are the benefits of HR Audit?	BTL-3	Applying
16.	Define HR Accounting.	BTL-4	Analyzing
17.	Outline the HR Audit Process.	BTL-1	Remembering
18.	Explain the concepts of an HRM.	BTL-2	Understanding
19.	Explain the need for HR Audit	BTL-1	Remembering
20.	How would you differentiate Personnel Management and Modern HRM Concept?	BTL-1	Remembering

PART-B					
1.		Discuss in detail: Evolution and recent developments of HRM in India and its impact.		BTL 1	Remembering
2.	i	Explain the administrative roles played by the HR manager.	(7)	BTL 2	Understanding
	ii	Summarize the operational and strategic roles of Human Resource Manager.	(6)		
3.		"Human Resource Policies are guidepost to Human Resource Management Function". Elucidate.		BTL 3	Applying
4.	i	What is the function of HR Policy?	(4)	BTL 4	Analyzing
	ii	Analyze why do Organizations need to adopt HR policies?	(9)		
5.		Outline the role of HR Structure and Strategy in MNCs		BTL 5	Evaluating
6	i	What information would you use to support the view that external environment exerts considerable influence on organization's human resource.	(8)	BTL 6	Creating
	ii	How would you prioritize the factors that affect the internal environment of an organization's human resource?	(5)		
7		Write a detailed note on the various methods of HR Accounting		BTL 1	Remembering
8		Define HRA. Explain the issues and concepts of HRA.		BTL 2	Understanding
9	i	(i) Elucidate the factors affecting HR policies.	(7)	BTL 3	Applying
	ii	(ii) Identify the need of HR audit.	(6)		
10	i	Explain the process of formulating HR Policies	(7)	BTL 4	Analyzing
	ii	Analyze the scope of human resource policies.	(6)		
11		Discuss the objectives and functions of HRM.		BTL 1	Remembering
12	i	Explain the importance of human factor in HRM	(8)	BTL 2	Understanding
	ii	Summarize the various obstacles in administering HR policies.	(5)		
13	i	Analyze the scope and importance of HR audit.	(7)	BTL 4	Analyzing
	ii	Explain the characteristics of HRM.	(6)		
14.	i	List the importance of HRM at various levels	(7)	BTL 1	Remembering
	ii	How would you explain inclusive growth and affirmative action?	(6)		

PART-C

1.	HR Managers play a pivotal role in managing today's workforce – Discuss
2.	How does workplace diversity affect HR Function?
3.	What do you mean by profession? What is the status of professionalization of Human Resource Management in India?
4.	Shibu Thomas, as successful HR professional with 5 years of experience from a renowned IT firm has lost his job due to the company closure. The scam at this top tier company has spread a wave across the nation. Shibu after a 6 months of job hunting finds a job as a resource coordinator at a NGO. Question: Do you think his experience as a HR would be of helping hand to Shibu in his new job?

UNIT II - THE CONCEPT OF BEST FITEEMPLOYEE

SYLLABUS:Importance of Human Resource Planning – Forecasting human resource requirement – matching supply and demand – internal and External sources..Talent Acquisition– HRM issues and practices in the context of Outsourcing.)

PART – A

S.NO	QUESTIONS	BT LEVEL	COMPETENCE
1	Define HR Planning	BTL-1	Remembering
2	Write some of the Major Stumbling blocks in HRP.	BTL-2	Understanding
3	List the factors affecting HR Planning	BTL-3	Applying
4	Can you identify the various sources for HR Forecasting?	BTL-4	Analyzing
5	List out the needs of undertaking HRP	BTL-5	Evaluating
6	Explain in brief about HRM Issues	BTL-6	Creating
7	Define Talent Acquisition	BTL-1	Remembering
8	Write Short notes on HRIS	BTL-2	Understanding
9	What are the objectives of HR planning?	BTL-3	Applying
10	How would you explain Head Hunting?	BTL-4	Analyzing
11	Internal Source is a negative process - Comment	BTL-5	Evaluating
12	List the various types of Interviews.	BTL-6	Creating
13	What do you mean by outsousing?	BTL-1	Remembering
14	Differentiate between induction and Socialization	BTL-2	Understanding
15	What do you understand by forecasting HRRequirements?	BTL-3	Applying
16	Can you explain Employee skills inventory.	BTL-4	Analyzing
17	What are the benefits of Socialization ?	BTL-1	Remembering
18	Write the objectives of conducting a Medical Examination.	BTL-2	Understanding
19	What is meant by Employee referral?	BTL-1	Remembering
20	Define Job Analysis	BTL-1	Remembering

PART – B

1	List the types of human resource planning , needs and objectives of HRP	BTL 1	Remembering
2	How would you summarize the various factors affecting HRP?	BTL 2	Understanding
3	“Human Resource Planning is a Prerequisite for effective management ofHuman resources of an organization”. In the light of this statement, analyse the significance of HR planning.	BTL 3	Applying
4	Analyze the purpose and uses of Job analysis. And Outline the process of job analysis.	BTL 4	Analyzing
5	Discuss the techniques of job Re-Design and elaborate the problems in job analysis?	BTL 5	Evaluating
6	Determine the various internal factors in theorganization which affect the recruitment programme.	BTL 6	Creating

7	Discuss in detail about the different techniques for forecasting HR needs.	BTL 1	Remembering
8	Discuss in detail about the role of Talent Acquisition process of Human Resource.	BTL 2	Understanding
9	Distinguish between forecasting the supply of external and Internal Human resource	BTL 3	Applying
10	How would you understand about HRM practices in the context of Outsourcing.	BTL 4	Analyzing
11	What are the methods for collecting job data and explain in detail with examples?	BTL 1	Remembering
12	Discuss the guidelines and problem for Human resource planning	BTL 2	Understanding
13	Analyze the different types of interview.	BTL 4	Analyzing
14	How would you describe the factors affecting job design	BTL 1	Remembering

PART-C

1.	Organizations have adopted to E – Recruitment methods. Examine the Pros and Cons
2.	X company limited has five branches at Tamil Nadu with corporate office at Chennai. The structure is product based and each branch produce one product and all are automobile related. There was a post vacant for the position of vice-president at head office. The production Engineer of Coimbatore is the most suitable person by all areas like seniority, qualification and ability. But, the problem is that if he is disturbed from Coimbatore no one can take his responsibility and the president felt a very big gap. What is the problem and how will you sort it?
3.	Mr. Reddy, Managing Director has come back from his BOD meeting at Delhi. In the recent meeting the Board has sanctioned the approval to expand the production operations at the newly built Chennai facility. Mr. Reddy is posed with a challenge on figuring out the right method in forecasting his HR requirements. i. Draft your plans to support Mr. Reddy in this task. (8marks) ii. Support you plan with suitable explanation. (7marks)
4.	A leading Company wants to retain its top executives in all the departments, Advise the CEO about a plan to motivate the executives. The competitors are ready to hire the executives. How will you retain the executives?

UNIT III - TRAINING AND EXECUTIVE DEVELOPMENT

SYLLABUS:Types of training methods – purpose – benefits – resistance. Executive development programmes – Common practices – Benefits – Self development – Personnel Empowerment including Delegation. Career Management-Career Stages-Training.Employee Empowerment and Engagement

PART – A

Q.No	Questions	BTL	Competence
1	What is meant by Employee Training?	BTL-1	Remembering
2	Why do employees resist Training?	BTL-2	Understanding
3	Write the benefits of Training.	BTL-3	Applying
4	List the various types of Training	BTL-4	Analyzing
5	Explain Training Need Analysis	BTL-5	Evaluating
6	Differentiate between On-the-Job and Off-the-Job Training	BTL-6	Creating
7	What is meant by Executive (Management) Development Program?	BTL-1	Remembering
8	How would you explain Sensitivity Training?	BTL-2	Understanding
9	What is Career Stage?	BTL-3	Applying
10	How does Training differ from Executive Development?	BTL-4	Analyzing
11	What do you mean by self development?	BTL-5	Evaluating
12	Compile the objectives of Self Development.	BTL-6	Creating
13	What is Career management?	BTL-1	Remembering
14	What is the idea behind Role Play?	BTL-2	Understanding
15	How do you analyse the need for Training?	BTL-3	Applying
16	What are the objectives of and Executive Development Program	BTL-4	Analyzing
17	How Training Proves to be beneficial to an Organization?	BTL-1	Remembering
18	What is De-Jobbing?	BTL-2	Understanding
19	Why is training considered as a long term investment?	BTL-1	Remembering
20	What are the various methods of analyzing Training Needs?	BTL-1	Remembering

PART – B

1	i	Explain On-the-Job &Off-the-Job methods of training.	(6)	BTL 1	Remembering
	ii	Describe the importance of on- the- job training.	(7)		
2	i	Outline the benefits of training	(6)	BTL 2	Understanding
	ii	Summarize the various sources of resistance to training	(7)		
3		“Training programme are helpful to avoid personnel obsolescence”. Discuss.		BTL 3	Applying
4	i	Discuss the steps involved in identifying training needs.	(7)	BTL 4	Analyzing
	ii	Outline the guidelines for effective TNA.	(6)		
5		How will you evaluate the effectiveness of an executive development Programme? if it is not effective, what steps will you take to make it effective?	(6)	BTL 5	Evaluating
6	i	Explain the process of Executive Development .	(7)	BTL 6	Creating
	ii	Evaluate the guidelines for designing an effective executive development programme			
7		Describe the need and benefits of Self-Development.		BTL 1	Remembering
8	i	Compare on-the-job and off-the-job training methods.		BTL 2	Understanding
	ii	Summarize the limitations of training.			

9		Discuss about the Personnel Empowerment including Delegation		BTL 3	Applying
10		Analyze the difficulties of Training.Employee Empowerment and Engagement		BTL 4	Analyzing
11	i	Describe the stages involved in Self-Development.	(6)	BTL 1	Remembering
	ii	Define Self-Development. Explain the methods of Self-Development.	(7)		
12	i	Compare training and development.	(7)	BTL 2	Understanding
	ii	Outline the objectives of Executive Development for various levels of management.	(6)		
13	i	Discuss the various levels of evaluation of the effectiveness of training.	(7)	BTL 4	Analyzing
	ii	What are the elements and benefits of Knowledge Management?	(6)		
14		List the features and objectives of career management.		BTL 1	Remembering

PART-C

1.	Examine the Career Stages in HR Function..
2.	Trace out the impact of Training and Development on employee performance and productivity
3.	Draft a step-by-step procedure that has to be followed in implementing the following student centered techniques. (a) Brain-storming (b) Sensitivity Training
4.	As a Human Resource manager, you have been asked by your organization to organize a management development programme. What steps will you take to make its successful?

UNIT IV - SUSTAINING EMPLOYEE INTEREST

SYLLABUS: Compensation management – An Introduction: Compensation Management, Compensation and Non-compensation Dimensions - Principal Compensation Issues & Management– Productivity, Employee Morale and Motivation– Development of mentor – Protégé relationships.

PART - A

Q.No	Questions	BTL	Competence
1.	What is meant by Compensation?	BTL-1	Remembering
2.	List the objectives of Compensation.	BTL-2	Understanding
3.	Explain Wages and list the various types of Wages.	BTL-3	Applying
4.	What is the motive for employee rewards program?	BTL-4	Analyzing
5.	How would you define ESOP?	BTL-5	Evaluating
6.	Define Motivation.	BTL-6	Creating
7.	What is meant by Employee Morale	BTL-1	Remembering
8.	Differentiate between Wage and Salary.	BTL-2	Understanding
9.	What is Non-compensation Dimensions?	BTL-3	Applying
10.	Differentiate between Intrinsic and Extrinsic Motivation.	BTL-4	Analyzing
11.	Can you explain the meaning of wage incentive?	BTL-5	Evaluating
12.	Evaluate the limitations of Non-Financial Incentives.	BTL-6	Creating
13.	Why do Organizations reward Seniority?	BTL-1	Remembering
14.	What is Mentoring method?	BTL-2	Understanding
15.	Can you elaborate Maslow's Theory of Motivation?	BTL-3	Applying
16.	What are the various stages in Career Development?	BTL-4	Analyzing

17.	Define Protégé relationship.	BTL-1	Remembering
18.	How would you classify the various types of Incentives?	BTL-2	Understanding
19.	What could be done to improve Employee Motivation?	BTL-1	Remembering
20.	What would happen if employees are sufficiently rewarded?	BTL-1	Remembering

PART - B

1		Explain the various types and list out the importance of rewards.		BTL-1	Remembering
2		Summarize the classification of wages and list out the difference between wage and salary.		BTL-2	Understanding
3		How would you show your understanding of the various incentive compensation plans.		BTL-3	Applying
4		Analyze the various methods of wage payment and explain the importance and limitations of incentives.		BTL-4	Analyzing
5		Explain the Principal Compensation Issues & Management		BTL-5	Evaluating
6		Interpret the various categories of Employee Benefits.		BTL-6	Creating
7	i	Explain the various problems of Employee Benefits.	(6)	BTL-1	Remembering
	ii	Describe the process of career planning.	(7)		
8		How would you summarize the areas, importance and limitations of Non- financial Compensation?		BTL-2	Understanding
9	i	Identify the various types of motivation.	(7)	BTL-3	Applying
	ii	How would you show your understanding of process of motivation?	(6)		
10	i	Analyze the Maslow's Hierarchy of needs theory.	(7)	BTL-4	Analyzing
	ii	Examine the Herzberg's two factor theory	(6)		
11		"Theory X and Theory Y are concerned with the nature of people". How does the job situation affect the application of this theory? What are its implications?		BTL-1	Remembering
12	i	Summarize the ERG theory of motivation.	(6)	BTL-2	Understanding
	ii	Outline the features of theory Z	(7)		
13		"Career development is a waste of money for a company. All it does is raise employees expectations and then, frustrated, they quite". Do you agree or disagree? Discuss		BTL-4	Analyzing
14		Define Morale. How does motivation differ from Morale?		BTL-1	Remembering

PART-C

1.	Compare and contrast the Modern and Traditional approach to performance appraisal
2.	Based on your learning draft a suitable Rewards and Recognition program for a Medium Sized startup.
3.	Discuss the difference between theories of Herzberg and Maslow. Which of these theories do you prefer in Indian context? Give reasons.

4.	<p>Mr. Kishore is a Branch Manager of Indian Bank at a remote village. His staff included two clerks and one attendant. Very often Mr. Kishore left the branch after 5 p.m. On 30th December 2009 Kishore was working till Past 2 A.M tallying the accounts. He was attacked by a band of robbers who looted Rs. 5 lakhs after brutally wounding Mr. Kishore's right hand. The Branch Manager applied for compensation. The Bank Management was of the opinion that Mr. Kishore violated the rules by working beyond the stipulated time. The Bank also called for an explanation as to why the amount lost cannot be recovered from his salary and Provident Fund.</p> <p>Questions: How do you justify the bank's stand in this case? What modifications do you suggest in job specification to overcome such incidents in future?</p>
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UNIT V - PERFORMANCE EVALUATION AND CONTROL PROCESS

SYLLABUS: Performance Management System - Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirements of effective control systems – grievances – Causes – Implications – Redressal methods.

PART - A

Q.No	Questions	BTL	Competence
1.	Define Performance Appraisal.	BTL-1	Remembering
2.	What is a termination benefit?	BTL-2	Understanding
3.	Write the method of Management System	BTL-3	Applying
4.	How would you classify the various types of Promotion?	BTL-4	Analyzing
5.	Why do you think demotion is required?	BTL-5	Evaluating
6.	How would you implement Management by Objectives (MBO)?	BTL-6	Creating
7.	Define feedback.	BTL-1	Remembering
8.	Explain the term "Golden Handshake"	BTL-2	Understanding
9.	Outline the purpose of conducting a 360 Degree Appraisal	BTL-3	Applying
10.	Distinguish between Dismissal and Discharge.	BTL-4	Analyzing
11.	Outline the prerequisites for a sound Grievance Handling Procedure.	BTL-5	Evaluating
12.	How do you define a Control Process?	BTL-6	Creating
13.	What is called as an Assessment Centre?	BTL-1	Remembering
14.	Explain Grievance and list few causes.	BTL-2	Understanding
15.	How Collective Bargaining serves employee employer interests?	BTL-3	Applying
16.	List the various type of Voluntary and Involuntary Separation.	BTL-4	Analyzing
17.	What do you mean by Arbitration and Separation?	BTL-1	Remembering
18.	What do you mean by transfer?	BTL-2	Understanding
19.	What are the possible significant implications of a job change?	BTL-1	Remembering
20.	How do you develop a Behaviorally Anchored Rating Scale (BARS)?	BTL-1	Remembering

PART - B

1	Explain in detail about Performance Management System and its benefits	BTL-1	Remembering
2	Discuss the control measures of Absenteeism	BTL-2	Understanding
3	How can grievance be resolved empathically? - Explain	BTL-3	Applying

4		With reference to performance assessment, explain the following with the help of suitable example			
	i	BARS	(3)	BTL-4	Analyzing
	ii	BOS	(3)		
	iii	MBO	(3)		
	iv	360degreeappraisal.	(4)		
5		Discuss the purpose and types and implications of job change.		BTL 5	Evaluating
6		Interpret the various types of promotion with their relative merits and demerits.		BTL 6	Creating
7	i	What is promotion? Explain the relative merits and demerits of seniority and merit as the basis of promoting employees in organization.	(6)	BTL 1	Remembering
	ii	Can you list the purpose and problems of promotion?	(7)		
8	i	Summarize the various ways to cope with demotion.	(7)	BTL 2	Understanding
	ii	What can you say about the reasons for demotion?	(6)		
9	i	Identify the problems and purpose of transfer.	(7)	BTL 3	Applying
	ii	How would you show your understanding of the types of transfer?	(6)		
10	i	Analyze the importance of controlling and the control process.	(7)	BTL 4	Analyzing
	ii	Outline the requirements of effective control system	(6)		
11		How would you explain the various methods or techniques of controlling?		BTL 1	Remembering
12	i	Compare transfer with promotion.	(4)	BTL 2	Understanding
	ii	Summarize the different types of Separation.	(9)		
13		"An effective grievance procedure must contain some essential characteristics" Explain		BTL 4	Analyzing
14	i	How would you describe the various forms of grievances?	(4)	BTL 1	Remembering
	ii	What are the various causes and implications of grievances?	(9)		

PART-C

1.	How can a grievance be resolved empathically? – Explain.
2.	Prepare a performance appraisal form for the middle level executive of a FMCG Indian company. Do you agree that performance appraisal as a control mechanism calls for change in the attitude and behaviour of managerial personnel?
3.	<p>WorldNet, a fast growing Telecom operator who has been in the Indian Market for the past 25 years is now faced with a great challenge of high employee turnover. Preliminary facts indicate employee dissatisfaction due to the company's decision in the promotional policy. All these years they were on Seniority based promotion and now the company has changed its decision to Performance based promotions.</p> <p>Question:</p> <p>i. What suggestions would you make to the Management to overcome the situation? (7marks)</p> <p>ii. Would you support the decision taken by WorldNet? Explain your views. (8marks)</p>
4.	It is Indispensable to reduce labour that can be taken by organisation.