

Roll No.

Total No. of Pages : 02

Total No. of Questions : 15

MBA / MBA(IB) (2014 to 2017) (Sem.-2)

HUMAN RESOURCE MANAGEMENT

Subject Code : MBA-203

Paper ID : [C0248]

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTION TO CANDIDATES :

1. SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt any FOUR questions.
2. SECTIONS-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying EIGHT marks.

SECTION-A

- Q1 How HRD is different from HRM?
- Q2 Distinguish between job enlargement and job Enrichment.
- Q3 Discuss various sources of recruitment.
- Q4 Discuss various features of performance appraisal.
- Q5 Discuss the important conditions for successful collective bargaining.
- Q6 What are the main areas of human resource Audit?

SECTION-B

UNIT-I

- Q7 Identify two major challenges of HRM and discuss how HR Manager shall face them.
- Q8 “Job Analysis is the most basic personnel management function” Discuss.

UNIT-II

- Q9 Explain various types of tests used in the selection process.
- Q10 Explain “On the Job” technique of executive development.

UNIT-III

- Q11 Discuss modern method of performance appraisal.
- Q12 Discuss various approaches of quality of work life in detail.

UNIT-IV

- Q13 What obstacles restrict the growth of collective bargaining in India?
- Q14 What are the different forms which can be employed for workers participation?

SECTION-C**Q15 Case Study :**

Samsui Company is an engineering company with employee strength of 1,000. The company has a system of incentive linked monthly productivity bonus for the shop floor employees, which serves the purpose of rewarding good work. The HR director, Mr. Inderjit has been facing a dilemma, how to evaluate the performance of the middle management and how to link it with productivity. After deliberate discussions with individual managers, he develops a plan. The plan is designed to enhance team work and provide incentives for improvement and excellence among middle level managers. Briefly the pay will be split into two components. The first consists of 80% of original salary, which will be a fixed component and will be determined as before. The second component of 20% will be flexible and will depend upon the ability of each team as a whole to show minimum of 5% improvement in their respective areas. The scheme when discussed with managers, received a number of negative remarks. One manager said that why should their performance depend upon the performance of other members of the team. The new pay scheme makes them team players first and specialists in their areas next. Another objection was that why the good persons in the team should suffer if the other members were not measuring upto the expectations. Moreover, there are a number of external factors which affect the individual and collective performance. For example, if a product suddenly goes out of demand affecting marketability, why should the concerned marketing team be penalized for something beyond its control.

Now Mr. Inderjit is in a tight position. The company has been the trend setter in executive compensation in Indian industry as they have been paying the best. Will the new plan ensure that it remains that way? If the plan succeeds Samsui set another trend in executive compensation. But how should he see this plan through?

Questions :

1. Do you think it is proper to evaluate manager on the basis of productivity?
2. In your opinion, individual performance or team performance is the most suitable criteria for incentive plans?
3. If you were the HR director, what would you do?