

MAR-APR 2023

Total No. of Questions : 5]

P3746

SEAT No. :

[Total No. of Pages : 3]

[6025]- 23

F.Y.M.B.A.

**(203) GC - 09 : HUMAN RESOURCE MANAGEMENT**  
**(Compulsory Generic Core Course)**  
**(2019 Pattern) (Semester - II)**



Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.
- 2) Figure to the right indicate full marks.
- 3) All questions are compulsory.
- 4) All questions have internal options.

**Q1) Solve any five:**

**[5×2=10]**

- a) Differentiate between Human Resource Management and Human Resource Development.
- b) For what purposes Job Analysis data is used?
- c) What are the merits and demerits of internal sources of recruitment?
- d) What is the importance of internal mobility of employees?
- e) Distinguish between Job enlargement and job enrichment?
- f) Discuss the process of performance appraisal?
- g) Outline the process of 'Human Resource Planning'.
- h) Differentiate between Job specification and Job description.

**Q2) Solve any two:**

**[2×5=10]**

- a) Critically examine the induction process and its role in placement of employees. **[5]**
- b) Trace the evolution of HRM. Describe the functions of HR managers. **[5]**
- c) Define performance coaching. Discuss the phases of performance coaching. **[5]**
- d) What are the different forms of employee compensation for Executive? **[5]**

P.T.O.

Q3) Solve any One:

- a) In this changing business environment, identify four major challenges of HRM and discuss how HR Managers will face them? [10]
- OR
- b) What is strategic HRM? Describe the strategic HR policies and procedures followed in emerging economies. [10]

Q4) Solve any One:

- a) Sankalp Das, president of Apex Door, has a problem. No matter how often he tells his employees how to do their jobs, they invariably decide to do it their way, as he puts it, and arguments ensue between Sankalp, the employee, and the employee's supervisor. One example is the door-design department, where the designers are expected to work with the architects to design doors that meet the specification. While it's not rocket science, as Sankalp puts it, the designers invariably make mistakes such as designing in too much steel, a problem that can cost Apex tens of thousands of wasted dollars, once you consider the number of doors in, say, a 30-story office tower. The order processing department is another example. Sankalp has a very specific and detailed way he wants the order written up, but most of the order clerks don't understand how to use the multipage order form. They simply improvise when it comes to a detailed question such as whether to classify the customer as industrial or commercial. The current training process is as follows. None of the jobs has a training manual per se, although several have somewhat out-of-date job descriptions. The training for new people is all on the job. Usually, the person leaving the company trains the new person during the 1- or 2-week overlap period, but if there's no overlap, the new person is trained as well as possible by other employees who have filled in occasionally on the job in the past. The training is the same throughout the company for machinists, secretaries, assemblers, engineers, and accounting clerks, for example.

Questions

- i) What do you think of Sankalp's training process? Does it help improving the performance of employees?
- ii) Explain in detail what you would do to improve the training process at Apex.

OR

- b) Differentiate between Performance appraisal and Potential Appraisal. Elaborate the modern methods of Performance Appraisal. [10]

Q5) Solve any One:

[10]

- a) 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. Swami 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 the concerned marketing team should be penalized for something beyond its control. Now Mr. Swami 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:

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

OR

- b) Explain the human resource audit report for business improvement. What are the uses of human resource information system (HRIS)? [10]