

Total No. of Questions : 5]

SEAT No. :

**P7927**

[Total No. of Pages : 4

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**First Year M.B.A.**

**GC -09, 203 : HUMAN RESOURCE MANAGEMENT**

**(2019 Pattern) (Semester-II)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates:*

- 1) *Assume suitable data if necessary.*
- 2) *Figures 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) Explain the line and staff role of HR manager
- b) Differentiate between personnel department and HRM.
- c) Elaborate the objectives and scope of HRM.
- d) What all are the various features of manpower planning?
- e) Explain the limitations of performance appraisal.
- f) Difference between job enlargement and job enrichment.
- g) What are the characteristics of profit sharing plan?
- h) Why job enrichment is needed in an organization? Discuss its methods.

**Q2) Solve any two:**

**[2×5=10]**

- a) What are factors affecting the human resource planning? State the benefits of human resource planning in organizations
- b) What sources of recruitment will you recommend for the appointment of the management personnel? Why?
- c) Write the job description and job specification for the post of HR Manager.
- d) Explain the concept and need of Human Resource Information System in an organizational set up

**P.T.O.**

Q3) Solve any one:

[10]

- a) Abhinja, the owner and manager of a company with ten employees, has hired you to take over the HRM function so she can focus on other areas of her business. During your first two weeks, you find out that the company has been greatly affected by the up economy and is expected to experience overall revenue growth by 10 percent over the next three years, with some quarters seeing growth as high as 30 percent. However, five of the ten workers are expected to retire within three years. These workers have been with the organization since the beginning and provide a unique historical perspective of the company. The other five workers are of diverse ages. In addition to these changes, Abhinja believes they may be able to save costs by allowing employees to telecommute one to two days per week. She has some concerns about productivity if she allows employees to work from home. Despite these concerns, Abhinja has even considered closing down the physical office and making her company a virtual organization, but she wonders how such a major change will affect the ability to communicate and worker motivation. Abhinja shares with you her thoughts about the costs of health care on the organization. She has considered cutting benefits entirely and having her employees work for her on a contract basis, instead of being full-time employees. She isn't sure if this would be a good choice. Abhinja schedules a meeting with you to discuss some of her thoughts. To prepare for the meeting, you perform research so you can impress your new boss with recommendations on the challenges presented.

#### Questions

- i) Point Out which changes are occurring in the business that affect HRM.
- ii) What are some considerations the company and HR should be aware of when making changes related to this case study?
- iii) What would the initial steps be to start planning for these changes?
- iv) What would your role be in implementing these changes? What would Abhinja's role be?

OR

- b) What do you understand by (HRP) human resource planning? Explain the various steps in the Human Resource Planning Process (HRP)

**Q4) Solve any one.**

**[10]**

- a) Analyse the problems in online and off line recruitment. Explain the various sources of recruitment adopted in Indian Corporate.

**OR**

- b) Kanchan Furnace is a steel plant and working conditions here are considered as the worst. The place of work is smoky, full of dust, very hot with insufficient ventilation and fresh air. However as per job evaluation, "Physical ability" and "working conditions" are given lower weightages compared to "skill", "responsibility", etc. As a result most of the Kanchan Furnace jobs are paid relatively low. The turn over of employees from this section is the highest. Some fell sick, some resigned and many managed to get a posting to other sections. A crisis has now arisen in a steel plant located in Tumkur, Karnataka. There are 25 vacancies and not a single applicant applied for this job despite 3 advertisements and internal circular

Questions:

- i) As chief of personnel how do you tackle this issue?  
ii) Will you advise management to revise the job evaluation criteria?  
iii) Could it be advisable to recommend increased wages of Furnace jobs as an exception from others?

**Q5) Solve any one.**

**[10]**

- a) Enumerate the points to be considered pertaining to organization of on the job and off the job training programs for supervisors in manufacturing sector.

**OR**

- b) Unique Funds Ltd. Is a reputed finance company having 10 branches in different parts of the country? Its staff includes 290 operative employees and 70 executives. The company has a performance rating plan under which the staff members are rated at the end of each financial year by a committee of two executives by means of graphic scale. The qualities considered are: responsibilities, initiative, dependability, leadership potential, cooperative attitude and community service. After the performance is evaluated, the ratings are discussed with the concerned

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employees by their immediate boss and are used to counsel them and arrange further training for them. The ratings are also used for granting or withholding of increments and promoting of Meritous staff. Recently, two employees working at the Head Office have been denied annual increments due to comparatively low ratings. They have made a representation the Chief Executive of the company expressing their dissatisfaction with the appraisal system and insisting that community service is not a part of their job and it should not influence their ratings. The employees seem to organise a union and demand that annual increments should be granted automatically. The Chief Executives feels that performance appraisal is a dangerous source of friction and it should be discontinued altogether.

Questions:

- a) If you were the Human Resource Manager, how would you defuse the problem?
- b) How far do you agree with the Chief Executive's view that performance appraisal should be discontinued?
- c) On what lines would you recommend modifications in the performance appraisal system of the company?