

MAY 2014

MBA 2nd Semester (MBA-203)

Roll No _____

Human Resource Management

Total no of page-2

Maximum Marks: 60
Time Allowed: 3 hours

Section A

Note: Attempt any four questions. Each question carries 5 marks.

1. What are the essential skills for an HR manager?
2. What are the advantages of Human Resource Planning?
3. Discuss various methods of Job evaluation.
4. Why do employers transfer employees?
5. Write a brief account on HR auditing and its significance.
6. Discuss the concept and structure of quality circles.

Section B

Note: Attempt one question from each subsection (7-10). Each question carries 8 marks.

7.
 - a) "There is a clear overlap between the core roles of modern HRM and the traditional functions of personnel management". Elucidate this statement.
 - b) What is job analysis? Describe the necessity for job analysis in organizations.
8.
 - a) Differentiate between Recruitment and Selection. Also discuss the selection process in detail.
 - b) Describe the entire training process explaining each element of the process.
9.
 - a) Differentiate between Performance appraisal and Performance management. What are the biases that might creep into appraisal because of a rater?
 - b) What are the objectives of an employee benefit plan? Discuss its various advantages and disadvantages.
10.
 - a) Evaluate the relevance of collective bargaining in the context of present day HR policies.
 - b) Examine workers' participation in management in India vis-a vis the global scenario.

Section C

Note: Read the case carefully and answer the question below. The question carries 8 marks.

Raj, AGM Materials is fuming and fretting. He bumped into Kamath, GM Materials, threw the resignation letter on his table, shouted and walked out of the room swiftly. This happened just four months after he took up his present assignment. The year was 1995 when Raj quit the prestigious SAIL plant at Vishakhapatnam. As manager materials at SAIL, Raj enjoyed powers he could even place an order for materials worth 25 Lakhs and needed nobody's approval.

Now Raj had joined a pulp-making plant located at Harihar in Karnataka, as AGM Materials. The plant is a part of the multi-product and multi-plant conglomerate owned by a prestigious business house in India. Obviously perks, designation and reputation of the conglomerate lured Raj away from the public sector steel monolith.

When he joined the eucalyptus pulp making company, little did Raj realize that he needed prior approval to place an order for materials worth 12 Lakhs. He presumed that he had the authority to place an order by himself worth half the amount of what he used to do at SAIL. He placed the order, materials arrived, were received, accepted and used up in the plant. Trouble started when the bill for Rs. 12 Lakh came from the vendor. The accounts department withheld payment for the reason that the bill was not endorsed by Kamath. Kamath refused to sign on the bill as his approval was not taken by Raj before placing the order. Raj felt fumigated and cheated. A brief encounter with Kamath aggravated the problem. Raj was curtly told that he should have known company rules before venturing. Raj decided to quit.

Q 1. Discuss the situation in your own words describing the root cause of the problem and the possible solution to it.

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