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Total No. of Pages : 03

Total No. of Questions : 17

MBA/MBA(IB) (Sem.-2)
HUMAN RESOURCE MANAGEMENT

Subject Code : MBA-204-18

M.Code : 76156

Date of Examination : 06-07-22

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. **SECTION-A** contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. **SECTION-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 TWELVE marks.

SECTION-A

Write briefly :

1. Outline the process of '*Human Resource Planning*'.
2. Differentiate between Job specification and Job description.
3. Characteristics of Strategic HRM.
4. Stages of career life cycle.
5. Elements of an effective induction program.
6. Types of fringe benefits.
7. Define quality circles. Explain the structure of quality circle.
8. Define collective bargaining.

SECTION-B

UNIT-I

9. Define Human Resource Management. What are the main objectives of HRM. Briefly explain the issues and challenges faced by HR managers in today's global scenario?

10. What do you mean by HR Environment? Elaborate various factors influencing HR Environment? What techniques can be used to scan HR Environment?

UNIT-II

11. Define recruitment. What are various external and internal sources of recruitment? Discuss with the help of examples.
12. What are different methods of identifying training needs? Discuss in detail the steps followed to design an effective training program?

UNIT-III

13. What is performance appraisal? Discuss in detail the traditional and modern methods of performance appraisal with their pros and cons. According to you which method is more appropriate for managerial staff?
14. Define compensation. What are various elements of compensation? Briefly, discuss the factors affecting compensation policy of an organization.

UNIT-IV

15. Define '*Industrial Relations*'. Explain its characteristics. Also discuss the role of Union, Management and Government in maintaining Industrial Relations.
16. What do you mean by Grievances? Discuss various causes of Grievances in the organizations. Explain the process of Grievance handling with the help of suitable illustrations?

SECTION-C

17. Case study

Jim Delaney, 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 Jim, 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 Jim 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. Jim 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

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

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.