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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 : 23-11-2023

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. Define strategic Management. Discuss its characteristics.
2. Define job analysis. What is the result of job analysis?
3. Steps of a selection process
4. Elements of an effective induction program.
5. Elements of employee compensation.
6. Dimensions of quality of work life.
7. Approaches to HR Audit.
8. Process of grievance handling.

SECTION-B

UNIT-I

9. Define human resource management. What are the main objectives and functions of HRM. Briefly explain the role of HR in providing competitive advantage to the organization.
10. What do you mean by HR Planning? Elaborate the steps of human resource planning with the help of suitable examples.

UNIT-II

11. Define career planning and development. What are various stages of career? Explain various individual and organizational strategies for planning career of employees.
12. What is training and development? Discuss in detail various methods of training and development with their advantages.

UNIT-III

13. What is performance appraisal? Discuss in detail the process of performance appraisal. Also explain various issues in performance appraisal.
14. What do you mean by the term 'Incentives'? Why incentives are called pay for performance? Explain various types of incentives schemes.

UNIT-IV

15. Define 'Industrial Relations'. Discuss various approaches to manage industrial relations. Also list the concerns of Union and Management in Industrial Relations.
16. What do you mean by Industrial dispute? Discuss various causes of disputes. Also explain the methods of dispute resolution with the help of suitable illustrations.

SECTION-C

17. Case Study :

Maria Fernandez is a bright, popular, and well-informed mechanical engineer who graduated with an engineering degree from State University in June 2009. During the spring preceding her graduation, she went out on many job interviews, most of which she thought were conducted courteously and were reasonably useful in giving both her and the prospective employer a good impression of where each of them stood on matters of importance to both of them. It was, therefore, with great anticipation that she looked forward to an interview with the one firm in which she most wanted to work: Apex Environmental. She had always had a strong interest in cleaning up the environment and firmly believed that the best use of her training and skills lay in working for a firm like Apex, where she thought she could have a successful career while making the world a better place.

The interview, however, was a disaster. Maria walked into a room where five men the president of the company, two vice presidents, the marketing director, and another engineer began throwing questions at her that she felt were aimed primarily at tripping her up rather than finding out what she could offer through her engineering skills. The questions ranged from being unnecessarily discourteous (Why would you take a job as a waitress in college if you are such an intelligent person?) to being irrelevant (Are you planning on settling down and starting a family anytime soon?).Then after the interview, she met with two of the gentlemen individually (including the president), and the discussions focused almost exclusively on her technical expertise. She thought that these later discussions went fairly well. However, given the apparent aimlessness and even mean-spiritedness of the panel interview, she was astonished when several days later the firm made her a job offer. The offer forced her to consider several matters. From her point of view, the job itself was perfect. She liked what she would be doing, the industry, and the firms location. And in fact, the president had been quite courteous in subsequent discussions, as had been the other members of the management team. She was left wondering whether the panel interview had been intentionally tense to see how she would stand up under pressure, and, if so, why they would do such a thing.

Questions:

- a) How would you explain the nature of the panel interview Maria had to endure? Do you think it reflected a well-thought interviewing strategy or carelessness on the part of the firm's management? What would you do to improve the interview process at Apex?
- b) Would you take the job offer if you were Maria? If you are not sure, what additional information would help you make your decision?

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.