

Roll No.

Total No. of Questions : 17

Total No. of Pages : 03

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.

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MBA / MBA(IB) (Sem.-2)
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Subject Code : MBA-204-18

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Date of Examination : 23-11-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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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.

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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 firm's 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?



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

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SECTION-A

1 Write short note on :

- (a) Competencies of HR Manager
- (b) Importance of HRP
- (c) HRM and HRD
- (d) Career Counselling
- (e) Elements of compensation
- (f) QWL
- (g) Approaches of IR
- (h) HR Audit.

SECTION-B

UNIT-I

2. Discuss the steps in integrating HR strategy with Business strategy. Differentiate between SHRM and HRM.
3. What is Job Analysis? Discuss the methods of Job Description and Job Specification with relevant examples.

UNIT-II

4. What are the sources of Recruitment? Discuss various steps involved in the process of Selection.
5. What is Internal Mobility? Explain different types of Internal Mobility with suitable examples.

UNIT-III

6. What is Performance Appraisal? Discuss various methods of Performance Appraisal in detail.
7. Discuss the provisions related to Health and Safety of employees at workplace.

UNIT-IV

8. Write a note on the following :

- (a) Participative Management
- (b) Grievance Handling.
9. Write a detailed note on Human Resource Management practices prevalent in India.

SECTION-C

10. Case study of workers participation in aristocrat baggage company-

The Aristocrat Baggage Company was suggested a consultative input regarding an Innovation on the dispatch procedure provided by an operator Mr. Raman. The

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suggestion was initially ignored. Two years after the incident, the Company appointed a New Dispatch Manager. A year later, the newly appointed manager gave a formal introduction to a New Dispatch procedure and it was similar to the idea provided by Mr. Raman almost three years back. The company accepted the idea provided by the Manager and this led to an emotional distress in the mind of Mr. Raman.

Questions :

- (a) Why emotional distress arose in the mind of Mr. Raman?
- (b) Should it be any criteria for the suggestion committee to accept or reject any suggestion of workers?
- (c) What are the various parameters used by management to assess the idea?

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Max. Marks : 60

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3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

SECTION - A

- I. **Write briefly :**
 - a) Objectives of HRM.
 - b) Define job analysis.
 - c) Sources of recruitment.
 - d) What is potential appraisal?
 - e) Quality circles
 - f) HRIS
 - g) Approaches of HR audit.
 - h) Collective bargaining.

SECTION - B

UNIT - I

2. What do you mean by HRM environment? Discuss in detail various methods of scanning HRM environment.
3. Define human resource planning. Critically analyze various factors influencing human resource planning.

UNIT - II

- 4 Define selection. Elucidate the process of employee selection with the help of suitable illustrations.
- 5 Explain the concept of career planning and development. Discuss the process of career planning and development in detail.

UNIT - III

6. What is performance appraisal? Explain various methods of performance appraisal. Also discuss the issues involved in performance appraisal.
7. Explain the concept of compensation. What are the elements of compensation? Discuss in detail the process of wages and salary administration.

UNIT - IV

8. What do you mean by industrial relations? Discuss in detail the mechanism of dispute resolution machinery with examples.
9. Define employee grievance. Briefly explain the process of grievance handling in detail.

SECTION - C

- ## 10. Case study

Biotech companies are among those that have challenges recruiting employees with technology skills that are in high demand. Their smart talent management and total rewards program have prevented employee shortages by treating employees with respect, sharing the success stories of the lifesaving drugs they produce, sharing financial success with bonuses, rewards for longevity, onsite child care and improving quality of life by sending employees home with prepared dinners.

Genentech uses genetic information to "discover, develop, manufacture medicines to treat patients with serious or life-threatening medical conditions," according to the company website. The company seems to have a permanent spot on Fortune's "Best Places to Work" and also receives "Best Places to Work" honors from Working Mother, LGBTE quality and Computerworld. The reasons for this recognition are the important work that they do and the strong company cultures that values equality and communication. Any discussion of how great it is to work at Genentech always circles back to the benefits that show a real respect for employees. In addition to providing retirement and health care benefits to employees who work at least 20 hours a week and their dependents, they provide family-friendly perks such as unlimited sick leave, personal concierge service, flexible work scheduling, childcare, nursing mother's rooms, onsite nurses, adoption assistance, and company-sponsored family events. The list of innovative benefits goes on to include unusual benefits such as haircuts, pet insurance, weekly car washes, and \$10,000 annual tuition reimbursement! Zappos, the online shoe retailer, offers perks that match their fun-loving culture such as pajama parties, nap rooms, regular happy hours, and a full-time life coach.

Have these benefits worked for Genentech and Zappos? If you translate longevity to morale and loyalty, you'd say they have. Both boast low turnover rates and high employee ratings for workplace satisfaction.

Questions :

- a) Describe the importance of employee benefits as a strategic component of fulfilling the goals of HRM at Genentech and Zappos.
- b) Explain how Genentech and Zappos use voluntary employee benefits as a motivating tool.

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