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16MBA21

Second Semester MBA Degree Examination, Dec.2017/Jan.2018

**Human Resource Management**

Time: 3 hrs.

Max. Marks:80

**Note:** 1. Answer any **FOUR** full questions from Q1 to Q7.  
2. Question No. 8 is compulsory.

- 1 a. What is HRP? (02 Marks)  
b. Explain the scope and objectives of HRM. (06 Marks)  
c. Explain the functions of HRM. (08 Marks)
- 2 a. What is job description and job specification? (02 Marks)  
b. What is job analysis? What are the methods of collecting job analysis data? (06 Marks)  
c. Explain the process of human resource planning. (08 Marks)
- 3 a. What is induction? (02 Marks)  
b. What are the sources and methods of recruitment? Explain. (06 Marks)  
c. You are starting a new manufacturing company. What phases would you go through to select your employees? (08 Marks)
- 4 a. Discuss training need analysis. (02 Marks)  
b. Write short note on :  
i) Training v/s Development (06 Marks)  
ii) Training v/s Education. (08 Marks)  
c. Explain off the job training methods. (08 Marks)
- 5 a. Define performance appraisal. (02 Marks)  
b. Explain various objectives of compensation management. (06 Marks)  
c. Discuss various methods of performance appraisal. (08 Marks)
- 6 a. Explain briefly on employee welfare. (02 Marks)  
b. Define grievance? Explain the causes of grievances. (06 Marks)  
c. What are the various approaches to employee measures? (08 Marks)
- 7 a. What is internal mobility? (02 Marks)  
b. Critically examine the evolution and present state of human resource management in India. (06 Marks)  
c. Discuss the factors influencing the compensation level. (08 Marks)

## 8 CASE STUDY [Compulsory]

When Adite Technologies Ltd. (ATL) moved one of their divisions to Bangalore. The brand manager in Mumbai decided to transfer those employees who did not wish to go to Bangalore to other local divisions. Ten of the thirty chose to stay and be transferred to another division. Madhuri was one of those. She was assigned to the computer moving head division.

When Madhuri reported to the new job, Narendar Kumar, her new supervisor told her he did not know whether or her new supervisor told her he did not know whether or not he would have a permanent position for her. For three days Madhuri sat and watched other employees do their work. On Friday, Narendar announced that their division had received another big contract and he would brief Madhuri on her new assignment on Monday.

Madhuri arrived at 9.00am. Monday morning and waited anxiously to learn about her new job. Narendar did not arrive until 10.30. He was being briefed on the new contract, he said, and would not be able to meet Madhuri before lunch at 1.30pm Narendar returned to show Madhuri the operation, "We are re-working model 10 - D and it only requires changing two spot welds. With this jig, you can turn one out in about three to five minutes". Narendar added, "By the way, you will be the quality control supervisor on this job. Just double check these six spots on the blue print". He did not write on the blue prints or mark the areas in any way. Madhuri was given no idea how important the checks might be.

"Please watch me", said Narendar to Madhuri, taking up he welding torch. "Anyone can do it easily". He repeated the operation five to six times. Madhuri tried it and experienced no difficulty. Neither of them checked their reworked pieces with the blue print to see if they would pass the quality control check and as a result, Madhuri never checked any pieces after that demonstration. Narendar did not see Madhuri again until Friday. During the last week several things happened. More than half the motors did not work correctly by the time they reached the final assembly. It could not be determined whether the faulty motors were the result of Madhuri's work or the result of a lack of quality checks. A box of 20 parts had been approved by Madhuri since her initials were on the inspection card, but she had not made the necessary alternations. That was when Narendar found time to talk to Madhuri again.

Questions :

- What incidents showed that Narendar was not performing a good job as a trainer? (04 Marks)
- How do you think Madhuri feels about Narendar and about her new job? (04 Marks)
- If you were Narendar, what would you have done to improve Madhuri's performance? (04 Marks)
- Would a mentor have helped the situation? How? Why? (04 Marks)

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