

(Following Paper ID and Roll No. to be filled in your Answer Book)

PAPER ID : 7147

Roll No.

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M.B.A

(SEM. II) THEORY EXAMINATION 2010-11

MANAGING HUMAN RESOURCES

Time : 3 Hours

Total Marks : 100

- Note :** (1) The question paper contain three parts.
(2) All parts and **ALL** questions are compulsory.
(3) The figure given on the right indicates marks.

PART-I

1. Attempt all **20** questions given below. Each part carries equal marks : **(1×20=20)**
- (i) Personal policies are determined by :
- (a) HR department
 - (b) Middle managers
 - (c) Personnel manager
 - (d) Top management
- (ii) Objective of HRM is to established harmonious relation between :
- (a) Labor and machine
 - (b) Labor and task
 - (c) Labor and capital
 - (d) Labor and process.

- (iii) Environment scanning focuses on :
- (a) Process
 - (b) Task
 - (c) IR
 - (d) Competition.
- (iv) Wage and salary fixation is influenced by :
- (a) Profit
 - (b) Productivity
 - (c) Demand and supply of labor
 - (d) All of the above.
- (v) A stress interview is also known as :
- (a) Patterned interview
 - (b) Directive interview
 - (c) Non-directive interview
 - (d) None of these.
- (vi) Time management is a part of :
- (a) Simulation training
 - (b) Transactional analysis
 - (c) Self development
 - (d) Sensitivity training.

(vii) Job rotation involved :

- (a) Making job more motivating
- (b) Moving a person from one job to another job
- (c) Enlarging the activities involve in the job
- (d) Upgrading the job to a higher rank.

(viii) Best recruiting sources for supervisors are :

- (a) Employee referrals
- (b) Internet
- (c) Job posting
- (d) All of the above.

(ix) De-jobbing means :

- (a) Rearrangement of job
- (b) Job analysis
- (c) Removing from job
- (d) Demotion

(x) Fringe benefits are :

- (a) Financial
- (b) Non-financial
- (c) Direct
- (d) None of the above.

(xi) Types of wages do not include :

- (a) Living wages
- (b) Earning wages
- (c) Minimum wages
- (d) Fair wages.

- (xii) Which type of learning in management development is concerned :
- (a) Multi skill development
 - (b) Manual skill development
 - (c) Specific job skill development
 - (d) Inventory development.
- (xiii) Which of the following is not true :
- (a) Promotion keeps the moral of an employee high
 - (b) Promotion causes conflicts
 - (c) Promotion reduces labour turn over
 - (d) Promotion ensures loyalty.
- (xiv) Forms of workers participation in management :
- (a) Works committee
 - (b) Joint management council
 - (c) Shop council
 - (d) All of the above.
- (xv) is also called as sub-contracting.
- (xvi) The results of a job analysis are set down in
- (xvii) Methods of wage payments are.....and.....
- (xviii) Checking references is the last step of selection proceddure (True/false)
- (xix) Case studies and role play are on the job-training-method. (True/false)
- (xx) Man power planning is a one-time process (True/false)

PART-II

2. Case Study :

30

Berkely Investments is a reputed finance company having 15 branches in different parts of the country. In the home office there are more than 200 employees. The company has a performance rating under which the employees are rated at six months intervals by a committee of two executives. Graphic scales have been used as means of appraisal. The qualities considered are responsibility, dependability, initiative, interest in work, leadership potential, cooperative attitude and community activity. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss and are used to counsel them, to influence promotions and salary adjustments and a criteria for arranging further training for them. Recently, three employees of the company called on the company's president to express their dissatisfaction with the rating they had received. Their scores and composite ratings had been discussed with them. Because their ratings were comparatively low, they had been denied annual increments in salary. Approximately, two thirds of all employees received such increments. The aggrieved employees argued that their ratings did not accurately represent their qualifications or performance. They insisted that 'community activity' was not actually a part of their job and that what they do off the job is none of the company's business. They expressed their opinion that employees should organise a union and insist that salary increases be automatic.

The threat of a union caused concern to the officers of the company. This particular experience convinced the top officers that ratings may represent a serious hazard to satisfactory relationship with employees. Even the Chief Executive feels that performance appraisal is a dangerous source of friction and its hazards outweigh its values so it should be discontinued altogether.

Questions :

- (a) How far do you agree with the management that performance appraisal should be discontinued ?
- (b) If you were the HR manager, how would you tackle the situation ?
- (c) What modifications would you suggest in the performance appraisal system of the company ?

PART-III

3. "The HRM function has acquired strategic importance in organizations due to economic liberalization and globalization."
Comment. (12.5)

OR

"In the context of a changing environment HR manager perform varied roles to accomplish outstanding results." Discuss.

4. Explain important interview techniques used for selecting supervisory and managerial staff. (12.5)

OR

"Job analysis is a formal and scientific study undertaken to identify the job contains and the qualities that are required in job holder".
Elucidate this statement.

5. Explain various individual and group incentive plans. What are the advantages and problems with wage incentives ? (12.5)

OR

Discuss the importance of training in fast changing environment. How can training need of employees in an organisation redefined ?

6. What are the essential pre-requisites of an effective grievance handling procedure ? (12.5)

OR

Write short notes on any **two** of the following :-

- (a) Resignation and retirement
- (b) Suspension and dismissal
- (c) Lay off and retrenchment.