

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

Paper ID : 270224

Roll No.

M.B.A.

Theory Examination (Semester-II) 2015-16

MANAGING HUMAN RESOURCES

Time : 3 Hours

Max. Marks : 100

Section-A

Q1. Answer the following questions in not more than 30 words  
each. (2×10=20)

- a) How is Human resource development role different from conventional personnel welfare role?
- b) Describe the objectives of personnel audit.
- c) What is job analysis?
- d) Describe the discrete selection process.
- e) Why is the evaluation of training effectiveness necessary?
- f) Explain the concept of peer assessment.
- g) Define 'fringe benefits'. Explain the need of fringe benefits.

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P.T.O.

- h) What is 'transfer'? What are the reasons for transfer?
- i) Discuss the circumstance in which organisation used to opt for 'lay-off'.
- j) Discuss the objectives of voluntary retirement scheme in Indian public sector organizations.

### Section-B

Answer any five questions from this section. (10×5=50)

- Q2. a) "Management environment in future is going to be more challenging requiring high degree of professionalization from Human Resource Managers." Elucidate the statement.
- b) What is Human Resource Planning? Explain the benefits of Human Resource Planning in an industrial organization.
- c) Distinguish job description with job specification. What precautions should be taken while designing them?
- d) Examine the need of executive development. Explain any three methods of executive development.
- e) Explain the following terms under the Minimum Wages Act 1948 - Living Wages, Fair Wage and Minimum Wage.
- f) Explain the concept of Industrial Relations. What is the significance of good industrial relations?
- g) Discuss the concept of compensation. What factors affect compensation of employees in industrial organization?

- h) Define the term 'grievance'. How would you try to uncover grievances?

### Section-C

- Q3. Read the following case and answer the questions given at the end.

Suresh Kumar was production manager for Singer Industries Limited; a Noida based electrical appliances company near Delhi. Suresh had to approve the hiring of new supervisors in the plant. The HR manager performed the initial screening.

On Friday afternoon, Suresh got a call from Anil Dhavan, Singer's HR Director. 'Suresh' Anil said, "I have just talked to a young engineering graduate from a regional engineering college who may be just who you're looking for to fill the supervisor job you asked me about. He has some good work experience in a multinational firm located in Pune, but at a lower salary level. He wants to come over to Noida where his parents live." Suresh replied, well, Anilji, "I would take care of the boy." Anil continued, "He is here right now in my office, I am sending him to you, if you are free." Suresh hesitated a moment before replying, "Great Sir", "I am certainly busy today but I can't afford to displease your either. Sir, send him immediately."

A moment later, Ranga Rao, the new applicant arrived at Suresh's office and introduced himself. "Come on in Rao". said Suresh. "I'll be right with you after I make a few urgent phone calls." Fifteen minutes later, Suresh finished the calls and began interviewing Rao. Suresh was quite impressed. The merit certificates, the best suggestion award from previous multina-

tional firm and Rae's quick response revealed the candidate's potential. Meanwhile, Suresh's door opened and a supervisor yelled, "we have a small problem on line number 5 and need your help."

"Sure", Suresh replied, "Excused me a minute, Rao." Fifteen minutes later, Suresh returned and dialogue continued for a nother few minutes be fore a series of phone calls again interrupted him.

The same pattern of interruption co ntinues for the next forty minutes. Rao looked at the watch embarrassingly and said, "I am sorry. Suresh, I have to go now. I have to catch the train to Pune at 9 PM.

Sure thing Rao, Suresh said as the phone rang again. "Call me after a week."

**Questions:**

**(10×3=30)**

- i) What s pecific policies might a company follow to avoid inter-views like this one?
- ii) Explain why Suresh and not Anil should make the selection decision.
- iii) Is it a good policy to pick up candidates through 'employees referral method?Why and why not? Explain keeping the case in the background.