

Model Question Paper
Second Semester MBA Degree Examination
Human Resource Management

Time: 3 Hours

Max. Marks: 100

Note: 1. Answer any FOUR full questions from Q1 to Q7.

2. Question No. 8 is compulsory.

3. M: Marks, L: RBT (Revised Bloom's Taxonomy) level, C: Course outcomes.

			M	L	C
Q1	a.	Differentiate between HRM & Personnel Management	03	L2	CO1
	b.	Outline the influencing factors that decide the future of HRM.	07	L2	CO1
	c.	Michigan model is referred to as 'Hard HRM' and Harvard Model as 'Soft HRM'. Build this statement with valid illustrations from the model.	10	L3	CO2
Q2	a.	Summarise the key components in employee role profile creation.	03	L2	CO1
	b.	Imagine you are tasked with developing a selection process for a new role in your organization. The role requires both technical knowledge and the ability to handle high-pressure situations. Choose the type of selection tests you would implement, and structure to ensure you choose the best candidate for the job.	07	L3	CO3
	c.	You are appointed as an HRP officer for Swasthya Healthcare Pvt Ltd which has been rendering service to the community for the past 10 years. Your prime task is to develop a manpower plan for the organisation.	10	L3	CO3
Q3	a.	Distinguish between performance appraisal and performance management.	03	L2	CO1
	b.	Identify the various factors considered by the organisation while designing a compensation package.	07	L3	CO2
	c.	Imagine you are an HR manager for a sales organisation. Make use of the most appropriate method of performance appraisal that can be employed for appraising sales personnel.	10	L3	CO2
Q4	a.	Outline the key actors in industrial relations.	03	L2	CO1
	b.	Natraj Pvt Ltd is facing an increasing attrition rate and the CEO perceives that the employees are facing specific grievances that aren't revealed by them. Identify different ways the organisation can adopt to uncover the mystery surrounding grievances.	07	L3	CO5
	c.	"A good disciplinary system can have a positive impact on productivity of employees". Apply the essentials of a good disciplinary system and build this statement,	10	L3	CO5
Q5	a.	Outline any three innovative HRM practices in India.	03	L2	CO1
	b.	Identify the innovative future trends of HRM that are likely to revolutionize the service industry.	07	L3	CO4
	c.	HRM is not the same in the Service and Manufacturing sectors. Build this statement by making use of relevant examples of the industry.	10	L3	CO4
Q6	a.	Outline demand forecasting and its role in HRP.	03	L2	CO1

	b.	If you were responsible for hiring an HR head for your company, choose the recruitment sources would you make use of and those you would avoid.	07	L3	CO2
	c.	Assume you have to develop an HR plan for a new-generation private sector bank having branches in major towns in India. Apply the various factors you would consider while formulating manpower planning.	10	L3	CO3
Q7	a.	Imagine you are a recruiter. Illustrate the core competencies you will look for in HR candidates.	03	L2	CO1
	b.	Explain the evolution of the concept of HRM.	07	L2	CO1
	c.	The functions of HRM are crucial for the smooth functioning and success of an organisation. Build this statement by making use of the major functions and their roles crucial for organisational success.	10	L3	CO2
Q8		<p style="text-align: center;"><u>CASE STUDY (Compulsory)</u></p> <p>Watson Ltd. has been well known for its welfare activities and employee-oriented schemes in the manufacturing industry for more than ten decades. The company employs more than 800 workers and 150 administrative staff and 80 management-level employees. The top-level management views all the employees at the same level. This can be clearly understood by seeing the uniform of the company which is the same for all starting from MD to floor-level workers. The company have 2 different cafeterias at different places one near the plant for workers and the other near the administration building. Though the place is different the amenities, infrastructure and the food provided are of the same variety. In short, the company stands by the rule of employee equality. The company has one registered trade union and the relationship between the union and the management is very cordial. The company has not lost a single man's day due to strike. The company is not a paymaster in that industry. The compensation policy of that company, when compared to other similar companies, is very less still the employees do not have many grievances due to the other benefits provided by the company. But the company is facing a countable number of problems in supplying the materials in recent days. Problems like quality issues, mismatch in packing materials (packing material 'A' in the box of material 'B') incorrect labelling of material, not dispatching the material on time etc. The management views the case as there are loopholes in the system of various departments and hand over the responsibility to the department to solve the issue. When the HR manager goes through the issues he realized that the issues are not related to the system but it relates to the employees. When investigated he came to know that the reason behind the casual approaches by employees at work is :</p> <p>i) The company hired new employees for higher-level posts without considering the potential internal candidates.</p> <p>ii) The newly hired employees are placed with higher packages than those of existing employees in the same cadre.</p> <p>Questions:</p> <p>a) In your opinion, it is advisable for every organisation to make trade unions mandatory? Justify your answer. (5 marks)</p> <p>b) Which type of recruitment should the organisation resort to-Internal or External. Substantiate with a valid justification (10 marks)</p> <p>c) How would you help the organization to come out from this critical issues if you are in the role of HR manager. (5 marks)</p>	20	L5	CO5