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Roll No.

576215(76)

**M. B. A. (Second Semester) Examination,
April-May 2021**

(New Scheme)

(Management Branch)

HUMAN RESOURCE MANAGEMENT

Time Allowed : Three hours

Maximum Marks : 80

Minimum Pass Marks : 32

Note : Part (a) is compulsory to attempt in every question. Attempt any one question from part (b) or part (c)

Section-A

1. (a) Difference between personnel management and Human Resource Management.

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(b) Define Human Resource Management and describe its challenges to HR professionals. 10

Or

(c) What are the major functions of HRM? Briefly explain all the functions with suitable examples. 10

2. (a) Define Human Resource Planning. Explain its process. 6

(b) What do you understand by Job specification? Construct a sample of job specification. Why is it essential? 10

Or

(c) What is Recruitment? Discuss the various methods of recruitment and their advantages. 10

3. (a) What do you mean by Training? Mention the various methods of it. 6

(b) Explain the concept of Performance Appraisal. Discuss the salient features of an effective performance appraisal system. 10

Or

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(c) How is the compensation plan of an employee derived? What are the factors that play a vital role in determining pay? 10

4. (a) Write a note on "HR Audit". 6

(b) Define work stress. Also explain the steps taken by any manager to reduce the level of stress of employees. 10

Or

(c) What is quality of work life? Discuss various techniques for improving quality of work life. 10

Section-B

5. Case Study

Vishal components limited manufactures a wide range of automotive components. It has a workforce of 1500 including 250 supervisors and executives. Performance appraisal of these supervisors and executives is conducted by their respective superiors annually. The parameters used for performance appraisal are sense of responsibility. Superiors dependent-ability on subordinates, initiative,

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regularity and punctuality. Community activity and potential for development to take higher positions. All these factors are given equal weightage. The performance appraisal has three objectives : to grant annual increment, to determine promotability, and to assess training needs.

In the year 2017-18, some supervisors and executives were not given any increment because as per performance appraisal, their total scores were below standard. The overall low scores were due to community activity and potential for development which were given equal weightage along with other factors. On the stoppage of annual increment, the aggrieved supervisors and executives represented their case to the managing director of the company and contended that the entire performance appraisal system was faulty. They were very much against the inclusion of community activity and potential for development in the performance appraisal meant for giving pay raise. They argued that all aggrieved supervisor and executives should be given regular annual increments and time-bound promotions. The system would be more objective, fair and free from undue biases.

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Questions :

- (a) What actions should be taken to the representation made by the aggrieved supervisors and executives? 6
- (b) As human Resource Manager, how will you defend the existing performance appraisal system of the company? Will you like to incorporate changes, if any? If yes, what would be these changes and why? 10

Or

- (c) Should there be separate appraisal criteria for appraising supervisors and executives? If yes, where are such differences needed? 10