

Total No. of Questions : 5]

SEAT No. :

PC-2953

[Total No. of Pages : 2

[6380]-23

M.B.A. - II

**203-GC-09 : HUMAN RESOURCE MANAGEMENT
(2019 Pattern) (Semester - II)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

- 1) *Assume Suitable Data if necessary.*
- 2) *Black figures to the right indicate full marks.*
- 3) *All Questions are compulsory.*
- 4) *All questions have internal options.*

Q1) Attempt any Five questions :

[5 × 2 = 10]

- a) Why do the organizations have focused on strategic HRM? [2]
- b) What are the objectives behind socialization process of an organization? [2]
- c) Write the steps involve in employee socialization process. [2]
- d) What are the purposes of stress interview? [2]
- e) Why are employee induction significant? [2]
- f) Why is potential appraisal essential? [2]
- g) What are the purposes of performance appraisal? [2]
- h) Write two legislations relating to employee compensation in India. [2]

Q2) Attempt any two Questions :

[2 × 5 = 10]

- a) Explain what Horizontal Fit and Vertical Fit Mean in SHRM? [5]
- b) Explain the mechanism of HR Supply Forecasting with an example. [5]
- c) Distinguish between performance appraisal and potential appraisal. [5]
- d) Write Short Notes on : [5]
 - i) Competency Mapping
 - ii) Management By Objectives

P.T.O.

Q3) Attempt any One Question :

[10]

- a) “Effective management of human resources is essential for the prosperity and welfare of an organization, a society and a nation.” In the light of this statement, describe the role of human resource management. **[10]**

OR

- b) What do you understand by Job Evaluation? Discuss the Objectives and Methods of Job Evaluation? **[10]**

Q4) Attempt any One Question :

[10]

- a) Infotech Enterprises Ltd has 4000 employees and wishes to develop a compensation policy in all its divisions **[10]**

- i) Engineering Design Services
ii) Geographical Information Systems and
iii) Software development and Services to correspond to its dynamic business strategy. The company wishes to employ a high-quality workforce capable of responding to a competitive business environment. Suggest different compensation objectives to match Infotech’s Business goals.

OR

- b) “Performance appraisal is not only for appraisal but is for achievement and improvement of performance”. Explain. **[10]**

Q5) Attempt any One Question :

[10]

- a) How does effective Compensation Management help an organization achieve its strategic objectives? **[10]**

OR

- b) What is Human Resource Accounting? Outline the different methods of measuring the value of human resources? **[10]**

Total No. of Questions : 5]

SEAT No. :

PB-2110

[Total No. of Pages : 3]

[6201]-2003

M.B.A.

203 - GC - 90 : HUMAN RESOURCE MANAGEMENT
(Compulsory Generic Core Course)
(2019 Pattern) (Semester - II)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.
- 2) Figures to the right indicate full marks.
- 3) Assume suitable data if necessary.
- 4) All questions have internal options.

Q1) Solve any Five :

[5 × 2 = 10]

- i) Human resource management means _____.
 - a) A method which an organisation collects, maintains and reports information on people and jobs
 - b) The process of integrating the employees' needs and aspirations with organizational needs
 - c) The process of bringing people and organisation together so that the goals of each are achieved
 - d) The efforts to make life worth living for workers
- ii) Method of data collection to back up a forecast of personnel needs _____.
 - a) Intrusion Prevention System (IPS)
 - b) Intrusion Detection Prevention System (IDPS)
 - c) Patent Electronic System Verification (PAIR)
 - d) Human Resource Information System (HRIS)
- iii) The use of process criteria in job selection means that the individual is being assessed on _____.
 - a) The number of tasks they can process simultaneously
 - b) A methodological approach to task completion
 - c) How many tasks can be processed in a set amount of time
 - d) The right way to complete a task successfully

P.T.O.

iv) _____ may be defined as sequence of separate, but related work activities providing for continuity, order and meaning in a person's life.

- a) Occupation
- b) Job
- c) Career
- d) Task

v) "If a worker has few absences, his supervisor might give him a high rating in all other areas of work" this is an example of _____ bias in Performance Appraisal :

- a) Halo effect
- b) Central Tendency
- c) Personal Biases
- d) Stereo Typing

vi) What are the objectives of training?

vii) Briefly explain the objectives of induction programme.

viii) What are the objectives of compensation?

Q2) Solve any Two :

[2 × 5 = 10]

- a) Examine any 3 types of employees separation. Give examples.
- b) Define the concept of manpower inventory. How the manpower inventory is prepared?
- c) Elaborate various stages in the process of selection with examples.
- d) Define transfer. What are its types? Explain its advantages and disadvantages.

Q3) Solve any One :

[1 × 10 = 10]

- a) Distinguish between Human Resource Management (HRM) and Human Resource Development (HRD). Discuss the role of Human Resource manager.

OR

- b) 'Human Resource Planning server as a link between HRM and the Business plans'. Evaluate the statement.

Q4) Solve any One :

[1 × 10 = 10]

a) Explain any two forms of separation From the following :

- i) Retirement
- ii) Layoff
- iii) Downsizing

OR

b) Why Performance appraisal fails in an organization? How can an organization make effective appraisal system?

Q5) Solve any One :

[1 × 10 = 10]

a) “Job Design is a result-oriented tool for optimal utilization Human Resources”. Discuss with example.

OR

b) Define HRIS. Elucidate the steps to successfully implement the human resource information system in an organization.

▽▽▽▽

Total No. of Questions : 5]

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SEAT No. :

[Total No. of Pages : 4

[6118]-23

First Year M.B.A.

GC -09, 203 : HUMAN RESOURCE MANAGEMENT

(2019 Pattern) (Semester-II)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) Assume suitable data if necessary.
- 2) Figures to the right indicate full marks.
- 3) All questions are compulsory.
- 4) All questions have internal options.

Q1) Solve any Five

[5×2=10]

- a) Explain the line and staff role of HR manager
- b) Differentiate between personnel department and HRM.
- c) Elaborate the objectives and scope of HRM.
- d) What all are the various features of manpower planning?
- e) Explain the limitations of performance appraisal.
- f) Difference between job enlargement and job enrichment.
- g) What are the characteristics of profit sharing plan?
- h) Why job enrichment is needed in an organization? Discuss its methods.

Q2) Solve any two:

[2×5=10]

- a) What are factors affecting the human resource planning? State the benefits of human resource planning in organizations
- b) What sources of recruitment will you recommend for the appointment of the management personnel? Why?
- c) Write the job description and job specification for the post of HR Manager.
- d) Explain the concept and need of Human Resource Information System in an organizational set up

P.T.O.

Q3) Solve any one:

[10]

- a) Abhinja, the owner and manager of a company with ten employees, has hired you to take over the HRM function so she can focus on other areas of her business. During your first two weeks, you find out that the company has been greatly affected by the up economy and is expected to experience overall revenue growth by 10 percent over the next three years, with some quarters seeing growth as high as 30 percent. However, five of the ten workers are expected to retire within three years. These workers have been with the organization since the beginning and provide a unique historical perspective of the company. The other five workers are of diverse ages. In addition to these changes, Abhinja believes they may be able to save costs by allowing employees to telecommute one to two days per week. She has some concerns about productivity if she allows employees to work from home. Despite these concerns, Abhinja has even considered closing down the physical office and making her company a virtual organization, but she wonders how such a major change will affect the ability to communicate and worker motivation. Abhinja shares with you her thoughts about the costs of health care on the organization. She has considered cutting benefits entirely and having her employees work for her on a contract basis, instead of being full-time employees. She isn't sure if this would be a good choice. Abhinja schedules a meeting with you to discuss some of her thoughts. To prepare for the meeting, you perform research so you can impress your new boss with recommendations on the challenges presented.

Questions

- i) Point Out which changes are occurring in the business that affect HRM.
- ii) What are some considerations the company and HR should be aware of when making changes related to this case study?
- iii) What would the initial steps be to start planning for these changes?
- iv) What would your role be in implementing these changes? What would Abhinja's role be?

OR

- b) What do you understand by (HRP) human resource planning? Explain the various steps in the Human Resource Planning Process (HRP)

Q4) Solve any one.

[10]

- a) Analyse the problems in online and off line recruitment. Explain the various sources of recruitment adopted in Indian Corporate.

OR

- b) Kanchan Furnace is a steel plant and working conditions here are considered as the worst. The place of work is smoky, full of dust, very hot with insufficient ventilation and fresh air. However as per job evaluation, "Physical ability" and "working conditions" are given lower weightages compared to "skill", "responsibility", etc. As a result most of the Kanchan Furnace jobs are paid relatively low. The turn over of employees from this section is the highest. Some fell sick, some resigned and many managed to get a posting to other sections. A crisis has now arisen in a steel plant located in Tumkur, Karnataka. There are 25 vacancies and not a single applicant applied for this job despite 3 advertisements and internal circular

Questions:

- i) As chief of personnel how do you tackle this issue?
- ii) Will you advise management to revise the job evaluation criteria?
- iii) Could it be advisable to recommend increased wages of Furnace jobs as an exception from others?

Q5) Solve any one.

[10]

- a) Enumerate the points to be considered pertaining to organization of on the job and off the job training programs for supervisors in manufacturing sector.

OR

- b) Unique Funds Ltd. Is a reputed finance company having 10 branches in different parts of the country? Its staff includes 290 operative employees and 70 executives. The company has a performance rating plan under which the staff members are rated at the end of each financial year by a committee of two executives by means of graphic scale. The qualities considered are: responsibilities, initiative, dependability, leadership potential, cooperative attitude and community service. After the performance is evaluated, the ratings are discussed with the concerned

employees by their immediate boss and are used to counsel them and arrange further training for them. The ratings are also used for granting or withholding of increments and promoting of Meritous staff. Recently, two employees working at the Head Office have been denied annual increments due to comparatively low ratings. They have made a representation to the Chief Executive of the company expressing their dissatisfaction with the appraisal system and insisting that community service is not a part of their job and it should not influence their ratings. The employees seem to organise a union and demand that annual increments should be granted automatically. The Chief Executive feels that performance appraisal is a dangerous source of friction and it should be discontinued altogether.

Questions:

- a) If you were the Human Resource Manager, how would you defuse the problem?
- b) How far do you agree with the Chief Executive's view that performance appraisal should be discontinued?
- c) On what lines would you recommend modifications in the performance appraisal system of the company?

Total No. of Questions : 5]

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[6025]- 23

F.Y.M.B.A.

(203) GC - 09 : HUMAN RESOURCE MANAGEMENT

(Compulsory Generic Core Course)

(2019 Pattern) (Semester - II)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.
- 2) Figure to the right indicate full marks.
- 3) All questions are compulsory.
- 4) All questions have internal options.

Q1) Solve any five:

[5×2=10]

- a) Differentiate between Human Resource Management and Human Resource Development.
- b) For what purposes Job Analysis data is used?
- c) What are the merits and demerits of internal sources of recruitment?
- d) What is the importance of internal mobility of employees?
- e) Distinguish between Job enlargement and job enrichment?
- f) Discuss the process of performance appraisal?
- g) Outline the process of 'Human Resource Planning'.
- h) Differentiate between Job specification and Job description.

Q2) Solve any two:

[2×5=10]

- a) Critically examine the induction process and its role in placement of employees. [5]
- b) Trace the evolution of HRM. Describe the functions of HR managers. [5]
- c) Define performance coaching. Discuss the phases of performance coaching. [5]
- d) What are the different forms of employee compensation for Executive? [5]

P.T.O.

July 23

SEAT No.

LIBRARY

[Total No. of Pages : 3

★ PUNE-52 ★

Q3) Solve any One: [10]

- a) In this changing business environment, identify four major challenges of HRM and discuss how HR Managers will face them?

OR

- b) What is strategic HRM? Describe the strategic HR policies and procedures followed in emerging economies. [10]

Q4) Solve any One: [10]

- a) Sankalp Das, president of Apex Door, has a problem. No matter how often he tells his employees how to do their jobs, they invariably decide to do it their way, as he puts it, and arguments ensue between Sankalp, the employee, and the employee's supervisor. One example is the door-design department, where the designers are expected to work with the architects to design doors that meet the specification. While it's not rocket science, as Sankalp puts it, the designers invariably make mistakes such as designing in too much steel, a problem that can cost Apex tens of thousands of wasted dollars, once you consider the number of doors in, say, a 30-story office tower. The order processing department is another example. Sankalp has a very specific and detailed way he wants the order written up, but most of the order clerks don't understand how to use the multipage order form. They simply improvise when it comes to a detailed question such as whether to classify the customer as industrial or commercial. The current training process is as follows. None of the jobs has a training manual per se, although several have somewhat out-of-date job descriptions. The training for new people is all on the job. Usually, the person leaving the company trains the new person during the 1- or 2-week overlap period, but if there's no overlap, the new person is trained as well as possible by other employees who have filled in occasionally on the job in the past. The training is the same throughout the company for machinists, secretaries, assemblers, engineers, and accounting clerks, for example.

Questions

- i) What do you think of Sankalp's training process? Does it help improving the performance of employees?
ii) Explain in detail what you would do to improve the training process at Apex.

OR

- b) Differentiate between Performance appraisal and Potential Appraisal. Elaborate the modern methods of Performance Appraisal. [10]

Q5) Solve any One:

[10]

- a) Samsui Company is an engineering company with employee strength of 1,000. The company has a system of incentive linked monthly productivity bonus for the shop floor employees, which serves the purpose of rewarding good work. The HR director, Mr. Swami has been facing a dilemma, how to evaluate the performance of the middle management and how to link it with productivity. After deliberate discussions with individual managers, he develops a plan. The plan is designed to enhance team work and provide incentives for improvement and excellence among middle level managers. Briefly the pay will be split into two components. The first consists of 80% of original salary, which will be a fixed component and will be determined as before. The second component of 20% will be flexible and will depend upon the ability of each team as a whole to show minimum of 5% improvement in their respective areas. The scheme when discussed with managers, received a number of negative remarks. One manager said that why should their performance depend upon the performance of other members of the team. The new pay scheme makes them team players first and specialists in their areas next. Another objection was that why the good persons in the team should suffer if the other members were not measuring upto the expectations. Moreover, there are a number of external factors which affect the individual and collective performance. For example, if a product suddenly goes out of demand affecting marketability, why the concerned marketing team should be penalized for something beyond its control. Now Mr. Swami is in a tight position. The company has been the trend setter in executive compensation in Indian industry as they have been paying the best. Will the new plan ensure that it remains that way? If the plan succeeds Samsui set another trend in executive compensation. But how should he see this plan through?

Questions:

- i) Do you think it is proper to evaluate manager on the basis of productivity?
- ii) In your opinion, individual performance or team performance is the most suitable criteria for incentive plans?
- iii) If you were the HR director, what would you do?

OR

- b) Explain the human resource audit report for business improvement. What are the uses of human resource information system (HRIS)? **[10]**



Total No. Of Questions : 5]

PA-4167

SEAT No. :

[Total No. Of Pages : 2

[5946]-203

M.B.A.

**GC-09: HUMAN RESOURCE MANAGEMENT
(2019 Pattern) (Semester-II)**

Time : 2½Hours]

[Max. Marks : 50

Instructions to the candidates :

- 1) *Assume suitable data if necessary.*
- 2) *Figures to the right indicate full marks.*
- 3) *All questions are compulsory.*
- 4) *All questions have internal options.*

Q1) Attempt any Five questions.

[5 × 2 = 10]

- a) List the inputs and outputs of an HRM Model.
- b) Define Hard and Soft HRM.
- c) What are the various components of a salary structure?
- d) State the various sources of recruitment for executives.
- e) What are the various types of promotion you know?
- f) Outline the competencies to be possessed by middle level managers.
- g) Explain the major objectives of HRM.
- h) What is succession planning and how is it different from career planning?

Q2) Attempt any Two questions.

[2 × 5 = 10]

- a) Trace the evolution of HRM and define its role today.
- b) Briefly describe the various on the job and off the job training methods.
- c) Distinguish between job evaluation and performance appraisal.
- d) Explain the advantages and limitations of HRIS in detail.

P.T.O.

Q3) Attempt any One question.

[10]

- a) Mr. Sharma has a small business set up employing 100 workers. Now he is planning to further expand his workforce. He discusses the situation with the new human resource manager of the organisation. He expresses his interest to have a mix of old people who have a better understanding of the running processes and new joiner who are more tech savvy and hold professional degrees. Assuming that you are a human resource manager, what would you suggest Mr. Sharma so that he is able to manage his human resource efficiently?

OR

- b) Describe the various forecasting techniques and how these techniques are being used in human resource planning.

Q4) Attempt any One question.

[10]

- a) A & B hospitality industries is in need of Regional marketing Manager for Expansion of its business across Maharashtra. (a) As an HR Manager discuss the sources of Hiring (b) Design and draft an accurate selection process to hire the most suitable candidate.

OR

- b) Describe various types of errors likely to occur during performance appraisal and suggest the measures to minimize such errors.

Q5) Attempt any One question.

[10]

- a) Critically examine the components of a compensation package in organised industry in India.

OR

- b) How will you design and develop a Human Resource Information System in an Industrial Organization?



13/ Aug 22

Total No. of Questions : 5]

SEAT No. :

P7259

[Total No. of Pages : 2

[5860] 203

First Year M.B.A.

(203) GC - 09 : HUMAN RESOURCE MANAGEMENT

(Compulsory Generic Core Course)

(2019 Pattern) (Semester - II)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

- 1) Assume suitable data if necessary.
- 2) Figures to the right indicate full marks.
- 3) All questions are compulsory.
- 4) All questions have internal options.

Q1) Solve any five :

[5 × 2 = 10]

- a) Define Strategic HR Management. Bring out its importance. [2]
- b) State 4 points of distinction between HRM and HRD. [2]
- c) Explain the different sources of Recruitment. [2]
- d) Define Performance Appraisal and Performance Management. [2]
- e) Outline the methods of Job Evaluation. [2]
- f) Discuss the contents of Job Description and Job Specification. [2]
- g) Explain the Objectives and Importance of HR Audit. [2]
- h) What are the positive types of Employee Separation. [2]

Q2) Solve any two :

[2 × 5 = 10]

- a) Discuss the factors influencing the future, impacts and changes of HRM in 21st Century. Give examples. [5]
- b) Explain the significance of Information System in Human Resource Management. [5]
- c) What is human resource cost? Discuss the measurement of human resource cost. [5]
- d) Employee compensation should be internally equitable and externally competitive". Explain. [5]

P.T.O.

Q3) Solve any one :

[10]

- a) How can Organizations develop accurate HR Plans which, in turn, are impacted by a number of environmental factors over which managers have little or no control? **[10]**

OR

- b) What are the various needs and objectives of training? Discuss the various methods of training in an Organization. **[10]**

Q4) Solve any one :

[10]

- a) Assume that you are a senior HR manager of a logistics company. You need to hire a marketing manager for the company. Design a suitable selection process for the purpose. **[10]**

OR

- b) Differentiate between 'Performance Management' and 'Performance Appraisal'. Describe and critically analyse any two performance appraisal methods used by organizations. **[10]**

Q5) Solve any one :

[10]

- a) Rahul Chavan was working for a large steel manufacturing company for 15 Years. He was dismissed. The reason was that he questioned his unit head, Nikhil Lodha whether the steel tubes, designed to be used under high pressure, were going through "Zero defect" test or not, as it would be dangerous for people working specially in oil and gas industry. He was told to follow orders and sell the tubes. Rahul expressed his doubt to the vice president, Vaibhav Das, whom he knew personally. As a consequence, the company retested the tubes and withdrew them from the market. But Rahul was "dismissed" by his boss.

- i) In your Opinion what argument would Rahul use against his dismissal? **[5]**

- ii) What role can the HR play in such a case? **[5]**

OR

- b) Describe the procedure involved in developing and implementing Human Resource Information System (HRIS) **[10]**

