Second Semester Regular Examination – 2014

HUMAN RESOURCE MANAGEMENT

BRANCH(S) : MBA

QUESTION CODE : F 485

Full Marks – 70

Time : 3 Hours

*Answer Question No. 1 which is compulsory and any **five** from the rest.*
The figures in the right-hand margin indicate marks.

1. Answer the following questions :   2×10

    (a) Differentiate between traditional HRM and Strategic HRM.

    (b) Mention the major objectives of HRM.

    (c) What are the major informations obtained from Job analysis ?

    (d) Bring out the differences between internal equity and external equity.

    (e) Explain two rating errors.

    (f) What are the major objectives of talent management ?

    (g) What do you mean by career planning ?

    (h) What are the major bases of promotion ? How does it differ from demotion ?

    (i) Define job evaluation.

    (j) What is meant by transfer ? When can transfers be made ?

2. **Case study :**

    Krishan Sahay is the owner of Newage computers headquartered at Delhi with branches at Lucknow, Patna and Jaipur. He asked Premkumar, a senior employee of the firm to head the Lucknow branch. The firm has been quite

successful since its inception in 1990, but has witnessed high turnover among its younger staff in the last three years. Krishan Sahay is convinced that the problem is not salary, because a recent survey indicated that the firm's salary structure is competitive with that of the major firms. Baffled by this incomprehension, Krishan Sahay asked Premkumar to find out the reasons. Having settled in Lucknow, Premkumar met the four senior managers of the firm to determine why the branch had such a high turnover among the younger staff, Krishna, age 46 states that the younger staff lacks dedication and fails to appreciate the career opportunities provided by the firm. Rajender, age 50 says the younger employees are always complaining about the lack of meaningful feedback on their performance and many have mentioned that they would like to have a sponsor in the organization to assist with their development. Rajender further explains the firm does provide performance rating to its staff and the previous manager had always maintained an open door policy. Manoj, age 42 says he has received complaints that training is not relevant and is generally monotonous. He explains that various persons who worked with training from time to time acted mainly on guidance from Delhi. Shailaza, age 36 says she believes that the root cause of the problem is the absence of an HR department. However she says that when the idea was mentioned to the owner in Delhi, it was summararily rejected.

Questions :

(a) Do you think the firm needs an HR department ? Why ? If, yes, what should be its role.   5

(b) How would you sell the idea of HR Department to the owner of the firm, Krishan Sahay ?   5

3. "As organizations become more global HRP becomes more important and complex." In light of the above, explain the human resource planning process in detail.   10

4. Distinguish between training, development and education. "Training like any other HR function, should be evaluated to determine its effectiveness." Explain. 10

5. With reference to performance appraisal / assessment, explain the following : 10

    (a) Management by Objectives

    (b) 360 degree appraisal.

6. Explain the concept of Industrial relation . Discuss the various approaches to industrial relations. 10

7. What do you understand by employee compensation. What is the difference between time and piece wage methods ? When is, in your opinion, one suitable? 10

8. Define the term "Recruitment". Explain various sources of recruitment in detail. 10

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