

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

**PAPER ID : 7147**Roll No. 

--	--	--	--	--	--	--	--	--	--

**M.B.A.****(SEM IV) EVEN SEMESTER THEORY EXAMINATION; 2009-2010****MANAGING HUMAN RESOURCES**

Time : 3 Hours

Total Marks : 100

- Note :** (i) *The Paper contains three parts.*  
(ii) *All questions are compulsory.*

**PART - I****(20x1=20)**

1. Which of the following statement did not represent HRM.
  - (a) Organised effort of enterprise to earn profit
  - (b) Its a management function
  - (c) Decisions on different aspects of employees
  - (d) Incentive payments and compensation Administration of the organization
  
2. \_\_\_\_\_ strategies are needed when environment is uncertain and competition is severe.
  - (a) Proactive
  - (b) Reactive
  - (c) Intutive
  - (d) Positive
  
3. Strategies relating to adoption of a new technology must be balanced with \_\_\_\_\_.
  - (a) PM Strategies
  - (b) HR Strategies
  - (c) Developmental Strategies
  - (d) Social Strategies
  
4. HRIS is a software package that helps management to store and retrieve information about :
  - (a) Technology
  - (b) Accounts
  - (c) Employees
  - (d) Materials
  
5. The HRM Enviornment includes :
  - (a) External Environment
  - (b) Internal Environment
  - (c) International Environment
  - (d) All of them
  
6. Workforce factors that influence demand include :
  - (a) Expansion moves
  - (b) Termination
  - (c) Strategic plan
  - (d) Sales Projections

7. Techniques of estimating demand for Human Resource :
  - (a) Mere approximation
  - (b) Rarely done
  - (c) Involve HR Audits
  - (d) Can be very accurate
  
8. \_\_\_\_\_ involves effort to organise tasks, duties and responsibilities into a unit of work.
  - (a) Job blanks
  - (b) Job Analysis
  - (c) Job design
  - (d) Job size
  
9. Campus recruitment is a source of :
  - (a) External Recruitment
  - (b) Internal Recruitment
  - (c) External and Internal both
  - (d) None of them
  
10. Ability tests help in determining :
  - (a) Employee task related performance
  - (b) Employee interpersonal skills
  - (c) Employee general behaviour
  - (d) Employee commitment
  
11. What is not a training ?
  - (a) To prepare for higher level of job
  - (b) Theoretical learning in classrooms
  - (c) To develop existing employees to keep in touch with latest development
  - (d) None of them is training
  
12. The advantages of the lecture method includes :
  - (a) Economy
  - (b) Participation
  - (c) Feedback
  - (d) Transference
  
13. \_\_\_\_\_ refers to allowing past performance appraisal rating to influence current ratings.
  - (a) Halo effect
  - (b) Spillover effect
  - (c) Impression effect
  - (d) Forced choice
  
14. \_\_\_\_\_ pay is the irreducible minimum rate of pay for the job.
  - (a) Base
  - (b) Fixed
  - (c) Variable
  - (d) Internal
  
15. The criteria of incentive payment plan is:
  - (a) Profit
  - (b) Seniority
  - (c) Performance
  - (d) Cost of living
  
16. \_\_\_\_\_ rule of discipline which is effective immediately is enforced consistently to all employee.
  - (a) Hot stove
  - (b) Ombudsman
  - (c) Complaints
  - (d) Grievance committee

17. 'Lay-off' a separation of Employee from Job is :
- (a) initiation taken by the employee
  - (b) initiation taken by the employer due to violation of organisation rule
  - (c) initiation taken by the employer to reduce financial burden
  - (d) All of them are correct
18. Job Rotation Transfer means :
- (a) to train employee in different Jobs
  - (b) transfer in case of employee does not feel comfortable on his Job
  - (c) transfer to fulfil the need of manpower
  - (d) All of them are correct
19. \_\_\_\_\_ involves separation of employees based on mutual agreement between organization and its employee.
- (a) Retirement
  - (b) VRS
  - (c) Resignation
  - (d) Promotion
20. \_\_\_\_\_ transfer is effected to rectify the initial faulty placement of an employee.
- (a) Production
  - (b) Remedial
  - (c) Job Rotation
  - (d) Shift

## PART - II

(30)

Sinha is a senior employee of S & S Law Firm having its head-office at Delhi and branches at all major cities in the country. The managing partner of the firm asked Sinha to head its southern branch at Bangalore. The firm has been quite successful since its inception in 1950s, but has witnessed high turnover among its younger staff in the last five years. The managing partner is convinced that the problem is not salary, because a recent survey indicate that the firms salary structure is competitive with that of other major firms. The managing partners wants Sinha to find out the real reasons.

Having settled in Bangalore, Sinha met the four senior managers to determine why the branch had high attrition rate among the younger staff. Krishna age 46, states that the younger staff lacks dedication and fails to appreciate the career opportunities provided by firm. Gowda age 52 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 organisation to assist with their development. Gowda further explains that the firm does provide performance rating to its staff and the previous manager had always maintained an open-door policy. Manohar, age 39 says he has received complaints that training is not relevant and is generally dull. He explains that various persons in the firm who worked with training from time to time acted mainly on guidance from Delhi, Shobha, aged 35, believes that the root problem is the absence of an HR department. However she says that when the idea was mentioned to the managing partner in Delhi it was totally rejected.

**Questions :**

1. Do you think that the S & S Law Firm needs an HR department ? If yes what should be its role ?
2. How would you sell the idea of the HR department to the managing partners ?
3. What type of organizational structure would you recommend ?

**PART - III**

1. What is HRM ? What are its functions ? Differentiate between Personnel Management and HRM. (12½)

**OR**

Define Strategic HRM discuss the importance and Barriers to Strategic HRM.

2. What do you understand by Human Resource Planning ? Discuss the various steps of HRP. (12½)

**OR**

Define recruitment and its types. What are various factors that influence recruitment in an organization.

3. What is training and development ? Explain the various inputs required for training and development. (12½)

**OR**

Define incentives. Discuss their advantages and limitations.

4. Discuss the objective of Industrial Relation. What is the HRD Approach to Industrial Relation ? (12½)

**OR**

Discuss the model grievance procedure that is applicable in India. What are the essential prerequisites of a grievance procedure ?