

H

Roll No.

MB-103

M. B. A. (FIRST SEMESTER)

MID SEMESTER

EXAMINATION, Nov., 2022

HUMAN RESOURCE MANAGEMENT

Time : 1:30 Hours

Maximum Marks : 50

Note : (i) This question paper contains *two* Sections—Section A and B.

(ii) Both Sections are compulsory.

(iii) Answer any *two* sub-questions among (a), (b) & (c) in each main question of Section A. Each question carries 5 marks.

(iv) Section B consisting of case study is compulsory. Section B is of 20 marks.

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Section—A

1. (a) Define Human Resource Management ?
Also elaborate the nature and scope of human resource management. (CO1)

OR

- (b) Differentiate between Personnel Management and Human Resource Management. (CO1)

OR

- (c) Define the objectives of human resource management. (CO1)

2. (a) Apply the relevance of Emerging HR Trends in present scenario. (CO2)

OR

- (b) Interpret the Human Resource Planning process. (CO2)

OR

- (c) Illustrate the process of job analysis ? (CO2)

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3. (a) Analyze the process of selection. (CO3)

OR

- (b) Distinguish between promotion and transfer. (CO3)

OR

- (c) Categorize transfer and also explain its purpose in the organization. (CO3)

Section—A

4. **Case Study :**

The case discusses the talent management strategies at India-based financial banking institution, ICICI Bank Ltd. (ICICI Bank). Since the 1980s, the bank had fostered a culture of nurturing young talent. This was a bid to create a talent pool and develop a leadership pipeline at the bank. The process of empowering young people, nurturing talent, and developing a leadership pipeline became part of the bank's culture and was carried forward by former CEO and MD, KV Kamath

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(Kamath) and present ECO and MD, Chanda Kochhar (Kochhar). Kamath was instrumental in grooming several people who later took up key positions at the bank. He spotted people with leadership potential at the bank and moved them from one assignment to another and mentored them to take up different leadership roles and serve the bank. The success of the mentoring process led to the bank institutionalizing a formal leadership development process that identified talented employees through a performance appraisal system after which they were assessed for future leadership roles. According to experts, ICICI Bank's focus on nurturing young talent reaped several benefits for the bank. While the leadership grooming process helped it tackle the problem of attrition, it also enabled the bank move ahead of others in the Indian banking sector. The bank's focus on nurturing

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young talent also helped ICICI Bank develop businesses that accounted for half of ICICI Bank's profits. Industry observers felt that going forward, the challenge for Kochhar would be to maintain the bank's momentum, continue international expansion, expand product offerings, improve technological innovation, and continue to nurture young talent.

Questions :

- (a) Critically analyze talent management strategies at ICICI Bank. (CO5)
- (b) Defend the issues and challenges faced by the mentors while mentoring employees. (CO4)

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