

With reference to Performance Management System, answer the following questions :

- (i) Justify the importance of performance management system as an integral HR function.
- (ii) Explain any *three* trait-based appraisal tools that can be used for appraising Ranya.
- (iii) Create a BARS scale for appraising Ranya using the job criteria referred above.
- (iv) Explain how force distribution method might impact her performance assessment.

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MB-205**M. B. A. (SECOND SEMESTER)****END SEMESTER****EXAMINATION, 2021-22****HUMAN RESOURCE MANAGEMENT****Time : Three Hours****Maximum Marks : 100**

Note : (i) This question paper contains two Sections—Section A and Section 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 10 marks.

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

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Section—A

1. (a) Justify how Human Resource Management is an art or a science or both. Elaborate on important features of Human Resource Management with examples. (CO1)
- (b) Justify outsourcing in the context of human resource management as employed by an organization. Exemplify your answer with one real life example. (CO1)
- (c) Referring to the Human Resource Management course, elucidate your perspective on HR challenges related to :
 - (i) globalization
 - (ii) mergers and acquisition. (CO1)
2. (a) You are planning to start an authentic local food restaurant in Uttarakhand. You want the restaurant to differentiate itself by offering exquisite plates of heritage food in a homely and culturally way. At this

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stage, you want to recruit 1 main chef, 5 cooks, 5 attendants and 1 restaurant manager. Based on this, design an interview schedule of 4 questions appropriate for the selection of the main chef. What else can you include in the selection process of the main chef ? (CO2)

- (b) Put light on employer branding, special events recruitment, and contest recruitment as new-age recruitment techniques. (CO2)

- (c) You are the training manager of a five-star hotel which has 10 front-desk receptionists who work on a shift-basis. You have organized a one-week workshop to train any 4 front-desk receptionists about the hotel operations and specific soft skills related to guest management. Design an exhaustive training program clearly explaining two appropriate training methods. (CO2)

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3. (a) Discuss the importance of training and development in an organization. Elaborate on the five principles of learning that form a base for training and development.

(CO3)

- (b) Imagine you have been hired as a trainer in an IT organization for fresh recruits with 0 year of experience. Elaborate the phases of training and development that you will be involved in. (CO3)

- (c) Explain any *two* behaviour-based appraisal methods with appropriate examples. (CO3)

4. (a) Discuss employee welfare and social security as a means of employee maintenance. (CO5)

- (b) Explain the concept of career management with reference to the four stages of career.

(CO5)

(5)

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- (c) Evaluate the concept and two methods of job evaluation with respect to compensation and benefits. How has the component of fringe benefits evolved over the years ? (CO5)

Section—B

5. Case Study (Compulsory) (20 Marks) (CO4)

Serving in the hospitality industry for the past five years, Ranya is currently an important guest relations executive with a five-star hotel in Mussoorie. Her main responsibilities include welcoming guests during check-in and giving farewell while checkout. She has to handle guest complaints and concerns in an efficient and timely manner and also oversee VIP guests, arrivals and departures. In addition to coordinating with others and multi-tasking job duties in a busy environment, she is expected to possess detailed information about the hotel, city as well as the competition. Her annual performance appraisal is round the corner.

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