

[4]

- (b) Should rewards be connected to employee performance? Why or why not? **3**
- (c) "Performance should be measured in terms of objective data and qualitative achievements." Do you agree with this statement? Explain in brief. **3**

Total No. of Questions: 7

Total No. of Printed Pages:4

Enrollment No.....



Faculty of Commerce/Management Studies

End Sem (Odd) Examination Dec-2019

CM3CO07/MS3CO07 Human Resource Management

Programme: B.Com.(Hons)/ BBA Branch/Specialisation: Commerce/ Management

Duration: 3 Hrs.

Maximum Marks: 60

Note: All questions are compulsory. Internal choices, if any, are indicated. Answers of Q.1 (MCQs) should be written in full instead of only a, b, c or d.

- Q.1 i. The _____ and control systems should be altered to support the strategic human resource function. **1**
(a) Appointment (b) Reward
(c) Job allotment (d) Job satisfaction
- ii. Strategic thinking is a _____ process. **1**
(a) Short term (b) Long term
(c) Continuous (d) Reversible
- iii. One of the important organizational factors affecting 'job design' is _____ **1**
(a) Autonomy (b) Workflow (c) Feedback (d) Diversity
- iv. The procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it is _____ **1**
(a) Job Analysis (b) Job Design
(c) Job recruitment (d) Job description
- v. On the job training method is based on _____ **1**
(a) Demonstration method (b) Apprenticeship method
(c) Informal Training (d) All of these
- vi. Series of positions that a person occupies throughout life regarding job is classified as **1**
(a) Organization planning (b) Careers
(c) Career planning (d) Learning plans
- vii. Compensation can be _____ benefits. **1**
(a) Monetary (b) Non-monetary
(c) Both (a) and (b) (d) None of these

P.T.O.

[2]

- viii. The _____ programme once installed must be continued on a permanent basis. **1**
 (a) Recruitment (b) Training & Development
 (c) Job evaluation (d) All of these
- ix. The technique that have been used to evaluate an employee in comparison with other employees is known as _____. **1**
 (a) Ranking (b) Forced choice
 (c) Essay evaluation (d) Critical incident technique
- x. Formal communication channels that are used to resolve employee grievances are classified as **1**
 (a) Grievance conciliation (b) Grievance procedures
 (c) Grievance arbitration (d) Grievance ratification
- Q.2 i. "HRM performs two-fold role." Explain. **2**
 ii. "HR manager is an Employee Advocate". Explain. **2**
 iii. "There are two sets of human resource management functions- managerial and operative." Discuss these functions. **4**
- OR iv. Define human resource management. Also discuss the importance of human resource management. **4**
- Q.3 i. Explain the need and importance for HR planning. **3**
 ii. Explain job analysis, job description and job specification in detail. **5**
- OR iii. What are the internal sources of recruitment? State its advantages. **5**
- Q.4 i. Explain the process of career planning. What are its limitations? **3**
 ii. Discuss the methods of executive development. Which one you consider the most suitable for developing middle-level managers and why? **5**
- OR iii. What are the objectives of training? Explain the need for training in an industrial organization. **5**
- Q.5 i. Job evaluation is the ranking of job and not the job holder." Comment. **2**
 Attempt any two:
 ii. What do you understand by 'base' and 'supplementary compensation'? **3**

[3]

- iii. What do you mean by the term 'Fringe benefits'? Explain the need of fringe benefits in short. **3**
- iv. Employee welfare is a dynamic concept and part of social welfare. Discuss. **3**
- Q.6 Attempt any two:
 i. Discuss the 360-degree appraisal method of performance evaluation. Also explain its merits and demerits. **4**
 ii. Discuss the various traditional methods of performance appraisal and mention their limitations. **4**
 iii. Describe the principles of handling employee grievances in industries **4**
- Q.7 A company develops, manufactures and markets a few leading products in the field of 'Kitchen Care'. The company has a good number of technical staff. Since last three years, the company is losing its profits. In a survey, it was found that the problem was related mainly to the performance efficiency, 'performance appraisal and management' and 'employee rewards'. The company's appraisal system was defective and demotivating. The survey provoked anxiety for both the management and the HR department who were designing appraisal systems. In that survey the following specific weaknesses were exposed:
 • The work units measure performance in terms of quantity, not quality.
 • Employees are held accountable for good or bad results to which they contribute but do not completely control.
 • The company does not share the financial rewards of successes with employees according to how much they have contributed to them.
 • Rewards are not connected to employee performance and business results.
- Questions:
 (a) Comment on each finding with your suggestions. **4**

P.T.O.

Marking Scheme

CM3CO07/MS3CO07 Human Resource Management

Q.1	i.	The _____ and control systems should be altered to support the strategic human resource function.	1
		(b) Reward	
	ii.	Strategic thinking is a _____ process.	1
		(c) Continuous	
	iii.	One of the important organizational factors affecting 'job design' is _____	1
		(b) Workflow	
	iv.	The procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it is _____	1
		(a) Job Analysis	
	v.	On the job training method is based on _____	1
		(d) All of these	
Q.2	vi.	Series of positions that a person occupies throughout life regarding job is classified as	1
		(b) Careers	
	vii.	Compensation can be _____ benefits.	1
		(c) Both (a) and (b)	
	viii.	The _____ programme once installed must be continued on a permanent basis.	1
		(c) Job evaluation	
	ix.	The technique that have been used to evaluate an employee in comparison with other employees is known as _____.	1
		(a) Ranking	
	x.	Formal communication channels that are used to resolve employee grievances are classified as	1
		(b) Grievance procedures	
Q.2	i.	"HRM performs two-fold role." Explain.	2
		(According to Ans.)	
	ii.	"HR manager is an Employee Advocate". Explain.	2
		(According to Ans)	
OR	iii.	Managerial	2 marks
		Operative	2 marks
	iv.	Human resource management.	1 marks
		Discuss the importance of human resource management.	
Q.3		(0.5 marks*6)	
	i.	Need	(0.5 marks *3)
		Importance for HR planning.	1.5 marks
	ii.	Explain job analysis	2 marks
			5

OR	iii.	Job description	1.5 marks	
		Job specification in detail.	1.5 marks	
		Internal sources of recruitment	2.5 mark	5
		State its advantages.	2.5 marks	
Q.4	i.	Process of career planning.	2 marks	3
		Limitations	1 mark	
		Methods of executive development.	3 marks	5
		Which one you consider the most suitable for developing middle-level managers and why?	(1 mark+1 mark)	
OR	iii.	Objectives of training	2 marks	5
		Need for training in an industrial organization.	3 marks	
		Job evaluation is the ranking of job and not the job holder."		2
		Comment.	(According to Ans)	
Q.5	i.	Attempt any two:		
		Define 'base'	1.5 marks	3
		Define supplementary compensation	1.5 marks	
		'Fringe benefits	1 mark	3
	ii.	Need of fringe benefits in short.	2 mark	
		Employee welfare is a dynamic concept and part of social welfare.		3
		Discuss.	(According to Ans.)	
		Attempt any two:		
Q.6	i.	360-degree appraisal method of performance evaluation.	1 mark	4
		Merits	(0.5 mark *3)	
		Demerits.	(0.5 mark *3)	
		The various traditional methods of performance	2 marks	4
	ii.	Mention their limitations.	2 marks	
		Principles of handling employee grievances in industries.		4
			(1 mark *4)	
Q.7		Questions:		
		(a) As per discussion	(1*4 marks)	
				4
		(b) As per discussion	3 marks	3
		(c) As per discussion	3 marks	
				3
