

Code: BA2T2

I MBA - II Semester - Regular Examinations - JULY 2016

HUMAN RESOURCE MANAGEMENT

Duration: 3 hours

Max. Marks: 70 M

SECTION-A

1. Write short notes on any FIVE of the following: 5 x 2 = 10 M

- a. Performance management
- b. Job evaluation
- c. Employee participation
- d. Human resource management
- e. Broadbanding
- f. Collective bargaining
- g. Strategic HRM
- h. Factories Act of 1948

SECTION – B

Answer the following:

5 x 10 = 50 M

2. a) Outline the role and responsibilities of a HR manager.

OR

b) Why is it important today for companies to make their human resources into a competitive advantage? Explain how HR can contribute to doing this?

3. a) Should the Recruitment Policy of an organization reflect its social responsibility? Comment.

OR

b) Why is recruiting important for an organization? How is recruiting effectiveness measured?

4. a) What are some typical on-the-job training techniques? What are the main drawbacks of on-the-job training for new employees?

OR

b) Explain the steps in training and development process of an organization.

5. a) Discuss the current compensation trends in organizations.

OR

b) Compare and contrast the following methods of job evaluation: ranking, classification, factor comparison, and point method.

6. a) What is QWL? Discuss a few strategies for maintaining quality of work life balance.

OR

b) Why do employees join unions? What are the advantages and disadvantages of being a union member?

SECTION – C

7. Case Study

1 x 10 = 10 M

As a new member of the board of directors for a local bank, Jack Nelson was being introduced to all the employees in the home office. When he was introduced to Ruth Johnson, he was curious about her work and asked her what the machine she was using did.

Johnson replied that she really did not know what the machine was called or what it did. She explained that she had only been working there for two months. She did, however, know precisely how to operate the machine. According to her supervisor, she was an excellent employee.

At one of the branch offices, the supervisor in charge spoke to Nelson confidentially, telling him that something was wrong, but she didn't know what. For one thing, she explained, employee turnover was too high and no sooner had one employee been put on the job than another one resigned. With customers to see and loans to be made, she continued, she had little time to work with the new employees as they came and went.

All branch supervisors hired their own employees without communication with the home office or other branches. When an opening developed, the supervisor tried to find a suitable employee to replace the worker who had quit.

After touring the 22 branches and finding similar problems in many of them, Nelson wondered what the home office should do or what action he should take. The banking firm was generally regarded as a well-run institution that had grown from 27 to 191 employees during the past eight years. The more he thought about the matter, the more puzzled Nelson became. He could not quite put his finger on the problem, and he did not know whether to report his findings to the president.

Questions:

- a) What do you think is causing some of the problems in the bank's home office and branches?
- b) Do you think setting up an HR unit in the main office would help?
- c) What specific functions should an HR unit carry out? What HR functions would then be carried out by supervisors and other line managers?