

Code No: **21BA2T2**

**I MBA - II Semester - Regular / Supplementary Examinations
JULY 2023**

HUMAN RESOURCE MANAGEMENT

Duration: 3 Hours

Max. Marks: 70

- Note:
1. This question paper contains three Parts-A, Part-B and Part-C.
 2. Part-A contains 8 short answer questions. Answer any **Five** Questions. Each Question carries 2 Marks.
 3. Part-B contains 5 essay questions with an internal choice from each unit. Each Question carries 10 marks.
 4. Part-C contains one Case Study for 10 Marks.
 5. All parts of Question paper must be answered in one place

BL – Blooms Level

CO – Course Outcome

PART - A

| | | BL | CO |
|-------|--|----|-----|
| 1. a) | Explain Functions of HRM. | L2 | CO1 |
| 1. b) | Define Job Design. | L1 | CO2 |
| 1. c) | What is MDP? | L2 | CO3 |
| 1. d) | Demonstrate Job Evaluation. | L2 | CO4 |
| 1. e) | Explain Incentive Mechanism. | L2 | CO4 |
| 1. f) | Define Quality of Work life. | L1 | CO5 |
| 1. g) | What is HRIS? | L1 | CO5 |
| 1. h) | Explain objectives of Performance Appraisal. | L2 | CO2 |

PART – B

| | | | BL | CO | Max. Marks |
|------------------------|----|--|----|-----|------------|
| <u>UNIT – I</u> | | | | | |
| 2. | a) | Explain the roles of Manager. | L2 | CO1 | 5 M |
| | b) | Discuss on emerging trends in Human Resource Management. | L2 | CO1 | 5 M |

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|-------------------------|----|--|----|-----|-----|
| OR | | | | | |
| 3. | a) | Briefly explain the HRM Model. | L2 | CO1 | 5 M |
| | b) | Demonstrate the scope of HRM. | L3 | CO1 | 5 M |
| <u>UNIT – II</u> | | | | | |
| 4. | a) | Illustrate factors affecting HR Planning. | L3 | CO2 | 5 M |
| | b) | Explain briefly methods of Job Analysis. | L2 | CO2 | 5 M |
| OR | | | | | |
| 5. | a) | Explain the selection process. | L2 | CO2 | 5 M |
| | b) | Analyze the purpose of Induction Programme. | L4 | CO2 | 5 M |
| <u>UNIT-III</u> | | | | | |
| 6. | a) | Explain the Effectiveness of Training. | L4 | CO3 | 5 M |
| | b) | Explain 360 Degree Appraisal. | L2 | CO3 | 5 M |
| OR | | | | | |
| 7. | a) | Explain the significance of Training Programme. | L4 | CO3 | 5 M |
| | b) | How to develop and Administer an Appraisal Programme? Comment. | L3 | CO3 | 5 M |
| <u>UNIT – IV</u> | | | | | |
| 8. | a) | Demonstrate Incentive Payment System. | L3 | CO4 | 5 M |
| | b) | Explain Wage structure. | L2 | CO4 | 5 M |
| OR | | | | | |
| 9. | a) | Discuss about Wage and Salary Policies. | L2 | CO4 | 5 M |
| | b) | Explain Safety and Welfare measures at workplace. | L3 | CO4 | 5 M |
| <u>UNIT – V</u> | | | | | |
| 10. | a) | How to perform HR Audit Process? | L3 | CO5 | 5 M |
| | b) | Explain role of Trade Unions in Industries. | L4 | CO5 | 5 M |
| OR | | | | | |

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|-----|----|--|----|-----|-----|
| 11. | a) | Analyze the need for managing knowledgeable workforce. | L4 | CO5 | 5 M |
| | b) | Explain about Grievance Resolution Mechanism. | L2 | CO5 | 5 M |

PART –C

| | | | BL | CO | Max. Marks |
|-----|--|--|----|-----|------------|
| 12. | | <p>Case Title: Increasing Employee Engagement through HRM (A Harrods case study)</p> <p>Brief about case:</p> <p>Harrods is a brand that is recognized all over the world. Its Knightsbridge store has 1 million square feet of selling space with over 330 different departments. Its global reputation and prestige is instilled through its brand values. Brand values represent what an organization stands for. Harrods values are – British; Luxury; Service; Innovation and Sensation.</p> <p>Harrods has been in business for over 160 years. It employs 4000 employees with an additional 3,500 agency and concession employees. In 2010 Qatar Holdings purchased Harrods from Mohamed Al-Fayed. The new owners are strongly committed to all of Harrods’ employees. They recognize that engaged employees are essential to the continuing success of the business. Such employees are likely to be happy and consistently high performers who want to progress their careers with Harrods. Managing employee relationships is the role of the Human Resources department.</p> <p>Harrods carried out its first comprehensive employee survey to find out what they thought</p> | L4 | CO5 | 10 M |

about working at Harrods. The employee survey has now become an integral aspect of Harrods' Human Resource Management programme. The survey results were used to create strategic plans for change focused on improving employee engagement and trust. The four main elements were: Changing Organizational Structure, Changing Leadership, Improved communications, Living brand values.

There have now been four employee surveys. Each survey has seen a higher return from employees and an improvement in the indicators of employee engagement as a result of the actions the HRM team took. Significantly, 91% of employees have stated in the most recent survey that they are proud to work for Harrods and employee turnover has halved in the last five years.

Problem:

- i. Comment on “Brand Value represents the Organizations Status”.
- ii. Find out how the human resource management ensured the four elements in improving employee engagement?
- iii. In which year Harrods' company has recognized engaged employees are the success of the business.
- iv. How many employee surveys have conducted by Harrods' company and what is the percentage of employee's response?

Write your understanding on role of employee relations in employee engagement?