

**HUMAN RESOURCE MANAGEMENT
(HMTS 3221)**

Time Allotted : 3 hrs

Full Marks : 70

Figures out of the right margin indicate full marks.

*Candidates are required to answer Group A and
any 5 (five) from Group B to E, taking at least one from each group.*

Candidates are required to give answer in their own words as far as practicable.

**Group – A
(Multiple Choice Type Questions)**

1. Choose the correct alternative for the following: **10 × 1 = 10**
- (i) HRM is concerned with the ____ in the organisation.
(a) company (b) people
(c) society (d) department
 - (ii) It is a type of employee benefit plan which is intended to encourage employees to acquire stocks or ownership in the company.
(a) Medical insurance (b) Paid sick leave
(c) ESOP (d) Retirement plan.
 - (iii) A trade union is an organisation that represents
(a) view and interest of workers
(b) a group of people working towards a common aim
(c) the aim of managers
(d) the goal of business.
 - (iv) Which of the following is NOT a retention plan?
(a) Performance appraisal (b) Compensation plan
(c) Induction (d) VRS.
 - (v) _____ is the process of searching for prospective employees and stimulating them to apply for the jobs in the organisation.
(a) Selection (b) Staffing (c) Recruitment (d) Interview
 - (vi) Which of the below is not an objective of Performance appraisal?
(a) Assessment of performance (b) Measuring the efficiency
(c) Maintaining organisational control (d) Designing organisational goal.
 - (vii) In _____ training, a training centre is set-up and actual job conditions are duplicated or simulated in it.
(a) Classroom (b) Apprenticeship
(c) Internship (d) Vestibule

- (viii) What is meant by the term 'collective bargaining'?
- (a) A process by which a union negotiates with suppliers
 - (b) A process by which a union meets with another union to discuss recruitment
 - (c) A process by which a union recruits new members
 - (d) A process by which a union negotiates with an employer on behalf of its members on matters concerning the terms and conditions of employment.
- (ix) A process that is used for identifying and developing internal people with the potential to fill key positions in the company is called
- (a) highly talented personnel creation
 - (b) succession planning
 - (c) investing in human resources
 - (d) forecasting.
- (x) The objectives of worker's participation in management do not ordinarily include
- (a) Promotion of collective bargaining
 - (b) Promotion of industrial harmony
 - (c) Promotion of industrial democracy
 - (d) Promotion of productivity.

Group- B

2. (a) Define Human Resource Management. *[[CO1) (Remember/LOCQ]]*
(b) What are the main objectives of HRM? *[[CO1) (Understand/LOCQ]]*
(c) Analyse HR as a factor of competitive advantage. *[[CO1)(Analyze/IOCQ]]*
2 + 4 + 6 = 12
3. (a) The Himalaya Paper Corporation wants, because of several technological innovations , 15% less employees in the next three years. What actions would you recommend as a human resource consultant? *[[CO2) (Analyse/IOCQ]]*
(b) Discuss the role of HRIS in banking industry. *[[CO4) (Analyse/IOCQ]]*
6 + 6 = 12

Group – C

4. (a) What steps are involved in the recruitment procedure? Describe them briefly. *[[CO4) (Remember/LOCQ]]*
(b) Selection and recruitment -which one comes first? Explain. *[[CO4) (Analyse/IOCQ]]*
6 + 6 = 12
5. Anil Jindal, president of Zenith Door, has a problem. No matter how often he tells his employees how to do their jobs, they invariably decide to do it their way. One example is the door-design department, where the designers are expected to work with the architects to design doors that meet the specification' While it's not rocket science, as Anil puts it, the designers invariably make mistakes such as designing in too much steel. The order processing department is another example. Anil has a very specific and detailed way he wants the order written up, but most of the Order Clerks don't understand how to use the multipage order form. They simply improvise when it comes to a detailed question such as whether to classify the customer as industrial or commercial.

The current training process is as follows. None of the jobs has a training manual perse, although several have somewhat out-of-date job descriptions. The training for new people is all on the job. Usually, the person leaving the company trains the new person during the 1- or 2-week overlap period, but if there's no overlap, the new person is trained as well as possible by other employees who have filled in occasionally on the job in the past. The training is same throughout the company for machinists, secretaries, assemblers, engineers, and accounting clerks, for example.

Questions

- (i) Does Zenith's training process help improving the performance of employees? [[CO3](Evaluate/HOCQ)]
- (ii) What would you do to improve the training process at Zenith? [[CO3](Evaluate/HOCQ)]
- (6 + 6) = 12**

Group - D

6. (a) Write short note on HR score card as a modern method of performance appraisal. [[CO5] (Remember/LOCQ)]
- (b) Discuss need for performance appraisal. [[CO5] (Remember/LOCQ)]
- (c) What are the common mistakes that a manager should avoid when conducting a performance appraisal? Describe any 3. [[CO5](Analyze/IOCQ)]
- 3 + 3 + 6 = 12**
7. (a) Define job evaluation. [[CO1] (Remember/LOCQ)]
- (b) What is benefit? How does it differ from incentives? [[CO1] (Analyze/IOCQ)]
- (c) Compensation package should be designed keeping in view a number of factors. Explain the factors involved and also give their relevance. [[CO1](Analyze/IOCQ)]
- 2 + 4 + 6 = 12**

Group - E

8. Ramesh was just promoted as a shift officer. The promotion became effective when his immediate superior Mr. Sharma was out of town for a few days. Due to illness of Ramesh's subordinate the work schedule was not being met. He decided to pitch in and help spending about four hours daily in production. When Mr. Sharma returned to his work, Ramesh was not available, as he is not working on the shop floor. He is upset and tells him that it is the function of the supervisor to accomplish work with and through other people and not do it himself.
- (a) What was the initial problem in this case? [[CO6] (Evaluate/HOCQ)]
- (b) Which one of the following alternatives would you select to solve future problems when workers are not available? Give reason for your answer. [[CO6] (Evaluate/HOCQ)]
- i. Let the scheduled work be late and catch up when the worker returns.
Or
- ii. Lend a hand as Ramesh did in this case.
Or
- iii. Prepare back up for emergency.

Or

iv. Workout an acceptable compromise with the superior.

(6 + 6) = 12

9. (a) List out the settlement machineries of industrial dispute.

[[CO6] (Remember/LOCQ)]

(b) Write a short note on quality circle.

[[CO6] (Understand/LOCQ)]

(c) Explain attendance as an act of misconduct in organisation.

[[CO6] (Analyse/IOCQ)]

4 + 4 + 4 = 12

<i>Cognition Level</i>	<i>LOCQ</i>	<i>IOCQ</i>	<i>HOCQ</i>
<i>Percentage distribution</i>	29	46	25

Course Outcome (CO):

After the completion of the course students will be able to

1. Comprehend the importance of human resources and their effective management in organizations
2. Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs
3. Explain the organizational, societal and individual costs and benefits of training and development
4. Understand the role of resistance and commitment in relation to change, propose change strategies for enhancing organizational development, and facilitate change implementation
5. Understand the appropriate policies and practices involved in the performance management process
6. Analyze core issues, policies and practices surrounding employee relations and labour laws, trade unionism, grievance handling and disciplinary measure.

*LOCQ: Lower Order Cognitive Question; IOCQ: Intermediate Order Cognitive Question; HOCQ: Higher Order Cognitive Question.