

Total No. of Questions : 5]

SEAT No. :

[Total No. of Pages : 2

P-7881

[6118]-2003

M.B.A.

GC-09 : 203 : HUMAN RESOURCES MANAGEMENT
(Revised 2019) (Semester - II)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate maximum marks.*

Q1) Attempt any 5 (2 marks each) :

[10]

- a) Define SHRM.
- b) What is Job Description?
- c) Give 2 points of Distinction of Job Enlargement and Job Enrichment.
- d) What is Employee Referral?
- e) List 2 uses of Performance Appraisal for the organization.
- f) Define HR Audit.
- g) List any 2 fringe Benefits.
- h) What is suspension?

Q2) Attempt any 2 of the following (5 marks each) :

- a) Discuss the importance of Training Need Assessment.
- b) Explain any 2 methods for Job Analysis.
- c) Discuss the financial and non financial incentives.

Q3) a) Distinguish between Recruitment & selection and discuss the steps in selection process.

OR

- b) Discuss the process of Human Resource Planning.

P.T.O.

Q4) a) Define HRIS. Explain advantages and uses of HRIS.

OR

- b) Which techniques of Recruitment may be used for the selection of a finance executive at a private sector bank. Also discuss the selection tools for the same.

Q5) a) Design a Job Description and Job specification for a marketing manager for a premium automobile company.

OR

- b) Mr. Kartik wants to design a performance appraisal process for the employees working in front office of a 3 star hotel. What method should Mr. Kartik use and why?



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SEAT No. :

[Total No. of Pages : 4

[6118]-23

First Year M.B.A.

GC -09, 203 : HUMAN RESOURCE MANAGEMENT

(2019 Pattern) (Semester-II)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) Assume suitable data if necessary.
- 2) Figures to the right indicate full marks.
- 3) All questions are compulsory.
- 4) All questions have internal options.

Q1) Solve any Five

[5×2=10]

- a) Explain the line and staff role of HR manager
- b) Differentiate between personnel department and HRM.
- c) Elaborate the objectives and scope of HRM.
- d) What all are the various features of manpower planning?
- e) Explain the limitations of performance appraisal.
- f) Difference between job enlargement and job enrichment.
- g) What are the characteristics of profit sharing plan?
- h) Why job enrichment is needed in an organization? Discuss its methods.

Q2) Solve any two:

[2×5=10]

- a) What are factors affecting the human resource planning? State the benefits of human resource planning in organizations
- b) What sources of recruitment will you recommend for the appointment of the management personnel? Why?
- c) Write the job description and job specification for the post of HR Manager.
- d) Explain the concept and need of Human Resource Information System in an organizational set up

P.T.O.

Q3) Solve any one:

- a) Abhinja, the owner and manager of a company with ten employees, has hired you to take over the HRM function so she can focus on other areas of her business. During your first two weeks, you find out that the company has been greatly affected by the up economy and is expected to experience overall revenue growth by 10 percent over the next three years, with some quarters seeing growth as high as 30 percent. However, five of the ten workers are expected to retire within three years. These workers have been with the organization since the beginning and provide a unique historical perspective of the company. The other five workers are of diverse ages. In addition to these changes, Abhinja believes they may be able to save costs by allowing employees to telecommute one to two days per week. She has some concerns about productivity if she allows employees to work from home. Despite these concerns, Abhinja has even considered closing down the physical office and making her company a virtual organization, but she wonders how such a major change will affect the ability to communicate and worker motivation. Abhinja shares with you her thoughts about the costs of health care on the organization. She has considered cutting benefits entirely and having her employees work for her on a contract basis, instead of being full-time employees. She isn't sure if this would be a good choice. Abhinja schedules a meeting with you to discuss some of her thoughts. To prepare for the meeting, you perform research so you can impress your new boss with recommendations on the challenges presented.

Questions

- i) Point Out which changes are occurring in the business that affect HRM.
- ii) What are some considerations the company and HR should be aware of when making changes related to this case study?
- iii) What would the initial steps be to start planning for these changes?
- iv) What would your role be in implementing these changes? What would Abhinja's role be?

OR

- b) What do you understand by (HRP) human resource planning? Explain the various steps in the Human Resource Planning Process (HRP)

Q4) Solve any one.

[10]

- a) Analyse the problems in online and off line recruitment. Explain the various sources of recruitment adopted in Indian Corporate.

OR

- b) Kanchan Furnace is a steel plant and working conditions here are considered as the worst. The place of work is smoky, full of dust, very hot with insufficient ventilation and fresh air. However as per job evaluation, "Physical ability" and "working conditions" are given lower weightages compared to "skill", "responsibility", etc. As a result most of the Kanchan Furnace jobs are paid relatively low. The turn over of employees from this section is the highest. Some fell sick, some resigned and many managed to get a posting to other sections. A crisis has now arisen in a steel plant located in Tumkur, Karnataka. There are 25 vacancies and not a single applicant applied for this job despite 3 advertisements and internal circular

Questions:

- i) As chief of personnel how do you tackle this issue?
- ii) Will you advise management to revise the job evaluation criteria?
- iii) Could it be advisable to recommend increased wages of Furnace jobs as an exception from others?

Q5) Solve any one.

[10]

- a) Enumerate the points to be considered pertaining to organization of on the job and off the job training programs for supervisors in manufacturing sector.

OR

- b) Unique Funds Ltd. Is a reputed finance company having 10 branches in different parts of the country? Its staff includes 290 operative employees and 70 executives. The company has a performance rating plan under which the staff members are rated at the end of each financial year by a committee of two executives by means of graphic scale. The qualities considered are: responsibilities, initiative, dependability, leadership potential, cooperative attitude and community service. After the performance is evaluated, the ratings are discussed with the concerned

employees by their immediate boss and are used to counsel them and arrange further training for them. The ratings are also used for granting or withholding of increments and promoting of Meritous staff. Recently, two employees working at the Head Office have been denied annual increments due to comparatively low ratings. They have made a representation the Chief Executive of the company expressing their dissatisfaction with the appraisal system and insisting that community service is not a part of their job and it should not influence their ratings. The employees seem to organise a union and demand that annual increments should be granted automatically. The Chief Executives feels that performance appraisal is a dangerous source of friction and it should be discontinued altogether.

Questions:

- a) If you were the Human Resource Manager, how would you defuse the problem?
- b) How far do you agree with the Chief Executive's view that performance appraisal should be discontinued?
- c) On what lines would you recommend modifications in the performance appraisal system of the company?

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P3816

[6025]- 203

F.Y.M.B.A.

**203-GC-09 : HUMAN RESOURCES MANAGEMENT
(2019 Revised Pattern) (Semester - II)**

[Max. Marks : 50

Time : 2½ Hours]

Instructions to the candidates:

- 1) All questions are compulsory.*
- 2) Figures to the right indicate maximum marks.*

Q1) Attempt any 5 (2 marks each)

[5×2=10]

- a) Name any 4 functions of HRM.
- b) What is Job specification?
- c) Define succession planning.
- d) Give 2 points of difference between training and development.
- e) Define Recruitment.
- f) What is HR Accounting.
- g) Name any 4 components of salary.
- h) What is a grievance?

Q2) Answer any Two of the following (5 marks each).

[2×5=10]

- a) Explain the process of selection.
- b) Explain HR Audit.
- c) Examine any 3 types of employees separation.

Q3) a) Examine the process of designing a training program.

[10]

OR

b) Discuss the process of HR planning.

P.T.O.

Q4) a) Define performance Appraisal. Discuss the process of performance Appraisal with a flow chart. [10]

OR

b) Elaborate on the trends in compensation with specific reference to IT sector.

Q5) a) Write the Job description and Job specification for a salesman working at a mall in pune city. [10]

OR

b) What changes would you recommend for the leaves policy of a company where employees are now being, given working in a 'Hybrid Mode' (you may make the necessary assumptions).



Total No. Of Questions : 5]

SEAT No. :

[Total No. Of Pages : 2

PA-4167

[5946]-203

M.B.A.

**GC-09: HUMAN RESOURCE MANAGEMENT
(2019 Pattern) (Semester-II)**

Time : 2½Hours]

[Max. Marks : 50

Instructions to the candidates :

- 1) Assume suitable data if necessary.
- 2) Figures to the right indicate full marks.
- 3) All questions are compulsory.
- 4) All questions have internal options.

Q1) Attempt any Five questions.

[5 × 2 = 10]

- a) List the inputs and outputs of an HRM Model.
- b) Define Hard and Soft HRM.
- c) What are the various components of a salary structure?
- d) State the various sources of recruitment for executives.
- e) What are the various types of promotion you know?
- f) Outline the competencies to be possessed by middle level managers.
- g) Explain the major objectives of HRM.
- h) What is succession planning and how is it different from career planning?

Q2) Attempt any Two questions.

[2 × 5 = 10]

- a) Trace the evolution of HRM and define its role today.
- b) Briefly describe the various on the job and off the job training methods.
- c) Distinguish between job evaluation and performance appraisal.
- d) Explain the advantages and limitations of HRIS in detail.

Q3) Attempt any One question.

- a) Mr. Sharma has a small business set up employing 100 workers. Now he is planning to further expand his workforce. He discusses the situation with the new human resource manager of the organisation. He expresses his interest to have a mix of old people who have a better understanding of the running processes and new joiner who are more tech savvy and hold professional degrees. Assuming that you are a human resource manager, what would you suggest Mr. Sharma so that he is able to manage his human resource efficiently?

OR

- b) Describe the various forecasting techniques and how these techniques are being used in human resource planning.

Q4) Attempt any One question.**[10]**

- a) A & B hospitality industries is in need of Regional marketing Manager for Expansion of its business across Maharashtra. (a) As an HR Manager discuss the sources of Hiring (b) Design and draft an accurate selection process to hire the most suitable candidate.

OR

- b) Describe various types of errors likely to occur during performance appraisal and suggest the measures to minimize such errors.

Q5) Attempt any One question.**[10]**

- a) Critically examine the components of a compensation package in organised industry in India.

OR

- b) How will you design and develop a Human Resource Information System in an Industrial Organization?



Total No. of Questions : 5]

SEAT No. :

P7259

[Total No. of Pages : 2

[5860] - 203

First Year M.B.A.

(203) GC - 09 : HUMAN RESOURCE MANAGEMENT

(Compulsory Generic Core Course)

(2019 Pattern) (Semester - II)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

- 1) Assume suitable data if necessary.
- 2) Figures to the right indicate full marks.
- 3) All questions are compulsory.
- 4) All questions have internal options.

Q1) Solve any five :

[5 × 2 = 10]

- a) Define Strategic HR Management. Bring out its importance. [2]
- b) State 4 points of distinction between HRM and HRD. [2]
- c) Explain the different sources of Recruitment. [2]
- d) Define Performance Appraisal and Performance Management. [2]
- e) Outline the methods of Job Evaluation. [2]
- f) Discuss the contents of Job Description and Job Specification. [2]
- g) Explain the Objectives and Importance of HR Audit. [2]
- h) What are the positive types of Employee Separation. [2]

Q2) Solve any two :

[2 × 5 = 10]

- a) Discuss the factors influencing the future, impacts and changes of HRM in 21st Century. Give examples. [5]
- b) Explain the significance of Information System in Human Resource Management. [5]
- c) What is human resource cost? Discuss the measurement of human resource cost. [5]
- d) Employee compensation should be internally equitable and externally competitive". Explain. [5]

P.T.O.

[10]

Q3) Solve any one :

- a) How can Organizations develop accurate HR Plans which, in turn, are impacted by a number of environmental factors over which managers have little or no control? [10]

OR

- b) What are the various needs and objectives of training? Discuss the various methods of training in an Organization. [10]

[10]

Q4) Solve any one :

- a) Assume that you are a senior HR manager of a logistics company. You need to hire a marketing manager for the company. Design a suitable selection process for the purpose. [10]

OR

- b) Differentiate between 'Performance Management' and 'Performance Appraisal'. Describe and critically analyse any two performance appraisal methods used by organizations. [10]

Q5) Solve any one :

[10]

- a) Rahul Chavan was working for a large steel manufacturing company for 15 Years. He was dismissed". The reason was that he questioned his unit head, Nikhil Lodha Whether the steel tubes, designed to be used under high pressure, were going through "Zero defect" test or not, as it would be dangerous for people working specially in oil and gas industry. He was told to follow orders and sell the tubes. Rahul expressed his doubt to the vice president, Vaibhav Das, whom he knew personally. As a consequence, the company retested the tubes and withdrew them from the market. But Rahul was "dismissed" by his boss.

- i) In your Opinion what argument would Rahul use against his dismissal? [5]

- ii) What role can the HR play in such a case? [5]

OR

- b) Describe the procedure involved in developing and implementing Human Resource Information System (HRIS). [10]



Total No. of Questions : 5]

SEAT No. :

[Total No. of Pages : 1

P4727

[5659]-2003

M.B.A.

203 : HUMAN RESOURCE MANAGEMENT
(2016 Pattern) (Semester - II)

Time : 2¼ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions carry 10 marks.*
- 2) All questions are compulsory.*
- 3) Each question has an internal option.*

Q1) a) Define Human Resource Management and explain the functions of Human Resource Management. **[10]**

OR

b) Define strategic Human Resource Management and enumerate the barriers to strategic Human Resource Management.

Q2) a) Explain the concept of Job Analysis and state its significance. **[10]**

OR

b) Define Human Resource Planning and explain its process.

Q3) a) Explain the concept of Training and Development and discuss any one method of Training Evaluation. **[10]**

OR

b) Discuss the different methods of training.

Q4) a) Define Performance Appraisal and explain its methods. **[10]**

OR

b) Explain the concept of compensation and state the components of compensation.

Q5) a) Write short notes (any two). **[10]**

- i) Organisational Entry
- ii) Employee Surveys
- iii) Industrial Relations

OR

b) Explain the concept of Employee Relations and state the importance of managing employee relations.



10 May 2019

Total No. of Questions : 5]

SEAT No. :

22121

P4068

[Total No. of Pages : 2

[5565]-2003

M.B.A.

**(203) : HUMAN RESOURCE MANAGEMENT
(2016 Pattern) (Semester - II)**

Time : 2¼ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *All questions carry equal marks (10 marks each).*

Q1) a) Define strategic Human Resource Management and State HR strategies to achieve global competitiveness [10]

OR

b) Define Human Resource Management and explain its nature, scope & objectives. [10]

Q2) a) Explain the job characteristics model by Hackman & Oldham. [10]

OR

b) Explain Human Resource Planning & state its process. [10]

Q3) a) Distinguish between Training and Development and state the benefits of training. [10]

OR

b) Explain various types of training (on-the-job & off-the-job training). [10]

P.T.O.

Q4) a) Explain the advantages and disadvantages of linking compensation with performance. **[10]**

OR

b) Explain the methods of Performance Appraisal. **[10]**

Q5) a) Explain various employee separation methods in detail. **[10]**

OR

b) Write short notes on : **[10]**

i) Employee Discipline

ii) Down sizing.



5 May 2018

Total No. of Questions :5]

SEAT No. :

[Total No. of Pages :1

P1429

[5365] - 2003

M.B.A.

203 : HUMAN RESOURCE MANAGEMENT

(2016 Pattern) (Semester - II)

Time : 2:15 Hours]

[Max. Marks :50

Instructions to the candidates:

- 1) All questions are compulsory and carr equal marks.*
- 2) Figures to the right indicate full marks.*

Q1) a) Define HRM. Discuss the difference between HRM and SHRM.

OR

b) Explain the scope and functions of HRM.

Q2) a) Define HRP. Explain its objectives and benefits.

OR

b) What is Job Design? What are the factors offecting job Design?

Q3) a) Explain in details the process of training.

OR

b) Discuss various on-the-job and off-the-job training methods.

Q4) a) Define Compensation. What are the current trends in compensation?

OR

b) What is performance Appraisal? Explain the importance of performance feedback.

Q5) a) Discuss in details the Grievance handling process.

OR

b) 'Sound employee relations are must for business growth'. Justify.

