

II Semester M.B.A. Degree Examination, July 2018
(CBCS)

MANAGEMENT

2.4 : Human Capital Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions from the following. **Each** question carries **5** marks.

(5×5=25)

1. Explain the objectives of HRM.
2. What is job analysis and what are its components ?
3. What is training needs analysis ? Why is it important ?
4. Write a brief note on performance management system.
5. List the approaches used to define Industrial Relations.
6. Differentiate SHRM from conventional HRM.
7. What is performance appraisal ? List the advantages of performance appraisal.

SECTION – B

Answer **any three** questions from the following. **Each** question carries **10** marks.

(3×10=30)

8. List and discuss the functions of HRM.
9. Discuss the methods of executive development.
10. Discuss the different methods of performance appraisal.
11. Write a detailed note on components of executive compensation and issues in executive compensation.



SECTION – C

Compulsory case study.

(1×15=15)

Approaching the Job of Supervisory Leadership.

Peter Gilmore was a capable, energetic manager with the Republic Insurance Company. He began his career with Republic some 15 years ago, after graduating with an accounting degree from the night-school program at City University. He was personable, well-liked, and bright.

Peter worked hard and diligently, regularly putting in 10-hour days and work on the weekends. Because of his dedication, Peter had been rewarded with ever-increasing responsibilities and promotions. He was now serving effectively as the second in command in the Strategic Management Division.

Peter once summarized his supervisory philosophy and practice in this way: "You know, every time my boss gave me an assignment, I always worked as hard and as fast as I could to complete it perfectly and on time. I expect the same from my subordinates: If I give them something to do, I expect the same from them – it should be done correctly and on time. I can't take time to check up on them or see if they are doing it."

Peter's management practices were good to his word: He delegated projects easily and would expect them to get done. When he handed out an assignment, he didn't expect to have to deal with it again until the employee brought back the completed task within a reasonable time.

1. For this type of supervisory leadership to work successfully, what kind of relationship must Peter Gilmore have with his subordinates? What characteristics must the employees possess?
2. What kind of problems, if any, might you expect from this kind of supervision?
3. What general kinds of supervisory actions should Peter Gilmore be taking?