



PG – 004

II Semester M.B.A. (Day) Degree Examination, July 2011
(2007– 08 Scheme)
MANAGEMENT
Paper – 2.4 : Human Resources Management

Time : 3 Hours

Max. Marks : 75

SECTION – A

1. Answer **any six** questions. **Each** question carries **two** marks. **(6×2=12)**
- What do you mean by Skills inventory ?
 - What are Depth interviews ?
 - Define, Learning Organisation.
 - What are fringe benefits ?
 - Define, Industrial relations.
 - What do you mean by Ethical dilemma ?
 - Define, Career planning.
 - Distinguish between real and fair wages.
 - Define, Collective Bargaining.

SECTION – B

- Answer **any three** questions. **Each** questions carries **eight** marks. **(3×8=24)**
- State the functions of Human Resources Management.
 - List out the contents of Human Resources Policy and its determinants.
 - Explain the process of Performance Management.

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5. Describe the legal environment and its implications on Human Resources Management in India.
6. Give an account of Total Quality Management in Human Resources Management.

SECTION – C

Answer **any two** questions. Each question carries **12** marks. (12×2=24)

7. Define, Human Resources Planning and explain its various stages.
8. Discuss the various methods of Compensating employees and managerial staff in manufacturing and Service Organisations.
9. Define, Industrial disputes and explain the various machineries for resolving such disputes.

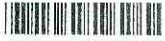
SECTION – D

Case Study (Compulsory)

10. Read the following case and answer the questions given below. (1×15=15)

Sony Components Limited manufactures a wide range of automotive components. It has a work force of 1500 including 250 supervisors and executives. Performance appraisal of these supervisors and executives is conducted by their respective supervisors annually. The parameters used for performance appraisal are sense of responsibility, superior's dependability on subordinates, initiative, regularity and punctuality, community activity and potential for development to take higher positions. All these factors are given equal weightage. The performance appraisal has three objectives : to grant annual increment, to determine promotability and to assess training needs.

In 2004-05, some supervisors and executives were not given any increment because as per performance appraisal, their total scores were below standard.



The overall score were due to community activity and potential for development which were given equal weightage along with other factors. On the stoppage of annual increment, the aggrieved supervisors and executives represented their case to the MD of the company and contented that the entire performance appraisal system was faulty. They were very much against the inclusion of community activity and potential for development in the performance appraisal meant for giving pay raise. They argued that all aggrieved supervisors and executives should be given regular annual increments and time bound promotions. The system would be more objective fair and free from endure biases.

Questions :

- 1) As HR manager, how will you defend the existing performance appraisal system of the company ? Would you like to incorporate change ? If yes what would be these changes ?
 - 2) Should there be separate appraisal criteria for appraising supervisors and executives ? If yes where are such differences ?
 - 3) What actions should be taken to the representation made by the aggrieved supervisors and executives ?
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