

**Printed Pages : 8**



**MBA028**

**(Following Paper ID and Roll No. to be filled in your Answer Book)**

**PAPER ID : 270215**

**Roll No.**

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**M.B.A.**

**(SEM. II) THEORY EXAMINATION, 2014-15**

**MANAGING HUMAN RESOURCES**

**Time : 3 Hours]**

**[Total Marks : 100**

**PART - A**

**(20×1=20)**

- 1** The HRM environment includes :
  - a. External environment
  - b. International environment
  - c. Internal environment
  - d. All of them
  
- 2** Which of the following is not a characteristic of HRM ?
  - a. Organised effort of enterprise to earn profit.
  - b. It's a management function.
  - c. Decisions on different aspects of employees.
  - d. Incentive payments and compensation administration of the organization.

- 3 Campus recruitment is a source of:
- External recruitment.
  - External and internal both.
  - Internal recruitment.
  - None of them.
- 4 Selection Process
- Helps in locating the candidates
  - Determines suitability of candidates
  - Prepares employees for training
  - None of the above.
- 5 Off the Job training is given to:
- Outside the factory gate
  - On the days
  - In the class room
  - None of the above
- 6 When trainees are attached to senior workers it is called
- Apprenticeship training
  - Vestibule Training
  - Refresher Training
  - Lecture training
- 7 In checklist method of performance appraisal we use
- Simple checklist
  - Forced Choice Checklist
  - Weighted checklist
  - All of the above

- 8** Which of the following is not true
- a. Promotion keeps the morale of an employee High.
  - b. Promotion ensures loyalty
  - c. Promotion reduces labour turnover
  - d. Promotion causes conflicts.
- 9** Piece wage system is suitable when
- a. Quantity is more important
  - b. Quality is more important
  - c. Both (a) and (b)
  - d. None of the above
- 10** Gandhian approach to industrial relations is based on the principle of
- a. Truth
  - b. Non violence
  - c. Non possession
  - d. All of the above
- 11** Which of the following does define the process of ensuring the right number of qualified people, into the right job at the right time to deliver the results in an efficient and effective manner ?
- a. Human resource accounting
  - b. Human resource planning
  - c. Human resource auditing
  - d. Recruitment

- 12** In which of the following does employees get promoted after a fixed tenure at a particular level
- Merit based promotions
  - Time bound promotions
  - Seniority based Promotions
  - Vacancy based promotions
- 13** The process of structuring work and designing the specific activities at individual or group level is called
- Job specification
  - Job design
  - Job analysis
  - Ergonomics
- 14** A rule of discipline which is effective immediately is enforced consistently to all employee is:
- Red Hot Stove Rule
  - Ombudsman rule
  - Complaint disclosure rule
  - Grievance committee
- 15** \_\_\_\_\_ involves separation of employees based on mutual agreement between organization and its employees.
- Retirement
  - Resignation
  - VRS
  - Promotion

- 16 \_\_\_\_\_ pay is the irreducible minimum rate of pay for the job.
- Base
  - Fixed
  - Variable
  - Internal
- 17 \_\_\_\_\_ refers to allowing past performance appraisal rating to influence the current ratings.
- Halo effect
  - Spillover
  - Impression effect
  - Forced Choice
- 18 The advantage of lecture methods includes:
- Economy
  - Participation
  - Feedback
  - Transference
- 19 Unions oppose incentive schemes because:
- standards may go up.
  - management may not be honest.
  - it dilutes the union power.
  - workers do not like incentives.
- 20 An advantage of recruitment from outside the company is
- that it is cheaper than internal recruitment
  - that there is no need to advertise the vacancy
  - that it brings in new experience and skills to the firm
  - that it avoids jealousy within the firm

**Hot Pizza Shop**

Hot pizza shop is a large franchise of food chain in the country. Each operation has one manager, an assistant manager and from 2 to 5 night managers. The employees are mostly college students working part time. The system is devised so that Food and beverages costs and profits are setup according to a percentage. If the percentage of food unsold or damaged in any way is very low the manager gets a bonus, otherwise he receives his normal salary. Mr. Robert a new manager observed that there were many ways in which the percentage could fluctuate. Since the manager cannot be in the shop all the time, the employees help themselves to the food. When friends come to order pizza, extra ingredients are put and occasional nibbles are taken by employees. Then there can be occasional burning of pizza or spoiling of bottle of sauce. Normally in such a situation the expense is supposed to come from the individual. Because of peer pressure, the assistant manager seldom writes up a bill for the erring employee, rather the establishment takes the loss and the error goes unnoticed till the end of the month when the inventory is taken. That is when Mr. Robert finds out that the percentage is high and there will be no bonus. Mr. Robert took retaliatory measures. He cut out any benefits that the employees had no free pizzas, salads or drinks. Thus apathy grew within the shop. The manager made no attempt to solve the problem because he felt it would fizzle out. Either the employees who are dissatisfied will quit or they would be content to put up with the new regulations. With the job market at lower ebb, most employees were forced to stay. However

the manager could not work behind the counter all the time, as he had a supervisory job and the percentage again began to rise.

Mr. Robert tried another approach. He had a camera installed to monitor the movements of everybody within the shop and one person was put on the duty on that monitor. A notice was put on the bulletin board that all those found guilty of taking or purposely wasting food or drinks would be immediately terminated. This did not have the desired effect on the employees because they new that if they were monitored, all would be found guilty and the manager would have to dismiss all of them. This would leave him in a worse situation than ever. At the end of the month the percentage reached an all-time high. This is the state of affairs at the present time.

**Questions :**

1. What, in your opinion, should be the solution of the above problem ?
2. What are the major sources of dissatisfaction of the employees ?
3. What can the manager do to improve the situation ?

**PART - C**

**(5×12.5=50)**

- 1 Define HRM. Explain briefly the functions of HRM. Discuss the nature & scope of HRM.

**OR**

What do you understand by the term Strategic Human Resource management? What are the various steps involved in the process of SHRM ? Discuss the importance of SHRM in the current scenario.

- 2 What is selection ? What are the steps involved in selection process ? Explain the various types of selection tests used for selecting supervisory and managerial staff.

**OR**

What do you understand by Human resource planning ? Explain various steps involved in the process of human resource planning. Discuss its importance for the organization.

- 3 Differentiate between training and development ? Explain various types of on the job and off the job training given to the employees.

**OR**

What are the different methods of performance appraisal ? What are the various constraints in appraising an employee's performance ?

- 4 What do you mean by Industrial relations ? Explain its nature and scope. Explain various approaches to IR.

**OR**

What are the various causes of a grievance ? What are the essentials of a good grievance procedure and explain grievance handling mechanism.