

Roll No.

Total No. of Pages : 03

Total No. of Questions : 15

MBA / MBA(IB) (2012 & onward) (Sem.-2)

**HUMAN RESOURCE MANAGEMENT**

Subject Code : MBA-203

Paper ID : [C0248]

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTION TO CANDIDATES :**

1. SECTION-A contains SIX questions carrying FIVE marks each and students has to attempt any FOUR questions.
2. SECTIONS-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying EIGHT marks.

**SECTION-A**

1. What do you understand by competency mapping?
2. What is job evaluation?
3. How is coaching different from employee mentoring?
4. What are quality circles?
5. Outline the managerial functions of HRM.
6. What are fringe benefits?

**-B**

**SECTION**

**Unit-I**

7. Define HRM. Critically evaluate its important functions and roles in the changing business environment.
8. What is job analysis? What is its significance in the effective and efficient utilization of human resources in the organization?

**Unit-II**

9. What do you understand by career planning for the employees? How far it is important in today's scenario? Discuss.
10. Critically evaluate the significance of various on the job and off the job training methods being employed by the organizations today.

### Unit-III

11. How is performance appraisal different from potential appraisal? Discuss the Philips model of potential appraisal and its significance.
12. What is quality of work life? Outline the various methods of improving QWL at the workplace.

### Unit-IV

13. What are the sources of employee grievances? Discuss. Critically evaluate the model of employee grievances resolution.
14. Write notes on the following :
  - a) Contemporary issues in HRM and their role in employee motivation and development.
  - b) Significance of conducting an HR audit.

### SECTION C : CASE STUDY

#### 15. Case : Promotion of Mr. Ritesh Mashroo

Mr. Ritesh Mashroo was Senior Sales Manager working in Indian Lever Limited, a most reputed FMCG company for a decade. He was an excellent worker and had always achieved beyond the target assigned by his superior. In March 2001 when he returned from his official tour of 15 days, he came to know from his colleagues that the promotion list has been displayed and his name does not appear in that list. On hearing this, he felt annoyed, humiliated and in his gush of anger entered the office of Mr. Mithun Chatterjee, General Manager (Marketing) and began to discuss :

**Mr. Mashroo :** Why I have not been promoted, Sir? Since last year you are assuring me to continue working hard and that I would be promoted this year. This year too, you have not promoted me. What is the matter?

*(Mr. Chatterjee felt insulted at Mr. Mashroo's behaviour as some guests were waiting outside his cabin.)*

**Mr. Chatterjee :** First take your seat and cool down. I am indeed surprised to find your name missing in the promotion list, even though I had recommended you for promotion. As you are aware, these days Vice President (Marketing) decides on all matters related to promotion and he mentioned about the feedback from the field staff he had received regarding your poor interpersonal skills. So, I suggest you that you be careful about your work behaviour and try to improve upon it. We will see next time.

Mr. Mashroo was very angry at Mr. Chatterjee's remark and left the office uttering that he would meet VP Marketing on this issue. Next day he went to meet Mr. P. Venkatraman who was very busy with board meeting. On seeing Mr. Mashroo waiting, he called him inside and inquired about the matter.