



PG – 596

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.

P.T.O.



SECTION - C

Compulsory case study.**(1x15=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?



PG – 871

**II Semester M.B.A. Degree Examination, July 2017
(CBCS Scheme)
Management
2.4 : HUMAN CAPITAL MANAGEMENT**

Time : 3 Hours

Max. Marks : 70

Instruction : Answer all Sections.

SECTION – A

Answer **any five** of the following questions. **Each** question carries **5** marks. **(5×5=25)**

1. Explain the significance of Human resource management in an organisation.
2. Discuss how job evaluation is differing from job analysis.
3. Bring out the source of recruitment.
4. Explain nature and significance of training.
5. Discuss the 360° performance appraisal.
6. Explain the components of employee compensation.
7. What are the barriers to strategic HRM ? Discuss.

SECTION – B

Answer **any three** of the following questions. **Each** question carries **10** marks. **(3×10=30)**

8. Define HRP. Explain the HRP process.
9. What is selection ? Discuss the process of selection.
10. Explain the need assessment of training and methods of training with an example.
11. Discuss how performance appraisal is differing from performance management system.

P.T.O.



SECTION – C

12. **Compulsory question.****(1×15=15)****Case study :**

Hindustan Lever Limited is a reputed multinational company. It considers selection as an event in the total process of acquiring and developing managers. The company believes that the selection process must be consistent with other events in the total process for it to be effective. Hindustan lever has been one of the most favored companies by the prospective candidates for managerial position. The selection process of the company can be broken into three steps : such as- Screening of application forms, preliminary interview and final selection.

Screening of Applications Forms :

In the first step the company usually receives a large number of applications for the positions advertised or through campus interview. Thereafter such applications are screened. Such applications usually contain brief information about the candidates. The selected candidates are then required to fill in a detailed application form. This form is quite elaborate and seeks factual information about the candidate and also about his attitudes and personality. A more strict screening of applications is made in this step. The company believes that to select a candidate it will not be enough to see the application forms only which may not be very reliable measure to select or reject the candidate. This calls for a brief preliminary interview to be held by company to get the best talents. So such interviews are conducted to interview as many candidates as is administratively possible.

Preliminary Interview :

Preliminary interview is conducted for about ten to twenty minutes usually by one manager. During this brief personal contract, some time is spent in discussing the nature of the job, the future career possibility of the applicant and the company's policy in this regard. Often a second interview is conducted before the applicant is rejected or selected for further consideration.

Final Selection :

Final selection process is quite elaborate. This stage consists of two aspects- groups discussion and final interview. Group discussion is conducted in two stages: In the first group discussion, the chairman of the panel of selectors requests the group to select a subject which can be economic, political, social educational or even a lighter subject. The subject is decided by the group itself out of the various topics given to it. When the topics is finalized, the members of



the group discuss it. In the second group discussion, a case is given. The case is distributed in advance. The evaluation of the group discussion is done by a board consisting of the personnel director, the director of the division in which the applicants have to be absorbed, a senior manager of the same division and a senior manager of other division. The board evaluates the candidates along the following factors. Style of self introduction by the candidate, his general knowledge and knowledge of his subject, clarity of thought and logic, lucidity of expression, tolerance of others views, persuasiveness and leadership qualities. Each selector is given a blank sheet to evaluate the candidates. He evaluates the candidates individually.

After the group discussion, personal interview is conducted by the board. On the completion of the individual interviews, the board members held discussion among them and then arrive at a consensus.

Question :

1. What type of selection should be adopted by the company ?
 2. What is considered in time of screening the application forms ?
 3. What is the basic objective of the preliminary interview ? And what should be the size of groups for final selection ?
 4. What is the information on the basis of which the personal interview is conducted ?
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PG – 921

II Semester M.B.A. Degree Examination, July 2016
(CBCS)
MANAGEMENT
2.4 : Human Capital Management

Time : 3 Hours

Max. Marks : 70

Instruction: Answer *all* the Sections.

SECTION – A

Answer **any five** of the following questions. **Each** question carries **5** marks. **(5×5=25)**

1. Explain the functions of HRM.
2. Distinguish between Job Analysis and Job Evaluation.
3. Discuss the importance of training in an organization.
4. What is 360° Appraisal ? Discuss.
5. Explain the grievance handling process of Indian Companies.
6. Discuss the scope of strategic HRM.
7. Explain the need and importance of PMS.

SECTION – B

Answer **any three** of the following questions. **Each** question carries **10** marks. **(3×10=30)**

8. Briefly explain the contemporary issues in HRM.
9. What do you mean by HRP ? Explain the factors influencing HRP.
10. Discuss the methods of Management Development Programs.
11. Explain the recent trends in Compensation Management in India.

P.T.O.



SECTION – C

Compulsory Question :**(1×15=15)**

Case Study :

One Monday morning Sanjay Nagpal, a recent recruit from a reputed management institute in Manipal walked into the sales office at Chennai as a new sales trainee. Raghavan, the Zonal Sales Manager for a large computer hardware firm was there to greet him. Raghavan's job consisted of overseeing the work of sales officers, field executives and trainee salesmen numbering over 50 of three areas namely Chennai, Bangalore, Trivendrum. The sales growth of computers, parts and other office equipment in his area was highly satisfactory, especially in recent years – thanks to the developmental initiatives taken by respective State Governments in spreading computer education in offices, schools, colleges, banks and other institutions.

Raghavan had collected several sales reports, catalogues and pamphlets describing in detail the types of office equipment sold by the company. After a pleasant chat about their backgrounds, Raghavan gave Sanjay the collected material and showed him to his assigned desk.

Thereafter Raghavan excused himself and did not return. Sanjay spent the whole day scanning the material and at 5.00 p.m. he picked up his things and went home.

Questions:

- 1) What do you think about Raghavan's training programme ?
- 2) What types of sales training programme would you suggest ?
- 3) What method of training would have been best under the circumstances ?
Would you consider OJT simulation or experiential methods ?



PG – 992

**II Semester M.B.A. Degree Examination, June/July 2015
(CBCS Scheme)
MANAGEMENT
2.4 : Human Capital Management**

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following. **Each** question carries **five** marks. The answer must be written in **not** more than **250** words. **(5×5=25)**

1. Why do we need job analysis and job description in an organization ?
2. Analyse the changing concept of HRM in India.
3. How does career planning contributes to employee satisfaction ?
4. Discuss the role of technology in training of employees in organizations.
5. What are Key Result Areas (KRAs) in performance management system in organizations ?
6. Whether trade unions are relevant today also ?
7. What are the barriers to strategic human resource management ?

SECTION – B

Answer **any three** of the following. **Each** question carries **ten** marks. The answer must be written in **not** more than **500** words. **(3×10=30)**

8. Discuss any five contemporary HR practices in Indian organizations.
9. Explain factors that influence human resource planning.
10. Explain the differences between performance appraisal and performance management system.
11. Analyse the components of employee and executive compensation.

P.T.O.



SECTION – C

12. This is a **compulsory** case study. Read it and answer the questions given at the end. It carries **fifteen** marks. **(1×15=15)**

PRATHAMESH STEEL (PVT) LTD.

Prathamesh Steel (Pvt.) Ltd. founded 15 years before by Mr. A.M. Bapat was having booming time. At that time, Mr. Bapat, worked both in the office and in the factory and knew his men and they knew him. Production standard were always maintained and labour turnover was practically non-existing. As the business mushroomed, the number of employees has progressively increased. Thus, Mr. Bapat's greetings and conversation with his workers became less frequent. In fact, he had so many things to do, that he could no longer supervise the factory. Thus, he hired another man, Mr. Godse as a plant supervisor. At this time, though the number of workers increased to about 500, labour turnover and absenteeism increased along with the labour cases. The only thing that decreased was productivity. In order to meet the situations, Mr. Bapat granted substantial increase in wages which were already high. He also made some arrangements for increment earnings based on merit rating on seniority. Yet labour turnover and absenteeism continued at a high rate.

On investigation, it was found that the new plant supervisor lacked the patience and understanding which is necessary for dealing with the employees. When something was found wrong, he was scolding the employees but no attempt was made to find the cause of faulty work. Meanwhile, labour unrest developed. The worker began to complain about working on Saturdays and not having either time or facilities change from work clothes to original dresses after work, about toilet facilities etc. Some of the claims were not found sufficiently justified or easy to meet. Mr. Bapat offered to workers as compensation, a new rise in wages with more liberty in allowing vacation time all of which the company could well afford.

Questions :

- i) Were the steps taken by Mr. Bapat right under the circumstances ?
 - ii) What kind of attitude is needed on the part of HR Department towards such challenges ?
 - iii) What concepts of human capital management are applicable in this case and how ?
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