



AAR-010-003204 Seat No. _____

M. B. A. (Sem. II) (CBCS) Examination

April / May - 2016

CCT-10204 : Human Resource Management

Faculty Code : 010

Subject Code : 003204

Time : 3 Hours]

[Total Marks : 70

Instruction : All questions carry equal marks.

1 Explain the following : (any **seven**)

- (1) Conciliation
- (2) Behaviourally Anchored Rating Scales (BARS)
- (3) Globalisation
- (4) Taylor's Differential Piece-Rate system
- (5) Trade Unions Act, 1926
- (6) Human Capital Management
- (7) Sons of the Soil
- (8) Task Environment
- (9) Fombrun Model of HRM.

- 2** (a) What is Human Resource Management (HRM)? What are its functions and objectives?
- (b) How do economy, culture and organizational strategy influence HR activities?

OR

- 2** (a) Explain any four techniques of employee demand forecasting.
- (b) Elucidate in detail the internal sources of recruitment adopted by an organization. What are their major advantages and disadvantages?

- 3 Bring out the nature of collective bargaining. According to you, what is its role in resolving disputes?

OR

- 3 Why should an organization assess its own HRM function? How does Balanced Scorecard and Benchmarking contribute to HRM evaluation?
- 4 (a) Explain the various off-the-job training methods.
(b) Outline the tactics adopted by trade unions to influence the management.

OR

- 4 (a) Evaluate the 360 degree feedback as a technique of performance appraisal.
(b) Define the term "workers' participation in management." Bring out the prerequisites for its success.
- 5 Read the case below and answer the questions given at the end.

Uptron Electronics Limited is a pioneering and internationally reputed firm in the Electronics industry. It is one of the largest firms in the country. It attracted employees from internationally reputed institutes and industries by offering high salaries, perks, etc. It has advertised for the position of an Electronics Engineer recently. Nearly 150 candidates applied for the job. Mr Sashidhar, an Electronics Engineering Graduate from Indian Institute of Technology with 5 years working experience in a medium-sized electronics firm, was selected from among the 130 candidates who took tests and interview. The interview board recommended an enhancement in his salary by Rs. 5000 more than his present salary at his request. Mr Sashidhar was very happy to achieve this and he was congratulated by a number of people including his previous employer for his brilliant interview performance, and wished him good luck.

Mr Sashidhar joined Uptron Electronics Ltd, on 21st January, 2002, with great enthusiasm. He also found his job to be quite comfortable and a challenging one and he felt it was highly prestigious to work with this company during the formative years of his career. He found his superiors as well as subordinates to be friendly and cooperative. But this climate did not live long. After one year of his service, he slowly learnt about a number of unpleasant stories about the company, management, the superior- subordinate relations, rate of employee turnover, especially at higher level. But he decided to stay on as he had promised several things to the management in the interview. He wanted to please and change the attitude of management through his diligent performance, firm commitment and dedication. He started maximising his contributions and the management got the impression that Mr Sashidhar had settled down and will remain in the company.

After some time, the superiors started riding rough-shod over Mr Sashidhar. He was overloaded with multifarious jobs. His freedom in deciding and executing was cut down. He was ill-treated on a number of occasions before his subordinates. His colleagues also started assigning their responsibilities to Mr Sashidhar. Consequently there were imbalances in his family life, social life and organizational life. But he seemed to be calm and contented. Management felt that Mr Sashidhar had the potential to bear with many more organizational responsibilities.

So the General Manager was quite surprised to see the resignation letter of Mr Sashidhar along with a cheque equivalent to a month's salary one fine morning on 18th January, 2004. The General Manager failed to convince Mr Sashidhar to withdraw his resignation. The General Manager relieved him on 25th January, 2004. He wanted to appoint a committee to go into the matter immediately, but dropped the idea later.

Questions :

- (1) In your opinion what prevented the General Manager from appointing a committee?
 - (2) According to you what is wrong with the recruiting policy of the Company?
 - (3) Why did Mr Sashidhar's resignation surprise the General Manager?
-