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Second Semester MBA Degree Examination, June/July 2017
Human Resource Management

Time: 3 hrs.

Max. Marks:80

Note: 1. Answer any FOUR full questions from Q.No.1 to 7.
2. Q.No. 8 is compulsory.

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| 1 | a. Define Human Resource Management. | (02 Marks) |
| | b. Outline the principles of human resource management. | (06 Marks) |
| | c. Discuss the operative functions of human resource management. | (08 Marks) |
| 2 | a. What is role analysis? | (02 Marks) |
| | b. Give the importance of human resource planning. | (06 Marks) |
| | c. Discuss job description and job specification. | (08 Marks) |
| 3 | a. Define promotion. | (02 Marks) |
| | b. Discuss the sources of recruitment. | (06 Marks) |
| | c. What are the steps in the selection process? | (08 Marks) |
| 4 | a. Give two objectives of induction. | (02 Marks) |
| | b. Give the difference between training and management development. | (06 Marks) |
| | c. Discuss the on-the-job and off-the-job training methods. | (08 Marks) |
| 5 | a. What do you mean by MBO? | (02 Marks) |
| | b. Give the objectives of performance appraisal. | (06 Marks) |
| | c. Explain the process of performance appraisal. | (08 Marks) |
| 6 | a. What do you mean by job evaluation? | (02 Marks) |
| | b. What are the objectives of job evaluation? | (06 Marks) |
| | c. Discuss the statutory provisions of industrial safety. | (08 Marks) |
| 7 | a. What do you mean by grievance? | (02 Marks) |
| | b. Discuss the causes for grievances. | (06 Marks) |
| | c. Explain the approaches to manage discipline. | (08 Marks) |
| 8 | Case Study : | |

Mr. Bhat, a human resource manager of IVS group of companies approached the CEO on 30th March, 2007 and informed him of the absence of Mr. Perumal Pillai, Assistant Accountant in the corporate finance department, for the past one month and requested him to approve the show-cause notice to be served to Mr. Perumal as per the labour laws in force. The CEO told Mr. Bhat, "When Mr. Perumal has been absent for the last month, your duty is to go to Mr. Perumal's house, find out the reason and solve the problem of Mr. Perumal, and not just to report the absence to me. Go immediately to Mr. Perumal, find the reason and report it to me before 5:00 pm today." Mr. Bhat immediately left for Mr. Perumal's house and learnt from Mr. Perumal's wife that Mr. Perumal has been in



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distress as he has been trying to mobilize ₹ 1,00,000 for the surgery of his sick wife in reputed hospital in Chennai. Mr. Bhat could meet Mr. Perumal around 3 pm and both of them then met the CEO, both of them informed the CEO the reason for the absence and distress of Mr. Perumal.

The CEO immediately contacted the hospital and informed them that the company will pay ₹1,00,000 tomorrow i.e., 31st March 2007 and requested the doctor to conduct the surgery for Mr. Perumal's wife tomorrow itself. The CEO ordered Mr. Bhat to arrange to issue a cheque for ₹1,00,000 in favour of the hospital and also pay ₹10,000 in cash to Mr. Perumal to meet incidental expenses as a grant. Mr. Perumal as well as Mr. Bhat were surprised at the decision of CEO. Mr. Perumal became emotional and touched the feet of the CEO. The CEO told Mr. Bhat "Problems of our employees are the company's problems. We treat the employee as human beings and members of the company's family." This piece of news spread in the entire company within no time and the employee felt highly secured. The productivity increased by 100% in the next quarter itself and sustained over the years to come.

Questions :

- a. Why did Mr. Bhat prefer to follow a legal approach to the problem? (04 Marks)
- b. Why did the CEO provide ₹1,00,000 as just a grant to Mr. Perumal? (04 Marks)
- c. What would be the morale of employees family members after listening to this incident? (04 Marks)
- d. What is the human capital approach in this case? (04 Marks)

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