

requirements for the job. As Saradha's supervisor, you are aware that Saradha is minimally qualified for this position, but you realize that her skills are not at the level that the department head wants. If Saradha is placed in this new position, chances are high that she will fail. What should you do?

Question:

- (a) Have Saradha's performance evaluations been at Meets Expectations or higher?
- (b) Does Saradha have talents that can be better utilized in another area of the department?

MBHR 3001/MBLG 4005

M.B.A. DEGREE EXAMINATION,
DECEMBER 2016/JANUARY 2017.

Third Semester

Human Resource Management /General (Lateral Entry)

HUMAN RESOURCE DEVELOPMENT

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. What is human resource development and what are the functions of HRD?
2. What are the learning strategies and styles in HRD?
3. Define HRD and explain its process.
4. What are the differences between HRD and HRM?
5. State the Enabling characteristics for the evaluation stage are the HRD programs.
6. What are Career Development and Career Management?

7. What is the organizational Strategy of human resources? Explain.
8. What are the causes of Work force reduction? Explain it.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

All questions carry equal marks.

9. How can the Motivation level of employees be raised by organizations? Discuss.
10. Explain the Features of Human Resource development and benefits of HRD.
11. How can human resources be a systematic process for bringing the desired changes in the behaviour of employees involves the HRD programs?
12. Discuss the evaluation of Human resource Development and the Models.
13. Explain the effective employee counseling.
14. Explain
 - (a) Realistic job review
 - (b) Diversity of work force.

15. Discuss the Impact of globalisation on HR the changing force of human resource development.
16. What is Benchmarking and how to conduct bench marking exercise for Xerox Company?

PART C — (1 × 20 = 20 marks)

17. One Case Study: Compulsory

Saradha has worked for you in an administrative position for 20 years. Her primary duties have been to design brochures and pamphlets and to maintain the department's website. Over the past several years, Saradha has taken additional training and education on design, but the department is moving toward a "paperless" presence and these skills are no longer needed.

The department is redesigning the job description and will be looking for a highly skilled Web designer. The department head does not feel that Saradha possesses the skills necessary for this new position. They plan to eliminate Saradha's current position and post the new one. The new position is ready to be posted and despite the department's insistence that "Saradha isn't what we need," she indeed meets the minimum

MBHR 3002/GN 3002/MBLG 3002

M.B.A. DEGREE EXAMINATION,
DECEMBER 2016/JANUARY 2017.

Third Semester

General/Human Resource Management

PERFORMANCE MANAGEMENT

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

1. What are the basic concepts of performance management?
2. Explain the process of job analysis.
3. What are the factors affecting use of performance management?
4. Explain the characteristic of motivation.
5. Discuss the various determinants of morale.

6. What are the elements of sound performance appraisal system?
7. What is reward management? Discuss the objectives of reward management.
8. Discuss the possible implications of ethics in performance management in future.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

9. Discuss in brief the philosophy behind performance. What is the pre-requisite of performance management?
10. Explain the advantages of job analysis.
11. Discuss the impact of organization culture on performance management.
12. Discuss the methods available for the measurement of moral of employees.

Questions :

- (a) What went wrong with the assessment of Mr. Ravi Upadhyaya regarding implementing 360 – degree performance appraisal system?
 - (b) Why are the managers up in arms? They also give negative feedback to their subordinates. Then where is the problem.
 - (c) What should Mr. Ashwani Raj do now? Suggest your advise.
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- 13. Explain the process of performance appraisal.
- 14. Critically examine reward oriented performance management.
- 15. What is performance monitoring? Describe the essential steps in performance monitoring.
- 16. Discuss the code of ethics in performance management.

PART C — (1 × 20 = 20 marks)

- 17. Compulsory :

Swagata Foods Ltd is a home-grown company in the business of processing and marketing jams, ketchups and pickles. It enjoyed high brand equity and the management is professional. Mr. Ravi Upadhyaya, CEO, had decided to quit and he was personally involved in the recruitment of his successor, Mr. Ashwant Raj.

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After Mr. Ashwani Raj joined the company, he wanted to review the performance appraisal system, which was started about 15 years ago. Initially, it was a trait-based system wherein superiors rated employees on the basis of job knowledge, integrity, communication, health/hygiene, loyalty, etc. In the last two years, the erstwhile CEO, Mr. Ravi Upadhyaya, had introduced 360 - degree appraisal system, which essentially involved a manager being appraised by his subordinates, peers, and superiors. In the new system, subordinates had the opportunity to give feedback freely about their manager's behavior. He carried out a pilot study through a questionnaire and was of the opinion that it is essential to heed to the views, concerns, and opinions of subordinates with care and respect. He then designed a subordinate appraisal form and made it an integral part of the managerial performance appraisal system. The name of the subordinates giving the feedback was kept confidential and only the response were shown to the managers.

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The introduction of this system evolved a lot of hue and cry in the organization. Managers were up in arms, as many of the top performing managers got a negative feedback from their subordinates. They wanted that, feedback be given in a face-to-face discussion.

But Mr. Ashwani Raj had his doubts about this system as it questions the very basics of organizational control mechanisms and group dynamics. Therefore, he agreed that performance appraisal system needs to be top-down, and vice versa. The problem is that the existing system could not be totally scrapped out because it would send a wrong message to the subordinate level employees that their view does not matter to the management. However, continuation of the existing system would create greater conflict. Time was running out and Mr. Ashwani Raj had to quickly come to some conclusion because the new appraisal cycle had to start within two weeks.

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MBLH 3001

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DECEMBER 2016/JANUARY 2017.

Third Semester

Human Resource Management
KNOWLEDGE MANAGEMENT

Time : Three hours

Maximum : 100 marks

PART A — ($5 \times 6 = 30$ marks)

Answer any FIVE questions.

1. What is Knowledge Management?
2. Bring out the characteristics of KBOs.
3. Give the process involved in managing knowledge for organizational effectiveness.
4. Write a note on Intellectual capital.
5. What do you mean by knowledge retention?
6. Explain the concept of HRIS for KBOs.
7. What is performance management?
8. What do you mean by repositories?

PART B — ($5 \times 10 = 50$ marks)

Answer any FIVE questions.

9. Explain the concept of knowledge society.
10. Describe the dimensions of HRM in KBO.
11. Explain about Intellectual Property Rights.
12. Elucidate the methods of performance appraisal.
13. Explain the concept of rewarding knowledge.
14. Describe the mechanism of performance management.
15. Write in detail about Knowledge Process Outsourcing.
16. Explain about artificial intelligence.

PART C — ($1 \times 20 = 20$ marks)

Case Study (Compulsory)

17. "Knowledge is the new capital, but it is worthless unless it is accessible, communicated, and enhanced." – Do you agree with this statement? Justify your view.

MBHR 3004/MBLH 4001

M.B.A. DEGREE EXAMINATION,
DECEMBER 2016/JANUARY 2017.

Third Semester

Human Resource Management

INDUSTRIAL RELATION MANAGEMENT

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE questions.

All questions carry equal marks.

1. What is meant by industrial relations? State its objectives.
2. What are different approaches to Industrial Relations? Discuss.
3. What is meant by trade unions? Define it.
4. Describe the Employee Counselling.
5. Explain the form of worker participation.
6. Define the term discipline. Explain its importance.

7. What is Grievance Redressal Mechanism? Discuss with Industrial Disputes Act.
8. Briefly describe Labour Administration Machinery of State, District and Local Governments.

PART B — (5 × 10 = 50 marks)

Answer any FIVE questions.

All questions carry equal marks.

9. What are the barriers to affects industrial relations communication in the employees and how can to improve it? Explain it.
10. Industrial Relation encompasses all such factors that influence behavior of people at work. Explain the important factors.
11. What are the functions of Trade union?
12. What are the Statutory Provisions of Welfare Schemes? Explain it.
13. What are the Worker Development and Participation and what are the suggestions to improve its effectiveness?
14. What is collective bargaining? Discuss its importance of Society.

15. Explain the Basic Considerations for grievance handling procedures.
16. Briefly discuss on ILO and its origin, development and its objectives.

PART C — (1 × 20 = 20 marks)

17. Case study : Compulsory.

"if policies are carefully considered and kept up to date they should provide ideal working condition. Unions never appear unless management is negligent. Employees join unions because management has somehow or other over looked their needs and interest. The best and the acid test of sound policies of industrial relations is our ability to make union Unnecessary".

Question :

- (a) Comment on the above statement bringing out clearly the pros and cons of the above suggestion based on the behavior theories, expectation and attitude of workers and managers.
- (b) How unions are support to the higher productivity to the national economy development?

MBHR 3005

M.B.A. DEGREE EXAMINATION,
DECEMBER 2016/JANUARY 2017.

Third Semester

Human Resource Management

EMPLOYEE LEGISLATION

Time : Three hours

Maximum : 100 marks

PART A — (5 × 6 = 30 marks)

Answer any FIVE out of the following.

1. State the general principles of Labour Legislation.
2. What are the principles of employee welfare services?
3. Briefly state the rules of trade union registration.
4. Define the following terms as used in Maternity Benefit Act, 1961 :
 - (a) Appropriate Government
 - (b) Employer
 - (c) Maternity benefit
 - (d) Medical bonus.

5. State the objectives of the Bonus Act and mention to whom it is applicable.
6. Briefly state the rules relating to make a nomination according to the payment of Gratuity Act, 1972.
7. Discuss the defences available to employers before passing of the workmen's Compensation Act.
8. State the scope of quality of work life.

PART B — (5 × 10 = 50 marks)

Answer any FIVE out of the following.

9. Explain and enumerate the growth and development of various labour legislations in India.
10. Explain in detail the various provisions with regard to the welfare of workers.
11. State the procedure regarding the payment of wages.
12. Discuss the duties and liabilities of trade union.
13. What are the procedures for closing down an undertaking?
14. Explain in detail the role of Human Capital in India.

15. Define and discuss "arising out of and in the course of employment" as used in the Workmen's Compensation Act, 1923.
16. Describe the privileges granted to young persons and women under the factories Act.

PART C — (1 × 20 = 20 marks)

(Compulsory)

17. Case Laws

- (a) A watchman whose duty it was to guard the property of the premises of a Rest house had his quarters within the premises of the rest house. His duty ended at 11. P.M. At 2.30 A.M. (i.e., within three and half hours of the said 11 P.M.) he was found murdered near his quarters. Does he entitle to receive the Compensation? If yes, then state the reason.
- (b) The Manager of Premnath Industries gives notice to the workers that everyone should work for 9 hours a day with interval of rest. At the end of the week, the total hours of work amount to 54 hours. Premnath contends that he would not pay overtime wages because every worker can be asked to work without overtime wages for 9 hours. Hence no need to pay overtime wages. Is he correct?