Reg.No. \_\_\_\_\_\_\_\_\_\_\_\_



**UNIVERSITY**

(Karunya Institute of Technology & Sciences)

(Declared as Deemed-to-be University under Sec.3 of the UGC Act, 1956)

**End Semester Examination – April/May– 2017**

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| **Code :** | **16MS3007** | **Duration :** | **3hrs** |
| **Sub. Name :** | **HUMAN RESOURCE MANAGEMENT** | **Max. marks :** | **100** |

**ANSWER ALL QUESTIONS (5 x 20 = 100 Marks)**

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| Q. No. | Sub Div. | Questions | Course  Outcome | Marks |
| 1. |  | HRM is the comprehensive set of managerial activities and tasks concerned with developing and maintaining a qualified workforce. Justify with suitable examples. | CO2 | 20 |
| (OR) | | | | |
| 2. |  | What are the important goals of human resource management? For each goal, give two examples of specific HR actions/techniques that organizations can use to obtain that goal. | CO1 | 20 |
| 3. |  | To plan for future uncertainties, HR managers do human resource planning. Draw light on both qualitative and quantitative techniques/methods that they could possibly use. | CO1 | 20 |
| (OR) | | | | |
| 4. | a. | Justify job analysis as a process. | CO2 | 10 |
|  | b. | Describe the role of job analysis in other human resource functions. | CO1 | 10 |
| 5. |  | Describe the steps involved in the selection process. | CO2 | 20 |
| (OR) | | | | |
| 6. | a. | “Organizations accrue benefits from helping their employees with career planning”. Justify. | CO1 | 10 |
|  | b. | Some pitfalls may limit the effectiveness of career planning. Substantiate. | CO2 | 10 |
| 7. | a. | As a HR manager, detail the components of an employee’s remuneration. | CO1 | 5 |
|  | b. | “Incentives and performance-based rewards can enhance performance”. Validate the statement with suitable descriptions. | CO2 | 15 |
| (OR) | | | | |
| 8. |  | Give an account on any five major acts in Industrial relations in India. | CO1 | 20 |
| 9. | | **Compulsory:**  Mr. Sunil Varughese of a large cement manufacturing organization is contemplating on how to improve training programs at ABC Cement. ABC Cement has a yearly mandate of imparting training to all its staff members and officers. There are currently three different training programs running in the company: (1) SAP training for all, (2) attitudinal/behavioral training for those whose managers have identified such training need on the basis of annual performance feedback, and (3) induction training for the new employees. Each of these training programs has their unique set of challenges.  Unlike its competitors who have implemented SAP modules 6 years back, ABC Cement has recently implemented the SAP system. Earlier there was another ERP system which was working fine in the organization. Despite a dedicated internal team member who tried to customize the ERP system for the organization, there is a huge problem going on with respect to different modules of SAP. Users are complaining that the SAP system has doubled their workload since now they are supposed to do both data entry in the SAP, and keep manual records, in the fear of losing relevant data. In ABC computer proficiency of users largely varies. There are managers who do not know how to write their e-mails and dictate their secretaries to type their e-mails on their behalf. Again there are a few new generation employees who are having reasonable computer proficiency. However, this new breed of managers do not have the patience to share their knowledge with the old generation, and feels old generation managers are not receptive to learn new things.  For attitudinal training, ABC has recently signed an MOU with XYZ management institute, an eminent institute in Northern India. Business managers have many times complained earlier that transfer of learning does not take place once the trainees come back to ABC Cement after attending week long training programs. Mr. Sunil Varughese needs to concretely come with a plan on what all, before, during, and after training, initiatives need to be put in place so that effective transfer of training happens at the workplace.  ABC Cement puts great emphasis on induction program of new employees who are handpicked from different management campuses across India. ABC organizes two week induction program for the new employees at its training centre at Pune. Many senior executives come and deliver lectures on companies’ vision, mission and business imperatives to the trainees. Of late Mr. Varughese is observing that the participants’ attention span has reduce substantially. Despite repeated requests many participants bring i-phones in the lecture rooms and almost in every session phones would keep on ringing every now and then. Some of the participants also start texting messages during the sessions Mr. Varughese was wondering how to control the mobile phone usage in the classroom. |  |  |
|  | a. | Give your suggestions to Mr.Varughese for SAP Training. | CO2 | 5 |
|  | b. | List out your recommendations to Mr.Varughese for attitudinal/behavioral training. | CO2 | 5 |
|  | c. | Give your piece of advice to Mr.Varughese on the induction training program for the new employees. | CO2 | 5 |
|  | d. | Imagine yourself as Mr.Varughese and write about the other training programs that you would propose for ABC Cement. | CO1 | 5 |

ALL THE BEST