

PG Even Semester (CBCS) Exam., April—2018

BUSINESS ADMINISTRATION

( 2nd Semester )

Course No. : MBACC-205

( Human Resource Management )

Full Marks : 70

Pass Marks : 28

Time : 3 hours

*The figures in the margin indicate full marks  
for the questions*

1. (a) Distinguish between human resource and human capital. Explain in brief the constituents of human capital. 4+3=7  
(b) Explain in brief the key competency areas of a human resource professional. 7
2. Define 'human resource planning'. What are the aims of human resource planning? As a human resource manager, what are the activities would you undertake for an efficient human resource planning for your organization? 3+4+7=14

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( Turn Over )

OR

3. (a) Write a note on the causes of absence of employee for his/her job. 7  
(b) Distinguish between recruitment and selection. What are the advantages and disadvantages of E-recruiting? 2+5=7
4. (a) What is performance management? How would you deal with underperformers in your organization? Explain. 2+5=7  
(b) Managing director reported to the HR director : "We went to all that time and trouble (and cost) last year to introduce your all—singing and dancing performance management system but what I am hearing is that with a few notable exceptions our line managers are either not capable of doing it properly or not inclined to do it both." What are you going to do about it? Draft your reply as HR director. 7

OR

5. Explain the concept of 'total reward'. What are the significances of 'total reward'? 10+4=14
6. Define 'job evaluation'. Distinguish between formal and informal job evaluation. Explain analytical job evaluation schemes used in the process. 14

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( Continued )

OR

7. The following remarks on learning evaluation week made by a commentator :

“For today’s training and learning professional, making a ‘value contribution’ calls for wide ranging approach that involves aligning learning process, investment, investment with organizational strategic priorities, and establishing, through dialogue with senior decision makers, what are the most relevant evaluation method for the organization. The key challenge is to understand and respond to the legitimate expectations that key stakeholders, especially senior managers, have in relation to the strategic value of learning.”

Comment on the significance of these remarks as the basis for an approach to learning evaluation.

14

8. The HR director reported “We want to grow from ₹ 66 cr. to ₹ 100 cr. this year ... and we want every individual in the organization to contribute and be a part of growth. We do not have an HR team ... never had one, as we believe that HR is more common sense than anything else”. This 30 years old company was a significant player in the field of power conditioning.

They diagnosed—while HR is certainly a commonsensical to some extent, a structured process was required to set goals and help every individual understand his own contribution to the growth of the organization. They also noticed that there were communication gaps between the senior management and the rest of the team, there was lack of participation in target setting, all of which certainly needed to be addressed.

The company’s research team conducted detailed interview with directors and the senior leadership on their vision for the organization.

They created a series of workshops where employees at different levels were guided through the organization’s desire of setting performance management system. The participants contributed to designing the system and finalizing the operational parameters. The company then guided them through goal setting process, through cascading the organizational goals, through the functions down to individual goals for each of the 350 employees.

The result of company was further reported that they discovered a transparent mechanism of identifying outstanding

performers was in place. Each associate was now able to understand the fabric of performance as a whole and appreciate how their colleagues could also play a crucial role in their own success. Informal conversations were now converted into result-oriented one.

Everybody knew what to expect at the end of the year. The company went on to become a 96 cr. company before the targeted time.

*Case questions :*

- (a) Write a note on what is all about the deficiencies suffered by this company from the Human Resource Management System's point of view.
- (b) What actions exactly supporting the company in achieving the fast moving targets?
- (c) Does the case satisfies the problem of performance intervention and organizational growth? How? 5+5+4=14

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