

PG Even Semester (CBCS) Exam., April—2017

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. Answer any *seven* questions from the following : 2×7=14
- (a) Mention the operative functions of Human Resource Management.
- (b) State the importance of motivation.
- (c) What is medical examination? Why is it essential in selection?
- (d) What is reward?
- (e) Define job enlargement.
- (f) Define transfer.

- (g) Explain the term 'career management'.
- (h) What is grievance?
- (i) What is manpower inventory?

OR

2. "There are two sets of Human Resource Management (HRM) functions. These are managerial and operative." Discuss in detail. 14
3. Write an illustrative note on various approaches of Human Resource Management (HRM). 14

OR

4. Explain "recruitment as function and as a process". Enumerate the relative merits and demerits of internal and external sources of recruitment. 14
5. Discuss in brief about various methods of training. 14

OR

6. Explain the process of performance appraisal. 14
7. The personnel manager of Roshans Limited have received an application for the introduction of company conveyance for employees staying in town. Although

Roshans Limited has provided living facilities to its employees about 60% of its 1000 employees still have to commute an average 10 km to come to work. The union and some of employees living on campus have supported the demand. Though the management might favour such move some section of the workforce are concerned that the introduction of the company conveyance facility may cut down their wages, the company under disguise of compensation allowance pays ₹ 20 per month for travelling to employees staying more than 8 km away from the company premises.

Questions :

- (a) What factors would you take into account in evaluation of this demand from the workers? 7
- (b) Provide rationale for implementing or not implementing this demand. 7

8. Analyze the case and answer the questions given below :

Watson Public Ltd. Company is well known for its welfare activities and employee-oriented scheme in manufacturing industry from more than ten decades. The company employs more than 800 workers and 150 administrative staffs and 80 management

level employees. The top level management views all the employees at same level. This can be clearly understood by seeing the uniform of the company which is same for all starting from MD to floor level workers. The company have two different cafeterias at different places one near the plant for workers and other near the administration building. Though, the place is different the amenities, infrastructure and the food provided are of same quality. In fact, the company stands by the rule.

The employees has one registered trade union and relationship between the union and the management is very cordial. The company has not lost a single man-day due to strike. The company is not a pay master in that industry. The compensation policy of that company, when compared to other similar companies, is very less still the employee don't have many grievances due to the other benefits provided by the company. But the company is facing countable number of problem in supplying the materials in recent past days. Problems like quality issues, mismatch in packing materials (placing material A in box of material B), incorrect labelling of material, not dispatching the material on time, etc.....

The management views the case as there are loopholes in the system of various

departments and hand over the responsibility to HR department to solve the issue. When the HR manager goes through the issues he realized that the issues are not relating to system but it relates to the employees. When investigated he came to know that the reason behind the casual approach by employees in work is :

The company is hired new employees for higher level post without considering the potential internal candidates.

The newly hired employees are placed with higher packages than that of existing employees in the same cadre.

Questions :

- (a) Narrate the case with title for the case. Justify your title.
- (b) The points rose by HR manager as reason for the latest issues in organization is justifiable or not. Support your answer with human resource related concepts. 4+10=14

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