



SIDDHARTH GROUP OF INSTITUTIONS :: PUTTUR
Siddharth Nagar, Narayanavanam Road – 517583

QUESTION BANK (DESCRIPTIVE & OBJECTIVE)

Subject with Code : HUMAN RESOURCE MANAGEMENT (19MB9008)

Course & Branch: MBA

Year & Sem: I years & II-Sem

Regulation: R19

UNIT - I

1. Define Human Resource Management. Describe the major components of HRM. 10 M
2. Explain the importance of HRM in present day context. 10 M
3. Define 'Human Resource Management' and trace its evolution. Elaborate critically the challenges associated with HRM in India. 10 M
4. Explain the objectives and supporting functions of HRM with suitable examples. 10 M
5. Throw a light on future of the Human Resource Management function in India. 10 M
6. Examine the concept of Human Resource Management. Also discuss its features. 10 M
7. What are the principles of Human Resource Management? 10 M
8. What are the policies of Human Resource Management? Explain the benefits of those to the Organization. 10 M
9. What are the strategies of Human Resource Management? 10 M
10. How Human Resource Management is different from Personnel Management? 10 M

UNIT II

1. Explain various steps in the HRP process. 10 M
2. What do you understand by HRP? Explain its objectives.
3. What are the factors influence the Human Resource Planning? 10 M
4. Explain the following terms:
 - a) Job Design b) Job Enlargement c) Job Rotation d) Job Enrichment 3+2+2+3 M
5. Explain the recruitment process and sources of recruitment. 10 M
6. What is selection? What is the importance of it? 10 M
7. Explain the following terms:
 - a) Placement b) Induction c) Transfer & Promotion d) Dry promotion 3+3+2+2 M
8. Discuss the process involved in Selection. How does it differ from recruitment? Briefly explain the methods of Selection. 10 M
9. Explain the concept of performance appraisal, its objectives and disadvantages. 10 M
10. Briefly discuss the methods of performance appraisal. 10M

UNIT III

1. Discuss the steps involved in the training and development process. 10 M
2. How do you identify the need for training in an organization? Give a brief account of significance of training in an organization. 10M
3. Construct a training design and conduct for the employees in the clerical cadre to provide training for MS Excel advanced version. How do you evaluate it? 10 M
4. Distinguish between training and development with suitable examples. Mention about various on-the-job and off-the-job training methods. 10 M
5. What is career planning? Discuss its needs, purpose and objectives in today rapidly changing environment. Justify your opinion with suitable examples. 10 M
6. Write short notes on the Career and the process of career development. 10 M
7. What are the components of Compensation Management? Mention about the different wage fixation institutions in India. 10 M
8. Briefly discuss about the various benefits provided to the employees. 10 M
9. How employee compensation will be determined? Explain in brief. 10 M
10. What are the external factors that influence compensation Management? 10 M

UNIT IV

1. Elucidate on the importance of work life balance in the current day scenario. 10 M
2. What is diversity management? Give a brief account on the prerequisites for managing the diversity at the work place. 10 M
3. Define talent management. Brief about the talent management process used in the organizations. 10 M
4. Make a note on the talent management initiatives. What are the benefits of talent management for the organization as well as for employees? 10 M
5. Define quality of work life. What is the necessity of maintain quality of work life? Prepare a questionnaire to assess the quality of work life of employees. 10 M
6. What is QWL? How do the plan for the improvement of quality of work life for employees? 10M
7. What is competency mapping? Briefly discuss the methods of competency mapping 10 M
8. Employer branding is one of the concept that speaks about the climate in the organization. Discuss. 10 M
9. Give a brief note on the fundamentals of employer branding. 10 M
10. Write short notes on (a) Quality of Work Life (b) Competency mapping (c) Employer branding.

3+4+3 M

UNIT V

1. What is collective bargaining? Elucidate on the importance of collective bargaining in the maintenance of industrial relations. 10 M
2. Discuss the causes and effects of grievance. Outline the features of a grievance procedure and the steps involved in it. 10 M

3. What is Employee Separation? Describe the various methods of employee separation. 10 M
4. Explain the importance of maintenance of employee safety and health in the work place. 10 M
5. What are the health problems placed by the employees in the present day scenario? What remedial measures do you suggest to maintain employee health at the work place? 10 M
6. What is Industrial Relations? Explain its objectives. 10 M
7. Explain the significance of industrial disputes act 1947. 10 M
8. What are the objectives of industrial disputes act? Discuss. 10 M
9. Give a brief account on the salient features of industrial disputes act 1947. 10 M
10. Collective bargaining process is not effective in maintaining industrial relations in India when compared to advanced countries. Discuss. 10 M

Case Study 1

Mrs. Suman Prbhakar worked for 20 years in the Zavier Ltd, she joined very recently Franky Ltd, as the production manager, she was supposed to attend a routine departmental heads meeting last Friday at 4.30 p.m., which was presided over by the managing director of the company. She did not attend the meeting as there was no formal or informal communication to her, the managing director didn't like her absence as there were many important items to be discussed regarding production department, Mrs. Suman Prbhakar was called by the managing director on the next day and asked explanation for not attending the meeting Mrs. Suman Prbhakar replies that there was no information. The secretary said that it was a routine meeting and as such information was not sent to any departmental head. But all other heads, except Mrs. Suman Prbhakar attended the meeting.

Questions:

- (a) Who is responsible for the occurrence of such a mistake?
- (b) Find out the reason for the incident. How do you propose to solve such problems in future?

Case Study 2

Case study: (Compulsory) A leading Elevator Company had concerns that its old paper-based performance appraisal system was too slow and cumbersome. There were also concerns about whether the raters could be assured of the confidentiality to their rating. Because of these problems, the company wanted a better system for appraising and developing the performance of its engineering managers. Specifically, the company was interested in enhancing these managers' project management and project team leadership skills. The engineering managers needed substantial improvement in their skills, and the company wanted a performance appraisal system that would provide feedback from the managers' subordinates, peers and customers as well as their direct superiors. Given these concerns, it is not surprising that the Elevator company decided to develop a 360-degree feedback system. The innovative aspect of the company's approach to the 360-degree system is that the company decided to base the system on the internet and intranet. An independent contractor, E-Group, developed the system and handles the collation and analysis of the feedback information. E-group chose a 75-item survey called LEAPS, which measures seven dimensions of leadership, for the 360-degree instrument. The instrument was loaded on a website so that all raters can pull up the information and complete the appraisal in approximately 20 minutes. After completing the appraisal, they simply submit the results via email to E-Group to process. Because the system is encrypted, the company is able to provide greater confidentiality and anonymity for the raters than with the previous paper-and-pencil system. In addition to the LEAPS item, the company included a fairly large set of other items to assess manager's technical competency and their contributions to the business. E-Group was able to provide appraisal profiles for the managers within three days after the last of the evaluators emailed their input for the manager. In addition, the profile of actual ratings for each manager from EGroup also includes an ideal leadership profile developed by the company's executives. By comparing his actual ratings with the

ideal profile, managers can identify areas for future development. The Elevator company chose to use the system only for developmental purposes, although recently it began to consider other purposes for the system.

Questions:

- (a) How was the 360-degree appraisal better than the traditional appraisal system in the Elevator company?
- (b) What problems do you think that the Elevator company experienced once the 360-degree system was successfully implemented on the Internet?

Case Study 3

Fun at Hitech: Hitech Corporation (Hitech) is a well-known IT company based in Hyderabad, India. Hitech provides networking solutions to many Fortune 500 companies. Started in 1990 by two technology experts, Hitech currently has almost \$40 million annual revenue. When the founders started the company, they established as one basic value that working at Hitech should be enjoyable as well as profitable. That belief has helped create a company culture today that gives Hitech competitive advantages when recruiting and retaining talented workforce in the challenging labor market of IT. Because recruitment of talented employees to handle growth at Hitech is so crucial, the HR unit has an aggressive employee referral program which pays employees up to \$5,000 for referring new hires who stay with the firm. The HR unit prides itself on prompt feedback to potential employees. Other "fun" programs include Football, pool tables, volleyball courts, assorted video games, pianos, ping pong tables, and gyms that offer yoga and dance classes. Grassroots employee groups for all interests like meditation, gourmet cooking and salsa dancing. Healthy lunches and dinners for all staff at a variety of café. Theme parties organised each month. Last month Hitech had its executives wearing animal costumes as part of a "jungle" party. These fun initiatives have a more important business purpose-to demonstrate that people are important at Hitech. Is all this fun profitable? Hitech's answer is an unqualified yes. Over 40% of all Hitech 's new employees come from the employee referral program. The firm's cost to hire each new employee is about \$5,000 less than the industry average. Even more important, those hired stay longer as indicated by its retention rate of 42 months compared to the industry average of 20 months. Also, employee turnover is about 6% annually which is significantly below the industry average. It is obvious that Hitech's approach to HR management is paying off, both in an enjoyable company culture and in contributing to organizational success.

Discussion Question: What according to you could be the pros & cons of "fun at work" strategy used by an organization?

Case Study 4

Silvermoon Hotels have been run by the Wadia family since the 1940s. Wadia Group, through its subsidiary companies is also into travel and tourism, event management, and marketing services. Dina Wadia is the present Chief Executive. Her only son and heir apparent, 18 years old Shiraj Wadia recently died in an air crash. Dina has now decided that her successor would be someone outside of her family. As the CEO's position was always held by family members there has been neither internal competition nor grooming of other managers at Silvermoon Hotels for the CEO spot resulting in a deficiency of internal candidates. With the support of the Board, Dina has hired an external firm to lead the search process for her successor, which would consider candidates both inside and outside the company.

Questions If you are the external firm consultant, how would you approach the selection of the non-family CEO?