

ST. PHILOMENA'S COLLEGE (AUTONOMOUS), MYSORE**PG DEPARTMENT OF COMMERCE****QUESTION BANK (Revised Curriculum 2018-20)****FIRST YEAR- SECOND SEMESTER (2019-20 Batch)****COURSE TITLE (PAPER TITLE): HUMAN RESOURCE MANAGEMENT****QP Code: 53102**

UNIT	S. I No	QUESTIONS	MARKS
1	1	Define HRM? Mention the objectives of HRM.	5
1	2	What is the nature of HRM?	5
1	3	Describe the importance of HRM.	5
1	4	Mention the functions of a HR manager.	5
1	5	Explain the roles and challenges of HR Manager.	5
1	6	What are the features of HRM?	5
1	7	Explain the scope of HRM.	5
1	8	Mention the important activities of HRM.	5
1	9	What is Personnel Management? Mention its features.	5
1	10	What is Human Resource? Enumerate the major influencing factors of HRM?	5
1	11	Mention the changing trends in HRM.	5
1	12	Brief out the reforms taken place due to the New Economic Policy 1991.	5
1	13	Explain the structural Adjustment.	5
2	14	Define HRP? What are its activities?	5
2	15	What are the objectives of HRP?	5
2	16	Brief out the limitations of HRP.	5
2	17	Write a note on Job analysis.	5
2	18	Elucidate the steps of Job analysis.	5
2	19	Briefly explain the information provided by Job analysis.	5
2	20	Explain the purpose of Job Analysis.	5
2	21	Write a note on Job identification and Job Summary	5
2	22	What is Job Specification? Mention its features	5
2	23	Write a note on Job Specification.	5
2	24	What is Job design? Enumerate its steps.	5
2	25	Explain the Organization factors affecting Job Design.	5
2	26	What are the Environmental and Behavioural factors affecting Job Design?	5
2	27	Write a note on Job simplification.	5
2	28	Write a note on Job rotation with example.	5
2	29	Write a note on Job Enlargement.	5
2	30	What is Job enrichment? Explain.	5
2	31	Briefly explain Self-directed teams.	5
2	32	Explain the process of Job Enrichment.	5
2	33	What is Job Evaluation? What are its objectives.	5
2	34	Explain the Grading method in Job Evaluation.	5
2	35	What are the advantages and disadvantages of Point Rating Method of Job Evaluation?	5
2	36	What are the benefits and limitations of Job Rotation?	5

2	37	What is recruitment? What is the need for recruitment?	5
2	38	Mention the merits and demerits of internal recruitment.	5
2	39	Mention the merits and demerits of external recruitment.	5
2	40	Write short notes on a) Promotion b) Transfer	5
2	41	Attrition is the best internal source of recruitment. Justify.	5
2	42	Explain employment agencies a source of recruitment.	5
2	43	Explain campus recruitment.	5
2	44	Explain Online recruitment.	5
2	45	Write short notes on a) Walk-ins b) Write-ins c) Talk-ins	5
2	46	Brief out the recruitment policies.	5
2	47	What is Selection? What is the need for section?	5
2	48	Explain any 5 types of tests during section of candidates.	5
2	49	What is an interview? Explain its importance.	5
2	50	What are the advantages of psychological tests in selection procedure?	5
2	51	What is the purpose of Job Transfer?	5
2	52	Define Promotion. State its objectives.	5
2	53	What is Separation? Bring out the reasons for separation.	5
2	54	Write a note on labour turnover. How can it be reduced?	5
2	55	What do you mean by Promotion by Merits? Differentiate between Promotion by Merits and Seniority.	5
3	56	Write short notes on a) Career planning b) Career Development	5
3	57	Explain the elements of career planning.	5
3	58	State the benefits of Career planning and development.	5
3	59	Explain the career management process.	5
3	60	Write a note on Succession plan.	5
3	61	Write a note on Voluntary Retirement Scheme (VRS).	5
3	62	Write a note on ESOP.	5
3	63	State the Role and Responsibilities of HRD.	5
3	64	Write a note on Human Resource Information System (HRIS).	5
3	65	Analyse HRP at different levels.	5
3	66	Write a note on Human Resource Development Policy.	5
3	67	Define employee training. Explain its importance	5
3	68	How is training bifacial to employees?	5
3	69	What are the objectives of training?	5
3	70	How is Training different from Development?	5
3	71	Write a short note on Brainstorming.	5
3	72	Distinguish between ON-THE-JOB and OFF-THE-JOB training methods.	5
3	73	Write short notes on a) Induction training b) Training for promotion	5
3	74	Differentiate between Employee training and Management development.	5
3	75	What is compensation? Briefly explain its components.	5
3	76	Differentiate between Monetary and Non-monetary incentives	5
3	77	What are Fringe benefits? Mention its types.	5
3	78	Write a note on a) Profit sharing b) Fair wages	5
3	79	Explain the concept of Performance Appraisal. What are its uses?	5

3	80	Elucidate the steps in Performance Appraisal.	5
3	81	Discuss any 5 traditional methods of Performance appraisal.	5
3	82	Explain 360-degree performance appraisal.	5
3	83	Write a note on Assessment centre performance appraisal method.	5
3	84	Explain the steps of Management- By-Objective method of performance appraisal.	5
3	85	Explain the limitations of Performance Appraisal.	5
3	86	What is Potential Appraisal? Distinguish between Potential and Performance appraisal.	5
4	87	What is Grievance? Distinguish it between dissatisfaction and complaint.	5
4	88	Define Grievance. Explain its features.	5
4	89	Explain the causes of Grievance.	5
4	90	Brief the effects of Grievance.	5
4	91	Write a note on Trade unions.	5
4	92	Write short notes on a) White collar unions b) Blue collar unions	5
4	93	What do you mean by Collective Bargaining? Explain its objectives.	5
1	94	Discuss the functions of HRM with relevant examples.	10
1	95	Discuss the future challenges of HRM managers.	10
1	96	Explain the functions of a HR manager.	10
1	97	Distinguish between HRM and Personnel Management.	10
1	98	Explain the Internal Environment of HRM.	10
1	99	Explain the External Environment of HRM.	10
1	100	Evaluate the key changes in the industrial policy due to the New Economic Policy.	10
1	101	Brief out the responses to Structural reforms.	10
2	102	Explain the Advantages of HRP.	10
2	103	Explain the steps in Manpower planning.	10
2	104	Analyse the benefits of Job analysis.	10
2	105	Explain the components of Job analysis in brief.	10
2	106	Explain the elements of Job Description.	10
2	107	Draft a specimen of Job description.	10
2	108	Draft a specimen of Job Specification.	10
2	109	Analyse the factors affecting Job Design.	10
2	110	Briefly explain the techniques of Job Design.	10
2	111	Explain the methods of Job Evaluation.	10
2	112	Explain Job rotation with examples.	10
2	113	Analyse the process of Job Evaluation.	10
2	114	Distinguish between Recruitment and Selection process.	10
2	115	Explain the Internal sources of recruitment.	10
2	116	Explain the External sources of recruitment.	10
2	117	"Recruitment is a Negative process". Justify	10
2	118	Evaluate the stages of recruitment.	10
2	119	Explain the steps in the selection procedure.	10
2	120	Selection helps in getting the Right man placed on the right job. Justify	10
2	121	Explain the different types of interview.	10

2	122	What is an interview? Differentiate between Structured and Unstructured interview.	10
2	123	What are the essential qualities you think an interviewer should have? Explain.	10
2	124	What are the essential qualities you think a candidate should have for a job interview?	10
2	125	What do you think can be the barriers to a good interview? Why?	10
2	126	State the principles of sound promotion policy.	10
3	127	Explain the steps in Career planning and development.	10
3	128	Explain the different careers in HRM.	10
3	129	Explain the unethical practices by employers.	10
3	130	Explain the ethics in HRM.	10
3	131	Explain the concept of HRD in brief.	10
3	132	Differentiate between HRM and HRD.	10
3	133	Explain ON-THE-JOB training methods.	10
3	134	Explain OFF-THE-JOB training methods.	10
3	135	What are the different types of training? Explain.	10
3	136	What do you think are the necessary requirements for an effective training programme?	10
3	137	Discuss the components of Remuneration.	10
3	138	Explain the methods of Performance appraisal.	10
3	139	Discuss the process of performance appraisal.	10
3	140	Explain the importance of performance appraisal systems.	10
4	141	Explain the steps in grievance handling procedure.	10
4	142	What are Trade unions? Explain its types.	10
4	143	Explain the process of Collective Bargaining.	10
2	144	<p>Apollo Hospital has been growing in size as it offers quality, prompt-caring service, to the patients. Dr. Chandrashekar, the administrator is a person with good medical knowledge but lacks knowledge and skills involve in human resources management. The hospital has large quantities of medicine, equipment, spare parts of important machine installed in the hospital. As usual, the Hospital has employed a 'Store Keeper' with no previous experience of hospital stores. Mr. Ramakant the storekeeper was working earlier in an engineering firm and had sufficient knowledge of such stores. Ramakant reports to the purchase executive whose job is to order requisite materials for requirements of the entire Hospital, Dr. Chandrashekar has been receiving various complaints from the staff and doctors of non-availability of medicines, drugs, spares of equipment and other consumables required in Hospital having 500 beds. Since the the hospital so far did not employ a qualified personnel Manager, the administrators are not aware of the Job analysis procedures, nor do they have job description and job specification of any of the jobs being performed.</p> <p>Questions:</p> <p>a. Write down the job analysis, job description and job specification of a storekeeper's job.</p> <p>b. What specific standard and specification would you include in the job description and job specification?</p>	15

		c. How would you go about in developing a standard job description and specification?	
3	145	<p>Rohit Dang, President of Excel Doors, has a problem. No matter how often he tells his employees how to do their jobs, they invariably "decide to do it their way". As he puts it, and arguments occur between Rohit, the employees and the Supervisor. One example is the door design department, where the designers are expected to work with the architects to design doors that meet the specifications. While it's not "rocket science" as Rohit put it, the designers invariably make mistakes such as designing in too much steel, a problem that can cost excess tens of thousands of wated rupees, once you consider the number of doors in, egg: a 30storey office tower. The order processing department is another example. Rohit has a very specific and detailed way he wants the order written up, but most of the order clerks don't understand how to actually use the multipage order form. They simply improvise when it comes to a detailed question such as whether to classify the customers as 'Industrial or Commercial'. The current training process is as follows: None of the jobs has a training manual per section, although several have somewhat out of date job descriptions. The training for new people is all on the job. Usually, the person leaving the company trains the new person during the one or two weeks overlap period. But if there is no overlap, the new person is trained as well as possible by other employees who have filled in occasionally on the job in the past. The training is basically the same throughout the company for machinists, secretaries, assemblers, engineers and accounting clerks for example.</p> <p>Questions:</p> <p>i) What do you think of excels training process? Could it help to explain why employees 'do things their way' and if so, how?</p> <p>ii) What role should job descriptions play on training at excel?</p> <p>iii) Explain in detail what you would do to improve the training process at excel, if given a chance. Make sure to provide specific suggestions.</p>	15
3	146	<p>Read the following Case and answer the questions given at the end. In XYZ Company, it was decided to introduce the concept of career planning for their employees by sing psychometrics. It is combination of both psychological and mentalapitude. A questionnaire was developed for this purpose. After the implementation anevaluation of the concept, it was found that 60% of the employees were introverts, 15%were ambiverts and the remaining 25% were extroverts. The intelligence quotient of allthe employees were above average. A meeting was called upon to discuss about employee's development; wherein they were asked go for a master's degree in Business Management.</p> <p>Questions:</p> <p>a. What specialization do you suggest for extroverts, introverts and ambiverts?</p> <p>b. What is your opinion about the case? How you will solve this problem?</p>	

3	147	<p>Mr. Raghupati started a Carrier Company in 1998 with just Rs. 1,00,000 and three employees. He developed the company to the tune of Rs. 100 million to expand the 300 employees by 2007. He wants to expand the operation of the Company to new towns and also, to new customers. The Company had always paid higher salaries and provided better benefits than comparable employee in the city. But he found that his employees wanted him to form a Union, even though he offers higher salaries. One day Mr. Raghupati was overhearing the conversation of employees about the formation of Union in the Company. He thought for a while and got disappointed immediately as he has been one of the good pay masters; but yet he could not get the maximum contribution, commitment and support of the employees. He spent whole night thinking of the possible problem. He got into a different psychological stage started thinking of how he could make use of the situation for the betterment of the Company. He got an idea that he should inspire the employees to form a Union and let the Union demand for still higher salaries.</p> <p>Immediately he implemented the idea and encouraged the employees to form a Union. His idea worked well. Quite surprise to the expectation of the employees, Mr. Raghupati inaugurated the Union and encouraged the Union to make their demands. Trade Union leaders after a year met the CEO with a Charter of demands. He made a counter proposal includes additional contribution and commitments from employees' side for every rupee of hike in salaries and benefits. Trade Union leaders appreciated the counter proposal made by the CEO. Mr. Raghupati encouraged Trade Union leaders to enlighten employees and enhance their deficiency for higher wants and better life.</p> <p>Answer the following:</p> <ol style="list-style-type: none"> a) Why were the employees not content with salaries and benefits? b) How do you analyse Mr. Raghupati's strategy of encouraging employees to form Trade Union. c) Discuss if there is any scope for worker participation in Management? 	15
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Note: The attached question paper is to be taken as a model question paper and all the M. Com II semester Question papers will have the similar pattern.

St. Philomena's College (Autonomous) Mysore
II Semester M.Com Final Examination : May - 2019
Subject: COMMERCE
Title: Human Resource Management (HC)

Max Marks 70

Time: 3 Hours

PART -A

5×5=25

Answer any FIVE of the following sub - questions

1. Explain the objectives of Human Resource Planning.
2. Write a note on:
 - i) Job analysis
 - ii) Job evaluation
3. Write a note on perspective of HRM.
4. Explain the role of Human resource development under changing business environment.
5. Explain the performance appraisal methods.
6. Explain the steps in selection process.
7. What do you mean by career planning? What are its merits and de-merits.
8. Define job enrichment? What are its merits and de-merits.

PART -B

Answer any THREE questions:

3×10=30

9. Explain the factors which influence Human Resource Management.
10. Explain the internal and external sources of recruitment.
11. Explain the functions of Human Resource Management.
12. What are the causes of Grievances? Explain the steps in Grievance Redressel procedure.
13. Explain on the job and off the job training methods.

PTO

PART-C

1×15=15

14. **Case Study: (Compulsory)**

Read the following Case and answer the questions given at the end.

In XYZ Company, it was decided to introduce the concept of career planning for their employees by using psychometrics. It is a combination of both psychological and mental aptitude tests. A questionnaire was developed for this purpose. After the implementation and evaluation of the concept, it was found that 60% of the employees were introverts, 15% were ambiverts and the remaining 25% were extroverts. The intelligence quotient of all the employees was above average. A meeting was called upon to discuss about employees' development; wherein they were asked to go for a masters degree in Business Management.

Questions:

- a. What specialization do you suggest for extroverts, introverts and ambiverts?
- b. What is your opinion about the case? How will you solve this problem?
