

(7 pages)

Reg. No. :

Code No. : 5779

Sub. Code : HKCE 41/
HKA E 41

M.Com./M.Com. with Computer Applications (CBCS)
DEGREE EXAMINATION, APRIL 2015.

Fourth Semester

Elective – HUMAN RESOURCE MANAGEMENT

(For those who joined in July 2012 and afterwards)

Time : Three hours

Maximum : 75 marks

PART A — (10 × 1 = 10 marks)

Answer ALL questions.

Choose the correct answer :

1. The aggregate of the attributes and feelings of employees that reflects their mental health is called _____.
(a) Stress (b) Authority
(c) Decision (d) Morale
2. Line organisation is also known as _____.
(a) Informal (b) Sole trader
(c) Staff (d) Military

3. Face to face oral examination of a candidate is called _____.
(a) Selection (b) Appointment
(c) Counselling (d) Interview

4. The feeling an employee gets when the job he does fulfils all his expectations is called _____.
(a) Job satisfaction (b) Job stress
(c) Job analysis (d) Job selection

5. Policy serves as a valuable _____ to the manager
(a) Book of rules (b) Manual
(c) Hand book (d) Guide

6. The organisation that arises out of personal relationship is called _____ organisation
(a) Formal (b) Informal
(c) Committee (d) Staff

Page 2

Code No. : 5779



7. The criteria normally used for promotion are merit and _____

- (a) Date of appointment
- (b) Date of birth.
- (c) Seniority
- (d) Age

8. Transfer of authority by a superior to his subordinate is known as _____

- (a) Power of attorney (b) Delegation
- (c) Authority (d) Autocratic

9. _____ is the equivalent of accountability

- (a) Authority (b) Authenticity
- (c) Superiority (d) Answerability

10. Any alteration in the work environment that requires people doing work to make certain adjustments is known as _____

- (a) Change (b) Fashion
- (c) Behaviour (d) All of these

Page 3

Code No. : 5779

PART B — (5 × 5 = 25 marks)

Answer ALL questions, choosing either (a) or (b).

Each answer should not exceed 250 words.

11. (a) What scope has HRM in the business world?

Or

(b) "HR managers play dominant role in business growth – Comment".

12. (a) Describe the importance of job analysis.

Or

(b) Why are personals recruited?

13. (a) "Training is needed always" – Discuss.

Or

(b) State the characteristics of trainers.

14. (a) Give the various components of a compensation plan.

Or

(b) What do you understand by fringe benefits?

Page 4

Code No. : 5779

[P.T.O.]



15. (a) Is collective bargaining useful in settling disputes?

Or

- (b) What are the objects of industrial relations?

PART C — (5 × 8 = 40 marks)

Answer ALL questions, choosing either (a) or (b).

Each answer should not exceed 600 words.

16. (a) "There are barriers in HR planning do you agree? Comment.

Or

- (b) Narrate the impact of technology on HRM.

17. (a) Describe the steps in the process of job analysis.

Or

- (b) "Many methods of recruitment are followed by the HR department" – Discuss.

18. (a) Describe the various types of training imported to employees at various levels.

Or

- (b) Write in detail on performance appraisal.

Page 5

Code No. : 5779

19. (a) List out the importance of an ideal remuneration system.

Or

- (b) What types of incentive schemes are available to employees of a production concern?

20. (a) "Industrial disputes are harmful to organisations of any nature". Comment.

Or

- (b) Analyse the following case.

Vishal Components Limited

Vishal Components Limited manufactures a wide range of automotive components. It has a workforce of 1500 including 250 supervisors and executives. Performance appraisal of these supervisors and executives is conducted by their respective superiors annually. The parameters used for performance appraisal are sense of responsibility superior's dependability on subordinates, initiative, regularity and punctuality, community activity and potential for development to take higher positions. All these factors are given equal weightage. The performance appraisal has three objectives : to grant annual increment, to determine promotability and to assess training needs.

In the year 1998-99, some supervisors and executives were not given any increment because as per performance appraisal their total scores were below standard. The overall

Page 6

Code No. : 5779



low scores were due to community activity and potential for development which were given equal weightage along with other factors. On the stoppage of annual increment, the aggrieved supervisors and executives represented their case to the Managing Director of the company and contended that the entire performance appraisal system was faulty. They were very much against the inclusion of community activity and potential for development in the performance appraisal meant for giving pay raise. They argued that all aggrieved supervisors and executives should be given regular annual increments and time-bound promotions. The system would be more objective fair and free from undue biases.

Questions :

- (i) As human resource manager, how will you defend the existing performance appraisal system of the company? Will you like to incorporate changes, if any? If yes, what would be these changes and why?
- (ii) Should there be separate appraisal criteria for appraising supervisors and executives? If yes where are such differences needed?
- (iii) What actions should be taken to the representation made by the aggrieved supervisors and executives?

