

C 43514

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Name.....

Reg. No.....

SECOND SEMESTER M.B.A. DEGREE EXAMINATION, JULY 2023

M.B.A. (CUCSS)

BUS 2C 13—HUMAN RESOURCE MANAGEMENT

(2016 Scheme)

Time : Three Hours

Maximum : 36 Weightage

*Answer all the Parts.***Part A***Answer all questions.**Each question carries 1 weightage.*

1. What is performance appraisal ?
2. Define SHRM.
3. What are the components of job specification ?
4. State the causes for internal mobility of employees.
5. What are the principles of wage administration ?
6. What is your understanding of the term induction ?

(6 × 1 = 6 weightage)

Part B*Answer any four questions.**Each question carries 3 weightage.*

7. Discuss the objectives of compensation management.
8. What are the different areas of soft skill training ?
9. What are the forms of labor participation in management ?
10. What are the limitations of self-appraisal ?
11. State the essentials of a good employee discipline mechanism.
12. Distinguish between manpower planning and succession Planning.

(4 × 3 = 12 weightage)

Turn over

Part C

*Answer any three questions.
Each question carries 4 weightage.*

13. Explain the concept of competitive advantage through Human Resource Management.
14. Discuss the techniques of supervisory development programs.
15. Discuss the limitations and success imperatives of career planning.
16. Explain the difference between Personnel Management and Human Resource Management approaches.
17. Discuss different methods of training.

(3 × 4 = 12 weightage)

Part D

18. Answer the compulsory question (6 weightage) case study :

This case describes a real situation that took place in a furniture manufacturing plant. The company's traditional production processes were designed to take advantage of economies of scale, mass production methods, hence they are high volume and inflexible. The company operates on the traditional philosophy of, "If it ain't broke, don't fix it - and if it does break, don't really fix it, just patch it up and get it running again as soon as you can so we can meet production schedules!" - this is the "quick fix" mentality in contrast to a "continuous improvement mentality." There are many disconnects in communication and lack of mutual understanding between employees in upstream processes and those downstream, as well as cross-functionally and throughout the hierarchically organized company structure. This, along with an incentive pay system that reinforces a very immediate, self-centered, "quantity over quality" perspective, contributes to resistance to cross training.

In a Continuous Improvement company culture, downstream workers are viewed as "internal customers" of upstream workers and therefore, their needs are solicited and considered. Upstream workers cooperate and coordinate with downstream workers to facilitate information flow and to smooth out the flow of materials and products. Teamwork is a high priority, and management solicits and listens to worker ideas and input. Not so in this company.

Recently management decided to embark on a set of "programs" including unilateral cross training of employees, in hope of solving their failing profitability problem, by trying to become more flexible and reduce costs, not realizing that cross training employees is not generally effective when done as a rather isolated "program." It can be effective when done as an integral part of larger plan for improving and restructuring a the production process, but only when combined with other OD efforts.

In the case, the HR person “got orders from above” and is responsible for carrying them out. Chances are he or she will be evaluated on how many workers he or she is able to get cross-trained this month or this quarter. Management does not involve workers in planning the changes or their implementation, nor are they using performance measures that will contribute to maintaining successful change.

Questions :

- 1 Identify the HR issues in this case ?
- 2 What are the responsibilities of the of the HR professional ?
- 3 Discuss ways to resolve the issues.

(6 weightage)