

**BBM
506.1**

Reg. No.

**CREDIT BASED FIFTH SEMESTER B.B.M. DEGREE EXAMINATION
OCTOBER 2012 HUMAN RESOURCE
MANAGEMENT - I**

Time: 3 Hrs

Max. Marks: 120

SECTION - A

Answer any THREE questions:

3X20=60

1. "Human Resource Management involves two categories of functions - managerial and operative". Describe these functions.
2. Describe the benefits that an organization might give its employees to provide them with greater financial security.
3. Describe in detail the methods of performance appraisal.
4. a) What is knowledge management? Discuss knowledge management process, b) Write a note on virtual organization.

SECTION - B

Answer any FIVE questions (case is compulsory):

5X10=50

5. Differentiate the terms personnel management from Human Resource Management.
6. Discuss the Components of Executive Remuneration.
7. Explain the characteristics and objectives of human resource research.
8. Write a note on employees for lease and moonlighting by employees.
9. What is the role of ethics in training and development and employee turnover.

10. Case Study (compulsory):

A financial institution has just decided to open a Branch at Bhimunipathnam, an exclusive resort located about 20 miles from Waltair a large city. There is no bank at present at Bhimunipatnam. The financial institution is anxious to determine the appropriate wage for the clerical staff it expects to hire. Clerks in the city office at Waltair receive a starting wage of ₹10,000 per month. As a matter of company policy, these wage rates have been set at mid point of the ramp for financial institutions in Waltair.

A survey at local business at Bhimunipathnam indicates that the "going rate" for qualified clerical personnel varies between ₹12,000 - ₹14,000 a month. This higher rate in Bhimunipatnam may be attributed, in part, to the substantially higher cost of living in this resort town, the limited number of young people seeking employment and the fact that there are no other financial institutions in Bhimunipatnam. Banks in

Waltair have traditionally paid lower wages than other businesses on the ground that bank offer better working conditions and higher prestige.

Question:

What amount should the financial institution fix as its hiring rate for clerical personnel? What factors should be considered in making the decision?

SECTION - C

10X1=10

Answer ALL the questions.

11. a) Give the meaning of living wage.
b) Mention any two important fringe benefits provided to employees.
c) Define Human Resource Management.
d) What is HRM policy?
e) Expand BARS.
f) Define Human Resource Accounting.
g) List out any two areas of HR audit,
h) What are Business Ethics?
i) List out the areas of Ethics in Job design, j)
What is 360° performance appraisal?

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BBM 506.3

CREDIT BASED FIFTH SEMESTER B.B.M. DEGREE EXAMINATION
OCTOBER 2012 HUMAN RESOURCE MANAGEMENT - II

Time: 3 Hrs

Max. Marks: 120

SECTION - A

Answer any THREE questions:

3X20=60

1. Describe the functions of HRD managers in the modern industrial organizations.
2. What is employee training? What are the objectives of employee training? Briefly explain the advantages of employee training in the present context.
3. What is meant by quality of work life? Briefly explain the special issues in quality of works life.
4. Why do workers resist change in an organization? Suggest measures to overcome such resistance.

SECTION - B

Answer any FIVE questions (case is compulsory):

5X10=50

5. Describe the principles of sound management development programmes.
6. Explain the concept of career planning and why is it needed?
7. What is quality circle? State the advantages and disadvantages of quality circles?
8. What is sensitivity training? What are the merits and demerits of sensitivity training?
9. Distinguish between HRM and HRD.
10. Arjun Motors Ltd., Bangalore, one of the leading car manufacturing company is planning to robotize its manufacturing process by 2013. The present manpower of the company consist of 800 senior engineers in the production department and 400 junior engineers in service and maintenance department. Robotisation will result in restructuring the organization. As a result of which 50% of senior engineers may have to work with their junior engineers and 20% of the service engineers may have to be terminated. Suggest steps to implement this organization change.

SECTION - C

Answer ALL the questions.

10X1=10

11. a) Define human resource developments

- b) What is an organization development?
- c) What is meant by Ergonomics?
- d) What is Co-determination?
- e) What is meant by Succession Planning?
- f) What is Position Rotation?
- g) State any two differences between human resource development and personnel management.
- h) Mention any two important objectives of human resource development.
- i) Give the meaning of Electronic Management Development Programmes.
- j) What is meant by change?

BBM 506.2

Reg. No.

CREDIT BASED FIFTH SEMESTER B.B.M. DEGREE EXAMINATION OCTOBER 2013
BUSINESS MANAGEMENT
HUMAN RESOURCE MANAGEMENT PAPER - II
Human Resource Development

Time: 3 Hrs

Max. Marks: 120

SECTION – A

Answer any Three of the following:

3X20=60

1. What are the essential features of Human Resource Development? Explain the functions of Human Resource Development Managers.
2. What are the importance of training? Explain the methods of employee training.
3. Explain Organisational Development Interventions.
4. Explain the structure of quality circle with help of a neat diagram.

SECTION – B

Answer any Five of the following (Case study compulsory):

5X10=50

5. Explain the need for Human Resource Development in organization.
6. What is evaluation of training programme? Explain the recent development in training.
7. Explain the reasons for resistance to change.
8. Explain the principles and needs of Management Development.
9. Explain the specific issues in QW2.

10. Case Study:

Hi-Tech Electronic Limited was established in 1998 in Faridabad. It produces and markets all type of electronic goods. It has been one among the top five companies as for the level of technology and one among the top three companies regarding marketing of the products. The company's policies and practices concerning human resource management are top in the country. The company's salary administration policies and practices were taken as guidelines not only by the other companies but also various wage boards and pay commissions in the country. But this company has been struggling of salary and benefits. The problem is stated hereunder.

The company employed nearly 400 young graduate and post-graduate engineers just three years back. These employees form the cream of the company's present human resource. Of course, the older generation of company' employees also formed the cream of company's human resource while they were young. The older employees occupied higher positions in all the departments including Human Resource Department. The company's salary policy and benefits policy were formulated five years back mainly on the basis of the older employees desires. As such, salaries are fixed as very low level compared to other similar industries and the benefit schemes include an exhaustive list of benefits including all types of retirement benefits. The cost of retirement benefits would be nearly 25% of the cost of the present staff to the company.

The young employees demanded the management to pay immediately whatever it can pay rather than providing extensive fringe benefits. According to them, the pay pocket motivates them much more than benefits which they get mostly in kind. But the older employees view that fringe benefits much rather than currency which taxes them heavily. The company asked the human resource manager to settle the issue.

Questions.

1. What is the crucial issue in this case?
2. If you are the human resource manager of the company, whom do you satisfy?

SECTION - C

11. **Answer all the following:**

10X1=10

- a) Write any two differences between HRD and HRM.
- b) What do you mean by Employee Training?

- c) Write any two objectives of Management Development.
- d) What is succession planning?
- e) What is organizational development?
- f) What do you mean by quality circles?
- g) Define quality of work life. (QWL)
- h) What is Autonomous Work Group?
- i) What is Ergonomics?
- j) Give the meaning of career development.

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CREDIT BASED FIFTH SEMESTER B.B.M. DEGREE EXAMINATION OCTOBER 2013
BUSINESS MANAGEMENT
HUMAN RESOURCE MANAGEMENT PAPER - I
Strategic Human Resource Management

Time: 3 Hrs

Max. Marks: 120

SECTION – A

Answer any Three of the following:

3X20=60

1. Write a detailed note on employer benefits offered with relevant Indian examples.

2. 'The systems of performance appraisal needs to be addressed with serious amendments'. Comment and explain the advantages and disadvantages of performance appraisal.
3. Explain the International selection criteria and the challenges faced by recruiters.
4. 'The future of SHRM will witness major change'. Discuss and explain the objectives of SHRM.

SECTION – B

Answer any Five of the following (Case is compulsory):

5X10=50

5. Who are expatriates? How would you avoid some of the unique problems of appraising expatriates performance?
6. What is human resource accounting? Outline the different methods of measuring the value of human resources.
7. Write short notes on
 - * Human Resource Research
 - * Human Resource Audit
8. Explain the modern methods of performance appraisal.
9. Write a note on executive remuneration.
10. Case Study:

Mrs. Latha is now in a fix. She gave birth to twins three months ago and is asked to report for duty at the earliest. She is a general manager HR, in a publishing house. Having no one to help her other than her husband. Mrs. Latha is now planning to quit the job. She is a promising employee and this is her tenth year at the publishing house. As a counselor of this organization what is the best that you can do for Mrs. Latha?

SECTION – C

11. **Answer all the following:**

10X1=10

- a) What is culture shock?
- b) What is Bonus?
- c) What are purpose reports?
- d) What is dual career?
- e) What are virtual organizations?
- f) What is whistle blowing?
- g) What is repatriation?
- h) What is ranking method?
- i) Define knowledge management.
- j) Expand HRIS.

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**CREDIT BASED FIFTH SEMESTER B.B.M. DEGREE EXAMINATION OCTOBER 2014
BUSINESS MANAGEMENT
HUMAN RESOURCE MANAGEMENT PAPER - II
Human Resource Development**

Time: 3 Hrs

Max. Marks: 120

SECTION – A

Answer any Three of the following:

3X20=60

1. Explain the functions of HRD Managers.
2. Explain the types of Training.
3. List out the principles of Management Development. Explain the methods of Management Development?
4. What are the approaches to organizational change? Explain the process of Organisational Development.

SECTION – B

Answer any Five of the following (Case study compulsory):

5X10=50

5. Distinguish between Human Resource Management (HRM) and Human Resource Development (HRD).
6. What is co-determination? Explain.
7. What are the steps and recent developments in career development?
8. Explain the benefits and problems of Quality Circles.
9. Explain the specific issues in Quality of Work Life (QWL).
10. Case Study:
Realising HRD as their business necessity, Gelmak, an internationally acclaimed pharmaceutical major with multiple patents in medicines for life style diseases, made minimum 15 man-days annual training for all their staff members compulsory. The company spends more than 10% of their annual business turnover for HRD activities. HRD department is well manned by experts of international repute, who always come out with innovative programme designs even beyond their business requirements. Gelmak value individual development as their important priority area, as their HRD philosophy believes unless people believe in self-development, they cannot contribute to the development of organization.
Gelmak invites all employees to draw their own list of training requirements before the beginning of the year. Employees' perceived training requirements are matched with the performance feedback reports, and with minimum matching of fifty percent, final list of training programmes are drawn.
Gelmak of-late started observing that difference between employees' perceived training programmes and performance evaluation mandated training programmes are widening. Their age-old practice of participative training design is now facing great challenge. Over and above

HR department came out with their last three years' employee attrition figure, which clearly shows attrition curve is going high, surpassing the industry average. This year Gelmak lost 10% of their highly skilled manpower, including R&D scientists within three months itself. Gelmak pays very competitive salary with unmatched opportunities for career progression. High rate of attrition increased their manpower replacement cost, leading to cascading effect on their product pricing in a fiercely competitive market.

Although in patented formulations, Gelmak found to their surprise, that price rise, significantly reduced their sales volume, as physicians started prescribing alternative formulations at a very competitive price level, when patients started complaining the price of Gelmak medicines is prohibitive.

At this stage, you as HRD manager was asked to review your present HRD systems and come out with some result-oriented suggestive changes.

Questions.

Discuss your line of actions.

SECTION - C

11. **Answer all the following:**

10X1=10

- a) Define Human Resource Development.
- b) What is Employee Training?
- c) What are Electronic MDP's?
- d) What is Succession Planning?
- e) Write any two reasons for resistance to change.
- f) What do you mean by Quality Circles?
- g) What is autonomous work group?
- h) What do you mean by Ergonomics?
- i) Define quality of work life (QWL).
- j) Write any two advantages of career development.

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CREDIT BASED FIFTH SEMESTER B.B.M. DEGREE EXAMINATION OCTOBER 2014
BUSINESS MANAGEMENT
HUMAN RESOURCE MANAGEMENT PAPER - I
Strategic Human Resource Management

Time: 3 Hrs

Max. Marks: 120

SECTION – A

Answer any Three of the following:

3X20=60

1. 'The appraiser may be any person who has thorough knowledge about the job content, contents to be appraised, standards of contents and who observes the employee while performing a job'. Comment and explain the methods of performance appraisal.
2. Explain the detail the need, objectives and areas of human resource audit.
3. What are fringe benefits? Explain the need for these benefits and elaborate on the various types of fringe benefits.
4. What is IHRM? Write a brief note on International training and development.

SECTION – B

Answer any Five of the following (Case is compulsory):

5X10=50

5. What are the fundamental principles of record keeping?
6. Explain the functions of SHRM.
7. Explain the characteristics and process of Human Resource Research.
8. What are the major costs associated with using expatriate managers overseas?
9. State the importance of Human Resource Accounting in the modern business world.
10. Case Study:
Raju, who had just finished his first year as an office assistant was summoned to his manager's office for his annual performance review. Raju was there given a copy of his appraisal. Being a prompt worker, Raju was shocked to see a negative feedback. Looking at his unhappy reactions, the manager proceeded to explain how he failed to win the confidence of his teammates. He also advised Raju to take to him directly instead of writing to the director of the company. Speechless and dejected, Raju left the office, wondering as to what he must do to improve his performance.

Question:

Comment on the performance appraisal system of this organization and give suggestions to Raju on the areas of improvement.

SECTION – C

11. **Answer all the following:**

10X1=10

- a) What is job sharing?
- b) What is downsizing?
- c) What is a host country?
- d) What is flexitime?
- e) What is counselling?

- f) Expand HRIS.
- g) What is repatriation?
- h) What is moonlighting?
- i) What is Internal mobility?
- j) Define Knowledge Management.

BBM 506.2

Reg. No.

CREDIT BASED FIFTH SEMESTER B.B.M. DEGREE EXAMINATION OCTOBER 2015
BUSINESS MANAGEMENT
HUMAN RESOURCE MANAGEMENT – II
Human Resource Development

Time: 3 Hrs.

Max. Marks: 120

SECTION – A

Answer any Three questions:

3×20=60

1. The functions of Human Resource Development Managers.
2. Explain the different types and methods of training.
3. Explain the reasons for resistance to change. What are the steps to overcome the change?
4. Explain the structure of quality circle with help of a neat diagram.

SECTION – B

Answer any Five questions (case is compulsory): 5×10=50

5. Distinguish between HRM and HRD.
6. Explain the importance of training.
7. Explain the need for management of executive development.

8. Describe the specific issues in QW2.
9. Explain organizational development process.
10. Case study:

Dinesh, a machine operator, worked as a mechanist for Ramesh, the supervisor. Ramesh told Dinesh to pick up some truck that had fallen from Dinesh's work area, and Dinesh replied, "I won't do the janitor's work".

Ramesh replied, "when you drop it, you pick it up". Dinesh became angry and abusive, calling Ramesh a number of names and a loud voice and refusing to pick up the trash. All employees in the department heard Dinesh's comment.

Ramesh had been trying for two weeks to get his employers to pick up trash in order to have cleaner work place and prevent accidents. He talked to all employees in a weekly departmental meeting and to each employee individually at least once. He started that he was following the instruction of general manager. The only objection came from Dinesh.

Dinesh has been with company for five years, and in this department for six months. Ramesh had spoken to him twice about excessive alcoholism, but otherwise his record was good. He was known to have quick temper.

This outburst by Dinesh hurt Ramesh baolly. Ramesh told Dinesh to come to the office and suspend him for one day for insubordination and abusive language to a supervisor. The decision was within company policy, and similar behaviours had been punished in other departments. After Dinesh left Ramesh's office, Ramesh phoned the HR Manager, reported what he had done, and said that he was sending copy of the suspension order for Dinesh's file.

Questions:

- 1) How would you rate Dinesh's behaviour? What method of appraisal would you see? Why?
- 2) Do you assess and training needs of employers? If yes, what inputs should be embodied in the training programme?

SECTION - C

11. **Answer all the questions:**

10×1=10

- a) Give the meaning of co-determination.
- b) What do you mean by employer training?
- c) What is Succession Planning?
- d) Give the meaning of career development.
- e) Write any two characteristics of organizational development.
- f) What do you mean by quality circles?
- g) What is Ergonomics?
- h) What is Autonomous work groups?
- i) Write any two benefits of quality circles.
- j) What do you mean by evaluation of training programme?

BBM 506.3

Reg. No.

CREDIT BASED FIFTH SEMESTER B.B.M. DEGREE EXAMINATION OCTOBER 2015
BUSINESS MANAGEMENT
HUMAN RESOURCE MANAGEMENT – I
Strategic Human Resource Management

Time: 3 Hrs.

Max. Marks: 120

SECTION – A

Answer any Three questions:

3×20=60

1. What are the methods of performance appraisal? Which method would you prefer as an employer? Why?
2. Discuss the effects that different components of the cultural environment can have on HRM in an international firm.
3. Employee benefits and incentive plans seek to promote a ‘culture of ownership’. Elaborate. Explain the types of employee benefits and executive remuneration.
4. HR audits can be used to gather comprehensive information on how well HR activities in an organization are being performed. Elaborate and explain the objective need and areas HR audit.

SECTION – B

Answer any Five questions (case is compulsory): 5×10=50

5. Write a note on knowledge management.
6. What is the use of records? Explain the types of records maintained in organizations.
7. Explain the functions and process of SHRM.
8. HR accounting endeavours to measure both the cost and the value of people to an organization. Comment.
9. Discuss the advantages and disadvantages of performance appraisal.
10. Case study:
You have been working in a MNC from past two years. On a new project the company is sending you and your parents to London, UK for a period of 3 years. You are delighted as this is your dream project and dream destination too.
Questions:
 - 1) What should be the content of the pre-departure training for you and your family?
 - 2) Identify the key issues and challenges facing multinationals in developing a cadre of global managers.

SECTION - C

11. **Answer all the questions:**

10×1=10

- a) What is HR research?
- b) What is moonlighting?
- c) What is a virtual organization?
- d) Who are expatriates?
- e) What is meant by “Dual career Groups”?

- f) What are fringe benefits?
- g) Who appraisers?
- h) State any two challenges of SHRM.
- i) What is flexi time?
- j) What is counseling?

CREDIT BASED FIFTH SEMESTER B.B.M. DEGREE EXAMINATION**OCTOBER – 2016****BUSINESS MANAGEMENT****HUMAN RESOURCE MANAGEMENT – I****HUMAN RESOURCE DEVELOPMENT****Time: 3 Hrs.****Max. Marks: 120****SECTION – A****Answer any Three questions:****3×20=60**

1. Explain the functions of Human Resource Development Managers.
2. Describe the various methods of performance appraisal.
3. Identify and briefly describe the Management Development techniques.
4. Explain the specific issues in quality of work life.

SECTION – B**Answer any Five of the following. Case being compulsory:****5×10=50**

5. Explain the features of Human Resource Development.
6. Explain the appraisal conducted for the managers.
7. What are the benefits of career planning and development?
8. Explain the uses and types of counseling.
9. Write a note on Electronic Management Development Programme.
10. Case: - “Managing by objectives is nothing new in our police department here”, said Commissioner Ashwini Kartak of the Metropolitan Police. “We have always established objectives towards which everyone in our department strives. Our job is varied and diverse but encompasses the maintenance of law and order, firmly and fairly in addition we have to protect human lives and property and also to be conscience and the spirit of the general welfare of the millions of people who inhabit our city and call it home. Every man is aware of these objectives in our department and knows he will have to strive towards it. Now, I am fully aware that, being a service operation, we cannot measure by the yardsticks of profits, cost, sale or product output, as is done in manufacturing concerns. However, I reiterate very strongly that this does not mean we are not managing by objectives. Ask any one in my department.

Questions:

- 1) Do you think commissioner Kartak is engaging in Managing by objectives? What if anything, is missing?
- 2) What would you suggest the commissioner to do?

SECTION – C

11. **Answer all the questions:**

10×1=10

- a. State a difference between HRM & HRD.
- b. What is 360° of appraisal?
- c. What are career goals?
- d. What is meant by career planning?
- e. What is succession planning?
- f. What is MBO?
- g. What is counseling?
- h. Expand BARS.
- i. What is meant by quality circles?
- j. What is Ergonomics?
