

HR 01/eHR01
HUMAN RESOURCE MANAGEMENT

Time: Three Hours

Maximum Marks: 100

Note:

The paper is divided in three sections: Section A, Section B and Section C. There are 7 questions in Section-A, students are required to attempt ANY FOUR. Section-B has 5 questions, attempt ANY THREE. All the questions of Section-C (Case Study) are compulsory.

Section-A
(Each question is of 10 Marks. Attempt any four)

1. Describe briefly the various functions of human resource management.
2. What do you mean by subsystems of human resource management? How can these sub-systems be linked?
3. What is job analysis? Discuss the steps involved in a job analysis.
4. Discuss the steps of recruitment process. How will you reconcile the internal and external sources of recruitment?
5. What is career planning process? What are the different steps involved in this process?
6. What do you mean by compensation management? Distinguish between base compensation and supplementary compensation.
7. What are the methods through which workers can participate in management? How can these methods be made effective?

Section-B
(Each question is of 15 Marks. Attempt any three)

8. "Human resource management is a proactive approach and personnel management is a reactive approach to perform the same set of functions related to managing human resources." Do you agree with this statement? Give reasons.
9. What do you mean by selection interview? Explain briefly important interview techniques used for selecting supervisory and managerial personnel.

10. What is cost-benefit analysis for training and development? How will you ensure that the investment made in training and development is beneficial to the organization?
11. What are the different approaches to industrial relations? How does strategic management approach offer better solution to industrial relations problems?
12. What are the emerging challenges in human resource management in the context of globalization, liberalisation, and technological advances?

Section-C

Case Study (15 Marks)

Ajay Rajput is a production manager, and is keen to install new and automated equipment which will improve quality of components. Word leaks about the proposed new equipment. Small groups of employees who trust one another begin discussing it. Tension begins to build up in the company, though there are no concrete reasons why employees should be bothered about installation of equipment. There is feeling of impending dispute and trouble. Ajay Rajput presents information about the plans to install the new equipment. Employees ask questions to get more information, to test the firmness of the decision that has been made, and to know the intentions of management. The union representative meets Ajay Rajput to dissuade him from installing the new equipment. Ajay Rajput presents the reasons that lead management to decide to install the equipment. Employees firmly commit themselves to a particular position on the issue. The dispute becomes clearly defined. The union is against the installation of the equipment, whereas management is for it.

13. Case Questions:

- a. Discuss the reasons for the problems that arose in this case.
- b. How does Ajay Rajput resolve the dispute to improve industrial relations?