



PG – 921

II Semester M.B.A. Degree Examination, July 2016
(CBCS)
MANAGEMENT
2.4 : Human Capital Management

Time : 3 Hours

Max. Marks : 70

Instruction: Answer *all* the Sections.

SECTION – A

Answer **any five** of the following questions. **Each** question carries **5** marks. **(5×5=25)**

1. Explain the functions of HRM.
2. Distinguish between Job Analysis and Job Evaluation.
3. Discuss the importance of training in an organization.
4. What is 360° Appraisal ? Discuss.
5. Explain the grievance handling process of Indian Companies.
6. Discuss the scope of strategic HRM.
7. Explain the need and importance of PMS.

SECTION – B

Answer **any three** of the following questions. **Each** question carries **10** marks. **(3×10=30)**

8. Briefly explain the contemporary issues in HRM.
9. What do you mean by HRP ? Explain the factors influencing HRP.
10. Discuss the methods of Management Development Programs.
11. Explain the recent trends in Compensation Management in India.

P.T.O.



SECTION – C

Compulsory Question :**(1×15=15)**

Case Study :

One Monday morning Sanjay Nagpal, a recent recruit from a reputed management institute in Manipal walked into the sales office at Chennai as a new sales trainee. Raghavan, the Zonal Sales Manager for a large computer hardware firm was there to greet him. Raghavan's job consisted of overseeing the work of sales officers, field executives and trainee salesmen numbering over 50 of three areas namely Chennai, Bangalore, Trivendrum. The sales growth of computers, parts and other office equipment in his area was highly satisfactory, especially in recent years – thanks to the developmental initiatives taken by respective State Governments in spreading computer education in offices, schools, colleges, banks and other institutions.

Raghavan had collected several sales reports, catalogues and pamphlets describing in detail the types of office equipment sold by the company. After a pleasant chat about their backgrounds, Raghavan gave Sanjay the collected material and showed him to his assigned desk.

Thereafter Raghavan excused himself and did not return. Sanjay spent the whole day scanning the material and at 5.00 p.m. he picked up his things and went home.

Questions:

- 1) What do you think about Raghavan's training programme ?
- 2) What types of sales training programme would you suggest ?
- 3) What method of training would have been best under the circumstances ?
Would you consider OJT simulation or experiential methods ?



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SECTION – A

Answer **any five** of the following. **Each** question carries **five** marks. The answer must be written in **not** more than **250** words. **(5×5=25)**

1. Why do we need job analysis and job description in an organization ?
2. Analyse the changing concept of HRM in India.
3. How does career planning contributes to employee satisfaction ?
4. Discuss the role of technology in training of employees in organizations.
5. What are Key Result Areas (KRAs) in performance management system in organizations ?
6. Whether trade unions are relevant today also ?
7. What are the barriers to strategic human resource management ?

SECTION – B

Answer **any three** of the following. **Each** question carries **ten** marks. The answer must be written in **not** more than **500** words. **(3×10=30)**

8. Discuss any five contemporary HR practices in Indian organizations.
9. Explain factors that influence human resource planning.
10. Explain the differences between performance appraisal and performance management system.
11. Analyse the components of employee and executive compensation.

P.T.O.



SECTION – C

12. This is a **compulsory** case study. Read it and answer the questions given at the end. It carries **fifteen** marks. **(1×15=15)**

PRATHAMESH STEEL (PVT) LTD.

Prathamesh Steel (Pvt.) Ltd. founded 15 years before by Mr. A.M. Bapat was having booming time. At that time, Mr. Bapat, worked both in the office and in the factory and knew his men and they knew him. Production standard were always maintained and labour turnover was practically non-existing. As the business mushroomed, the number of employees has progressively increased. Thus, Mr. Bapat's greetings and conversation with his workers became less frequent. In fact, he had so many things to do, that he could no longer supervise the factory. Thus, he hired another man, Mr. Godse as a plant supervisor. At this time, though the number of workers increased to about 500, labour turnover and absenteeism increased along with the labour cases. The only thing that decreased was productivity. In order to meet the situations, Mr. Bapat granted substantial increase in wages which were already high. He also made some arrangements for increment earnings based on merit rating on seniority. Yet labour turnover and absenteeism continued at a high rate.

On investigation, it was found that the new plant supervisor lacked the patience and understanding which is necessary for dealing with the employees. When something was found wrong, he was scolding the employees but no attempt was made to find the cause of faulty work. Meanwhile, labour unrest developed. The worker began to complain about working on Saturdays and not having either time or facilities change from work clothes to original dresses after work, about toilet facilities etc. Some of the claims were not found sufficiently justified or easy to meet. Mr. Bapat offered to workers as compensation, a new rise in wages with more liberty in allowing vacation time all of which the company could well afford.

Questions :

- i) Were the steps taken by Mr. Bapat right under the circumstances ?
 - ii) What kind of attitude is needed on the part of HR Department towards such challenges ?
 - iii) What concepts of human capital management are applicable in this case and how ?
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