I MBA - II Semester - Regular Examinations - AUGUST 2015

HUMAN RESOURCE MANAGEMENT

Duration: 3 hours   Max. Marks: 70 M

SECTION-A

1. Answer any FIVE of the following: **5 x 2 = 10 M**

   a. Employee orientation

   b. Compensable factor.

   c. HR manager- role and responsibilities

   d. Difference between training and development

   e. Negligent hiring

   f. Quality of work life

   g. Factor comparison method

   h. On-the-job vis-à-vis off-the-job training

SECTION – B

Answer the following: **5 x 10 = 50 M**

2. a) Explain what HR management is and how it relates to the management process.

<div align="center">OR</div>

   b) Outline the HR management responsibilities of line and staff managers.

3. a) List down the steps in the recruitment and selection process of an organization.

<div align="center">OR</div>

b) What is HR planning? Explain its significance in today's dynamic industrial scenario.

4. a) What do you mean by 'performance appraisal'? According to you, what are the common objectives of performance appraisal in an organization?

OR

b) Do you think job rotation is a good method to use for developing management trainees? Why or why not?

5. a) What do you mean by job evaluation? Explain the various methods and challenges of job evaluation.

OR

b) List the basic factors in determining compensation in organizations.

6. a) What is collective bargaining? Explain the process in detail.

OR

b) What are the sources of grievances and what are the guidelines for handling them in organizations?

SECTION – C

7. Case Study   1 x 10 = 10 M

The Hotel Paris's competitive strategy is "to use superior guest service to differentiate the Hotel Paris properties, and to thereby increase the length of stay and return rate of guests, and thus boost revenues and profitability." HR manager Lisa Cruz must now formulate functional policies and activities that support this

competitive strategy, by eliciting the required employee behaviors and competencies.

As a longtime HR professional, Lisa Cruz was well aware of the importance of effective employee recruitment. If the hotel didn't get enough applicants, it could not be selective about who to hire. And if it could not be selective about who to hire, it wasn't likely that the hotel would enjoy the customer-oriented employee behaviors that it relied on. Liza was therefore disappointed to discover that the hotel was paying virtually no attention to the job of recruiting prospective employees. Individual hotel managers slapped together help wanted ads when they had positions to fill, and no one in the chain had any measurable idea of how many recruits these ads were producing or which recruiting approaches worked the best (or worked at all). Lisa knew that it was time to step back and get control of the hotel's recruitment function.

As they reviewed the details of the Hotel Paris's current recruitment practices, Liza and the firm's CFO became increasingly concerned. What they found basically was that the recruitment function was totally unmanaged. The responsibility to recruit remained with each separate hotel and the managers, not being HR professionals, usually took the path of least resistance when a job became available, such as pasting help wanted ads in local papers. There was no sense of direction from the head quarters regarding what sort of applicants the company preferred, what media to use, no online recruiting, and no measurement of recruitment process effectiveness.

Lisa and the CFO both knew that the process of selecting quality human resources to achieve the company objectives had to start with better recruiting. The CFO gave her the green signal to design a new recruitment process.

Questions:

1. Given the hotel's stated employee preferences, what recruiting sources would you suggest they use, and why?
2. What ideally should a Hotel Paris recruitment advertisement look like?
3. How would you suggest they measure the effectiveness of their recruiting efforts?