

Total number of printed pages-7

4 SEM (CBCS) MCOM 300

2019

(June)

COMMERCE

Paper : 40300

(Human Resource Management)

Full Marks : 60

Time : Three hours

The figures in the margin indicate full marks for the questions.

1. Answer **any five** questions from the following : 3×5=15
 - (a) What do you mean by 'human resource'?
 - (b) What is demographic environment of Human Resource Management?
 - (c) What is Vestibule Training?
 - (d) What is a reference check?

- (e) What is standard performance?
- (f) What is profit-sharing?
- (g) What is industrial health?
- (h) What do you mean by social security?

2. Answer **any three** from the following questions : 5×3=15

- (a) State and explain the sources of recruitment.
- (b) State and explain the uses of Human resource planning.
- (c) Distinguish between Job description and Job specification.
- (d) State the principles of a sound salary and wage administration.
- (e) State the objectives of performance appraisal.

3. Answer **any two** questions from the following : 10×2=20

- (a) What is selection? Discuss the process of employee selection in a modern organisation.

- (b) What are the objectives of employee training? Discuss about the different methods of employee training usually followed in industries.
- (c) Define performance appraisal. Discuss in detail the process of appraising employee performance.

4. Study the case titled "Variable Pay Hike" and answer the questions given at the end of the case. 10

VARIABLE PAY HIKE

Akshay Motors Private Limited was established in 2002 by Akshay Mishra to manufacture passenger cars at Mandideep. Two years later, a small subunit for prototype designing and testing was set up at a distance of 4.5 kms. from the main plant. Both the plant had separate unions. In the small plant there were just 55-60 people and had higher interactions among themselves. On the other hand, main plant had a strong union of 300 employees. In



the small plant, a very variable environment existed due to flexibility in work, whereas, in the mother plant such flexibility did not exist due to highly structured jobs. Whenever there would be any negotiation with the workers of the company it was first negotiated at the small plant and whatever would be the outcome, the main plant union would agree. The management would make the main plant workers agree on the pretext that there had to be uniformity in both the units of the plant.

In 2008, the workers in the small plant demanded hike in pay of 15 per cent of the basic salary, to which the management did not agree. They wanted to give a hike of 5 per cent only since, the plant could not generate much revenue out of its activities and moreover the activities of this plant were not quantifiable as the outcome of designs could be assessed only after 3-4 years. Many rounds of negotiations took place but neither the management nor the union

representatives were ready to compromise. With the result the members lost faith in the union and nobody was ready to takeover union responsibilities. In due course of time the demand of the workers fizzled out.

Meanwhile, the union at the main plant took up the issue of hike in pay with the management. They were demanding a hike of 20 per cent of the basic salary. After few rounds of negotiations, the management agreed to give rise on the basis of variable income scheme that was the hike would be proportionate to the individual's output, to which the union did not agree in the first few rounds of negotiations. But later keeping in mind the fate of the negotiations of workers at the smaller unit the workers agreed. Once the settlement at the main plant was implemented, the unrest among the workers in the small plant started, in the absence of any union, every worker approached Raman Kumar, the HR Manager. Anticipating problems from the workers at the small plant, he gave them an assurance that he would communicate it to the top

management. The expectations of the workers started rising. A suggestion from the workers came that all of them should give an undertaking that they would abide by the decision of the top management and would not involve themselves in the unionized activities. There was a strong belief among the workers that management would give them the hike similar to that of the main plant since there had been always commonality in the two units in the past whenever such occasions had come. Even after a long wait of two years, nothing substantial emerged despite occasional assurance from Raman Kumar. In October 10, 2009 the new executive director, Hritik Ranade took over. The day he joined, the workers showed their resentment by not eating food in the canteen. Ranade immediately walked into the canteen, to seek out the matter and assured them of an early settlement. He thought that the demands of the workers were genuine, but at the same time their output could not be quantified as

compared to the workers of the main unit. After a period of three months the workers came to know through grapevine that management was planning to give pay hike of Rs. 150 irrespective of the basic salary.

One fine morning, the workers were communicated that there had been an 8 per cent raise for everybody irrespective of the level. Since then, there had been no negotiations for the salary and it was fixed by the top management.

Questions :

1. Was it ethical for the management to have different rates of pay hike at two units?
2. Would the pay hike of 8 per cent satisfy the workers? Discuss.
3. How far do you think that an organization can encash on the strategy of feeding lower figures of pay hike in the grapevine and then giving slightly higher figures in reality?
4. Do you think that the workers in the design unit were not contributing to the revenues generated by the organization?

M.Com 1stSemester Examination 2021

Course Title: Human Resource Management

Course Number:20100

Nature of the Course :Core course

Full Marks: 30

Time: One and Half Hour

Mode of Examination: Online (Open Book Examination)

Instruction to the candidate:

Answer any three questions from the following:

10x3= 30

1. Discuss the role of an HR manager and how it is changing.
2. 'HRM policies and principles contribute to the effectiveness, continuity and stability of the organization.'
3. Discuss how job design can be instrumental in balancing work and life demands.
4. How is Organisation - wide planning different from HRP? How are they similar?
5. Why is it important for recruiters to have a thorough understanding of labour markets and how they work?
6. Bring out barriers to effective training. How do you overcome them?

Total number of printed pages-3

2 SEM MCOM (CBCS) HRM 100

2022

(July)

COMMERCE

Paper : 20100

(Human Resource Management)

Full Marks : 60

Time : Three hours

The figures in the margin indicate full marks for the questions.

1. (a) Discuss the main objective of HRM. Also discuss the primary as well as secondary objectives of HRM. 6+6=12

Or

- (b) "A good human resource manager is no longer just a hirer and firer of men." In the light of the statement, explain the role of an effective human resource manager.

12

Contd.

2. (a) What are the problems incurred during HR planning process ? How can you plan the human resource to be effective for the organisation ? 6+6=12

Or

- (b) What are advantages and disadvantages of various external recruitment sources ? How do you compare with the internal sources ? 6+6=12
3. (a) Write in brief on : 6+6=12
- (i) Case study and
- (ii) Computer assisted instruction

Or

- (b) Performance appraisal process has emerged recently as an integrated and continuous approach to the management of performance. Discuss. 12
4. (a) What are objectives of wage and salary administration ? 12

Or

- (b) "Labour welfare is mandatory for organisation growth." Explain the statement with examples. 12

5. Write short notes on : **(any two)** 6×2=12

- (a) Job description and Job specification
- (b) Managing diversity at work
- (c) Performance management system
- (d) Personnel Audit

Total number of printed pages-3

2 SEM MCOM (CBCS) HRM 100

2023

(June)

COMMERCE

Paper : HRM-20100

(Human Resource Management)

Full Marks : 60

Time : Three hours

The figures in the margin indicate full marks for the questions.

1. (a) Explain the importance of HRM in the emerging scenario. What are the essential skills for an HR manager?

6+6=12

Or

- (b) "The role of HRM in formulating and implementing strategies is crucial." Elaborate.

12

Contd.

2. (a) Why is HRP more common among large organisations than among small ones? 12

Or

- (b) What are the major problems of the interview as a selection device? What can HRM do to reduce some of these problems? 7+5=12
3. (a) Explain the needs of training and development programme of an organisation. Also explain different types of training program. 4+8=12

Or

- (b) How do the results of performance appraisal affect other HR activities? 12
4. (a) What are various components of compensation plan? Explain the factor that influences the compensation plan. 6+6=12

Or

- (b) What do you understand by HR audit? Explain the process of HR audit. 12

5. Write short notes on: (*any two*) 6×2=12

- (a) Sensitivity training
- (b) Fringe benefits
- (c) Job design
- (d) Managing workplace diversity