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**SHAMBHUNATH INSTITUTE OF ENGINEERING AND TECHNOLOGY**

Subject Code: **KMB 202**Subject: **Human Resource Management**

MBA

SEMESTER- II

FIRST SESSIONAL EXAMINATION, EVEN SEMESTER, (2019-2020)

Branch: **MBA**

Time –1hr 30 min

Maximum Marks – 30

**NOTE: (Attempt All the Sections)**

## SECTION – A

1. Attempt all questions in brief.

(1\*5 = 5)


Q N	QUESTION	Marks	CO	BL
a.	What is HRM? Ans- HRM is all about people at work, both as individuals and groups. It tries to put people on assigned job in order to produce goods results. The resultant gains are used to reward people and motivate them towards further improvement is productivity.	1	1	1
b.	Define the scope of SHRM. Ans- “Strategy is a unified, comprehensive and integrated plan that relates the strategic advantages of the firm to the challenges of the environment. It is designed to ensure that the basic objectives of the enterprise are achieved through proper execution by the organization”.	1	1	1
c.	Discuss the Functions of HRM Ans- The functions performed by managers are common to all organizations. For the convenience of study, the function performed by the resource management can broadly be classified into two categories, viz.  (1) Managerial functions, and  (2) Operative functions	1	1	2
d.	What is job design? Ans- Job design is a core function of human resource management and it is related to the specification of contents, methods and relationship of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirements of the job holder or the employee.	1	1	1
e.	Short note on TQM. Ans- Total Quality Management, or TQM, is a management approach to long-term success through customer satisfaction. All employees of a company or organization employing a TQM approach participate in improving processes, products, services, and the culture.	1	1	1

## SECTION - B

2. Attempt any TWO of the following.

(2\*5 = 10)

Q N	QUESTION	Marks	CO	BL
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<p><b>a.</b></p>	<p>Discuss the Importance of Human Resource Management.          Ans- <b>(i) Organization Significance</b></p> <p>HRM is of vital importance to the individual organization as a means for achieving their objectives.</p> <p>It contributes to the achievement of organisational objectives in the following ways:</p> <p>(i) Good human resource practice can help in attracting and retaining the best people in the organization.</p> <p>(ii) Developing the necessary skills and right attitudes among the employees through training, development, performance appraisal, etc.</p> <p>(iii) Securing willing cooperation of employees through motivation, participation, grievance handling, etc.</p> <p>(iv) Effective utilization of available human resources.</p> <p>(v) Ensuring that enterprise will have in future a team of competent and dedicated employees.</p> <p><b>(ii) Social Significance</b></p> <p>Social significance of HRM lies in the need satisfaction of personnel in the organization. Since these personnel are drawn from the society, their effectiveness contributes to the welfare of the society. Society, as a whole, is the major beneficiary of good human resource practice.</p> <p><b>(iii) Professional Significance</b></p> <p>Professional significance of HRM lies in developing people and providing healthy environment for effective utilization of their capabilities.</p>	5	1	2
<p><b>b.</b></p>	<p>What are the characteristics of SHRM?          Ans-</p>  <p>The diagram lists the following characteristics of Strategic Human Resource Management:</p> <ul style="list-style-type: none"> <li>Recognition of the outside Environment</li> <li>Impact of Competition</li> <li>Long-range Focus</li> <li>Choice and decision making focus</li> <li>Consideration of all personnel</li> <li>Integration with corporate strategy</li> </ul>	5	2	1

c.	<p>Explain the Key Differences between HRM and HRD.</p> <p>Ans- The significant differences between HRM and HRD are discussed in the following points</p> <p>Human Resource Management refers to the application of principles of management to manage the people working in the organization. Human Resource Development means a continuous development function that intends to improve the performance of people working in the organization.</p> <p>HRM is a function of management. Conversely, HRD falls under the umbrella of HRM.</p> <p>HRM is a reactive function as it attempts to fulfill the demands that arise while HRD is a proactive function that meets the changing demands of the human resource in the organization and anticipates it.</p> <p>HRM is a routine process and a function of administration. On the other hand, HRD is an ongoing process.</p> <p>The basic objective of HRM is to improve the efficiency of employees. In contrast to HRD, this aims at developing the skill, knowledge and competency of workers and the entire organization.</p> <p>HRD is an organizationally oriented process; that is a subsystem of a big system. As opposed to HRM where there are separate roles to play, which makes it an independent function.</p> <p>Human Resource Management is concerned with people only. Unlike Human Resource Development, that focus on the development of the entire organization.</p>	5	2	2																														
d.	<p>Difference between Strategic HRM and Conventional HRM.</p> <p>Ans-</p> <div style="background-color: #4b611c; color: #ffff00; padding: 10px; text-align: center;"> <h3><i>Strategic HRM versus Conventional HRM</i></h3> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Task</th> <th>Traditional HRM</th> <th>Strategic HRM</th> </tr> </thead> <tbody> <tr> <td>Responsibility for HRM</td> <td>Staff specialists</td> <td>Line Managers</td> </tr> <tr> <td>Focus</td> <td>Employee relations</td> <td>Partnerships with external &amp; Internal customers</td> </tr> <tr> <td>Role of HR</td> <td>Transactional, change follower</td> <td>Transformational, change leader &amp; Initiator.</td> </tr> <tr> <td>Initiatives</td> <td>Slow, reactive fragmented</td> <td>Fast, proactive, integrated</td> </tr> <tr> <td>Time horizon</td> <td>Short term</td> <td>Short, medium ,long term</td> </tr> <tr> <td>Control</td> <td>Bureaucratic-roles, policies</td> <td>Organic-flexible based on need</td> </tr> <tr> <td>Job design</td> <td>Tight division of labour, specialization</td> <td>Broad, flexible, cross – training, teams.</td> </tr> <tr> <td>Key investments</td> <td>Capital, products</td> <td>People, knowledge</td> </tr> <tr> <td>Accountability</td> <td>Cost Center</td> <td>Investment center</td> </tr> </tbody> </table> </div>	Task	Traditional HRM	Strategic HRM	Responsibility for HRM	Staff specialists	Line Managers	Focus	Employee relations	Partnerships with external & Internal customers	Role of HR	Transactional, change follower	Transformational, change leader & Initiator.	Initiatives	Slow, reactive fragmented	Fast, proactive, integrated	Time horizon	Short term	Short, medium ,long term	Control	Bureaucratic-roles, policies	Organic-flexible based on need	Job design	Tight division of labour, specialization	Broad, flexible, cross – training, teams.	Key investments	Capital, products	People, knowledge	Accountability	Cost Center	Investment center	5	3	2
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**SECTION - C**

**3. Attempt any ONE part of the following :**

**(1\*5 = 5)**

Q N	QUESTION	Marks	CO	BL
a.	<p>Draw the Evolution Model of HRM Linkage with TQM.</p> <p>Ans-</p>	5	2	6

	<pre> graph LR     subgraph HRM_Practices [HRM Practices]         direction TB         HRM1[• Performance Appraisal]         HRM2[• Selective Hiring Process]         HRM3[• Rewards System]     end     subgraph TQM_Practices [TQM Practices]         direction TB         TQM1[• Leadership]         TQM2[• Customer Focus]         TQM3[• Training and]     end     HRM_Practices --&gt; KA[Knowledge Acquisition]     HRM_Practices --&gt; KD[Knowledge Dissemination]     HRM_Practices --&gt; RTK[Responsiveness To Knowledge]     TQM_Practices --&gt; KA     TQM_Practices --&gt; KD     TQM_Practices --&gt; RTK     KA --&gt; KMA[Knowledge Management Activities]     KD --&gt; KMA     RTK --&gt; KMA     subgraph Evaluation_Model [Evaluation Model]         HRM_Practices         TQM_Practices         KA         KD         RTK         KMA     end </pre>		
<p><b>b.</b></p>	<p>Explain the Features of Human Resource Planning.  <b>Ans-</b> Well Defined Objectives</p> <p>Enterprise’s objectives and goals in its strategic planning and operating planning may form the objectives of human resource planning. Human resource needs are planned on the basis of company’s goals. Besides, human resource planning has its own objectives like developing human resources, updating technical expertise, career planning of individual executives and people, ensuring better commitment of people and so on.</p> <p><b>Determining Human Resource Reeds</b></p> <p>Human resource plan must incorporate the human resource needs of the enterprise. The thinking will have to be done in advance so that the persons are available at a time when they are required. For this purpose, an enterprise will have to undertake recruiting, selecting and training process also.</p> <p><b>Keeping Manpower Inventory</b></p> <p>It includes the inventory of present manpower in the organization. The executive should know the persons who will be available to him for undertaking higher responsibilities in the near future.</p> <p><b>Adjusting Demand and Supply</b></p> <p>Manpower needs have to be planned well in advance as suitable persons are available in future. If sufficient persons will not be available in future then efforts should be made to start recruitment process well in advance. The demand and supply of personnel should be planned in advance.</p>	5	1
			2

4. Attempt any ONE part of the following :

(1\*5 = 5)

Q N	QUESTION	Marks	CO	BL
a.	<p>What are the Forecasting HR Requirements?</p> <p>Ans- The next step is to forecast HR needs for the future based on the strategic goals of the organization. Realistic forecasting of human resources involves estimating both demand and supply. Questions to be answered include:</p> <p>How many staff will be required to achieve the strategic goals of the organization?            What jobs will need to be filled?            What skill sets will people need?</p> <p>When forecasting demands for HR, you must also assess the challenges that you will have in meeting your staffing need based on the external environment. To determine external impacts, you may want to consider some of the following factors:</p> <p>How does the current economy affect our work and our ability to attract new employees?            How do current technological or cultural shifts impact the way we work and the skilled labour we require?            What changes are occurring in the Canadian labour market?            How is our community changing or expected to change in the near future?</p> <p>Why diversity at work matters</p>	5	1	1
b.	<p>Brief note on sources of Recruitment.</p> <p>Ans-</p> <p><b>Internal Sources of Recruitment</b></p> <p><b>(a) Promotions</b></p> <p>The promotion policy is followed as a motivational technique for the employees who work hard and show good performance. Promotion results in enhancements in pay, position, responsibility and authority. The important requirement for implementation of the promotion policy is that the terms, conditions, rules and regulations should be well-defined.</p> <p><b>(b) Retirements</b></p> <p>The retired employees may be given the extension in their service in case of non-availability of suitable candidates for the post.</p> <p><b>(c) Former employees</b></p> <p>Former employees who had performed well during their tenure may be called back, and higher wages and incentives can be paid to them.</p> <p><b>(d) Transfer</b></p> <p>Employees may be transferred from one department to another wherever the post becomes vacant.</p>	5	5	1

	<p><b>(e) Internal advertisement</b></p> <p>The existing employees may be interested in taking up the vacant jobs. As they are working in the company since long time, they know about the specification and description of the vacant job. For their benefit, the advertisement within the company is circulated so that the employees will be intimated.</p> <p><b>External Sources of Recruitment</b></p> <p><b>(a) Press advertisement</b></p> <p>A wide choice for selecting the appropriate candidate for the post is available through this source. It gives publicity to the vacant posts and the details about the job in the form of job description and job specification are made available to public in general.</p> <p><b>(b) Campus interviews</b></p> <p>It is the best possible method for companies to select students from various educational institutions. It is easy and economical. The company officials personally visit various institutes and select students eligible for a particular post through interviews. Students get a good opportunity to prove themselves and get selected for a good job.</p> <p><b>(c) Placement agencies</b></p> <p>A databank of candidates is sent to organizations for their selection purpose and agencies get commission in return.</p>		
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**5. Attempt any ONE part of the following :**

**(1\*5 = 5)**

Q N	QUESTION	Marks	CO	BL
a.	<p>Discuss Organizational Growth Cycles and Planning.</p> <p>Ans- The stage of an organization's growth can have considerable influence on human resource planning. Small organizations in the embryonic stage may not have personnel planning.</p> <p>Need for planning is felt when the organization enters the growth stage. HR forecasting becomes essential. Internal development of people also begins to receive attention in order to keep up with the growth.</p> <p>A mature organization experiences less flexibility and variability. Growth slows down. The workforce becomes old as few younger people are hired. Planning becomes more formalised and less flexible and innovative. Issues like retirement and possible retrenchment dominate planning.</p> <p>Finally, in the declining stage, human resource planning takes a different focus. Planning is done for layoff, retrenchment and retirement. Since</p>	5	1	1

	decisions are often made after serious financial and sales shocks are experienced by the organization, planning is often reactive in nature.			
<b>b.</b>	<p>What is E-RECRUITMENT?</p> <p>Ans- Many big organizations use Internet as a source of recruitment. E-recruitment is the use of technology to assist the recruitment process. They advertise job vacancies through worldwide web. The job seekers send their applications or curriculum vitae i.e. CV through e mail using the Internet. Alternatively job seekers place their CV's in worldwide web, which can be drawn by prospective employees depending upon their requirements.</p> <p>Advantages of recruitment are:</p> <p>Low cost.  No intermediaries  Reduction in time for recruitment.  Recruitment of right type of people.  Efficiency of recruitment process.</p>	5	1	1

