

**VPM's**  
**DR VN BRIMS, Thane**  
**Programme: MMS (2014-16)**  
**Second Semester Examination April 2015**

<b>Subject</b>	<b>Human Resource Management (Div A)</b>		
<b>Roll No.</b>		<b>Marks</b>	<b>60 Marks</b>
<b>Total No. of Questions</b>	<b>7</b>	<b>Duration</b>	<b>3 Hours</b>
<b>Total No. of printed pages</b>	<b>2</b>	<b>Date</b>	<b>16/04/15</b>

**Note: Q1 is compulsory and solve any FOUR from the remaining SIX questions.**

**Q1) 20 Marks (Compulsory)**

**Read the following case study and answer the questions given below:**

Berkely Investments is a reputed finance company having 15 branches in different parts of the country. In the home office there are more than 200 employees. This company has a performance rating under which the employees are rated at six months intervals by a committee of two executives. Graphic scales have been used as means of appraisal. The qualities considered are responsibility, initiative, and interest in work, leadership potential, cooperative attitude and community activity. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss who counsels them. The ratings aroused to influence promotions and salary adjustments the employees and also as a criterion for assigning further rating for them.

Recently three employees of the company called on the company's president to express their dissatisfaction with the ratings they had received. Their scores and composite ratings had been discussed with them. Because their ratings were comparatively low, they had been denied annual increments in salary. Approximately, two thirds of all the employees received such increments. The aggrieved employees argued that their ratings did not accurately represent their qualifications or performance. They insisted that "community activity" was not actually a part of their job and that what they do off the job is none of the company's business. They expressed their opinion that employees should organize union and insist that salary increase be automatic.

The threat of a union caused concern to the officers of the company. This particular experience convinced the top officers that ratings may represent a serious hazard to satisfactory relationship with employees. Even the chief executive finds that performance appraisal is a dangerous source of friction and its hazards outweigh its values; so it should be discontinued altogether.

**Questions:**

1. If you were the HR manager, how would you tackle the situation?
2. What modifications would you suggest in the performance appraisal system of the company?

**Attempt Any FOUR from the Remaining SIX Questions**

**Q2) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) 'HR manager cannot ignore the welfare aspects in the organization.' Justify.
- b) What is the importance of induction program for the new joiner?
- c) Discuss the nature of personnel management.

**Q3) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) Discuss the managerial functions of HRM.
- b) 'Horn effect may adversely affect performance appraisal.' Justify
- c) What is the importance of HRP in an organization?

**Q4) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) 'Talent hunting is a 21<sup>st</sup> century challenge for HR manager.' Justify.
- b) Explain the term: MBO
- c) You are the HR manager in a large manufacturing company. Design a training program on 'Team Building' for your employees.

**Q5) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) Who is the change agent in the context of OD intervention?
- b) 'Under-staffing is not conducive for an organization.' Justify.
- c) 'Every organization must have a safety officer.' Do you agree with this statement? Justify.

**Q6) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) Describe the competencies required for personnel manager.
- b) Mr. Kapoor is the CEO of your company. He doesn't believe in performance appraisals. As HR manager explain him the importance of performance appraisal for an organization.
- c) What is demand forecasting?

**Q7) Any two from (a) or (b) or (c) ————— (5x2) = 10 Marks**

- a) Why do employees resist change?
- b) What are the components of HRD strategy?
- c) 'Employee counseling is a good method to improve employee morale.' Justify.