



MUTHAYAMMAL ENGINEERING COLLEGE

(An Autonomous Institution)

(Approved by AICTE, New Delhi, Accredited by NAAC & Affiliated to Anna University)



Rasipuram - 637 408, Namakkal Dist., Tamil Nadu

DEPARTMENT OF MANAGEMENT STUDIES

QUESTION BANK

19MBB04 HUMAN RESOURCE MANAGEMENT

Unit 1

PART A (2 Marks)

1. What do you understand the term Human Resources?
2. How does Human Resource Management differ from Personnel Management?
3. Specify the roles of personnel manager.
4. What is the significance of HRM in recent decades?
5. Define Changing environment.
6. Specify the factors involved in changing environment.
7. What are the human resource policies?
8. What are the essential characteristics of a sound human resource policy?
9. List out the formulation of personal policies.
10. State the advantages of HR Policies.

PART B (13 Marks)

1. Explain the importance and the functions of human resource management.
2. a) Discuss the nature of organizational resources. How do human resources differ from Other resources?
b) Discuss the significance of human resources in an organization?
3. What is the role of personnel manager to play in a modern industry to achieve corporate Objectives effectively?
4. a. Explain the qualities of personnel manager in an organisation.
B. What is the various models of HRM? Explain at least one mode in detail.
5. Write in detail the challenges faced by a human resource manager in the context of Changing business environment.

PART B (15 Marks)

Case Study

SHRM AT ABC DISTRIBUTION

ABC Distribution distributes food products, mainly to major retailers. The critical success factors for the organization, as spelt out by its Managing Director and the Director of Finance, are its ability to meet its profit targets and to grow the business substantially on a consistent basis by developing a reputation for providing added value services, developing business with existing customers, winning new customers, and acquisitions. The company has doubled in size in the last four years. Underpinning the development of the company is the need to grow the

infrastructure, to develop management and leadership and to extend quality and safety programmer.

Business strategy

The Managing Director agreed that in a sense their business strategy evolved in a semi-formal way, but this evolution took place:

by the key people understanding what the total business was trying to do, and their part in it; then they went away and put their bits together; then we pulled all of it together.

He commented that:

Our strategy is very simple and very broad... it can be put down in a few sentences. It's what lies around it that has to be developed.

He emphasized that:

We sought to demonstrate to the rest of the business that we (the board) were a team. Where a team hadn't existed before, a team was now running the company.

The Deputy Managing Director explained how he saw the formulation of the business strategy taking place:

We put our strategy together within the framework of the financial targets we have to meet and our values for quality, integrity and management style.

In answer to the question: 'How does your organization develop its business strategies?', the Director of Finance said that:

It started off as being very simple in that we had an objective to grow in excess of the rate of growth demanded by our parent company... However, that process has become less naïve, more detailed and more structured as the business grows... I see planning as a process that goes on and on and on and becomes more complex and more refined.

He also made the following comment:

Don't forget, not all strategies necessarily involve massive change... you can have a strategy to stay as you are.

The Director of Marketing emphasized the dynamic nature of strategy in a growing business operating in a highly competitive environment

We have a strategy document which is concerned with developing market share and growth and is being continuously updated... The update is driven by the board... We have to make sure that we continue to refresh the strategy.

The Director of HR commented that:

The longer-term strategy is developed basically by the board getting together and working its way through... We also share that plan with the senior management team.

HR strategy

The Managing Director described their approach to developing the HR strategy as follows:

Our HR strategy has to respond to our business needs. The challenge for HR is to look at all the areas it encompasses and make sure they are integrated into the main plan. One of the

problems this company used to have up to a few years ago was that HR strategy was seen as something completely separate from corporate strategy. What we have tried to do in the past few years is to make them one and the same thing. So we start with a business plan; we know we are going to grow at a certain rate. Then we do a skills audit and predict how many managers we are going to need. Out of this comes our HR development policy on skills training, leadership training and recruitment.

We all look at our business strategy and express a view on the people we need, but our HR Director pulls it all together and interprets our ramblings into something coherent. However, in answering a question on how HR strategies were developed, the Director of Finance admitted that:

We probably have more HR policies than strategies because the strategies are there in a simple sense but not 100 per cent well-articulated – for valid reasons; we are a growing business.

The Director of HR referred to the way in which strategic initiatives were developed:

First the HR people meet and we bounce ideas about and seek ideas. Then if we have a new initiative we put it to the board for discussion.

Role of the HR Director

What I want and what I get is a general contribution: whether the individual is HR Director, Finance Director or Marketing Director is in many ways irrelevant. For example, I look at the HR Director in the same way as the Finance Director, which is that when we about business policy and business strategy they would play into that at a general level, and having sorted out the policy, they contribute in their specific areas.
Managing Director

The role of HR is to facilitate everything we do. Deputy Managing Director

I would expect the HR Director to be visionary, to see a bigger picture than I can see and to be able to articulate that. There is an element of added value in balancing HR policies with business issues. Director of Finance

Question:

1. Comment on the way in which business strategy is evolved in this company and how HR strategy is integrated with it.

UNIT II

PART A (2 marks)

1. Define Human Resource Planning.
2. What is job Analysis?
3. Define job evaluation.
4. What do you mean by employee counselling?
5. Define job description.
6. Define job enrichment.
7. What do you meant by recruitment?
8. Define selection.
9. Define placement.
10. Define induction. State its advantages.

PART B (13 Marks)

1. Outline the steps involved in HR planning. Illustrate with an example.
2. Discuss the problems in human resource planning. How can these problems be overcome?
3.
 - a) Differentiate between job analysis and job description.
 - b) Emphasize the role of planning in personnel department.
4.
 - a) Discuss critically the various sources of recruitment for executives
 - b) State the difference between job analysis and job evaluation
5.
 - a) Describe the nature and importance of employee selection.
 - b) Explain in brief the steps involved in selection procedure.

PART – C (15 Marks)

Case Study

SHRM AT BELTON COUNCIL

Belton Council is a district council that is generally recognized as being a very well run and capable local authority. It is particularly good at dealing with the environment and, as the Chief Executive said: 'We tend to care so passionately about our environment that we focus an almost disproportionate amount of our resources on environmental issues'. He further commented that the critical success factors for the authority were meeting the perceived needs of the community, creating customer satisfaction with the services provided and, importantly, 'an overall appreciation of the effectiveness of members of staff and the contribution they make towards the organization as a whole'.

Corporate strategy

The following comments were made by the Chief Executive on how corporate strategy was developed:

We do not have a single document which says 'this is the Belton Council corporate strategy'. What we do have are three processes which run in parallel and together represent the corporate strategy. These comprise a general strategy for developing services, a management strategy which concentrates on the managerial processes which we need to design to bring out the best in the organization, and the key areas for achievement document which focuses on specific actions.

Strategies are developed by a top-down, bottom-up process. The members of the Council, the policymakers, debate the strategic issues from which firm strategic proposals would develop. Individual members of staff are then given opportunities to contribute... A distinguishing feature of all our corporate strategy work has been the opportunity for widespread involvement in the process.

It is incredibly important that within an organization there is somebody who has the personal responsibility for monitoring, evaluating and reviewing the effectiveness of that organization... That strategic management role lies at the heart of the Chief Executive's responsibility.

The Director of Planning commented as follows on the process of strategic planning:

The reality is you choose directions and you move in particular directions, then all sorts of things happen that you can't possibly have conceived of, and you weave these into your strategy. Strategy is rooted in the vision and the culture... Life's very complicated, there are

no easy solutions, and you don't start at go when you throw a six and proceed from there. You pick up a very complex jigsaw and you work through it. But the vision helps. On how the top team operates, the Director of Planning said that:

The things we bring to the team are personal characteristics as much as the management skills we all learn at various stages... the fact that we have a spectrum of personalities strengthens the team.

Values

The expressed values of the Council are concerned with caring for customers, employees and the environment, encouraging openness and trust, good communications and positive thinking, and on working together to improve the effectiveness of its services, providing high quality and value for money.

The challenge of change

The Chief Executive commented that:

The outstanding issue is managing change effectively because whatever happens, there is going to be a massive change over the next five years. HR must be able to respond to the changes that are coming. One of the outstanding areas for improvement is the process of translating corporate and other strategies right through the organization to individual level.

HR strategy

The Chief Executive stated that:

Human resource strategy has got to be owned by the top management body within an organization. Their commitment must be absolute, otherwise it simply won't be applied in practice. Everything flows from the corporate strategies we have set down. It's about having a very strong focus on the overall effectiveness of the organization, its direction and how it's performing. There is commitment to, and belief in, and respect for individuals, and I think that these are very important factors in an organization.

When asked how HR strategies were developed the Director of HR replied:

Initially what I did was to list all the activities in which we were currently involved in HR and sent a questionnaire to all the directors stating 'This is what we are doing' and asking: Do you want us to continue doing it? If so, do you want the same, or more, or less? Are we doing it well? Could we do it better? What are the things we are not doing that you think we ought to be doing?' The next thing I did was to have two open days in which I invited managers to come in and tell us what their perceptions of HR were. And this confirmed our eagerness to get rid of duplication and delays in HR matters. We were fast getting in the way and holding the whole process up. And that's where we got the agreement of the organization that empowerment should be our strategy.

On this strategy for empowerment, the Director of Technical Services remarked:

The positive aspect of the devolution of responsibility for HR is that it puts people management back where it should be.

Role of HR

The Director of Planning commented on the integrating role of the Director of HR as follows:

In the old days the Personnel Manager was not a member of the management team and I got used to a culture where personnel advice was not really part of strategic direction. And any debate there may have been at corporate level came out in the wash. It was not led by our Director of HR. She is now on a par with the rest of us in terms of status and contribution and she brings the whole of the HR angle into the debate.

Question

1. What do you think of the processes of planning described in this case?
2. What are its strengths and what, if any, are its weaknesses?
3. To what extent do you think that the way planning is handled in this local authority provides good practice lessons for other types of organizations?

UNIT III

PART A (2 marks)

1. Define training its objectives.
2. Define on- the- job training. State its advantages.
3. Define apprenticeship training.
4. What is JIT? Contrast it with apprenticeship training.
5. Define job instruction training.
6. What is meant by role playing?
7. What is coaching? Contrast it with mentoring.
8. What is Organization Development?
9. State the meaning of in-basket training.
10. Write short note on Multiple Management.

PART B (15 Marks)

1. Explain the methods of training to employees and state their merits and demerits
2. a) How will you identify training needs of an organization?
b) Describe the process of training.
3. How can you evaluate the effectiveness of a training programme? Explain.
4. a) What are the objectives of employee training?
b) Explain the need for training in modern industry.
5. Explain the methods /Techniques of management Development Programmes.

PART – C (15 Marks)

Case Study HRM AT MEGASTORES

Megastores are one of the countries largest and most successful high street retailers. It has a very powerful overriding commercial objective – to increase shareholders' value – and to do this by providing value-for-money products and delivering consistently high levels of customer service.

Business strategy

The Managing Director made the following observations about strategic management:

Strategy is developing a route to better the business in the medium to long term. You cannot fully maximize the business opportunities unless you've got the proper management structure to create them. In business you have to look at the options available, make a decision and then drive that way.

The approach to strategy formulation was described by the Director of Finance as follows:

Our strategy tends to be based on the resolution of issues. There is a base strategy and we continue to question whether that is the right thing to be going forward with. We have a strategic planning framework throughout the group. It's called value-based management (VBM), the fundamentals of which are to make sure that whatever you do, you must maximize shareholder value... It provides us with a basis for looking at what we are doing and the resources we require we've never had before.

He also commented, however, that:

We're highly profitable, but in turn we invest an awful lot in our people. We spend a lot of money on the training and development of people throughout the organization. It's probably one of our key differentiators.

The Director of Stores gave these perspectives on the strategic planning process:

We have in place a formal business planning process in which we divide the planning into three levels. One is at business level, where we identify issues that we deal with as a company; the second level is product-market planning; and the third level is local market planning.

Our business strategy is formed through value-based management, which is a discipline for pulling everything together and ensures that decisions are made on the basis of their real value to the business rather than someone's strength of personality or hunch. This in itself required the involvement of all the directors in a more formal business planning process. Three or four years ago we worked more individually and now we work more as a team.

There are elements of our business that are incredibly value-creating. There are others that are incredibly value-destroying. The trick is to identify the ones that are value creating and funnel resources to them.

There are a number of blocks that make up our business strategy. The first is our overall objective. Against this we spin off a number of elements we call major initiatives. These are coordinated by our Director of Corporate Planning, but it is the functional directors who are really charged with taking ownership of these objectives.

HR strategy

The comments made by the Managing Director on the formulation of HR strategy are given below:

The biggest challenge will be to maintain (our) competitive advantage and to do that we need to maintain and continue to attract very high calibre people.

All we do in terms of training and human resource planning is directly linked to business improvement.

The key differentiator on anything any company does is fundamentally the people, and I think that people tend to forget that they are the most important asset. Money is easy to get hold of; good people are not.

The influence in terms of strategic direction must always be based on the key areas of marketing and operations.

When the HR Director questioned on his approach to the development of HR strategies replied:

I start with the top line, the four or five things which are the strategic platform for the company. I get my managers together to look at the implications. We then pull it together so that it is all derived from the original strategic platforms and then work top-down and bottom-up to get the amalgam of what we can achieve. This then feeds into the final operating plan so we can agree budgets.

Question

1. What do the quotes given in the case study tell us about the process of developing and integrating HR strategy in general and the achievement of fit between the business and HR strategy?

UNIT IV

PART A (2 marks)

1. What is Performance appraisal?
2. What do you mean by 360 degree performance appraisal?
3. Write short notes on KRA.
4. What do meant by Job evaluation?
5. State the difference between wage and salary.
6. Distinguish between intrinsic and extrinsic rewards.
7. What do you mean by 'Flexi-time'? State its advantages.
8. What is the major individual incentive plans used?
9. Write a short note on MBO.
10. Define Fringe benefits.

PART B (13 Marks)

1. What are the new trends in wage and salary administration?
2. a) What is the difficulty in performance evaluation?
b) How can we ensure effective evaluation?
3. a) Describe the process of performance appraisal through MBO.
b) How performance appraisal is an improvement over trait based appraisal.
4. a) Explain the various methods of performance evaluation.
b) How the incentives boost the morale of employees to build a competitive edge?
5. a) The welfare scheme is the driving force to work – Comment.
B. What benefits and services are most important to today increasingly diverse workforce? Why?

PART C (15 Marks)

Case Study

Is an officer functioning in the management capacity not a “Workman”?

Twenty first Centuries Printers Limited, Mumbai was engaged in the manufacture of printed packing material. hay appointed K.P.Abraham as Purchase Officer.

In the course of employment, the company asked him to carry article from Mumbai to Ahmadabad, which he declined to carry. The incident took an ugly turn and the company decided to terminate K.P.Abraham’s services. The man issue raised in this petition was whether K.P.Abraham was a workman as his function is managerial one coming under the exception in Section 2 (s) (iii) of the Industrial Disputes Act, 1947 and as such, he is not a workman.

Labor Court Judgment However the labor court held that K.P.Abraham was a workman under the Industrial Disputes Act, 1947 and termination of his service was illegal. The presiding officer also directed his reinstatement with continuity of service and payment of full back wages.

The Petitioner challenged the award of labor court in the Bombay High Court Decision:

The Honorable High court allowed the writ petition and quashed the order of labor court which held K.P.Abraham as a workman and set aside his termination. The high court held that the purchase office functioning in the managerial capacity will not be a workman under the Industrial Disputes Act.

Question:

1. Read the case thoroughly and comment the judgment given by the Labour court.

UNIT V

PART A (2 marks)

1. Define competency mapping.
2. What are the objectives of competency model?
3. What are the objectives of QWL?
4. What are the tools can be used to measure the Quality of performance?
5. What is Balanced score card?
6. What do mean by HR Accounting?
7. State the various methods of HRA.
8. Define HRIS.
9. What are needs for HRIS?
10. Specify the skills require for an international manager.

PART B (13 Marks)

1. A. What are the various competency mapping and techniques?
B.Explain the steps involved in competency mapping and the tools used for developing competencies.
2. a) Explain the various factors affecting Quality of work life.
b) Why quality of work life is necessary and how it can be measured and improved?
3. a. Discuss the significance of HRA in a modern business World?
B.Briefly describes the various approaches and techniques involved in implementing HRA practice in Indian corporate sectors.
4. a) Explain the perspectives of Balanced Scored approach.(7marks)
b) Conceptual foundations of the Balanced Scorecard. (6marks)
5. State the benefits of human resource information system and hoe it can be implemented in an organization.

PART C (15 MARKS)

Case Study

Satish was a Sales Manager for Industrial Products Company in City branch. A week ago, he was promoted and shifted to Head Office as Deputy Manager - Product Management for a division of products which he was not very familiar with. Three days ago, the company VP - Mr. George, convened a meeting of all Product Managers. Satish's new boss (Product Manager Ketan) was

not able to attend due to some other preoccupation. Hence, the Marketing Director, Preet - asked Satish to attend the meeting as this would give him an exposure into his new role. At the beginning of the meeting, Preet introduced Satish very briefly to the VP. The meeting started with an address from the VP and soon it got into a series of questions from him to every Product Manager. George, of course, was pretty thorough with every single product of the company and he was known to be pushy and a blunt veteran in the field. Most of the Product Managers were very clear of George's ways of working and had thoroughly prepared for the meeting and were giving to the point answers. George then started with Satish. Satish being new to the product, was quite confused and fared miserably. Preet immediately understood that George had possibly failed to remember that Satish was new to the job. He thought of interrupting George's questioning and giving a discrete reminder that Satish was new. But by that time, George who was pretty upset with the lack of preparation by Satish made a public statement "Gentlemen, you are witnessing here an example of sloppy work and this can't be excused". Now Preet was in two minds - should he interrupt George and tell him that Satish is new in that position OR should he wait till the end of the meeting and tell George privately. Preet chose the second option. Satish was visibly angry at the treatment meted out by George but he also chose to keep mum. George quickly closed the meeting saying that he found in general, lack of planning in the department and asked Preet to stay back in the room for further discussions. Before Preet could give any explanation on Satish, George asked him "Tell me openly, Preet, was I too rough with that boy?" Preet said "Yes, you were. In fact, I was about to remind you that Satish is new to the job". George explained that the fact that Satish was new to the job didn't quite register with him during the meeting. George admitted that he had made a mistake and asked his secretary to get Satish report to the room immediately. A perplexed and uneasy Satish reported to George's room after few minutes. George looking Satish straight into his eyes said "I have done something which I should have never even thought of and I want to apologise to you. It is my mistake that I did not recollect that you were new to the job when I was questioning you". Satish was left speechless. George continued "I would like to state few things clearly to you. Your job is to make sure that people like me and your bosses do not make stupid decisions. We have good confidence in your abilities and that is why we have brought you to the Head Office. For everybody, time is required for learning. I will expect you to know all the nuances of your product in three months time. Until then you have my complete confidence". George closed the conversation with a big reassuring handshake with Satish.

Questions:

1. Was it at all necessary for George to apologise to such a junior employee like Satish?
2. If you were in Satish's place, how would you to respond to George's apology?
3. Was George correct in saying that Satish is there to correct the "stupid mistake" of his boss and George?
4. Would you employ George in your company?
5. Did Preet make a mistake by not intervening during the meeting and correct George's misconception about Satish?