

July 2014

Bachelor of Business Administration (BBA) Examination
II Semester

Human Resource Management

Time : 3 Hours]

[Max. Marks : 80

Note: Attempt any four questions from Section A. All the questions carry equal marks i.e., 16 marks for each question. Case, in Section B is compulsory and carries 16 marks.

Section A

1. "People are an organisation's most valuable asset." Comment.
2. Explain 'Job Analysis', 'Job Description' and 'Job Specification'. What role does each one of these play in the selection process?
3. "Training is an essential tool of skill development." Justify the statement with explaining method used for training.
4. How does effective compensation management help an organisation achieve its strategic objective? Critically examine the components of a compensation package in organised industry in India.
5. "Performance Appraisal is not merely for appraisal but it is for accomplishment and improvement of performance." Discuss. Also discuss any two modern methods of performance appraisal in Indian context.
6. Write short notes on any two of the following :
 - (a) Human Resource Planning.
 - (b) Grievance Handling Procedure.
 - (c) VRS.

Section B

7. Read the case and answer the question asked :

YOU GET WHAT YOU PAY FOR

Frank Henderson is the manager of General Electrical's Appliance Division. Each April, he must evaluate all of his subordinates to decide who is to receive a merit increase for the upcoming fiscal year. But each year those employees complain about how they are evaluated, how merit money is dispersed, and what criteria are used for the evaluations. However, during the past two year there has been a tremendous emphasis on quality of production. A review of the merit

recipients reveals that these people were the ones who had the best quality records. But many of the employees felt that quality should not be the determining factor. At an employee forum, one of the senior member remarked "How can Frank now reward quality ? What has happened to production numbers ?"

Another employee agreed and stated : "This quality game is okay for same, but what about overall production ? It seems to me that if I will only be rewarded for quality, then I should produce a few items but make them perfect."

After hearing such criticism, Frank was quite upset, he was no trying to cause chaos in his evaluation, nor was he attempting to hurt anyone. Unfortunately, what was originally intended to be an evaluation system had just become a nuisance.

Questions :

1. What is the major problem with Frank's evaluation system ?
2. Describe a performance evaluation system that you could recommend to Frank for evaluating worker on the production line.
3. If no changes are made in current system that Frank is using, what do you expect will occur regarding future production performance of the employees ?
4. What does this case tell us about the impact of performance appraisals on employee motivation?

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