June 2016

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. What is Human Resource Management ? What are its functions and objectives ?
2. What is Job Analysis ? Describe the process involved in conducting a Job-Analysis of front-line executive of a service sector.
3. Describe briefly the various steps that are involved in hiring human resources in an organisation.
4. Discuss the important steps in the training and development process. Explain any four methods of training for workers.
5. What do you mean by grievance ? Discuss the model grievance handling procedure adopted for the settlement of employee grievance.
6. Write short notes on any two of the following :
   (a) Job Evaluation.
   (b) Career Planning.
   (c) Human Resource Accounting.

Section B

1. Read the case and answer the questions given at the end :

Performance appraisal system serve many purposes, such as providing formal feedback to employees on how to stack up with respect to the organization's standards, compensation decision, promotional decision, termination decision etc. Performance appraisal is one of the fundamental activities in human resource.

Traditionally, performance appraisal system was not able to provide good assessment for managers. To be more precise, it did not provide accurate evaluation for opportunistic managers.

With this background in mind there is much to be learned from experience of Shankarlal's company. The company had concerns that its old paper-based performance appraisal system was too slow and cumbersome, raters were not assured of the confidentiality of their rating and therefore they wanted

a better appraisal system. It also wanted to enhance manager's project management and project team leadership skills. Given these concerns, Shankarlal decided to develop 360 degree feedback system. The innovative aspect was that the company decided to base the system to internet and its own intranet. An independent contractor, E-group developed the system and handles the collation and analysis of feedback information.

- It chose a 75-item survey called LEPAS, which measures 7 dimensions of leadership, for 360-degree instrument.
- It was available on web, so raters can pull all information with complete appraisals in 20 mins. After completion of appraisal the result was e-mailed to E-group to process.
- As the system was encrypted, it provided greater confidentiality for raters when compared to previous system.
- E-group was able to provide appraisal profile for the managers within 3 days after the evaluators e-mailed their input for the managers,
- Rating of managers also included leaderahip profile developed by Shankarlal's executives.
- By comparing the actual ratings with ideal profile, managers can identify areas for future development.
- Shankarlal chose this system only for development purpose, although recently it began to consider other purpose for the system.

Discussion Questions :
1. What problems do you think Shankarlal experienced oncs the 360-degree syatsm implemented on the internet ?
2. What else is necessary to help ensure that performance appraisal system will be successful? How would you determine if the system affects the firm's performance ?
3. A side from the advantage of instantaneous transmission of information, what other advantages, do you see with this type of performance appraisal system on the internet ?

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