

November 2011

**Master of Business Administration (MBA) Examination
II Semester**

Human Resource Management

Time : 3 Hours]

[Max. Marks : 80

Note : *Attempt any four questions from Section A. Section B is compulsory. All questions carry equal marks.*

Section A

1. Define Human Resource Management and why is it important in the organisation ? Also, highlight the objectives and functions of HRM.
2. What is Job Analysis and which type of information does it provide ? Describe the various techniques of Job Analysis.
3. What do you understand by Main Power Planning ? Discuss the concept of HRP process at National and Corporate Level.
4. Discuss the following :
 - (a) Stages in Selection Process.
 - (b) Phases of Compensation Management.
5. Explain the meaning, need and significance of Training. Discuss the process of developing an effective training programme in any organisation.
6. Write notes on any two of the following :
 - (a) Performance Versus Potential Appraisal.
 - (b) Job Evaluation, Incentive and Reward System.
 - (c) Knowledge Management in Multinational Companies.
 - (d) International HRM.

Section B

7. Vesta, a consumer non durable company, based at Delhi, has a turnover of about Rs. 500 crores. Training and development needs of the employees of the company are directly related to the product profile. There are both theoretical and practical requirements for training. Studies conducted at Harvard University have shown that employees can retain their jobs by working at a mere 20-30 percent

of their potential. Research has also shown that if the same employees are properly motivated, they could work at 80-90 percent of their capabilities. The company imparts training to its employees in the following areas :

- (i) Training in company policies and procedures,
- (ii) Training in particular skills,
- (iii) Human relation training.
- (iv) Training in problem solving,
- (v) Managerial and supervisory training.

There are several methods which the company employees to give training to its employees.

Broadly, these are as under :

- (a) On the job training.
- (b) Simulation methods.

Evaluation centres around whether the training programmes have enhanced the skills and attitudes of employees; whether such programmes have brought about the desired job behaviour and lastly whether such programmes have promoted organisal objectives.

Questions :

- (1) What would be prospective long-run benefits to the company in holding as above elaborate training programmes ?
- (2) Suggest effective training strategy for this company.

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